

## Item 2: Draft Economic Diversification Plan update

### SESSION TYPE: Briefing

### PURPOSE/DESIRED OUTCOME: Briefing on changes to the draft plan

Councillors are asked to review the Draft EDP feedback summary (attachment A) and Key themes of proposed changes for draft EDP document (attachment B) to discuss the direction of proposed changes to the draft Economic Diversification Plan, *New pathways to a thriving future*. This follows community consultation at the end of 2023 and recent stakeholder engagement in 2024.

The briefing will include an update on the formation of the Diversification Review Panel, which has been established to ensure changes to the plan are agreed in a collaborative manner.

An overview of work in progress will be provided, as well as an update on timing and next steps.

Councillors have previously discussed key aspects of the draft plan at a workshop in October 2023.

### DATE/TIME:

2 April 2024, 2.10-3.10pm

### TIME BREAKDOWN:

Presentation: 30 minutes

Questions: 30 minutes

#### Prepared by:



**Name:** Peter Harris

**Title:** Economic Development Manager

19 March 2024

#### Reviewed and Authorised by:



**Name:** Michelle Morss

**Title:** General Manager, Strategy and Policy

19 March 2024

### ATTACHMENTS:W

A	Draft EDP feedback summary
B	Key themes of proposed changes for draft EDP
C	Draft Economic Diversification Plan (Note that this is the <b>original</b> EDP)
D	Draft Economic Diversification Plan Presentation (Slides to be presented on the day)

## **Attachment A: Summary of draft Economic Diversification Plan feedback**

### **Background**

The Draft Economic Diversification Plan (EDP) - *New pathways to a thriving future*, has had 2 phases, both with advisory groups.

Phase 1: Framework – proposed the opportunities, challenges and principles.

Phase 2: Plan – economic analysis done to inform areas of focus, and projects.

Advisory group members included Kāi Tahu representatives, experts in investment, economic development, infrastructure, tourism, technology, startup support, expat networks, and climate action.

This draft plan, in combination with the Destination Management Plan (DMP) - *Travel to a thriving future*, will replace the existing Economic Development Strategy. The EDP is designed to guide the work of a variety of organisations that support economic diversification including Queenstown Lakes District Council (QLDC) Economic Futures team, Film Queenstown Lakes, Startup Queenstown Lakes, Whakatipu Hangarau Trust, Study Queenstown, Destination Southern Lakes, and a broader network of membership and national business organisations.

### **Community consultation**

The draft plan was out for community consultation between 6 November and 15 December 2023. It was hosted on the QLDC Let's Talk website, and promoted via Facebook, LinkedIn, Chamber of Commerce newsletters and Destination Queenstown.

The site was visited by 282 users and the plan (or plan on a page) was downloaded 253 times. The QLDC Communications team have reported that the number of downloads is high compared to the number of responses.

Feedback was received via:

- Online survey (11 survey responses) plus comments from 10 respondents
- Written feedback via online consultation (5 submissions)
- Direct written feedback from stakeholders (3)
- Notes taken during plan discussions with key stakeholders (9).

### **Survey responses**

The sample size of 11 is small, but in general respondents were supportive of the plan with an average of 67% strongly agreeing or agreeing with the questions posed.

90% strongly agreed or agreed that diversifying the local economy is important to the future of the district. The lowest score was whether *World of Connections* is the right keystone project (45%).

### Key partner consultation

During November 2023, through until February 2024, there were a number of meetings and workshops (online and in person) with key partners to gather feedback and discuss endorsement.

### Feedback

During community and key partner consultation, feedback was provided by:

1	Alex Worker	14	Karen Murphy - InternQL
2	Ann Lockhart, Gizelle Regan	15	Kenny Lau, Simon Aynsley, Tara Druce - New Zealand Trade and Enterprise
3	Anonymous	16	Lisa Guy - QLDC Councillor
4	Celia Walker - Balmoral Lodge	17	Michaela Blacklock, Prue Kane - WAI Wānaka
5	Danny Healy - Callaghan Innovation	18	Nicky Busst - Arrowtown Promotion and Business Association
6	David Wallace, Jinene Clark, Michaela Blacklock - Startup Queenstown Lakes	19	Paddy Kluts - Mountain Club
7	Dean Rankin - Wānaka ratepayers	20	Peter Ramsay - Mainland Angel Investors
8	Destination Southern Lakes	21	Prue Halstead - Invest South
9	Hamish Ackland - Mons Royale	22	Queenstown Chamber of Commerce
10	Howard Spencer	23	Restaurant Association of New Zealand
11	Ifor Ffowcs-Williams - Cluster Navigators	24	Samantha Kirk - Three Lakes Cultural Trust
12	Jonathan Chen - Porter Group	25	Tim Barke - Lake Wānaka Tourism
13	Kahli Scott – Film Queenstown Lakes	26	Wānaka Business Chamber of Commerce

## Feedback themes, suggested responses and discussion topics

### Supportive of:

<ul style="list-style-type: none"> <li>• The need for diversification</li> </ul>	<ul style="list-style-type: none"> <li>• Love of place</li> </ul>
<ul style="list-style-type: none"> <li>• World of Connections as a trusted (no-ego) network – questions raised about which organisation could be best to lead this (maybe not under Council?)</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism and hospitality tech</li> </ul>
<ul style="list-style-type: none"> <li>• Outdoor products niche</li> </ul>	<ul style="list-style-type: none"> <li>• Lifetime value of the visitor</li> </ul>

### Tables key:

-  High priority - requires discussion and consensus
-  Medium priority - requires discussion and consensus
-  Low priority – requires little/no discussion

### A stronger why:

Feedback	Suggested responses	For discussion	Actions
<ul style="list-style-type: none"> <li>• Pitch to excite the reader</li> <li>• Needs a lofty goal</li> <li>• Plan should be something of a call to arms</li> <li>• Compel people to read and want to be part of the journey going ahead</li> </ul>	<p>More direct introduction reinforcing why diversification matters.</p> <p>Consider reducing text on pg.5-7 to make it punchier – language across doc can be tighter and less waffle.</p>	<p>Should an introduction and call to arms replace Mayor’s welcome?</p> <p>Should it be signed by multiple people rather than just the Mayor?</p> <p>DMP has an attention grabbing keystone project – how important is something similar for the diversification plan?</p>	<ul style="list-style-type: none"> <li>-Writing underway</li> <li>-Consider co-signatories</li> <li>-No lofty goal</li> </ul>
<ul style="list-style-type: none"> <li>• Clearly show the need for diversification</li> </ul>	<p>Highlight stats that show restricted career/industry choice and low incomes.</p>	<p>Half the stats on pg.10 refer to housing – are there other stats that are more aligned to the risks of not pursuing diversification?</p>	<ul style="list-style-type: none"> <li>-Updating stats</li> </ul>
<ul style="list-style-type: none"> <li>• Focus on thriving communities and sustainability across the four wellbeings framework (social, cultural, environmental and economic wellbeing)</li> </ul>	<p>Addressed on pg.20.</p>	<p>Is explanation of vision too complex, pg.20?</p>	<ul style="list-style-type: none"> <li>-Reducing word count of vision on p.20</li> </ul>

### Acknowledgement of past efforts:

Feedback	Suggested responses	For discussion	Actions
<ul style="list-style-type: none"> <li>• Current plan feels like nothing has been done</li> <li>• Desire to know which projects/activities are underway</li> <li>• Acknowledge history of diversification efforts via timeline of prior initiatives</li> </ul>	Timeline showing organisations and initiatives prior to 2024.		<ul style="list-style-type: none"> <li>-Adding timeline to current state section</li> <li>-Contacting partners for additional detail</li> </ul>

### More emphasis recommended:

Feedback	Suggested responses	For discussion	Actions
<ul style="list-style-type: none"> <li>• Cromwell is part of the region but not included</li> <li>• Not enough focus on Wānaka and its unique strengths</li> </ul>	<p>Better acknowledge how collaboration that grows diversification often emerges in close proximity – niches likely to be concentrated.</p> <p>Mention role of Cromwell (e.g distribution, industrial and housing).</p>	Are there specific strengths of the Wānaka economy outside tourism established enough to be highlighted?	-Sentence recognising Cromwell and Wānaka strengths
<ul style="list-style-type: none"> <li>• Stronger and more obvious links between the diversification plan and DMP</li> <li>• Acknowledge the strengths and opportunities tourism can bring</li> </ul>	Venn diagram showing how DMP and EDP intersect – highlight projects that sit in intersection.	Could this replace pg.6?	<ul style="list-style-type: none"> <li>-Addition of Venn diagram</li> <li>-Stronger links in copy</li> </ul>
<ul style="list-style-type: none"> <li>• Talent as a key enabler for building diversification</li> </ul>			-Researching
<ul style="list-style-type: none"> <li>• Need for stronger understanding of the lifestyle drivers that attract/keep key staff for diversification business (creativity, environment, adventure?)</li> </ul>	Consider adding in building understanding of the drivers/barriers for key staff in ‘best-fit’ businesses as a project.	How many is too many opportunities? Could text on existing opportunities be condensed?	-Add project underneath talent
<ul style="list-style-type: none"> <li>• Emphasise regenerative business/environmental sustainability more.</li> </ul>	<p>Add alignment with DMP and climate action into opportunities.</p> <p>Move reference to operating in a low impact, low emissions, regenerative way up best fit business list pg.23.</p>	Is there a risk of too many opportunities? Could text on some existing opportunities be condensed?	<ul style="list-style-type: none"> <li>-Broaden scope of Project 14: Conservation and Biodiversity Sectors</li> <li>-Better language throughout</li> </ul>

<ul style="list-style-type: none"> <li>Reference Project 19: Innovation and economic development (pg 38 of DMP)</li> <li><a href="https://www.queenstownnz.co.nz/regenerative-tourism-2030/">https://www.queenstownnz.co.nz/regenerative-tourism-2030/</a></li> </ul>	As above.	How many is too many opportunities? Could text on existing opportunities be condensed?	-Consider how best to align DMP and EDP, especially project 6(EDP) and 19(DMP)
<ul style="list-style-type: none"> <li>Place brand, stories and promotion incl video and RTO storytelling expertise</li> <li>Align wording with DMP</li> </ul>	Add as a diversification opportunity (pg 11).	Should this replace what is GDP and why does it matter?	-Better leverage/recognise strength of brand and RTOs -Place branding language alignment
<ul style="list-style-type: none"> <li>Reframe current industry sector definitions to capture key creative disciplines operating in a variety of industries</li> </ul>			-Consider changing project 9/10 to 'Grow Creative Industries'
<ul style="list-style-type: none"> <li>Link to emergency and climate adaptation work that needs to be done</li> </ul>	Large, travel reliant industries much more impacted than small niches. Acknowledge as a risk in implementation plan.		-Not diversification issue right now, for current existing industries

### Tightening of metrics, language and methodology

Feedback	Suggested responses	For discussion	
<ul style="list-style-type: none"> <li>Need a chart showing existing mix of businesses</li> </ul>		Consider adding to stats page 10?	-Sourcing stat to add to p.10
<ul style="list-style-type: none"> <li>Like to see diagrammatic representation of love of place and logic of place</li> </ul>	Add to p.12 and reduce copy description.		-Consider use of icons, session with designer
<ul style="list-style-type: none"> <li>'Advanced manufacturing' term is confusing</li> </ul>	Replace term with 'outdoor products'.		-Changing to Outdoor Products
<ul style="list-style-type: none"> <li>More data, insights and research</li> </ul>	Replace housing stats with stats more relevant to diversification.		-As above
<ul style="list-style-type: none"> <li>Tech industry needs more explanation</li> </ul>	Add in as diversification opportunity and outline the variety of roles tech can play.	How many is too many opportunities? Could text on existing opportunities be condensed?	-Research how explained in others plans, e.g. NZ Tech, WHT quote
<ul style="list-style-type: none"> <li>High contributing individuals – expand the definition to make it clear investment of</li> </ul>	Is dealt with on pg.23 but reconsider wording.		-Expand definition

<ul style="list-style-type: none"> <li>time, expertise, contacts is as valuable as \$ investment</li> <li>Emphasis on individuals misses connections across contributing groups, and across regions</li> </ul>	Add organisations alongside individuals and businesses into framework pg.24.		
<ul style="list-style-type: none"> <li>Future focussed infrastructure – explain how the plan influences this</li> </ul>	Outline control/influence/interest model to outline the influence role for diversification partners when interacting with spatial planning/infrastructure.	Could this be useful in implementation plan to clarify the roles different organisations will play?	-Move project 5 to higher priority and strengthen language
<ul style="list-style-type: none"> <li>Keystone Project: A World of Connections description a bit vague and takes too long to get to the punch – reduces impact</li> </ul>	Tighten up copy and better highlight key points.		-Move to higher priority and strengthen language -Better highlight calibre of people and why QTL is unique. -Opportunity more clearly stated - stats to back this up.
<ul style="list-style-type: none"> <li>Overall, too wordy and a big document</li> </ul>		How long is too long?	-How to better summarise Appendix 2

### Organisations and delivery

Feedback	Suggested responses	For discussion	Actions
<ul style="list-style-type: none"> <li>Take care with an independent reference group – could be further organisational clutter</li> </ul>	Test with key diversification partners.		-Leave as is
<ul style="list-style-type: none"> <li>Does tying tech to one organisation (Whakatipu Hangarau Trust) create a risk?</li> </ul>			-Consider wording
<ul style="list-style-type: none"> <li>How will the EDP be funded and resourced?</li> </ul>	Implementation plan to be done for year 1.		-Implementation plan for year 1
<ul style="list-style-type: none"> <li>Find the right support for private enterprise doing what this draft plan is setting out to do</li> </ul>			-Leave as is

<ul style="list-style-type: none"> <li>No reference to funding and governance – recommend consideration given to an independent review for what's best practice</li> </ul>	Consider once plan finalised.		-Consider once plan finalised
<ul style="list-style-type: none"> <li>Clarify what is meant by national business support agencies</li> </ul>	Clarify (NZTE, Callaghan Innovation)		-Clearer meaning in Project 3, no.3
<ul style="list-style-type: none"> <li>Lack of reference to Study Queenstown</li> </ul>	Referenced on pg.8. Add reference in Project 2 (New Skills).		-Add reference in Project 2
<ul style="list-style-type: none"> <li>Develop a risk management plan to address potential challenges in implementation</li> </ul>	Add to implementation plan.		-Add to implementation plan
<ul style="list-style-type: none"> <li>Build into the framework a mechanism for agility/responsiveness and the chance of something random</li> </ul>			-Consider if possible to incorporate, especially in rewriting

#### Other Economic Development team observations

Feedback	Suggested responses	For discussion	Actions
<ul style="list-style-type: none"> <li>Ensure reference to Central government funding and organisations is current</li> </ul>	Remove reference to RSLG (discontinued) and Economic Transformation and Resilience Fund?		-Remove reference to fund
<ul style="list-style-type: none"> <li>Consider reducing/consolidating # of projects</li> </ul>	Try to consolidate to max of four projects under each pillar, e.g. combine 'Think again/New Skills' and 'Grow Screen/Film here'.	How many projects are too many?	-Consider during rewriting and as above -More direct with project names
<ul style="list-style-type: none"> <li>Is there value in a section outlining the methodologies that will be used?</li> </ul>	Such as cluster development, Strategic Doing, investing across startups, existing businesses, and business attraction.		-Not supported for EDP, consider for implementation plan
<ul style="list-style-type: none"> <li>Year 1 implementation plan</li> </ul>	Create short term plan alongside EDP to reassure people that work is underway and expectations/KPIs for the first year.		-Draft in progress
<ul style="list-style-type: none"> <li>Is Appendix 2: Niche Industry Analysis all needed?</li> </ul>	Better summarise info.		-As above

## Attachment B: Key themes of proposed changes for draft Economic Diversification Plan

Key themes	Proposed changes
1. A stronger 'why' to reinforce the need for a more diversified economy.	<ul style="list-style-type: none"> <li>- Who should be co-signing this? Is it the same as logos on the front? How many is too many? (see 1).</li> <li>- Created new introduction and why diversification matters, proposed this replaces Welcome from the Mayor (see 1A).</li> <li>- Revisions mean Section 1 starts with diagrams and very little copy, not ideal document flow. Is this an issue? (revisit with design doc)</li> </ul>
2. Stronger and more obvious links between the plan and Destination Management plan.	<ul style="list-style-type: none"> <li>- Copy in introduction, and throughout.</li> <li>- Venn diagram that shows synergies between both plans (see 2A).</li> </ul>
3. Acknowledgement of past efforts to show that there are multiple organisations already working to support diversification.	<ul style="list-style-type: none"> <li>- Timeline added (see 3A).</li> </ul>
4. Acknowledge the strengths and opportunities tourism can bring.	<ul style="list-style-type: none"> <li>- Strength of tourism added as an opportunity to build off (see 4A).</li> <li>- Wording in Pillar 2 changed (see 4B).</li> </ul>
5. Amended vision	<ul style="list-style-type: none"> <li>- Fewer words and more direct (see 5A).</li> </ul>
6. Emphasise regenerative business/environmental sustainability.	<ul style="list-style-type: none"> <li>- Potential to leverage environmental efforts added as opportunity (see 6A).</li> <li>- Conservation/biodiversity project widened to environmental enterprise (see 6B).</li> </ul>
7. Increase emphasis on creative industries	<ul style="list-style-type: none"> <li>- Added as an opportunity (see 7A).</li> <li>- Film projects consolidated, and creative industries added (see 7B).</li> <li>- Make best-fit businesses definition clearer (see 7C).</li> </ul>
8. Acknowledge the strengths of different parts of the district and include Cromwell	<ul style="list-style-type: none"> <li>- Added as an opportunity (see 8A).</li> </ul>
9. Calibre of the people needs to be quantified and World of Connections description needs to be more direct.	<ul style="list-style-type: none"> <li>- Statistics added to highlight calibre of people within the district (see 9A).</li> <li>- Text reduced. Is it too brief now, should we add quotes testimonials? (see 9B)</li> </ul>
10. Appendix 1: Defining key terms	<ul style="list-style-type: none"> <li>- Do we need this section? Are they all needed? (see 10A).</li> </ul>
11. Appendix 2: Niche industry analysis	<ul style="list-style-type: none"> <li>- Takes up a lot of real estate. Should we summarise to one page and link to pdf report with graphs and tables? (see 11A)</li> </ul>

# Proposed changes

## 1A Introduction strengthened and seven reasons why diversification matters added

### Introduction

Queenstown Lakes has much to be thankful for. Queenstown, Wanaka, and the surrounding towns have impressive natural landscapes, a thriving tourism industry, world-class hospitality, and a lifestyle that is the envy of many.

While growth in the visitor economy and local population has created many jobs, it has also seen Queenstown Lakes become the least economically diverse district in Aotearoa<sup>1</sup>. This has created a reliance on tourism and population growth to fuel our economy, which in turn restricts career choices and economic resilience.

This plan is a sister document to the district's Destination Management Plan, *Travel to a thriving future*, which focuses on regenerative tourism. Many of the projects in this plan leverage off the strengths of tourism and can only be delivered successfully by collaborating with those working to deliver *Travel to a thriving future* projects. The two plans combine to form the new Economic Development Strategy for the district.

Overcoming the diversification challenge is far from simple, but *Pathways to a thriving future*, sits alongside a range of plans that seek to address spatial, climate and biodiversity, housing, workforce and technology challenges and opportunities. It aligns with these plans to ensure the needs of the businesses and industries we want to foster are considered from the outset, and to ensure the benefits of diversification extend to our community and te taiao (the environment).

This plan sets out how we can increase and amplify diversification efforts across Queenstown Lakes, with the goal by 2040: to have a resilient and sustainable economy that offers a diverse range of career and income opportunities.

The first three sections give an overview of diversification challenges and opportunities, the vision and guiding principles, and development of the plan. Section four outlines the strategic pillars, objectives, and projects, alongside foundations for success.

*“Diversification will give people across generations new ways to build a future here.”*

[quote from mayor, tbc]

### Why a more diversified economy matters [new page]

Finding a job in our district is not a challenge for most, but building a career can be. Only half our residents say their skills are being fully utilised in their current role<sup>2</sup>, with a similar number seeing a long-term career path for themselves in the district<sup>3</sup>. These factors weaken the social fabric of our community.

Economic diversification is essential to the future health of our people, economy, and environment. It will:

1. **Allow future generations to build a life here** - there are some great career options in tourism. But if we want our rakatahi (youth) to be able to stay or return to the district, we must create more opportunities that excite them, wherever their passions lie.
2. **Unleash the talents of our people** - there are many highly qualified individuals working in low paid and/or mundane roles because they prioritise lifestyle over salary and job satisfaction. More diverse opportunities will help turn the lifestyle *or* career choice many currently make into a lifestyle *and* career option, where people can fully utilise their skills.
3. **Create more low-carbon incomes** - many incomes in our district rely on having to host visitors, which puts demands on our environment and infrastructure. A diversified economy will sell more goods and services to customers outside the district, reducing the carbon footprint of the local economy.

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<sup>1</sup> *Diversification in Queenstown Lakes, Benje Patterson, April 2020*

<sup>2</sup> *Queenstown Lakes District Council Quality of Life 2023 Report*

<sup>3</sup> *Queenstown Lakes District Council Quality of Life 2023 Report*

4. **Attract productive newcomers** - a diverse economy will attract new people who want to actively engage and be part of the community, instead of seeing the district as a holiday or retirement destination.
5. **Make housing more affordable through higher incomes** - housing affordability has two variables: the cost of the rent or mortgage, and the household income. Diversification can create more well-paid roles for residents, which makes living in the district more affordable.
6. **Spread the economic risk** - Covid-19 illustrated the severe impact travel restrictions have on a district dominated by tourism. Risks will continue to be present, such as an Alpine Fault rupture, but the local economy and community will recover from such challenges more quickly if we are less reliant on tourism.
7. **Boost the district's impact regionally and nationally** - Queenstown Lakes plays a pivotal role nationally in tourism, but its value beyond that is largely unrecognised. Because of the international experience and contacts many residents have, there's an opportunity for the district to add value to businesses regionally and nationally.

The pathway to diversification will not be short, or easy, but we are committed to building on the efforts already underway, growing the synergies with the Destination Management Plan, and turning **opportunities for all** into reality.

## 2A Relationship between Economic Diversification Plan and Destination Management Plan clarified



## 3A Timeline added

[Add new page](#)

### **We are building off a strong history of business support**

There are several entrepreneurs who have created businesses outside the dominant industries in our district. These include the founders of Magic Memories (1995), Medrecruit (2005), Mons Royale (2009) and a range of startup businesses.

Others with a passion to create a more diverse economy have committed their expertise and time to deliver a wide range of projects including:

#### **DIVERSIFICATION BUSINESS AND INDUSTRY SUPPORT IN QUEENSTOWN LAKES**

1991: Queenstown Business Chamber of Commerce registered  
1992: Wānaka Business Chamber of Commerce registered  
2004: Film Advisory board formed  
KUMA Southern Maori Business Network launched  
2008: Film Otago Southland Trust formed  
2014: Wanaka chosen as finalist in Chorus Gigatown competition  
Queenstown's first Startup Weekend held  
2015: The CUBE established in Wanaka to support entrepreneurs  
The Cell, the district's first co-working space opened in Wānaka  
Study Queenstown established  
Free Flying Kiwi Angels drop-in sessions offered to support businesses seeking investment  
2016: First Co-starters programmes offered in Wānaka  
2017: QLDC Economic Development manager position established  
Mountain Club co-working space opened in Queenstown  
2018: Startup Queenstown Lakes Trust established  
2019: Tourismtech expo held  
2020: Film Queenstown Lakes launched  
Mainland Angel Investors launched to match startups with investors  
Machine Learning courses launched by Queenstown Resort College 2021: Remarkables Park Research and Innovation Hub (RIQ) government co-funding announced  
2022: Target 3D virtual production studio and Loaded Reports software secure government investment  
Whakatipu Hangarau Trust established to grow the technology industry  
First Diversification Snapshots event held  
2023: Destination Southern Lakes formed to lead delivery of *Travel to a Thriving Future*  
Startup Weekend held  
2024: Technology Queenstown Strategy launched  
Host-tech 24 event held to showcase tech solutions for hospitality and tourism  
Study Queenstown relaunched

Alongside these local initiatives, New Zealand Trade and Enterprise and Callaghan Innovation client managers have supported exporters, investors and innovators across the district.

## **4A Acknowledge the strengths and opportunities tourism can bring.**

### **Leveraging our hosting expertise**

Tourism has created many strengths that can support diversification, including a strong brand, a flow of talented people, and expertise in hosting events and conferences. Tourism operations that expand beyond the district are one form of diversification, with examples of locally based tourism businesses earning most of their income by offering visitor experiences elsewhere.

Niche opportunities are often found adjacent to growing dominant industries. This occurs when suppliers to the dominant industry develop specialisations that lead to them exporting to the sector elsewhere. One example is businesses that supply technology solutions for the tourism and hospitality industries. Often the entrepreneurs involved have worked in the industry, seen an opportunity for improvement and used their experience and contacts to test their ideas and build a solution.

The range of events, facilities, and recreational choices – which tourism contributes to – also play an important role in making the district a desirable place to live.

To help identify new niche industries that could support diversification opportunities, an analysis of Infometrics data was carried out for different industries in Queenstown Lakes. Several potentially high-performing niches were

identified, which helped to highlight diversification opportunities and shape the priorities and projects within this plan.

### **Creating lifetime value from visitors**

The economic value of tourism goes beyond what visitors spend while they are in the district. Some continue to buy New Zealand products when they return home, while for others their visit is just the first step towards a longer-term relationship with the country when they return as a student, migrant, or investor. While these additional benefits occur now, there is potential to amplify the lifetime value of visitors.

## **4B Pillar2 updates**

### **Our hosting expertise supports diversification**

The appeal of the district as a place to visit supports industries such as tourism, hospitality, film and education. The growth in these industries has honed our ability to host people from around the world. This brings diversification opportunities including tourism businesses expanding beyond the district, companies developing exportable solutions for these industries, and the potential to attract events and training opportunities that support niche industries.

#### **OBJECTIVES**

- Sales of tourism and hospitality products and services outside the district grow
- The value of creative industries rises
- Training and education options increase

#### **PILLAR 2 PROJECTS:**

- Project 5: Exportable tourism
- Project 6: Film and creative industries
- Project 7: Learn Queenstown Lakes

## **5A More direct language for vision**

### **New copy:**

### *“New pathways to a thriving future”*

Residents enjoy a wide variety of fulfilling career and income opportunities that allow them, the community, environment, and world around them to flourish. Our diverse economy will support and be supported by a regenerative tourism industry. This aligns with Vision Beyond 2050, which outlines the community values and aspirations for our district.

## **6A Environmental focus added as an opportunity**

### **Turning commitment to the environment into economic opportunities**

In the 2023 Residents’ Opinion Survey 78% of people said they were concerned about climate change<sup>4</sup>, and almost half are taking action to reduce their greenhouse gas emissions. There will be business opportunities that emerge from strong environmental organisations in the district and the Destination Management Plan’s keystone project: Carbon Zero by 2030.

## **6B Project 10 updates**

### **PROJECT 10: ENVIRONMENTAL ENTERPRISE**

#### **OBJECTIVE: THE POTENTIAL FOR NICHE OPPORTUNITIES IS UNDERSTOOD**

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<sup>4</sup> Queenstown Lakes District Council Quality of Life 2023 Report

**Description:** Support organisations within the conservation, biodiversity, carbon reduction and renewable energy sectors to create sustainable income streams.

**Activities:**

1. Create an environmental enterprise network so the the expertise and capabilities are understood, and opportunities to create income streams independent on public funding are maximised
2. Support groups to create sustainable business models
1. Encourage businesses and organisations within the environmental sectors to base activities, research, and staff in the district.

## 7A Creative Industries added as an opportunity

### **Building on creativity**

Our district is home to a wide variety of creative people and creativity is embedded in many local businesses – from film to product design and software development. As a core creative industry, film is maturing with multi-episode TV shows being shot locally, infrastructure planned that will see productions spending more time in the district, camera technology being exported from the district, and local filmmakers creating homegrown films.

## 7B Project 10 updates

### **PROJECT 6: FILM AND CREATIVE INDUSTRIES**

#### **OBJECTIVE: THE VALUE OF CREATIVE INDUSTRIES RISES**

**Description:** Film productions and other creative industry opportunities grow in the district and local capability and content is fostered.

**Activities:**

1. Promote and grow the capabilities of the local film industry, including workforce and infrastructure development projects.
2. Maintain a film-friendly environment through fit-for-purpose policies, processes and regulations.
3. Encourage and support the creation of more local content/IP that leverages the district's strengths.
4. Support creative businesses and groups that fit the best-fit business criteria.

## 7C Make best-fit businesses definition clearer

### **Best-fit businesses**

Best-fit businesses are those that most closely align with what the community wants to see from a more diverse economy.

Best-fit businesses will be striving to;

- Offer high-value, meaningful work, and pathways for locals to upskill and join their organisation.
- Operate in a low-impact, low-emissions, and regenerative way.
- Sell beyond the district (to a domestic or export market) and show potential to grow locally.
- Have low or no dependence on visitor spend.
- Create high-margin, distinctive goods and/or services.

This definition will be used to prioritise efforts and guide which new opportunities should be supported.

## 8A The strengths of different parts of the district are acknowledged

### **Drawing on the different strengths of communities**

Queenstown Lakes is not one generic economy. There are a variety of communities across the district that each have a different mix of businesses and strengths. Some communities host strong environmental organisations and innovative farming businesses, while others have strong networks of professional services businesses.

Other towns within the Central Otago region, such as Cromwell and Alexandra, are home to a number of people who work in Queenstown Lakes. They also play a key role in keeping the district connected.

There are organisations in each of these locations which focus on supporting their local business community. This creates opportunities to pilot programmes in close-knit communities.

## 9A The calibre of residents is quantified, to support World of Connections

The district has a unique mix of experienced entrepreneurs, investors and leaders who call our district home. Locals over 30 are almost twice as likely to be business owners as the national average and are almost 30% more likely to derive income from investments<sup>5</sup>. There is also strong governance experience in the district with twice as many Institute of Directors members per capita compared to New Zealand as a whole<sup>6</sup>.

Local residents are culturally diverse and well educated. They are 55% more likely to have been born overseas than the average New Zealand resident and 31% more likely to have a degree or post-graduate qualification<sup>7</sup>. This variety of talented people bring a fresh perspective and offer valuable skills, networks, and resources that can help diversify our economy.

The potential pool of talent is not just restricted to residents. A recent survey of Californian visitors to New Zealand found that one in five were interested in knowing more about studying, investing, migrating or doing business before they travelled here<sup>8</sup>. But unfortunately, on returning home they knew little more about these options. Queenstown Lakes can play a role in turning this interest into value well beyond what a visitor spends while travelling.

## 9B Reduced World of Connections description

### Keystone Project: World of Connections

Queenstown Lakes has a concentration of people with extensive business, governance, and investment experience that is unmatched across New Zealand. This talent pool includes long term locals, newcomers who have recently relocated, and visitors interested in finding reasons to spend more time here. Many are both *hyper local* and *hyper global* – they have a deep passion for the district, and also have strong international experience, expertise and connections.

**The incredible calibre of these people and their potential to add more value is the districts diversification superpower.**

World of Connections will unleash the underutilised talents of locals and visitors alike. It will support people to be high-contributing by offering opportunities to use their talents in ways that make our district, and our nation, a better place.

As people are connected with others working on projects they are passionate about, the entire collective will boost the skills and resources available to deliver on diversification and destination management projects.

The keystone project will:

- Support organisations that seek expertise or funding to share insights and contacts for mutual benefit.
- Further unlock the lifetime value of visitors by connecting exporters and others wishing to forge international relationships with international visitors.

---

<sup>5</sup> Census 2018

<sup>6</sup> Institute of Directors New Zealand membership 2021

<sup>7</sup> Census 2018

<sup>8</sup> Rethinking the value of Tourism - A pilot study, One Picture Group Consortium

- Promote the opportunity for private and public sector organisations (e.g. Venture Capital firms, NZ Trade and Enterprise) to build a local base so they can connect directly with international businesspeople and investors that live in and visit the district.

World of Connections will:

- Offer ambitious entrepreneurs the chance to connect with and benefit from the wisdom of those with experience.
- Redefine high-value visitor by expanding the economic benefit of tourists beyond their in-country spend.
- Create cross-cultural understanding as business cultures are shared and all have the opportunity to learn from, and gain respect for te ao Māori.
- Share the expertise of those who live in and move through our district with businesses elsewhere. It is inevitable that the experience of some high-contributing individuals won't be relevant to local industries but will be invaluable to a business elsewhere in New Zealand.
- Give ex-pats and repeat visitors with a desire to live in New Zealand the confidence to return, as they see their overseas experience is valued.

## 10A Appendix 1: Defining key terms

### APPENDIX 1: DEFINING KEY TERMS

This section defines some of the key terms that are important for understanding how the plan works:

- Destination management
- Economic sustainability
- Gross domestic product
- Lifetime value of the visitor
- Niche industry
- Outdoor products
- Productivity
- Regenerative tourism

#### DESTINATION MANAGEMENT

Destination management brings together different partners to achieve the common goal of developing a well-managed, sustainable visitor destination. It is an ongoing process that requires destinations to plan for the future and consider the social, economic, cultural and environmental risks and opportunities. The Destination Management Plan for Queenstown Lakes District can be found here - [www.queenstownnz.co.nz/regenerativetourism-2030/the-plan/](http://www.queenstownnz.co.nz/regenerativetourism-2030/the-plan/). [hyperlink in digital file]

#### ECONOMIC SUSTAINABILITY

Economic sustainability is a broad set of decision-making principles and business practices aimed at achieving economic growth without employing harmful environmental trade-offs. Practices can focus on reducing the depletion of the natural environment or finding ways to reduce waste, limit carbon emissions, and utilise solar energy. Sustainable development creates systems that consume natural resources slowly enough that future generations can also use those resources.

#### GROSS DOMESTIC PRODUCT

Gross domestic product (GDP) is the total monetary or market value of all goods and services produced in a specific time period. As a macroeconomic indicator of economic production, GDP is not a measure of overall wellbeing, or a comprehensive measure of material wellbeing. However, GDP can be used as an indicator of the size and value of different industries and locations. GDP per worker (full time equivalent) is used to calculate the productivity of industries.

#### LIFETIME VALUE OF THE VISITOR

Traditionally the economic value of a visitor is measured by their spend while they are in the area. The lifetime value of the visitor research suggests there is potential to deliberately build relationships with visitors while they are here that would create long-term value far beyond their holiday spend. This could be visitors buying more New Zealand products on their return home, or contributing in others ways such as studying, migrating, investing or doing business.

#### NICHE INDUSTRY

A niche industry is one where a number of businesses specialise in a particular expertise or market. By building deep experience in one area, this creates a strategic advantage and the potential for higher margins and export opportunities. Cluster development is one approach to how niche industries can grow. It that aims to build 'coopetition', where businesses that might appear to compete can cooperate to solve common problems.

#### **OUTDOOR ECONOMY**

The outdoor economy refers to products and services allied to outdoor recreation and businesses. Currently, the district hosts outdoor brands testing new equipment, athletes using the district as a training base, and provides work for photographers and videographers creating promotional materials. There are examples of these activities and expertise sparking local design, prototyping, marketing and small-scale manufacturing opportunities, as well as creating exportable intellectual property (IP).

#### **PRODUCTIVITY**

Productivity is not a measure of how hard people work but of the economic value added by each employee. This is influenced by industry cost structures, availability of technology, and the size of the business. Higher productivity offers employers margin they can reinvest into their people, or capital reinvestment (e.g., into technology that streamlines business processes).

#### **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. Therefore, regenerative tourism gives back more than it takes and helps improve wellbeing.

## **10A** Do we summarise Appendix 2: Niche industry analysis

No changes.

# New pathways to a thriving future

*Kā ara hou ki te anamata tōnui*

## Queenstown Lakes Draft Economic Diversification Plan

*Mahere Whakakanorau Ōhaka Hukihuki mō kā Roto o Tāhuna*



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# Welcome

*Nau mai, haere mai*

**We welcome you to Queenstown Lakes  
– our home, our inspiration, our place.**

Our district has long been recognised as a place that fosters innovation and inspires creativity. It is a special and unique place that creates deep connections and has a rich and varied history. From the Kāi Tahu whānui settlements through to the early European settlers, the prospectors drawn by the allure of gold, and more recently the entrepreneurs who have turned their passion into enterprise. This past informs the present and shapes the future of this place and its people.

Queenstown Lakes is internationally renowned for its breathtaking natural beauty, vibrant arts and culture, rich heritage, and ever-growing diversity. The peaks of Glenorchy, the dynamic ski scene, the historic township of Arrowtown, and the vibrant centres of Queenstown and Wānaka are just a few of the features that shape a unique identity within Aotearoa New Zealand.

The region's appeal continues to grow, enticing people to visit, work and live here, bringing welcome diversity. Many residents hold this as a special place and have a strong desire to contribute to a positive and prosperous future. This is reflected in the community-developed Vision Beyond 2050 that speaks to thriving people, breathtaking creativity, resilience, regenerative and low-impact living and working, and a place where our quality of life is enhanced by growth through innovation and thoughtful management.

In 2012, Queenstown Lakes District Council (QLDC) acknowledged the need for a foundation for economic diversification and as a result the Shaping Our Future Economic Futures Taskforce consulted the public on the economic direction of the Queenstown Lakes District. This led to QLDC adopting its first Economic Strategy in 2015, shaped by extensive community and stakeholder input. Since then, the world has changed significantly and in this new context Queenstown Lakes is gearing up to rise to one of the great challenges of the future: having a resilient and sustainable economy that delivers not only economic but also social, cultural and environmental community wellbeing, and offers a diverse range of career and income opportunities not solely focused on hosting visitors. To achieve this vision, residents, local communities, Kāi Tahu, organisations, and businesses will need to come together and collaborate on the strategic pillars and projects within this plan to bring it to life. These actions will ensure that Queenstown Lakes continues to be a special place for residents and visitors today, with opportunities for future generations yet to come.



**Glyn Lewers**  
MAYOR  
Queenstown Lakes District Council





# Section 1

## Current state

*Wāhaka 1: Te tūnga ināianeī*

Queenstown Lakes has much to be proud of. The region is known for a thriving tourism industry, world-class hospitality, strong economic performance and has seen much change over the last century. With impressive natural landscapes and an enviable lifestyle, the people who call this place home are undoubtedly one of its greatest strengths and responsible for much of its success.

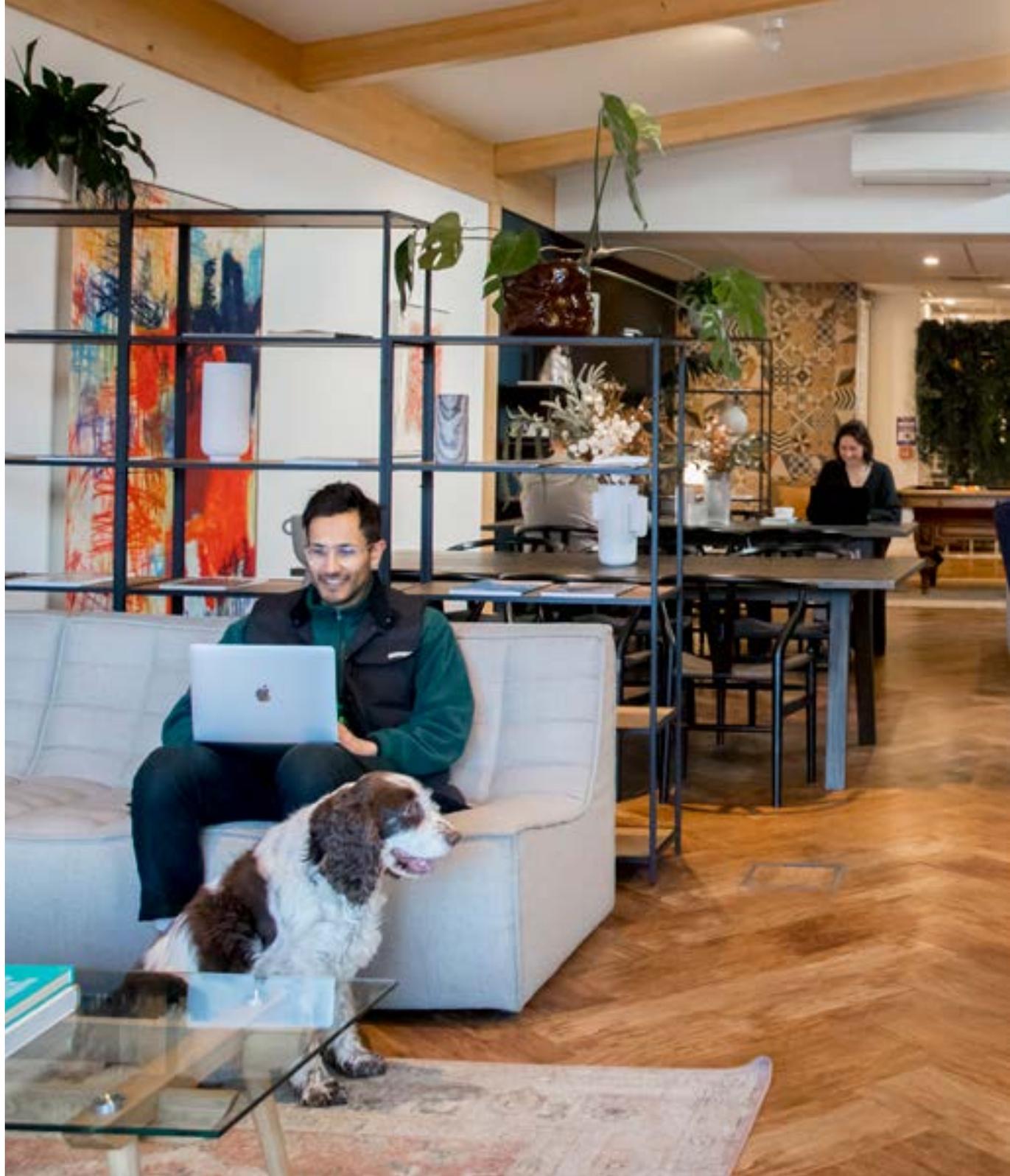
With locations loved by many, the district's visitor economy has grown in recent decades. While this has created jobs and opportunities, Queenstown Lakes has also become the least economically diverse district in Aotearoa New Zealand<sup>1</sup>.

The district's Destination Management Plan, *Travel to a thriving future*, focuses on regenerative tourism and recognises the importance of developing the district's visitor economy in a way that is resilient and sustainable. Alongside these efforts, there is a need to create an economy less reliant on visitors and one which offers opportunities for people to build and use a wider variety of skills.

*The goal for Queenstown Lakes by 2050: to have a resilient and sustainable economy that offers a diverse range of career and income opportunities.*

Although diversification at scale is a long term goal, there is no time to lose. It is imperative we harness the collective drive and determination of the district to create a shared focus and bring diversification to life in Queenstown Lakes.

<sup>1</sup>Diversification in Queenstown Lakes, Benje Patterson, April 2020



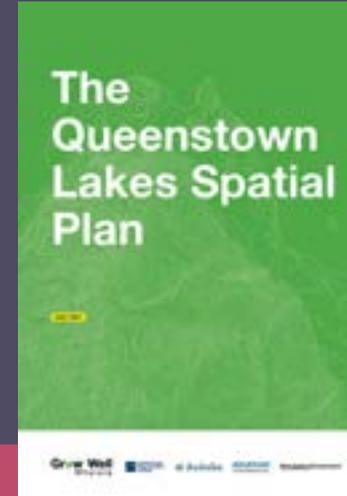
**QUEENSTOWN LAKES ECONOMIC WELLBEING FOUNDATIONS**

Community Vision for 2050 and beyond.

<p><b>Thriving people</b> Whakapuāwai Hapori</p> 	<p><b>Living Te Ao Māori</b> Whakatinana i te ao Māori</p> 	<p><b>Opportunities for all</b> He ōhaka taurikura</p> 	<p><b>Breathtaking creativity</b> Whakaohooho Auahataka</p> 
<p><b>VISION BEYOND 2050</b></p>			
<p><b>Deafening dawn chorus</b> Waraki</p> 	<p><b>Zero carbon communities</b> Parakore hapori</p> 	<p><b>Disaster-defying resilience</b> He Hapori Aumangea</p> 	<p><b>Pride in sharing our places</b> Kia noho tahi tātou katoa</p> 

The Destination Management Plan and Economic Diversification Plan are outputs of the Spatial Plan and combined with the to Climate and Biodiversity Plan support achieving the Vision Beyond 2050.

District-wide Spatial Plan and Climate and Biodiversity Plan for sustainability and resilience.



Economic Futures plans.



## WHY DO WE NEED TO DIVERSIFY OUR ECONOMY?

*HE AHA TE TAKE ME WHAKAKANORAU  
I TŌ TĀTOU ŌHAKA?*

There are a variety of local businesses and individuals already creating income streams outside of the norm, as well as formal and informal groups leading activities to build a more sustainable, diverse, and productive economy. A diversified range of businesses, jobs and exports spread across more industries will result in a community that is more able to withstand disruptions. Diversification will not only offer future options for our young people but will foster new career and income opportunities for everyone.

This plan is not focused on encouraging growth for its own sake or welcoming every business with open arms. With the district's population anticipated to grow, diversification can help residents and newcomers find roles that add value to the economy and local communities. Without effort to create new opportunities, population growth could be dominated by retirees who may spend locally but are not contributing to the economy with their time and skills.

It is inevitable that some staff with unique skill sets will need to be invited to the district. However, we want to encourage businesses that offer pathways to upskill and build a career locally. It is vital that locals see ways in which they can secure work within these businesses and industries.

Those creating new opportunities in the district need to be supported, to ensure the impact of these opportunities is maximised.

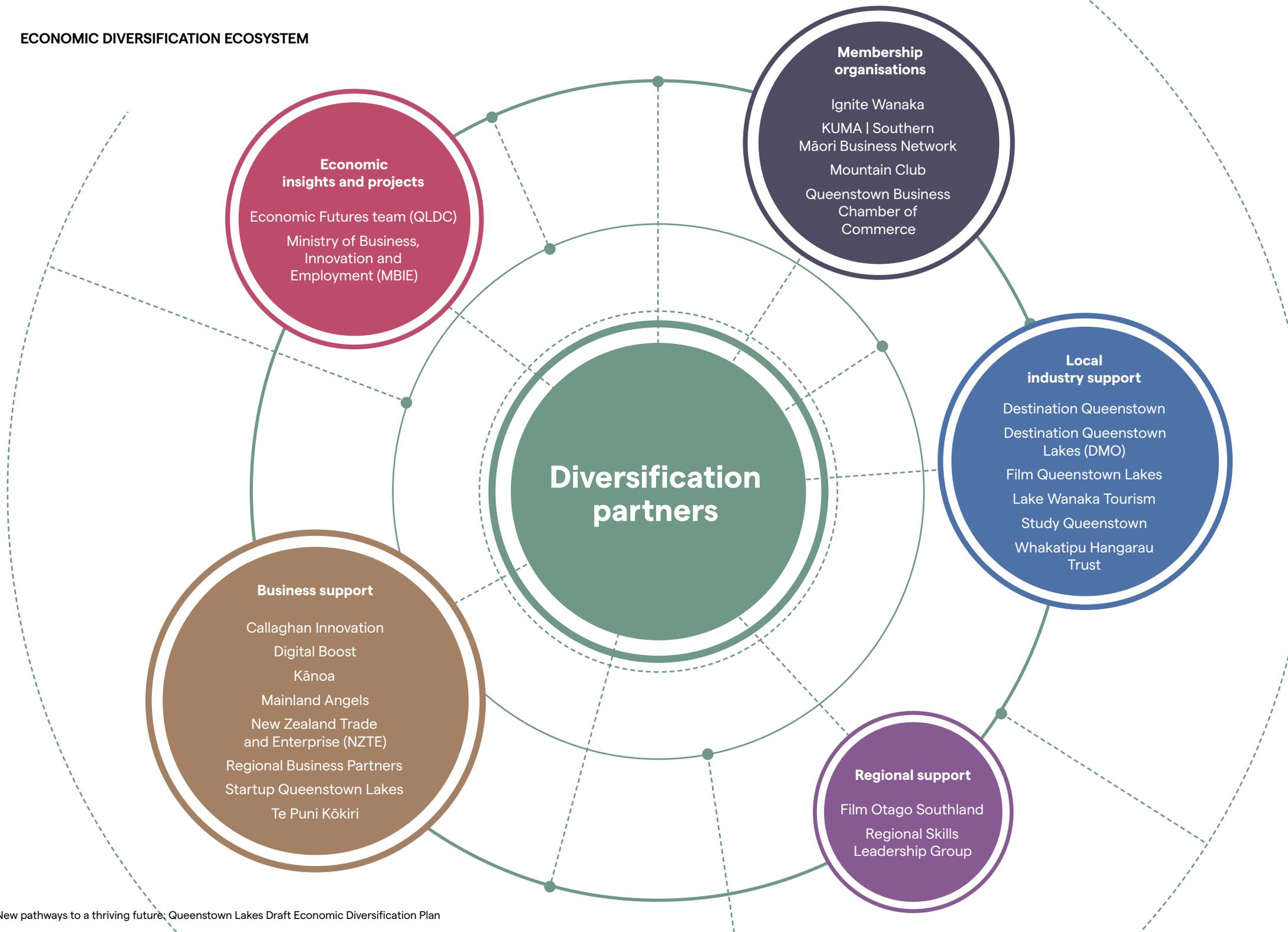
Economic diversification requires a collaborative approach with strong and well-connected networks. This diversification ecosystem goes beyond the district, linking to organisations and individuals both regionally, nationally and internationally. It is also important to recognise that the ecosystem can and will change, as priorities for existing businesses shift and new individuals and organisations move into this space.

### RELATED READING

For a more thorough description of some of the terms that are important for understanding how the plan works, please see:

**Appendix 1:**  
Defining key terms (page 44)





## ECONOMIC DIVERSIFICATION CHALLENGES

### KĀ WERO WHAKAKANORAU OHAOHA

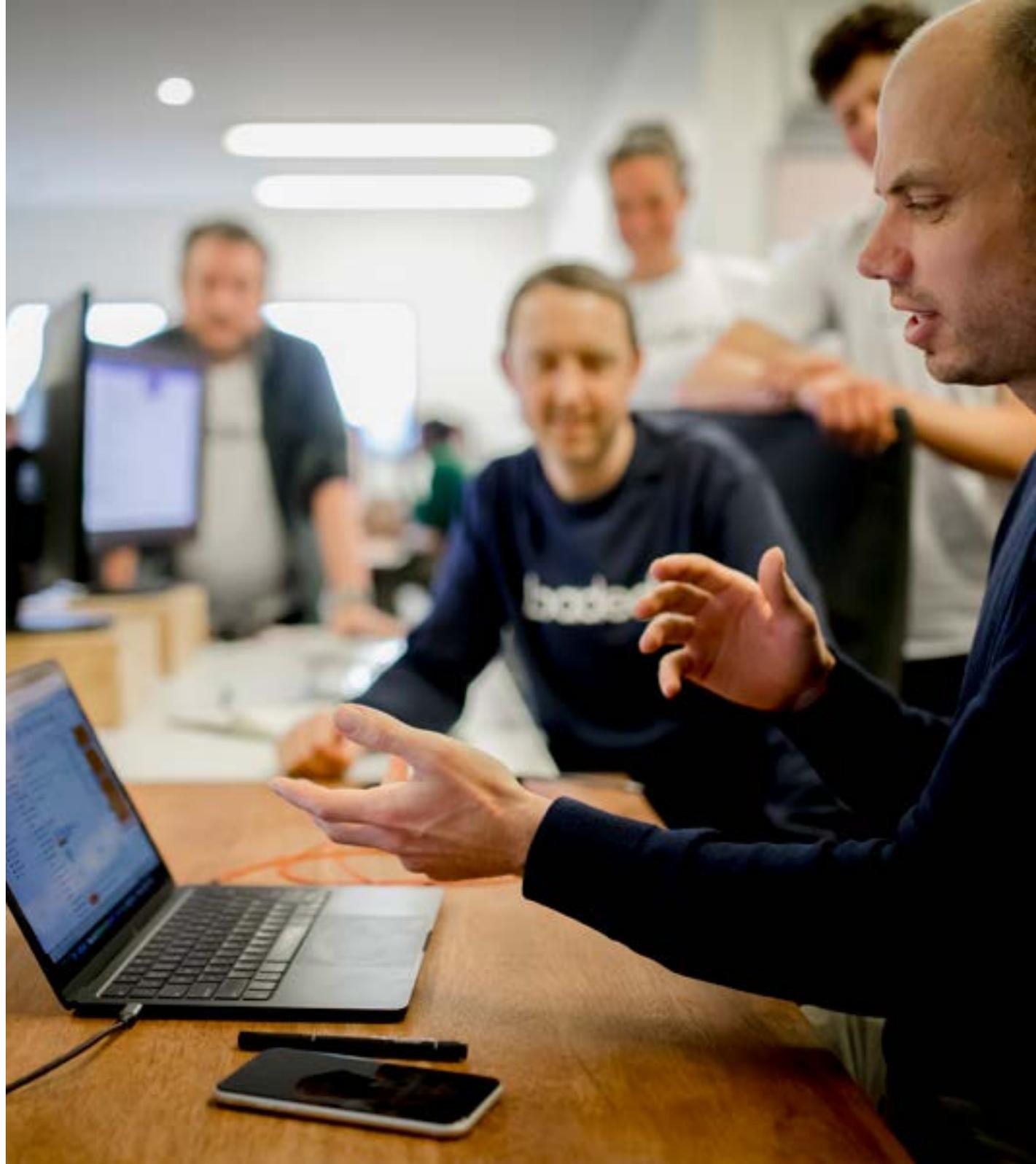
A number of significant challenges need to be addressed for diversification in Queenstown Lakes to be successful. While there isn't a single solution that leads to the local economy becoming more resilient, lessons from other locations looking to diversify their economies highlight the need for sound policy processes, evidence-based decision-making, collaboration, and leadership<sup>2</sup>.

The New Zealand Government recognised the importance of supporting economic diversification across the district. The Queenstown Economic Transformation and Resilience Fund was established in 2021 to support diversification efforts (not related to tourism), increase economic resilience and the development of higher-paying jobs<sup>3</sup>. The \$18 million fund was managed by Kānoa, the Regional Economic Development and Investment Unit within the Ministry of Business, Innovation and Employment (MBIE), and invested in businesses directly.

When considering this context, it's also important to recognise that change of this scale will take years, if not decades, and there will be an ongoing need for prioritisation and resourcing.

<sup>2</sup> *Diversification in Queenstown Lakes, Benje Patterson, April 2020*

<sup>3</sup> *New Zealand Government, MBIE, Queenstown Economic Transformation and Resilience Fund, Kānoa*

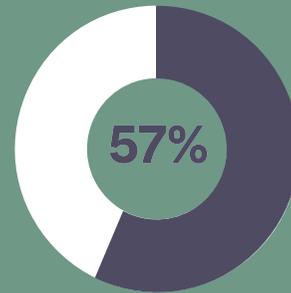


THE FOLLOWING STATISTICS ILLUSTRATE SOME OF THE CHALLENGES FOR DIVERSIFICATION:



Tourism dominates the Queenstown Lakes economy with more than half of all workers in the district employed in this industry. This translates to the district being the least economically diverse in New Zealand.

*Diversification in Queenstown Lakes, Benje Patterson, April 2020*



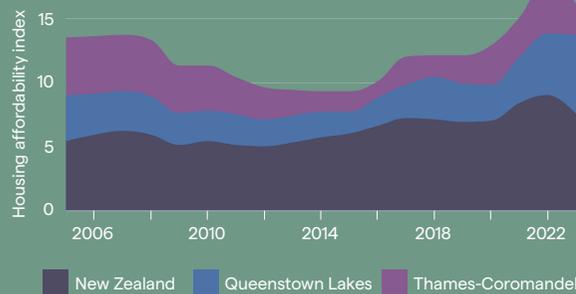
Only 57% of residents agree their skills are being utilised to full capacity.

*2022 Quality of Life Survey Report*



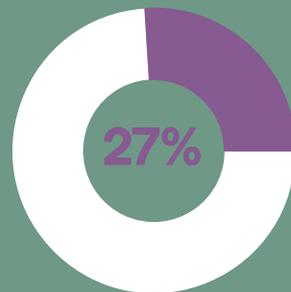
Mean earnings are 13% less than the national average and GDP per employee is 9% below the national average. These can both be attributed to the lower productivity jobs available across the district.

*Infometrics.co.nz*



In proportion to incomes, housing in Queenstown Lakes is the second least affordable in the country (after Thames-Coromandel).

*Infometrics.co.nz*



Supply of long-term rental properties is restricted and the district's popularity as a holiday destination means there are many unoccupied dwellings (27%).

*Census 2018*



The shortage of affordable housing is hindering recruitment and retention of workers in a range of sectors and professions.

*Queenstown Chamber of Commerce, Labour Market Snapshot to March 2023*

## ECONOMIC DIVERSIFICATION OPPORTUNITIES

### KĀ ARAWĀTEA WHAKAKANORAU OHAOHA

Queenstown Lakes does not have the advantages that often form the basis for economic development in other places, such as fertile soils and other natural resources, large tertiary institutions, or population. However, the district does have an overarching strategic advantage with the unique natural beauty – its spirit and energy attract people to visit, live and work here. It is people’s love of place that can be used to shape a solid foundation and create the building blocks of diversification.

To help identify new niche industries that could support diversification opportunities, an analysis of Infometrics data was carried out for different industries in Queenstown Lakes. Potential niches are often found in, or adjacent to dominant industries – these industries usually have strong employment and gross domestic product (GDP) growth, are growing in concentration, and will likely continue to grow. To determine current and potential new areas of interest, data was measured across a wide range of local industries. A number of potentially high-performing niches were identified, which helped to highlight diversification opportunities and shape the priorities and projects within this plan.

### WHAT IS GROSS DOMESTIC PRODUCT AND WHY DOES IT MATTER?

Gross domestic product (GDP) is the market value of all the goods and services produced in a specific period. It is an incomplete measure of economic well-being but is one indicator of the size of a local economy or industry niche. GDP per worker is a measure of productivity, which impacts business margins available to pay wages and invest in new technologies. Currently, the GDP per worker in Queenstown Lakes is below the national average, which makes it difficult for businesses to pay wages that allow workers to build a future in the district.

### RELATED READING

#### **Appendix 1:**

Defining key terms (page 44)

#### **Appendix 2:**

Niche industry analysis (page 46)



### **Harnessing love of place**

Love of place unites the residents of Queenstown Lakes and is shared by many who live elsewhere but retain a strong affinity to the district. It recognises the importance of wellbeing for our people and communities – to thrive, we need to maintain and enhance the mauri (life force) of this place. One of the cornerstone opportunities for diversification is to become a place where people who have a strong love of place can fully develop and utilise their talents, skills, experience, ambition, and desire to contribute.

### **Building logic of place**

The decision to base a diversification business in the district is often driven by the personal desire of the business owner to live locally – their love of place. There is no shortage of people who would love to live in Queenstown Lakes, but for many, this does not add up financially or as a career move. To foster diversification at scale, professionals, entrepreneurs, and boards of directors must be convinced that growing their business or career in the district is a sensible decision.

#### **WONDERING ABOUT THE DIALECT?**

The southern Ngāi Tahu dialect replaces ‘ng’ with ‘k’. For example, ‘Ngāi Tahu’ is written and pronounced ‘Kāi Tahu’. The ‘k’ is generally used through the Economic Diversification Plan.

### **Utilising unique people and their talents**

The district has a unique mix of people with valuable skills, networks, resources, and contributions to make. This includes a high proportion of well-educated people of working age, often employed in roles that don’t fully utilise their qualifications. There are also a significant number of entrepreneurs, self-employed and remote workers in the district. Queenstown Lakes has a higher concentration of investor migrants than anywhere outside Auckland, as well as a collective of people with international business experience and networks.

The international perspective sits alongside and is influenced by the cultural and economic values of mana whenua. Kāi Tahu has corporate business interests in the district across a range of industries, and some strong local Māori-led businesses and Māori business support networks have recently emerged. Diversification efforts should enhance these initiatives, with mātauranga and te ao Māori (Māori knowledge and worldview) perspectives considered for all planning and projects.

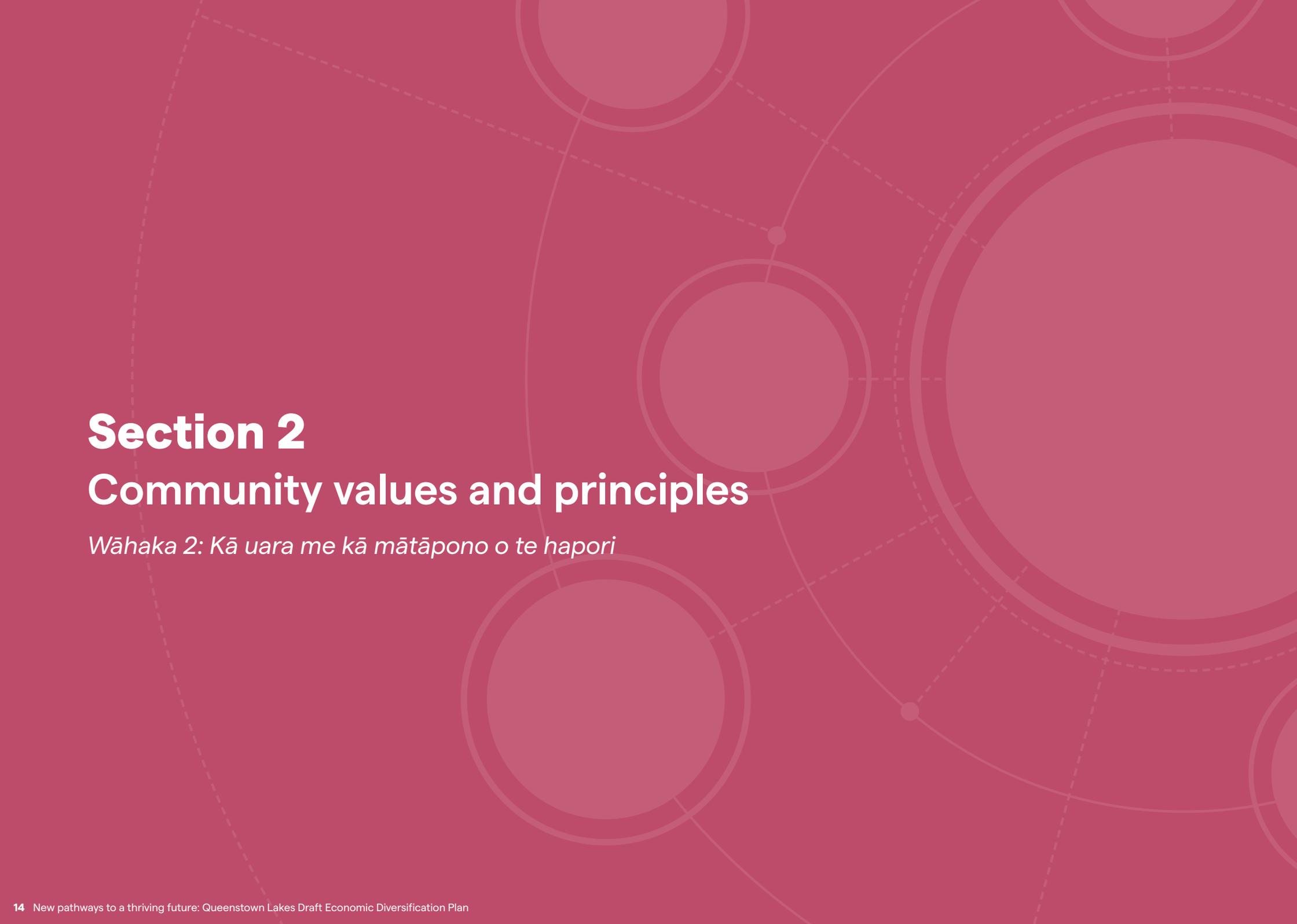
### **Creating lifetime value from visitors**

The economic value of tourism goes beyond what visitors spend while they are in the district. Some continue to buy local products when they return home, while for others their visit is just the first step towards a longer-term relationship with the country (later they may become a student, migrant, or investor). The range of facilities and recreational choices – which tourism contributes to – help make the district a desirable place to live.

Tourism operations that expand beyond the district are also a form of diversification. There are examples where locally based tourism businesses earn most of their income through offering visitor experiences elsewhere. Other visitor-related diversification opportunities arise from businesses that specialise in creating solutions for the tourism and hospitality industries (e.g., software that is used by hospitality businesses). Often the entrepreneurs involved have worked in the industry, seen an opportunity for improvement and used their experience and contacts to test and resolve their ideas. Queenstown Lakes has proved to be an ideal launching pad to sell their solutions to the industry, both nationally and internationally.

**The future of Queenstown Lakes is a bright one, but these challenges and opportunities must be addressed collaboratively. This plan supports the district’s journey toward a shared resource, focus, and inspiration that improves economic wellbeing, while providing higher-value opportunities for future generations.**





# **Section 2**

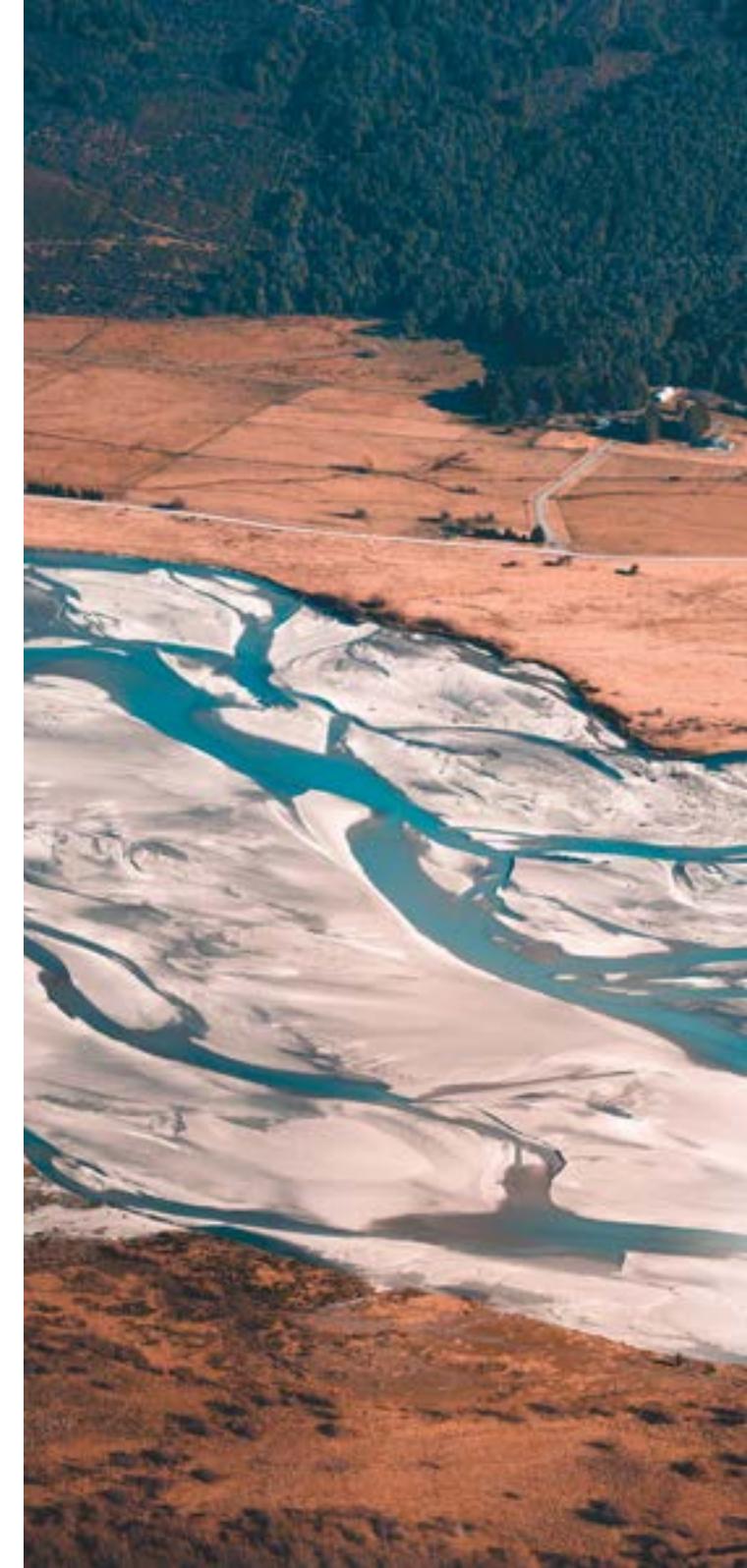
## **Community values and principles**

*Wāhaka 2: Kā uara me kā mātāpono o te hāpori*

# Kāi Tahu values in Queenstown Lakes District

*Kā uara o Kāi Tahu ki Te Rohe o Kā Roto o Tāhuna*





**The Economic Diversification Plan flows directly from the Grow Well Whaiora Spatial Plan, which proposes a vision and framework of how and where this district will grow until 2050. The Spatial Plan seeks to make Kāi Tahu more visible and reflect Kāi Tahu values. It does this by protecting and celebrating cultural values, including sites and areas of wāhi tupuna, and by restoring Kāi Tahu narratives, including within urban areas.**

Whakatipu-Wai-Māori, Wānaka and Hāwea are iconic lakes of cultural and statutory significance to Kāi Tahu. The lakes feature in the Waitaha iwi oral tradition and stories of that people's first occupation within Te Wai Pounamu. A number of pā (strongholds), kāika (settlements), nohoaka (camp sites), trails, and villages surrounded the lakes where more than one hundred generations lived. Tapu (sacred) waters have sustained many ecosystems important to Kāi Tahu.

All elements of the natural environment possess a mauri, a life force, and all forms of life are related. The mauri of whenua and wai taoka, lands and waterbodies, represent the essence that binds the physical and spiritual elements of all things together, generating and upholding all life. Mauri is therefore a critical element of the spiritual relationship of Kāi Tahu Whānui with the whenua, waterbodies and resources of the region. Kāi Tahu understand climate change through this paradigm of connectedness and relationship with the environment.

The tupuna (ancestors) had considerable knowledge of whakapapa, the traditional trails, tauraka waka, places for gathering kai and other taoka, and tīkaka for the proper and sustainable utilisation of resources of the area. All of these values remain important to Kāi Tahu today.

#### RELATED READING

For a more thorough description of the context for Kāi Tahu and significant communities, settlements, and sites across the Queenstown Lakes District, please see:

**Appendix 3:**  
Kāi Tahu context (page 56)

## KĀI TAHU VAUES FRAMEWORK

### TE AKA O KĀ UARA O KĀI TAHU

The Kāi Tahu values framework informs the decision-making of the Grow Well Whaiora Partnership, the direction of the Spatial Plan, Destination Management Plan and Economic Diversification Plan. The values and how they are applied to the Economic Diversification Plan are outlined in the following table:

Value	Description	Application
<b>Whanaukataka</b>	<b>Family and community focused</b>	Ensuring consideration of the social implications of decisions to enable community and whanau connections and growth.
<b>Manaakitaka</b>	<b>Hospitality</b>	Demonstrating behaviour that acknowledges others, through the expression of aroha, hospitality, generosity, and mutual respect.
<b>Rakatirataka</b>	<b>Leadership</b>	Ensuring the treaty partnership is recognised to enable mana whenua leadership in decision making processes.
<b>Haere whakamua</b>	<b>Future focused</b>	Adopting a forward looking orientation with future generations in mind.
<b>Tikaka</b>	<b>Appropriate action</b>	Ensuring consideration of the appropriateness of decisions that will have a bearing on social, economic, environmental, and cultural outcomes.
<b>Kaitiakitaka</b>	<b>Stewardship</b>	Enabling the inherited responsibility of mana whenua to support and protect people, the environment, knowledge, culture, language and resources on behalf of future generations.
<b>Mauri</b>	<b>Life force</b>	Recognising the life force in all lands, waters, and the natural environment that stems from time immemorial, requiring a high duty of care for kaitiaki (and others) to maintain an intact and healthy mauri, ensuring that what is gifted from the Atua is not neglected.

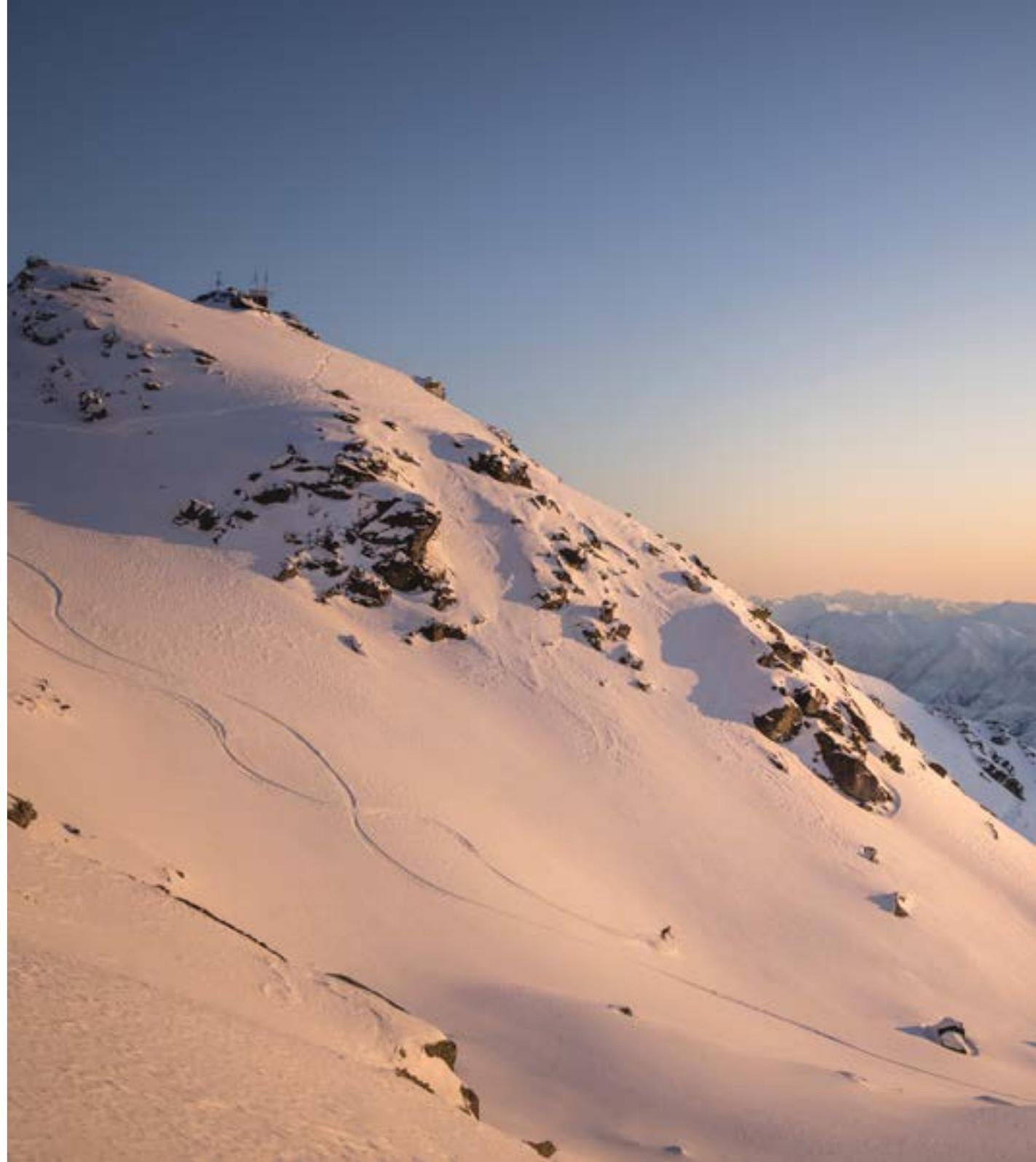
## KĀI TAHU OUTCOMES

### MĀNAWA KĀI TAHU

The contemporary presence of Kāi Tahu in the Queenstown Lakes centres on wise use, restoration and protection of the natural environment, incorporation of design elements into the physical environment that reflect mātauraka and Kāi Tahu associations, and an active role for Kāi Tahu in development opportunities.

The outcomes (manawa or aspirations) for this plan are:

- › Kāi Tahu whānau can afford to live and work in the district.
- › Economic opportunities provide for Kāi Tahu including through social procurement practice.
- › Mātauranga and Kāi Tahu policy guide development.



# Vision, guiding principles and alignment

*Te matawhānui, kā mātāpono ārahi me te whakahākaitaka*



The vision and guiding principles are a set of agreed-upon behaviours and approaches that are embedded within the plan, its governance and implementation. They help to guide economic diversification decision-making to ensure a consistent and coherent approach.

They were shaped by Kāi Tahu values and feedback from local communities, businesses, and the Economic Diversification Advisory Groups to reflect the wisdom, views and aspirations of the wider community for what the local economy can become.

## RELATED READING

To learn more about how this plan was developed with Queenstown Lakes communities, please see:

**Appendix 4:**  
Process (page 58)

# Vision

*Matawhānui*

## *“New pathways to a thriving future”*

Residents have a variety of opportunities to contribute to a thriving future for themselves, our environment, and the world around them. This vision recognises that a more diverse economy has an important role in adding economic, social, cultural, and environmental wellbeing. This aligns with Vision Beyond 2050, which is based upon the values that collectively define what is unique about the Queenstown Lakes District. It also complements the Destination Management Plan vision of *“Travel to a thriving future”*, as regenerative tourism and a diversified economy will support each other.

## GUIDING PRINCIPLES

### KĀ MĀTĀPONO ĀRAHI

#### Inclusion and equity

As well as working for the benefits of productivity growth to be shared, we work to ensure the career and business opportunities that will come from a more diverse economy are accessible. Young people and those wishing to change industries should have the opportunity to build the necessary skills and forge a new future in the district.

#### Recognising interconnectedness

We foster synergies between people, organisations, industries, and communities to make the most of the resources we have. We acknowledge the interdependence of the whenua and everything in it, with our communities at the centre. We recognise our future is interconnected with neighbouring districts, regions and our nation, and wherever possible our work creates benefits beyond our borders.

#### Enabling regeneration

We support activities and organisations that are working towards regeneration to support a just transition. We encourage others to take this approach and create the conditions for a regenerative approach to diversification.

#### Nurturing strong relationships

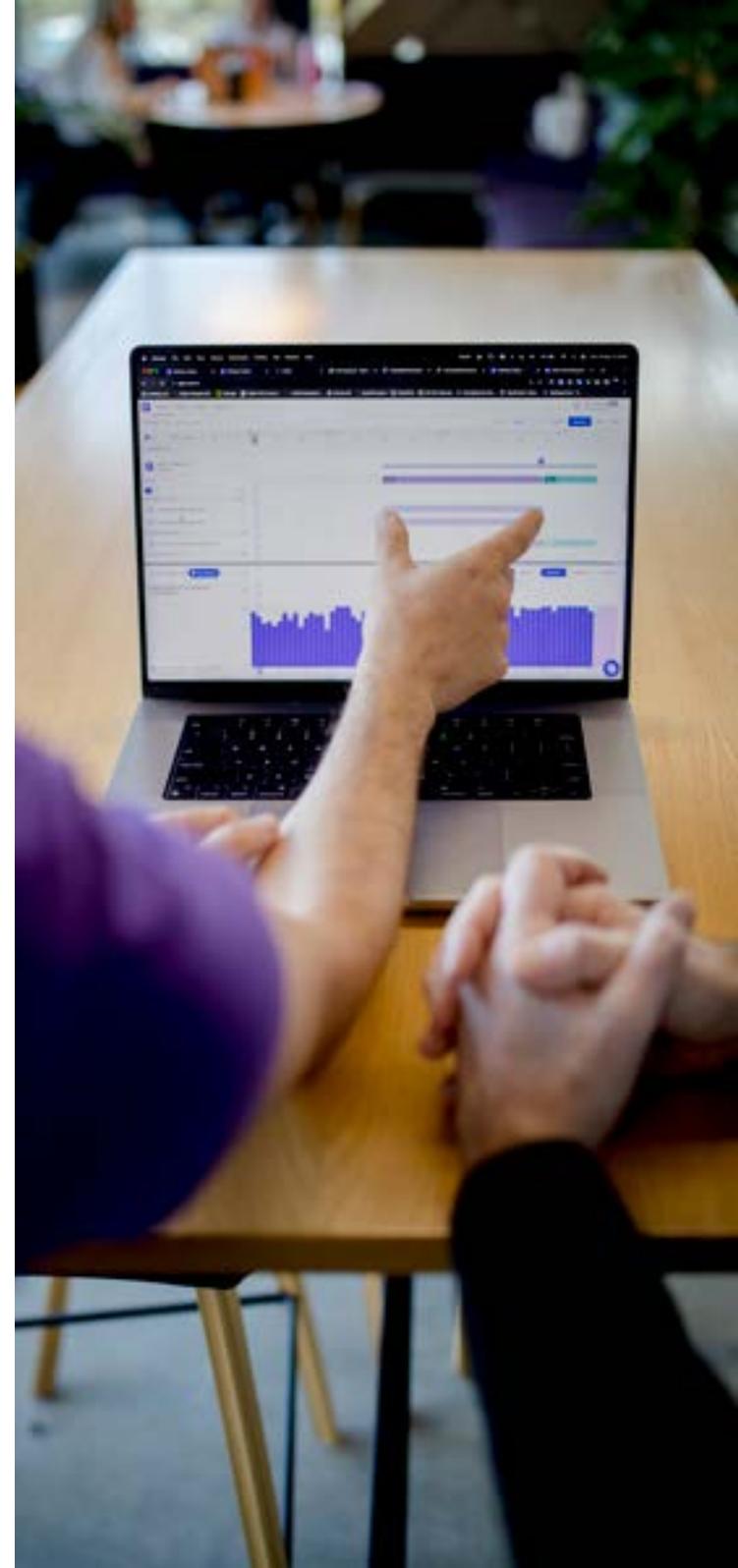
We recognise whanaungatanga (kinship, connection) as the essential glue that binds people together. We encourage face-to-face connections to build trust and forge deeper bonds within the district and beyond.

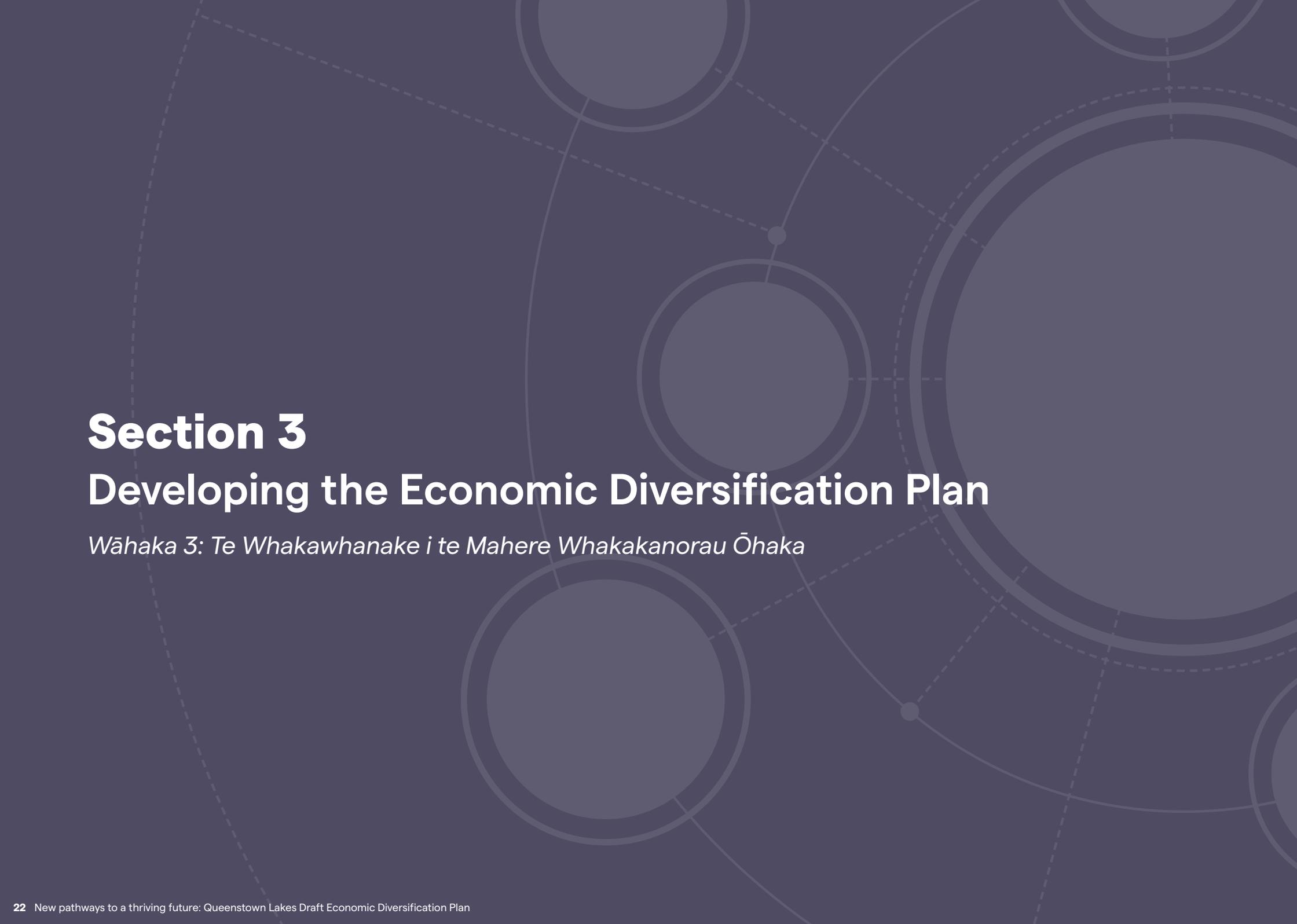
#### Embracing change

Ka mua, ka muri; we look backwards to learn from the past and plan with prudence for the future. We rise to meet the challenges the economy faces and use these as opportunities to inspire innovation. We embrace positive change and recognise the need to challenge the status quo.

#### Building on insights

We are open to fresh ideas and new ways of thinking, while also informing our decisions with research, data, and the experience of others. We strive to measure the impact of our work.





# **Section 3**

## **Developing the Economic Diversification Plan**

*Wāhaka 3: Te Whakawhanake i te Mahere Whakakanorau Ōhaka*

## ECONOMIC DIVERSIFICATION FRAMEWORK

### TE AKA WHAKAKANORAU OHAOHA

A diversification framework was developed to set the scene for the Economic Diversification Plan. It was informed by insights, data, and reporting, and was developed with guidance from an advisory group, including Kāi Tahu representatives.

This early work helped identify that diversification should benefit local communities, businesses, and the environment while also contributing to the region and New Zealand. It recognised change at scale will take time, due to the dominance of tourism, the small base diversification is being built from, and the infrastructure and housing challenges.

The framework identified two key groups that diversification efforts should encourage and support:

#### High-contributing individuals

Queenstown Lakes attracts some high-net-worth individuals, some using the district as a bolt hole, while others are actively involved in the community. High-contributing individuals do not always have high net worth but may be willing to share experience and contacts with local people and businesses. They may also invest or offer governance expertise to organisations and projects. The district already benefits from high-contributing individuals and they need to be celebrated while encouraging others to come together for the good of the community.

#### Best-fit business

While any business that can legally operate may choose to base itself in the district, best-fit business describes the types of business that diversification efforts should foster, attract and prioritise.

A best-fit business is characterised by:

- › Selling beyond the district (to a domestic or export market) and having growth potential.
- › Having low or no dependence on visitor spend.
- › Creating high-margin, distinctive goods and/or services.
- › Offering high-value, meaningful work, and pathways for locals to upskill and join their organisation.
- › Operating in a low-impact, low-emissions, and regenerative way.

A diversification model was developed to progress the following steps:

- › Identify enablers so best-fit businesses can grow.
- › Understand which enablers are absent and therefore hold back diversification.
- › Focus on framework conditions, while being open-minded about the destination.
- › Create a flywheel effect where small changes build on each other to create momentum.
- › Recognise the need for a mix of initiatives and a long-term, collaborative approach.

Research, analysis and industry engagement, commissioned from MartinJenkins, explored further and helped identify potential diversification opportunities and actions for the basis of this plan.

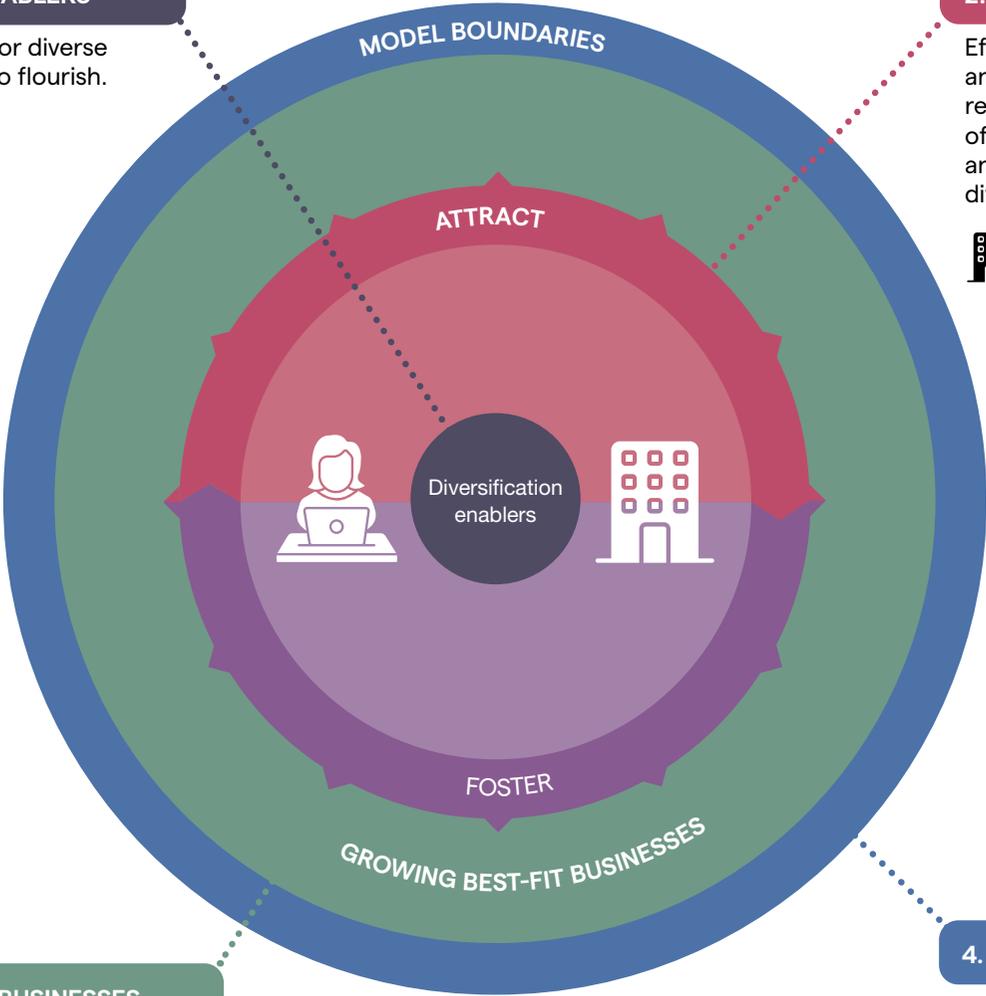
**ECONOMIC DIVERSIFICATION FRAMEWORK OVERVIEW**

**1. DIVERSIFICATION ENABLERS**

Create the conditions for diverse business and industry to flourish.

**2. SUPPORT OPTIONS**

Efforts can **foster** existing businesses and individuals or **attract** others to relocate. Tapping into the goodwill of high contributing individuals and businesses will accelerate diversification.



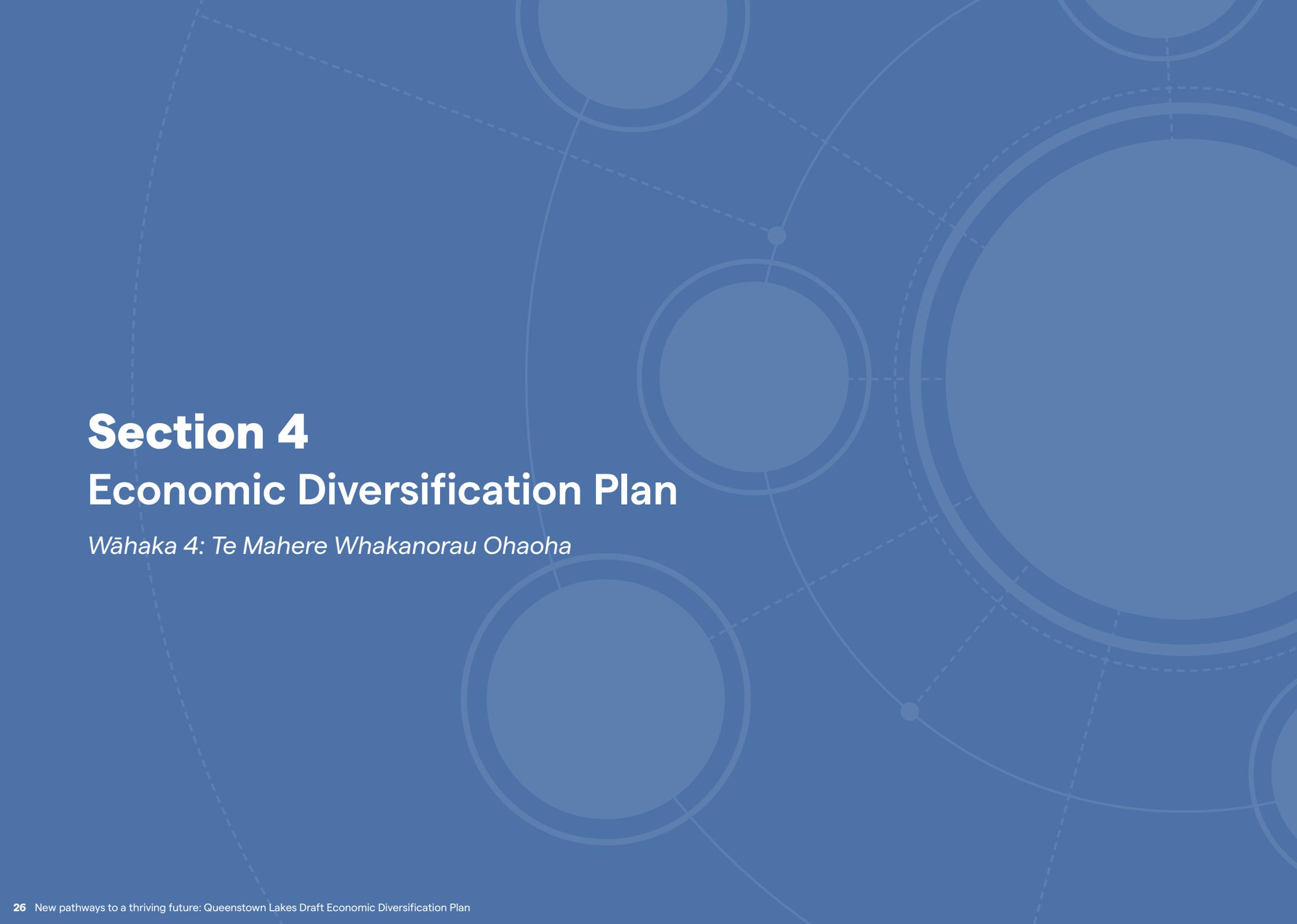
**3. GROWING BEST-FIT BUSINESSES**

Businesses with characteristics most likely to support diversification in the Queenstown Lakes District.

**4. MODEL BOUNDARIES**

- › The wellbeing of our people and communities.
- › The environment we rely on.
- › Principles and ways of working.





# **Section 4**

## **Economic Diversification Plan**

*Wāhaka 4: Te Mahere Whakanorau Ohaoha*

## NEW PATHWAYS TO A THRIVING FUTURE

<b>Goal</b>		<b>A resilient and sustainable economy offering a diverse range of career and income opportunities by 2050</b>	
<b>Keystone project</b>		<b>A World of Connections</b>	
<b>Strategic pillars</b>	<b>PILLAR 1:</b> Creating conditions to enable economic diversification	<b>PILLAR 2:</b> Diversification in travel-reliant industries and growth of adjacent businesses	<b>PILLAR 3:</b> Growing niche industries for a diversified and resilient economy
<b>Objectives</b>	<ul style="list-style-type: none"> <li>› Grow the skills and career opportunities of people so best-fit businesses and their workers can thrive.</li> <li>› Build the capability of businesses and niche industries to start, thrive and operate in a regenerative way.</li> <li>› Advocate for the business and household infrastructure to support economic diversification.</li> </ul>	<ul style="list-style-type: none"> <li>› Foster business opportunities that create solutions for the visitor industry.</li> <li>› Increase the scale and value of the Queenstown Lakes film and screen sector.</li> <li>› Support diversification by building skills relevant to best-fit businesses and offering training outside the region.</li> </ul>	<ul style="list-style-type: none"> <li>› Facilitate connection and collaboration between businesses to create synergies and scale.</li> <li>› Foster potential niche industries across Queenstown Lakes.</li> </ul>
<b>Projects</b>	<ul style="list-style-type: none"> <li>› Project 1: Think Again</li> <li>› Project 2: New Skills</li> <li>› Project 3: A World of Connections</li> <li>› Project 4: Launch and Grow Here</li> <li>› Project 5: Future-Focussed Infrastructure</li> <li>› Project 6: Innovate Here</li> </ul>	<ul style="list-style-type: none"> <li>› Project 7: Tourism and Hospitality Tech</li> <li>› Project 8: Diversified Visitor Economy</li> <li>› Project 9: Grow Screen</li> <li>› Project 10: Film Here</li> <li>› Project 11: Learn Queenstown Lakes</li> </ul>	<ul style="list-style-type: none"> <li>› Project 12: Advanced Manufacturing / Outdoor Economy</li> <li>› Project 13: Food Queenstown Lakes</li> <li>› Project 14: Conservation and Biodiversity Sectors</li> <li>› Project 15: Queenstown Lakes Tech</li> </ul>
<b>Foundations for Success</b>			
<b>Objectives</b>		<b>Projects</b>	
<ul style="list-style-type: none"> <li>› Establish prioritisation, reporting, and accountability.</li> <li>› Create ways of working alongside Māori to support diversification.</li> <li>› Evolve the place branding to encompass economic diversification opportunities.</li> <li>› Develop capacity to support delivery of the plan.</li> <li>› Explore funding opportunities to support the delivery of diversification projects.</li> </ul>		<ul style="list-style-type: none"> <li>› Foundational Project 1: Economic Diversification Oversight</li> <li>› Foundational Project 2: Support Māori Economic Diversification</li> <li>› Foundational Project 3: Queenstown Lakes 2.0</li> <li>› Foundational Project 4: Capacity Build</li> <li>› Foundational Project 5: Invest in Queenstown Lakes</li> </ul>	

# Keystone Project: A World of Connections

## *Kaupapa Matua: He Ao Tūhonohono*

There is much to do to create a resilient and sustainable economy that offers a diverse range of career and income opportunities by 2050. To provide strong direction for the first phase of this journey, we have chosen a keystone project that clearly connects and showcases a unique attribute of the district – the calibre of its people.

People all over the country and around the world have a deep love of Queenstown Lakes. They come to rest up, recharge, find inspiration, and face their fears by tackling new challenges.

This experience is intensified by the fact that visiting or living in the district isn't necessarily easy – many of the people who call this district home have made a deliberate and conscious choice to move here. It takes time, effort, and resources to visit or relocate to the district, and once here there can be unanticipated challenges; high prices, unpredictable weather, housing availability, and how busy the district can be.

Yet the district remains a magnet for a diverse range of visitors and locals who, combined, create a deep pool of unique talents. Many bring expertise and networks forged overseas – the 2018 census showed that Queenstown Lakes residents were 31% more likely to have a degree or post-graduate qualification than the average New Zealander and 55% more likely to have been born overseas<sup>4</sup>.

*Despite the qualifications, experience and international perspective of residents, a quality of life survey shows that only 57% of those who work in the district feel their skills are fully utilised<sup>5</sup>.*

At present, the district does not make the most of the desire that many visitors have to contribute beyond their holiday. A survey of recent Californian visitors to New Zealand found that one in five were interested in knowing more about studying, investing, or migrating before they visited<sup>6</sup>. But unfortunately, on returning home they knew little more about these options and opportunities.

A World of Connections will work to unleash the underutilised talents of locals and visitors alike. It will encourage people to be high contributing – to move beyond a passive love of the district and to use their talents to act in ways that benefit the district, and Aotearoa New Zealand.

<sup>4</sup> [www.stats.govt.nz/tools/2018-census-place-summaries/queenstown-lakes-district#ethnicity-culture-and-identity](http://www.stats.govt.nz/tools/2018-census-place-summaries/queenstown-lakes-district#ethnicity-culture-and-identity)

<sup>5</sup> QLDC Quality of Life 2022 Report: [www.qldc.govt.nz/community/community-research](http://www.qldc.govt.nz/community/community-research)

<sup>6</sup> Rethinking the value of Tourism - A pilot study, One Picture Group Consortium

This keystone project will inspire people to help tackle challenges and seize opportunities to improve the wellbeing of our people and place. This will offer businesses and individuals with ambition a unique opportunity to benefit from the wisdom of others. The international expertise and viewpoints offered by those who visit or live here will also help create inter-generational value, as they learn from, and gain respect for te ao Māori.

A World of Connections doesn't just benefit local communities. Some of those with international experience will have specialist expertise in areas of business beyond what exists in the district. This project will open the door for them to be connected to businesses elsewhere, who will also gain much from their input. Likewise, New Zealanders who have left the district will build the confidence to return, as they start to see new opportunities become available, or ways to share expertise in the community.

*Currently, possibilities for investing, studying, working, giving back and mentoring exist, but often the connections occur incidentally rather than intentionally.*

Currently, separate groups encourage people to donate, invest, mentor, or volunteer. This project will help to explore, define, and communicate the different ways that people can contribute to our community, so they are aware of the range of options.

**A World of Connections will bring together those with relevant experience, interests, and resources to allow greater opportunities to connect and add value locally, regionally, and nationally. There are three strategies for this keystone project:**

- › Supporting the lifetime value of the visitor work that connects exporters and others wishing to forge international relationships with international visitors.
- › Creating a collective of organisations that request expertise or funding (e.g., Community Foundation, Mainland Angels, Love Queenstown, Love Wānaka, Business South, Startup Queenstown Lakes) and developing ways to highlight and promote the range of options people have to support businesses and the community.
- › Making a case for national business support agencies to base staff in the district to connect international businesspeople and investors with relevant businesses (locally and nationally).





## PILLAR 1

### Creating conditions that enable economic diversification

#### *Te haka āhuataka e puta ai te whakakanorau ohaoha*

For economic diversification to be successful, the underlying conditions must exist to support new businesses and industries to grow. These enablers include hard infrastructure such as commercial facilities, energy supply, and suitable housing, and soft infrastructure such as business networks and access to skilled staff.

Improving the conditions and making infrastructure fit for purpose for new industries is an essential step in moving the economy from being reliant on entrepreneurs' love of place to building compelling and logical reasons for boards and investors to base businesses in the district. The pace at which these enablers improve will be a key factor in the speed and scale with which diversification can occur.

#### OBJECTIVES

- › Grow the skills and career opportunities of people so best-fit businesses and their workers can thrive.
- › Build the capability of businesses and niche industries to start, thrive and operate in a regenerative way.
- › Advocate for the business and household infrastructure required to support economic diversification.

#### PILLAR 1 PROJECTS:

- › Project 1: Think Again
- › Project 2: New Skills
- › Project 3: A World of Connections (keystone project)
- › Project 4: Launch and Grow Here
- › Project 5: Future Focussed Infrastructure
- › Project 6: Innovate Here

## PILLAR 1: CREATING CONDITIONS TO ENABLE ECONOMIC DIVERSIFICATION

### PROJECT 1: THINK AGAIN

**OBJECTIVE: GROW THE SKILLS AND CAREER OPPORTUNITIES FOR PEOPLE SO BEST-FIT BUSINESSES AND THEIR WORKERS CAN THRIVE.**

**Description:** Increase awareness of opportunities to train for, and work in a diverse range of industries.

**Activities:**

1. Promote training and early career opportunities that enable diversification by connecting rakatahi, local students and regional graduates to opportunities.
2. Work with industry to promote professional opportunities within Queenstown Lakes.

### PROJECT 2: NEW SKILLS

**OBJECTIVE: GROW THE SKILLS AND CAREER OPPORTUNITIES FOR PEOPLE SO BEST-FIT BUSINESSES AND THEIR WORKERS CAN THRIVE.**

**Description:** Build skills and capability of the people working within diversified sectors.

**Activities:**

1. Advocate and support the delivery of workforce development actions that foster economic diversification within the Otago Regional Workforce Plan, MahiQL Workforce Plan, and relevant Industry Transformation Plans.
2. Develop and promote training opportunities that boost the capability of the existing workforce.

### PROJECT 3 (KEYSTONE): A WORLD OF CONNECTIONS

**OBJECTIVE: BUILD THE CAPABILITY OF BUSINESSES AND NICHE INDUSTRIES TO START, THRIVE AND OPERATE IN A REGENERATIVE WAY.**

**Description:** Connect internationally experienced businesspeople and investors to opportunities that add value locally, regionally, and nationally.

**Activities:**

1. Support the lifetime value of the visitor work that connects exporters and others wishing to forge international relationships with international visitors.
2. Creating a collective of organisations that request expertise or funding and developing ways to highlight and promote the range of options people have to support businesses and the community.
3. Make a case for national business support agencies to base staff in the district to connect international businesspeople and investors with relevant businesses.

## PILLAR 1: CREATING CONDITIONS TO ENABLE ECONOMIC DIVERSIFICATION

### PROJECT 4: LAUNCH AND GROW HERE

**OBJECTIVE: BUILD THE CAPABILITY OF BUSINESSES AND NICHE INDUSTRIES TO START, THRIVE AND OPERATE IN A REGENERATIVE WAY.**

**Description:** Assist businesses in industries that enable diversification to start up, grow and deliver economic and social outcomes for the district.

**Activities:**

1. Adopt a key account management approach of quarterly engagement with key businesses in each of the identified niche industries.
2. Facilitate collaboration between organisations and across industries to optimise the effectiveness of business and industry support.
3. Facilitate idea validation and business incubators through Startup Queenstown Lakes, working with founders in niche industries that enable diversification.
4. Support businesses to become investment-ready and grow a network of investors, locally and regionally, who are willing to invest and help scale up the businesses.
5. Support businesses to adopt ways of working that create regenerative outcomes.

### PROJECT 5: FUTURE-FOCUSSED INFRASTRUCTURE

**OBJECTIVE: ADVOCATE FOR THE BUSINESS AND HOUSEHOLD INFRASTRUCTURE REQUIRED TO SUPPORT ECONOMIC DIVERSIFICATION.**

**Description:** Advocate for future-focused infrastructure that supports economic diversification.

**Activities:**

1. Build an understanding of the infrastructure expectations of best-fit businesses and factor these into long-term spatial planning.
2. Advocate for housing, transport and climate resilience investments that meet the needs of a diverse workforce.
3. Encourage provision, uptake, and expansion of infrastructure, including commercial real estate, shared workspaces and digital connectivity that meets the needs of niche industries.
4. Continue to work with community groups, energy retailers, generators, distributors, and transmission providers to coordinate the delivery of sufficient energy capacity and resilience in an affordable way.

### PROJECT 6: INNOVATE HERE

**OBJECTIVE: BUILD THE CAPABILITY OF BUSINESSES AND NICHE INDUSTRIES TO START, THRIVE AND OPERATE IN A REGENERATIVE WAY.**

**Description:** Promote research, development and testing opportunities within the district to foster innovation.

**Activities:**

1. Address diversification challenges and opportunities by attracting academic and commercial research and development.
2. Promote Queenstown Lakes as a test bed for new solutions and build a culture of early adoption of emerging technologies.

## PILLAR 2

### Diversification in travel-reliant industries and growth of adjacent businesses

*Te whakakanorau i kā ahumahi e whirinaki ana ki te tāpoi me te whanaketaka o kā pakihi pātata*

Tourism, film, and education traditionally rely on customers having to travel to the district, which can put strain on infrastructure, the environment, and local communities. Diversification aims to reduce the reliance on visitor-reliant industries and encourage diversification possibilities that create revenue without the customer having to visit the district.

Expertise gleaned within tourism, film, and education can support diversification in numerous ways. Some businesses work to create solutions, such as online learning opportunities and tourism tech. There is also great potential to attract events and training opportunities to the district, which supports other niche industries. The expansion of businesses within these industries can create new opportunities locally, nationally, and internationally.

### OBJECTIVES

- › Foster opportunities that create solutions for visitor-reliant industries.
- › Increase the scale and value of the Queenstown Lakes film and screen sector.
- › Support diversification by building skills relevant to best-fit businesses and offering training outside the region.

### PILLAR 2 PROJECTS:

- › Project 7: Tourism and Hospitality Tech
- › Project 8: Diversified Visitor Economy
- › Project 9: Grow Screen
- › Project 10: Film Here
- › Project 11: Learn Queenstown Lakes

## PILLAR 2: DIVERSIFICATION IN TRAVEL-RELIANT INDUSTRIES AND GROWTH OF ADJACENT BUSINESSES

### PROJECT 7: TOURISM AND HOSPITALITY TECH

**OBJECTIVE: FOSTER BUSINESS OPPORTUNITIES THAT CREATE SOLUTIONS FOR THE VISITOR INDUSTRY.**

**Description:** Encourage the development and uptake of relevant technologies.

**Activities:**

1. Foster tech companies that provide solutions for tourism and hospitality by supporting new and existing tourism tech companies and attracting relevant tech companies to have a presence in Queenstown Lakes.
2. Promote uptake of existing tech solutions for tourism and hospitality locally and nationally through events, expos and opportunities to see the tech being used within the industry.

### PROJECT 8: DIVERSIFIED VISITOR ECONOMY

**OBJECTIVE: FOSTER BUSINESS OPPORTUNITIES THAT CREATE SOLUTIONS FOR THE VISITOR INDUSTRY.**

**Description:** Encourage diversification across activities related to the visitor economy.

**Activities:**

1. Encourage existing operators to explore ways to sell their experience and expertise to visitors beyond the district.
2. Attract and create events that showcase and promote work and business opportunities within niche industries.

### PROJECT 9: GROW SCREEN

**OBJECTIVE: INCREASE THE SCALE AND VALUE OF THE QUEENSTOWN LAKES FILM AND SCREEN SECTOR.**

**Description:** Support Film Queenstown Lakes and Film Otago Southland to increase the scale and capability to respond to visiting productions and create local content.

**Activities:**

1. Support industry development initiatives, including workforce and infrastructure development projects.
2. Encourage and support the creation of more local screen content/ intellectual property that leverages the district's locational assets and stories.

### PROJECT 10: FILM HERE

**OBJECTIVE: INCREASE THE SCALE AND VALUE OF THE QUEENSTOWN LAKES FILM AND SCREEN SECTOR.**

**Description:** Continue to attract production activity and screen-related business to the district.

**Activities:**

1. Facilitate location access and permits via Film Queenstown Lakes to ensure a positive filming experience.
2. Promote the industry's capability and assets to key decision-makers. Produce and maintain toolkits to inform productions including crew, business and location directories, and sustainable filming resources.
3. Advocate for policy settings, incentives, and regulations locally, regionally, and nationally, that will enable a film-friendly environment.

## PILLAR 2: DIVERSIFICATION IN TRAVEL-RELIANT INDUSTRIES AND GROWTH OF ADJACENT BUSINESSES

### PROJECT 11: LEARN QUEENSTOWN LAKES

**OBJECTIVE: SUPPORT DIVERSIFICATION THROUGH BUILDING SKILLS RELEVANT TO BEST-FIT BUSINESSES AND OFFERING TRAINING OUTSIDE THE REGION.**

**Description:** Encourage diversification within the education and training sector and promote relevant career opportunities.

**Activities:**

1. Support new and existing education and training providers to offer training in areas relevant to diversification. Promote training and career opportunities to recent graduates.
2. Encourage existing education and training providers to explore technologies, business models and collaborations that support revenue streams that do not rely on students being hosted in the district.



## PILLAR 3

### Growing new niche industries

#### *Te whakatipu i kā ahumahi aronga whāiti hou*

There are already a variety of ways that some individuals who live locally earn an income by selling their expertise beyond the district. Some work remotely, while others may base some of their business locally and have other staff or premises in different locations.

To create diversification at scale there is a need to identify potential niche industries that could build critical mass and offer careers and new business opportunities. At present the existing niche industries are small and it is not guaranteed all will be able to scale up – there needs to be enough business leaders in the industry eager to grow their business and some common ground on which they are willing to collaborate.

#### OBJECTIVES

- › Facilitate connection and collaboration between businesses to create synergies and scale.
- › Foster potential niche industries across Queenstown Lakes.

#### PILLAR 2 PROJECTS:

- › Project 12: Advanced Manufacturing / Outdoor Economy
- › Project 13: Food Queenstown Lakes
- › Project 14: Conservation and Biodiversity Sectors
- › Project 15: Queenstown Lakes Tech

## PILLAR 3: GROWING NICHE INDUSTRIES FOR A DIVERSIFIED AND RESILIENT ECONOMY

### PROJECT 12: ADVANCED MANUFACTURING / OUTDOOR ECONOMY

**OBJECTIVE:** FOSTER POTENTIAL NICHE INDUSTRIES ACROSS QUEENSTOWN LAKES.

**Description:** Understand the scale and potential to grow an advanced manufacturing/outdoor economy niche industry.

**Activities:**

1. Explore the expertise and capabilities that exist within this niche currently and identify the willingness of key business leaders to form a collaborative industry group.
2. Work alongside industry leaders to develop a pathway to work together on common opportunities and challenges.

### PROJECT 13: FOOD QUEENSTOWN LAKES

**OBJECTIVE:** FOSTER POTENTIAL NICHE INDUSTRIES ACROSS QUEENSTOWN LAKES.

**Description:** Understand the scale and potential to grow a food and beverage niche industry.

**Activities:**

1. Explore the expertise and capabilities that exist within this niche currently and identify the willingness of key business leaders to form a collaborative industry group.
2. Work alongside industry leaders to develop a pathway to work together on common opportunities and challenges.

### PROJECT 14: CONSERVATION AND BIODIVERSITY SECTOR

**OBJECTIVE:** FOSTER POTENTIAL NICHE INDUSTRIES ACROSS QUEENSTOWN LAKES.

**Description:** Understand the potential to grow business opportunities in the emerging conservation and biodiversity sector.

**Activities:**

1. Conduct research to understand the key opportunities in the emerging conservation and biodiversity sector.
2. Encourage businesses and organisations within the conservation and biodiversity sector to base activities, research, and staff within the district.
3. Explore alternative business models for groups undertaking biodiversity and climate action initiatives.

### PROJECT 15: QUEENSTOWN LAKES TECH

**OBJECTIVE:** FACILITATE CONNECTION AND COLLABORATION BETWEEN BUSINESSES TO CREATE SYNERGIES AND SCALE.

**Description:** Grow and connect the Queenstown Lakes technology sector and ecosystem.

**Activities:**

1. Facilitate connections between local tech companies and support agencies such as New Zealand Trade and Enterprise, Startup Queenstown Lakes, investors, remote tech workers, tech startups and researchers.
2. Endorse the aspirations and priorities of the Whakatipu Hangarau Trust which has been established to promote Queenstown Lakes as an emerging technology hub.

## FOUNDATIONS FOR SUCCESS

### Foundations for success

#### *Kā tūāpapa akitūtaka*

Set the systems in place to realise the vision of “*New pathways to a thriving future*”.

This pillar addresses foundational work to enable the other three strategic pillars. There will be future opportunities and challenges to diversification that cannot be anticipated in this plan, but if the overarching approach to diversification efforts is in place, the community will be able to respond proactively.

Agreed values and strong operational foundations also foster a sense of shared responsibility. This reduces the reliance on one organisation or individual, promotes a collective approach, and builds trust with partners locally and nationally.

With multiple organisations involved in diversification, there is a risk that each has its own agenda and advocates for resources separately. These foundations for success will help define roles, encourage synergies and work towards having one voice within, and beyond the district.

#### OBJECTIVES

- › Establish prioritisation, reporting, and accountability.
- › Create ways of working alongside Māori to support diversification.
- › Evolve the place branding to encompass economic diversification opportunities.
- › Develop capacity to support implementation of the plan.
- › Explore funding opportunities to support the delivery of diversification projects.

#### FOUNDATIONAL PROJECTS:

- › Foundational project 1: Economic Diversification Oversight
- › Foundational project 2: Support Māori Economic Diversification
- › Foundational project 3: Queenstown Lakes 2.0
- › Foundational project 4: Capacity Build
- › Foundational project 5: Invest in Queenstown Lakes

## FOUNDATIONAL PROJECT 1: ECONOMIC DIVERSIFICATION OVERSIGHT

**OBJECTIVE:** ESTABLISH PRIORITISATION, REPORTING, AND ACCOUNTABILITY.

**Description:** Progress implementation of the plan.

**Activities:**

1. Develop scope and terms of reference for the creation of an independent Queenstown Lakes Economic Diversification Reference Group.
2. Create a three-year implementation plan to progress projects that are already underway and prioritise new projects.
3. Define key metrics to monitor progress alongside the development of a reporting cycle.
4. Continue to develop and expand partnerships, with clearly defined roles and responsibilities.

## FOUNDATIONAL PROJECT 2: SUPPORT MĀORI ECONOMIC DIVERSIFICATION

**OBJECTIVE:** CREATE WAYS OF WORKING ALONGSIDE MĀORI TO SUPPORT DIVERSIFICATION.

**Description:** Develop frameworks and ways to support best-fit Māori businesses.

**Activities:**

1. Resolve how Kāi Tahu values and outcomes can be woven into existing and new projects.
2. Explore how the procurement processes of large organisations could better support Kai Tahu and Māori-owned business aspirations.
3. Support the KUMA Southern Māori business network.

## 4. FOUNDATIONAL PROJECT 3: QUEENSTOWN LAKES 2.0

**OBJECTIVE:** EVOLVE THE PLACE BRANDING TO ENCOMPASS ECONOMIC DIVERSIFICATION OPPORTUNITIES.

**Description:** Change the perception of Queenstown Lakes to be one of a diverse economy and demonstrate its contribution to Aotearoa New Zealand.

**Activities:**

1. Work alongside iwi and key stakeholders to evolve the place branding to highlight the importance of a diversified economy and what the district offers best-fit businesses.
2. Ensure alignment of brand and community values that reflect the diverse range of opportunities for businesses and workers at all ages and stages of their career.

## FOUNDATIONAL PROJECT 4: CAPACITY BUILD

**OBJECTIVE:** DEVELOP CAPACITY TO SUPPORT DELIVERY OF THE PLAN.

**Description:** Ensure QLDC's Economic Futures team has capacity to support implementation of the Economic Diversification Plan.

**Activities:**

1. Identify the capability and capacity needed to coordinate delivery of the plan.
2. Seek sufficient resources to ensure delivery of the plan is well-coordinated and has a range of funding sources.
3. Provide support for regenerative approach capability-building.

## FOUNDATIONAL PROJECT 5: INVEST IN QUEENSTOWN LAKES

**OBJECTIVE:** EXPLORE FUNDING OPPORTUNITIES TO SUPPORT THE DELIVERY OF DIVERSIFICATION PROJECTS.

**Description:** Explore opportunities to secure government and private sector funding, and in-kind support.

**Activities:**

1. Identify potential projects that support delivery of local and national strategies and make the case for co-investment.
2. Explore the potential to create longer-term funding streams, including options to create a social enterprise that could generate returns to support diversification.





*Credit: One Lane Bridge – Great Southern Television*



# **Section 5**

## **Appendices**

*Wāhaka 5: Kā āpiti haka*

# APPENDIX 1: DEFINING KEY TERMS

## Āpitihaka 1: Te tautuhi kuputaka matua

This section defines some of the key terms that are important for understanding how the plan works:

- › Advanced manufacturing
- › Destination management
- › Economic sustainability
- › Gross domestic product
- › Just transition
- › Life-time value of the visitor
- › Outdoor economy
- › Productivity
- › Regenerative tourism
- › Visitor economy

### ADVANCED MANUFACTURING

Advanced manufacturing is the use of innovative technology to design and improve product systems and/or processes. The Queenstown Lakes district will never be a base for large-scale manufacturing as it is isolated from suppliers and customers and industrial land is scarce and expensive. However, there are existing design, prototyping and very high-value, low-volume manufacturing businesses in the district.

### DESTINATION MANAGEMENT

Destination management brings together different partners to achieve the common goal of developing a well-managed, sustainable visitor destination. It is an ongoing process that requires destinations to plan for the future and consider the social, economic, cultural and environmental risks and opportunities. The Destination Management Plan for Queenstown Lakes District can be found here - [www.queenstownnz.co.nz/regenerative-tourism-2030/the-plan/](http://www.queenstownnz.co.nz/regenerative-tourism-2030/the-plan/).

### ECONOMIC SUSTAINABILITY

Economic sustainability is a broad set of decision-making principles and business practices aimed at achieving economic growth without employing harmful environmental trade-offs that have often historically accompanied growth. Ideally, sustainable development creates systems that consume natural resources slowly enough that future generations can also use those resources.

Sustainable practices can focus on reducing the depletion of the natural environment or finding ways to reduce waste, limit carbon emissions, and utilise solar energy. The unifying principle behind economic sustainability is rejecting wasteful short-term processes and embracing the planet's long-term wellbeing.

### GROSS DOMESTIC PRODUCT

Gross domestic product (GDP) is the total monetary or market value of all goods and services produced in a specific time period. As a macroeconomic indicator of economic production, GDP is not a measure of overall wellbeing, or a comprehensive measure of material wellbeing.

However, GDP can be used as an indicator of the size and value of different industries and locations. GDP per worker (full time equivalent) is used to calculate the productivity of industries.

## JUST TRANSITION

A just transition is a whole-of-economy approach to sustainability and working in a regenerative way. It aims to reduce the impact of job losses caused by the phaseout of specific industries on workers and communities while developing new and greener jobs and sectors. It is about a region leading their own transition to ensure the impacts and opportunities that may arise are more fair, equitable, and inclusive. A just transition also seeks to address environmental, social, and economic issues in a holistic way for healthy communities.

## LIFETIME VALUE OF THE VISITOR

Traditionally the economic value of a visitor is measured by their spend while they are in the area. However, research into Californian travellers showed that more than half of them buy more New Zealand products on their return home, and one in five were interested in opportunities to have a relationship with New Zealand beyond being a visitor (such as studying, migrating, doing business, investing)<sup>7</sup>. The lifetime value of the visitor suggests that there is potential to deliberately build relationships with visitors while they are here that would create long-term value far beyond their holiday spend.

## OUTDOOR ECONOMY

The outdoor economy is a broad term for outdoor sports products. Currently, the district hosts outdoor brands testing new equipment, athletes using the district as a training base, and provides work for photographers and videographers creating promotional materials. There are examples of these activities and expertise sparking local design, prototyping, marketing and small-scale manufacturing opportunities, as well as creating exportable intellectual property (IP).

<sup>7</sup> *Rethinking the value of Tourism – A pilot study, One Picture Group Consortium*

## PRODUCTIVITY

Productivity is not a measure of how hard people work but of the value added by each employee. This is influenced by industry cost structures, availability of technology, and the size of the business. Higher productivity offers employers margin they can reinvest into their people, or capital reinvestment (e.g., into technology that streamlines business processes).

## 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. Therefore, regenerative tourism gives back more than it takes and helps improve wellbeing.

## VISITOR ECONOMY

The visitor economy is a system that includes more than just tourism-related businesses, made up of the many sectors and businesses that impact travellers. All this is interlinked with communities and the environment. The visitor economy includes the places people stay, the transport that connects them, and the infrastructure that enables all of this. It includes activities of all kinds, the ecosystems where those activities happen, the culture and heritage people experience, and the industries behind them – the interdependent relationships and interactions that are part of the visitor experience.



## APPENDIX 2: NICHE INDUSTRY ANALYSIS

### *Āpiti haka 2: Te tātaritaka ahumahi aronga whāiti*

#### MAPPING CONCENTRATION AND GROWTH

To help identify new niche industries that could support diversification, an analysis of economic data was carried out.

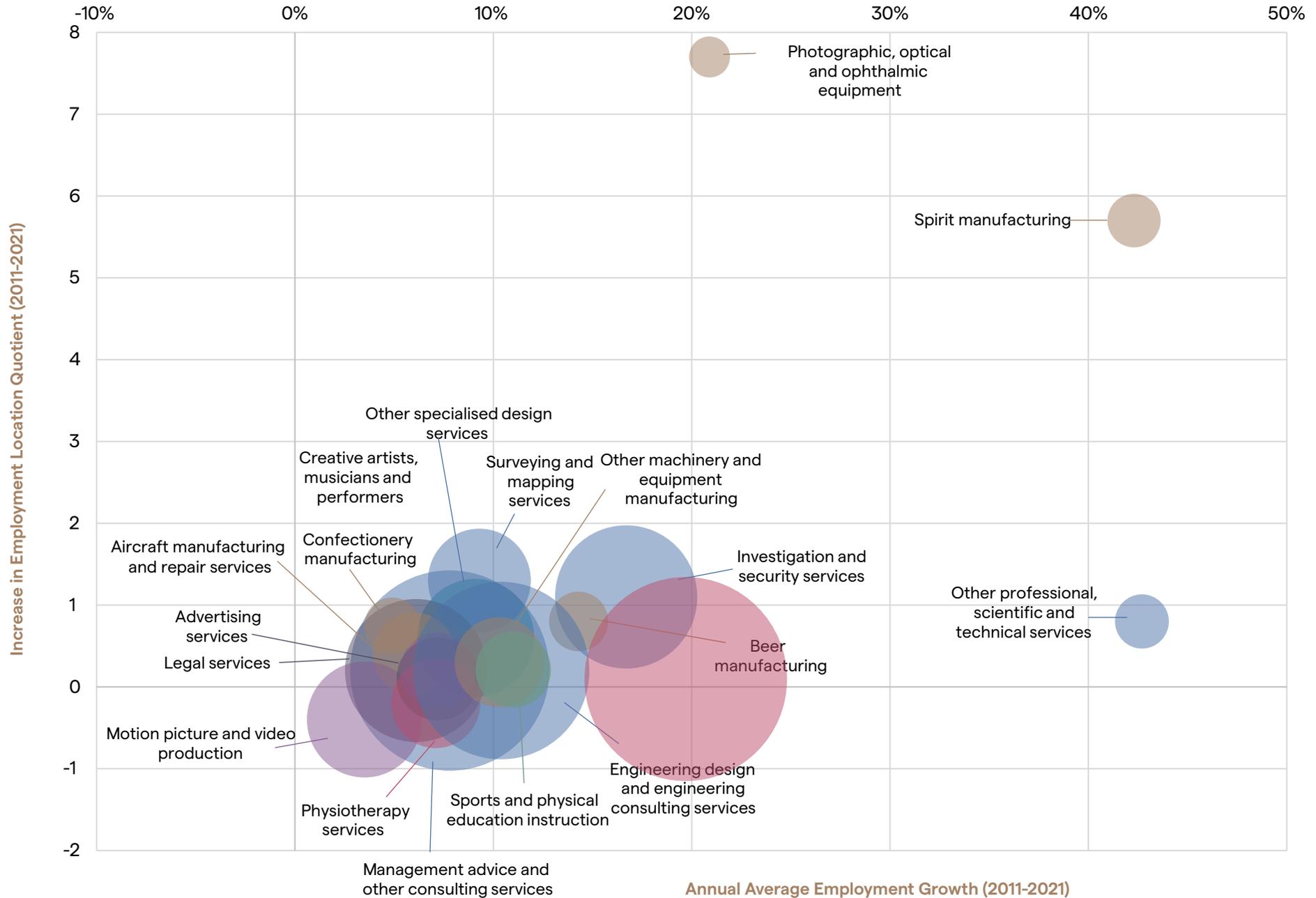
While some niche industries emerge in unexpected places, many evolve alongside dominant industries. Businesses that supply solutions to the dominant industry build expertise that they can sell nationally and internationally. Local examples of this include software for the hospitality and tourism industries and specialist outdoor camera equipment.

To assess current and emerging strengths in the district, data was measured across many industries. Industries that were more concentrated than the national average (employment location quotient) and where employment had grown (average employment growth) were identified.

The graph on the following page shows potential high-performing niches, based on changes in concentration relative to value and employment growth. Direct tourism, construction and public sector-related subsectors were not included, as these industries are firmly established in the district and not the focus for identifying new niche industries.



CONCENTRATION AND GROWTH OF NICHE INDUSTRIES



Source: MartinJenkins analysis of Infometrics data

**The results suggested several niches with good potential:**

- › Professional and technical services – including investigation and security services, specialised design services, surveying and mapping services, engineering design and consulting, management advice and consulting, legal services, and advertising services. Overall, this sector has been a strong (estimated) export performer.
- › Specialist equipment manufacturing – including photographic, optical and ophthalmic equipment manufacturing, aircraft manufacturing and repair, and other machinery and equipment manufacturing. Machinery and equipment have had strong export performance.
- › Film and screen – including motion picture and video production, and creative artists and performers. Information media has been a strong export performer.

- › Food and beverage – including spirit and beer manufacturing, and confectionery manufacturing; the wine industry is concentrated in the area but has not been growing. Beverage products have had strong export performance.
- › Health – including physiotherapy services and potentially other allied health services.
- › Education – including sports and physical recreation instruction; vocational and higher vocational education subsectors have not been growing.

This trend assessment did not highlight areas that have recently emerged or are being developed, such as parts of the technology sector. Sectors that were heavily impacted by Covid-19, such as technical and vocational education, were not considered either.

Further analysis was then carried out for the following industry groups:

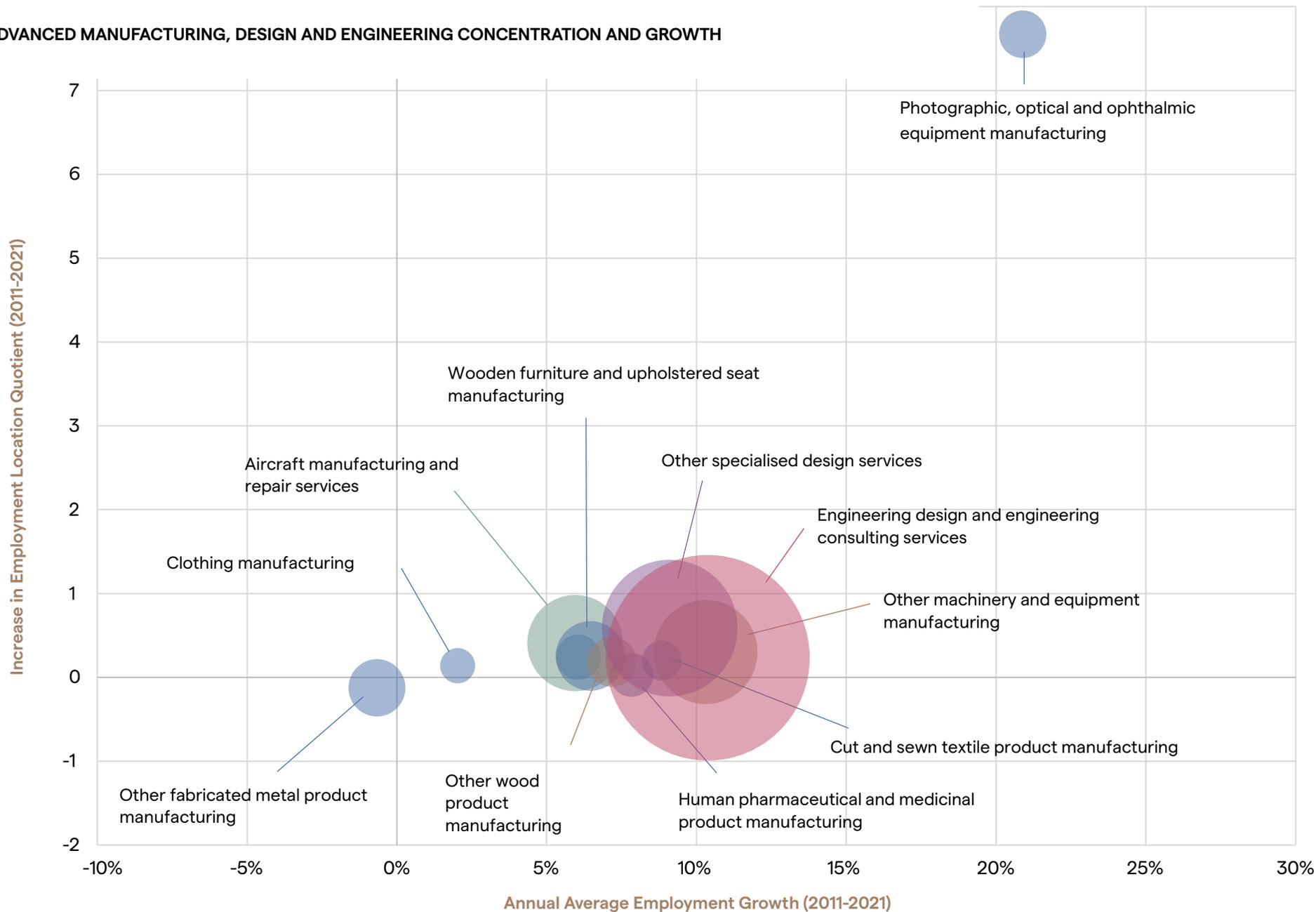
- › Advanced manufacturing, design and engineering – incorporating specialised manufacturing and design subsectors.
- › Food and beverage manufacturing – including growing, farming, processing, and manufacturing subsectors.
- › Sectors relevant to environmental services – these were identified by stakeholders and the advisory group.

Additional analysis of the technology sector was not undertaken, due to the Whakatipu Hangarau Trust work already underway.

## ADVANCED MANUFACTURING, DESIGN AND ENGINEERING

The graph below shows concentration and growth of different specialisations within advanced manufacturing and highlights an area of emerging specialisation for photographic and optical equipment manufacturing.

### ADVANCED MANUFACTURING, DESIGN AND ENGINEERING CONCENTRATION AND GROWTH



Source: MartinJenkins analysis of Infometrics data

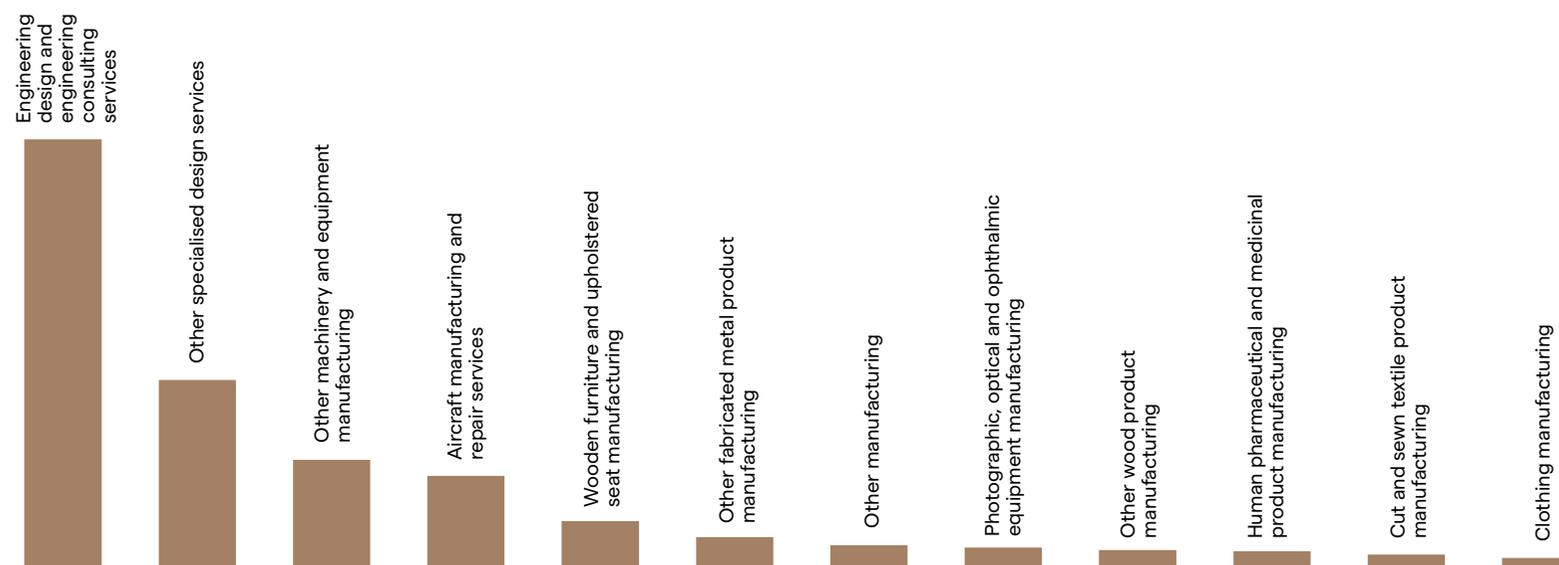
The table below shows that while this sector only accounts for 3.4% of total employment and 3% of GDP, it has grown at a faster rate than the local economy. It also makes a positive contribution to export performance, which has declined for the district overall.

#### ADVANCED MANUFACTURING, DESIGN AND ENGINEERING PERFORMANCE

	Advanced manufacturing (Queenstown Lakes)	All industries (Queenstown Lakes)	Advanced manufacturing (NZ)
<b>GDP (2021)</b>	\$98m	\$3.17b	\$20.2b
<b>GDP growth (10 yrs)</b>	9.1%	5.0%	1.7%
<b>Employment (2021)</b>	978 (3.4%)	28,822	152,840
<b>Employment growth (10 yrs)</b>	7.9%	4.4%	1.1%
<b>Exports (2021)</b>	\$14m (4.4%)	\$321m	\$7.9b
<b>Export growth (10 yrs)</b>	1.6%	-10.4%	-2.0%

The graph below shows that there are a variety of employment opportunities that come from the district's advanced manufacturing sector.

#### ADVANCED MANUFACTURING, DESIGN AND ENGINEERING EMPLOYMENT

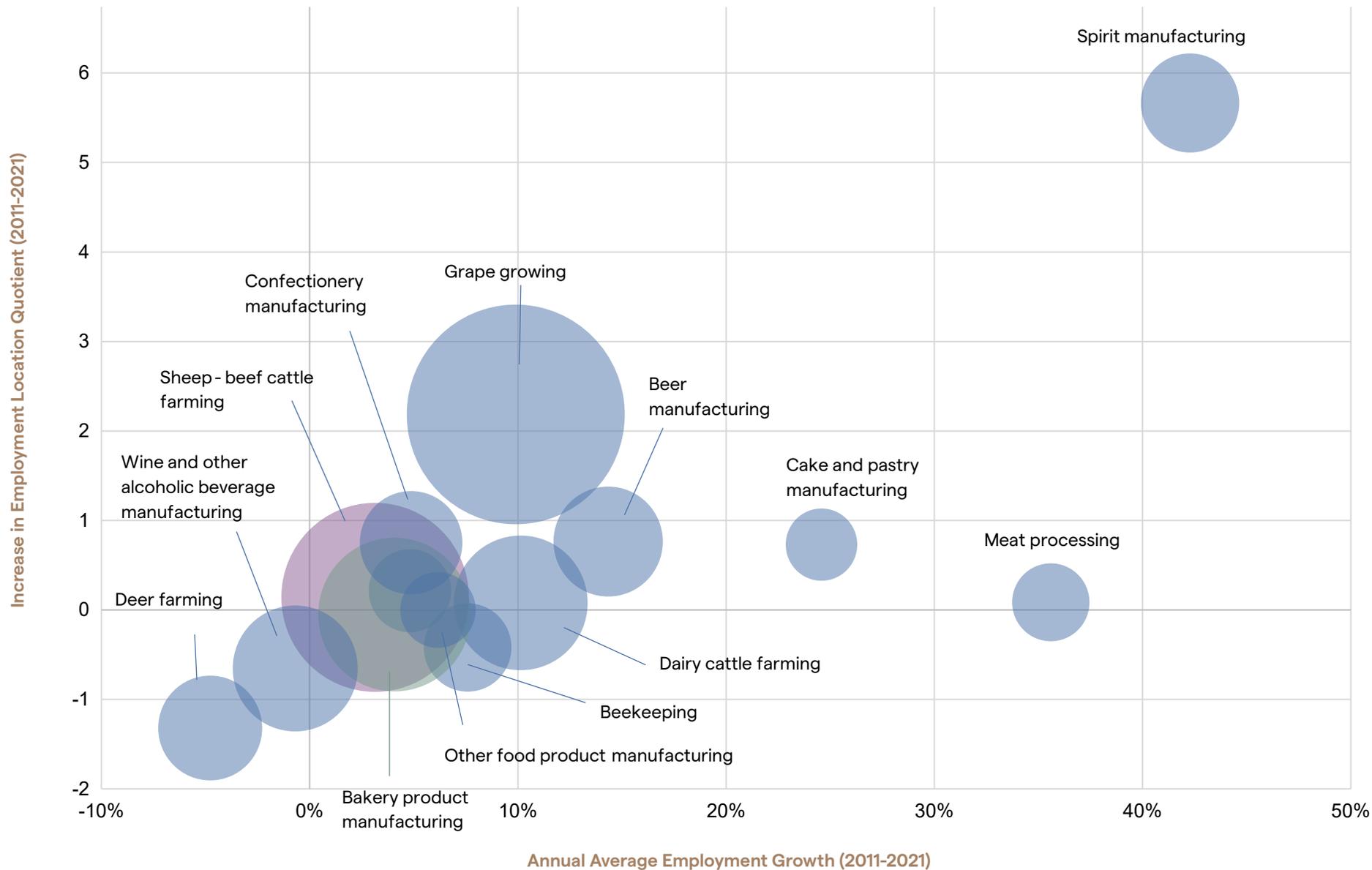


Source: MartinJenkins analysis of Infometrics data

## FOOD AND BEVERAGE MANUFACTURING

The graph below shows concentration and growth of different specialisations within food and beverage and highlights specialisations such as grape growing, and spirit and beer manufacturing.

### FOOD AND BEVERAGE CONCENTRATION AND GROWTH



Source: MartinJenkins analysis of Infometrics data

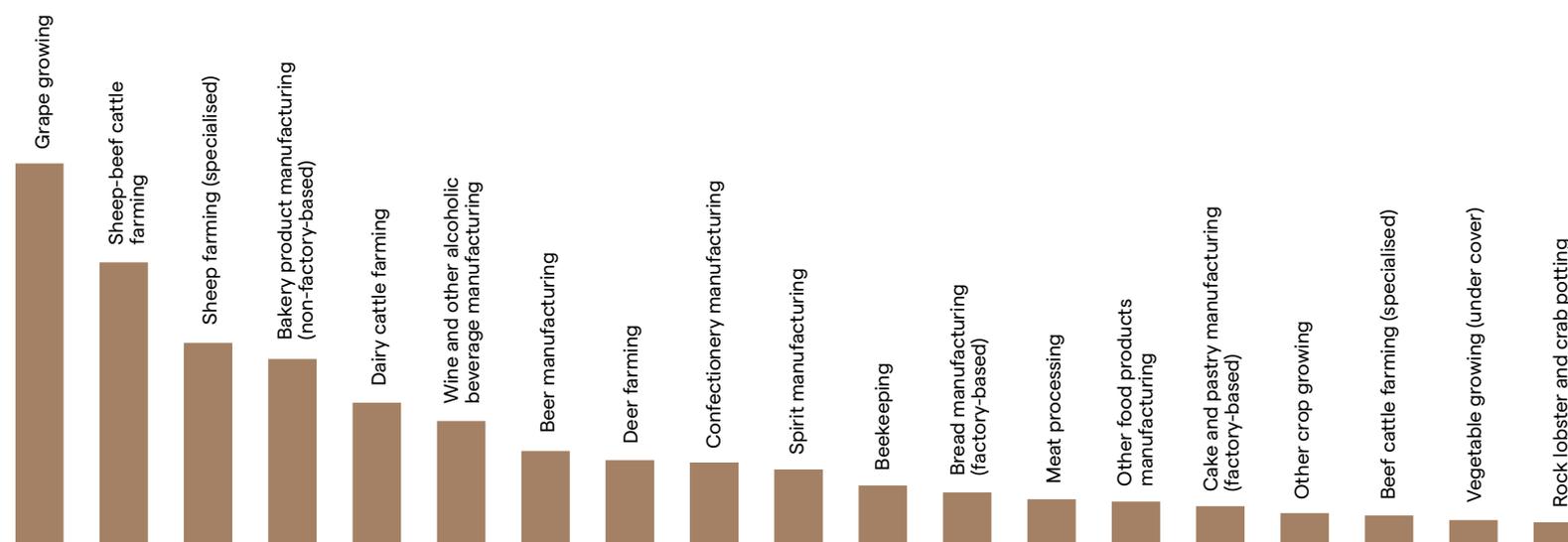
The table below shows that the food and beverage sector makes a good contribution to the district's overall export performance and that employment and GDP have grown more than the local economy as a whole.

### FOOD AND BEVERAGE PERFORMANCE

	Food and beverage (Queenstown Lakes)	All industries (Queenstown Lakes)	Food and beverage (NZ)
<b>GDP (2021)</b>	\$108m	\$3.17b	\$25.7b
<b>GDP growth (10 yrs)</b>	6.1%	5.0%	4.2%
<b>Employment (2021)</b>	1,154 (4%)	28,822	214,215
<b>Employment growth (10 yrs)</b>	5.1%	4.4%	1.9%
<b>Exports (2021)</b>	\$55m (17%)	\$321m	\$40.2b
<b>Export growth (10 yrs)</b>	-3.0%	-10.4%	3.2%

The graph below highlights the important role that this primary sector plays in providing jobs across the district.

### FOOD AND BEVERAGE SECTOR EMPLOYMENT

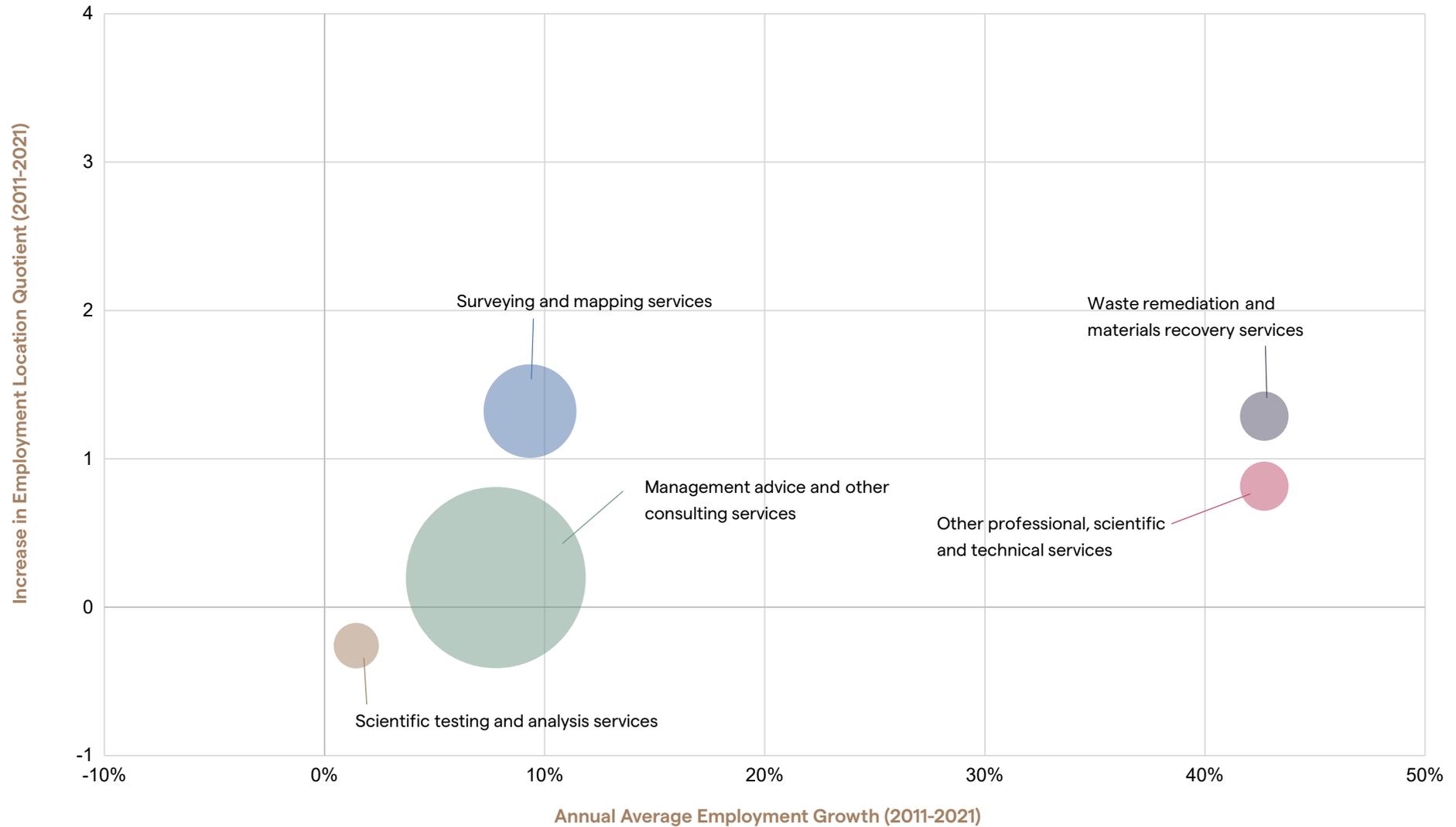


Source: MartinJenkins analysis of Infometrics data

## ENVIRONMENTAL SERVICES

The graph below shows concentration and growth in areas related to environmental services and how these activities are specialised.

### ENVIRONMENTAL SERVICES CONCENTRATION AND GROWTH



Source: MartinJenkins analysis of Infometrics data

The table below shows that several of the sectors that contribute to environmental services have been increasing their share of employment and GDP at a rate that was faster than other parts of the local economy.

#### ENVIRONMENTAL SERVICES PERFORMANCE

	GDP (2021)	GDP Growth (10 yrs)	Emp (2021)	Emp Growth (10 yr)
<i>Management advice and other consulting services</i>	\$51.1m	9.0%	476	7.8%
<i>Scientific testing and analysis services</i>	\$3.3m	2.8%	30	1.4%
<i>Surveying and mapping services</i>	\$14.1m	10.7%	127	9.3%
<i>Other professional, scientific and technical services</i>	\$3.7m	43.5%	35	42.7%
<i>Waste remediation and materials recovery services</i>	\$9.0m	24.6%	35	42.7%
<i>All industries in Queenstown</i>	\$3.17	5.0%	28,822	4.4%

Source: MartinJenkins analysis of Infometrics data



# APPENDIX 3: KĀI TAHU CONTEXT

## Āpiti haka 3: Te horopaki o Kāi Tahu

**Whakatipu-Wai-Māori, Wānaka and Hāwea are iconic lakes of cultural and statutory significance to Kāi Tahu.**

The lakes feature in the Waitaha iwi oral tradition of “Kā Puna Wai Karikari o Rākaihautū”, which tells how the great lakes of Te Wai Pounamu (the South Island) were dug by the tupuna (ancestor) Rākaihautū with his famous kō (Polynesian digging tool). Rākaihautū was the captain of the waka (ocean canoe), Uruao, which brought the Waitaha people to New Zealand on an early discovery expedition. It is Rākaihautū and the Waitaha people who lit the first fires of occupation within Te Wai Pounamu.

Around Lake Wānaka were a number of pā (strongholds), kāika (settlements) and nohoaka (camp sites). The biggest known settlement in the area was a Kāi Tahu pā known as Take Kārara which was located in present day Roys Bay<sup>8</sup>. Other local settlements included Ōrau which was on the banks of the Cardrona River, Toka Karoro towards Beacon Point and Okai Tū situated where the Clutha and Hāwea Rivers meet.

A highly significant site for spiritual and traditional reasons was Manuhaea, located below The Neck, the narrow isthmus between lakes Wānaka and Hāwea. The name “Wānaka” is a South Island variant<sup>9</sup> of the word “wānanga” which refers to ancient schools of learning. In these schools Kāi Tahu tohuka (men of learning) would be taught whakapapa (genealogies) which stretched back to over a hundred generations and karakia (incantations) for innumerable situations. All of this learning they would be required to commit to memory<sup>10</sup>.

Trails (ara tawhito) in the area included: the Clutha/Mataau, used to transport pounamu and mahika kai (natural and cultural resources) back to the coast<sup>11</sup>; the Waitaki River, Ōmakō/ Lindis Pass which connected the Waitaki with lakes Wānaka and Hāwea; the Matāura River, noted for its indigenous fishery; and Haast Pass/Tiori Patea. The Mātakitaki River provided an alternative route to the treasured pounamu resources of Te Tai Poutini/the West Coast. The Ōrau (Cardrona River) and the Kawarau were also part of this interconnected network of trails.

At Whakatipu-wai-Māori (Lake Whakatipu) a network of villages lay along the routes to access pounamu at Te Koroka, located beyond the head of the lake. Countless generations transported it back to coastal settlements in Otago and Southland on waka and mōkihi for fashioning into tools, ornaments and weapons. Settlements included the kāika Tāhuna (meaning sandy shore) near present-day Queenstown, Te Kirikiri Pā at present day Frankton; a Kāti Mamoe kāika near the Kawarau Falls called Ōterotu; Tititea Pā and another called Takerehaka at Kingston. Tititea was located on the south side of the Kawarau River, near Ōterotu.

Whakatipu-Wai-Māori is an important source of freshwater, the lake being fed by hukawai (melt waters). These are waters with the highest level of purity and were accorded traditional classifications by Kāi Tahu that recognised this value. These Tapu (sacred) waters sustain many ecosystems important to Kāi Tahu.

<sup>8</sup> Anderson, 1983

<sup>9</sup> In the south, the ‘ng’ in Māori words is substituted for a ‘k’

<sup>10</sup> Ibid

<sup>11</sup> Ngāi Tahu Claims Settlement Act 1998

All elements of the natural environment possess a mauri, a life force, and all forms of life are related. The mauri of whenua and wai taoka, lands and waterbodies, represent the essence that binds the physical and spiritual elements of all things together, generating and upholding all life. Mauri is therefore a critical element of the spiritual relationship of Kāi Tahu Whānui with the whenua, waterbodies and resources of the region. Kāi Tahu understand climate change through this paradigm of connectedness and relationship with the environment.

The tupuna (ancestors) had considerable knowledge of whakapapa, the traditional trails, tauraka waka, places for gathering kai and other taoka, and tikaka for the proper and sustainable utilisation of resources of the area. All of these values remain important to Kāi Tahu today.

### PAPATIPU RŪNANGA

Papatipu Rūnanga are the home of Kāi Tahu identity and the seat of Kāi Tahu traditions. Located predominantly in traditional settlements, Papatipu Rūnanga are coastal and often rural. The vitality of marae communities is often reliant on there being sufficient opportunities and infrastructure for whānau to be able to live close to the marae.

Please refer to page 28 of the Spatial Plan for a map of the Rūnanga whose takiwā extend into Queenstown Lakes. These included Te Rūnanga o Moeraki, Kāti Huirapa Rūnaka ki Puketeraki, Te Rūnanga o Ōtākou, Te Rūnanga o Hokonui, Te Rūnaka o Waihōpai, Te Rūnanga o Awarua and Te Rūnanga o Ōraka Aparima.

### WĀHI TŪPUNA

Kāi Tahu has mapped 45 wāhi tūpuna in the proposed Queenstown Lakes District Plan (refer to page 30 of the Spatial Plan for map). Wāhi tūpuna are landscapes and sites that embody the ancestral, spiritual and religious traditions of generations prior to European settlement. They include kāika (settlement sites), mahika kai, ara tawhito (trails), awa (rivers), nohoaka (camp sites) and wāhi tapu (sacred sites) and the major lakes.

The sites and landscapes are highly significant to mana whenua and may be adversely affected by activities such as earthworks, activities that alter landforms, subdivision and urban development, or the introduction of culturally sensitive activities such as cemeteries, crematoriums and landfills.

For Kāi Tahu, the natural environment, and how they engage with it, is a critical component of their identity as a people and in maintaining their culture. The ability to keep alive traditional practices passed down by ancestors, in places traditionally used or occupied by descendants, provides a sense of belonging and continuity.

Restoring, maintaining and enhancing the relationship between Kāi Tahu and their ancestral lands, water and taoka requires the protection of these resources, and the ability of mana whenua to be actively involved in decision-making processes to achieve environmental outcomes that recognise this relationship.

Wāhi tūpuna may have a high degree of naturalness or they may be highly modified sites with strong historical connections – ancestral places which continue to have contemporary significance. It is a matter of national importance under the Resource Management Act to recognise and provide for sites of significance to mana whenua. Identification of wāhi tūpuna sites, and the threats to them, allows areas of interest for Kāi Tahu to be identified, and allows Kāi Tahu to exercise their kaitiaki role in places of importance to them, when development is planned.

The urban areas of Queenstown, Frankton, Wānaka and Hāwea are wāhi tūpuna and despite the fact they are modified, remain of high significance for Kāi Tahu.

## APPENDIX 4: PROCESS

### *Āpitihaka 4: Hātepe*

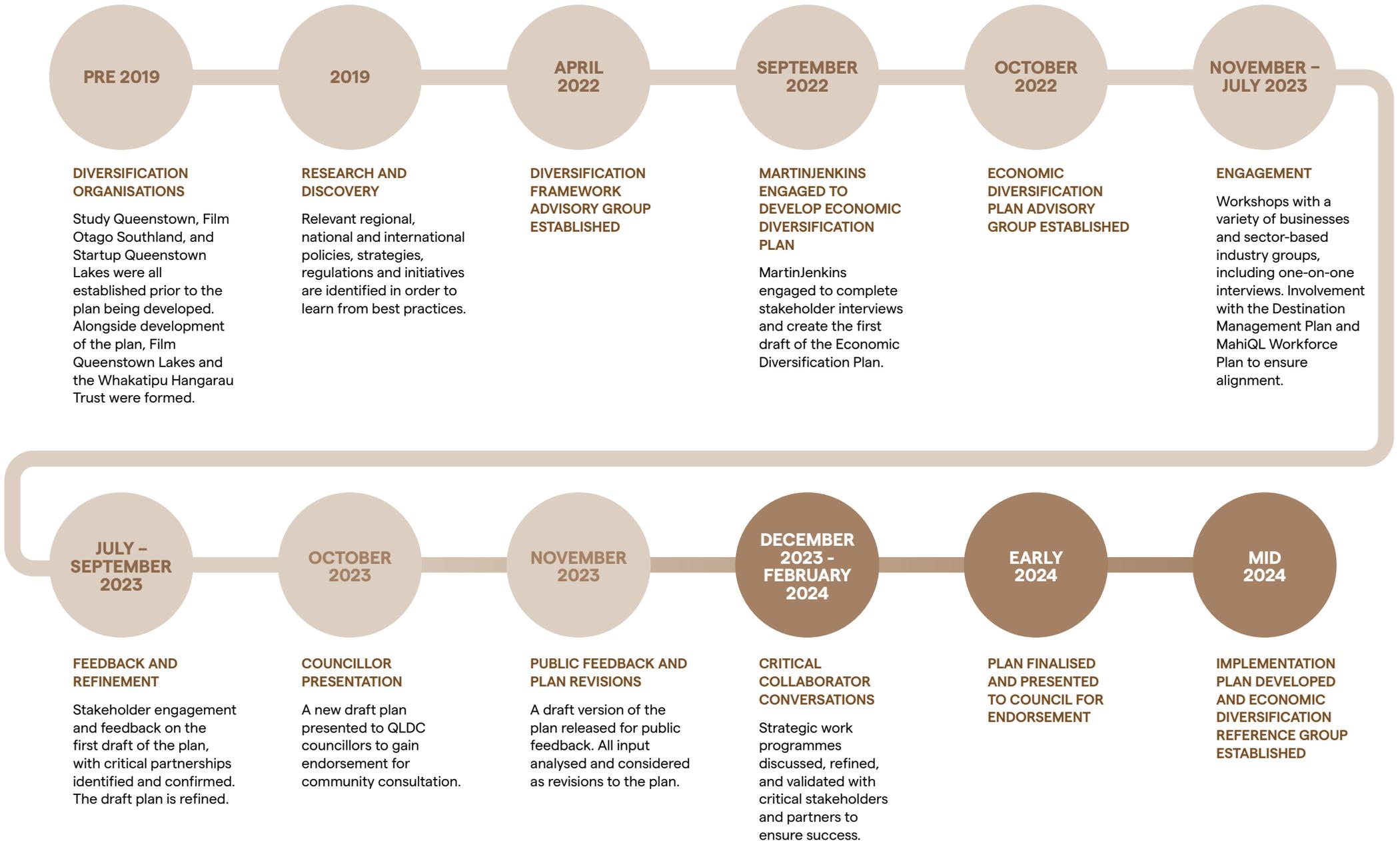
This plan has been created with local communities and businesses, for future generations. It has been important to understand what the people of Queenstown Lakes and local businesses want from the economy, which is why the planning process has been designed to be community-driven.

Two advisory groups were formed at various stages of the framework and plan development. The Economic Diversification Framework Advisory Group and Economic Diversification Plan Advisory Group were made up of Kāi Tahu representatives, experts in investment, economic development, infrastructure, tourism, technology, startup support, expat networks, and climate action.

The process has also included iwi engagement – as this work is an output of the district's Spatial Plan, Kāi Tahu is represented within the governance structure at the highest level. Throughout the process, Kāi Tahu feedback has been sought, to ensure their oversight and involvement in the development of the plan.



**KEY MILESTONES**



### WHO HAS LED THE PROCESS?

The development of this plan has been guided by advisory groups at different stages of the work programme, alongside QLDC and in conjunction with local community groups, businesses, and domestic and international experts.

### HOW WILL THE PROCESS CONTINUE?

This plan will be reviewed and updated every three years. This enables those involved to benefit from recent learnings, and then revise and improve the plan accordingly. This timing also allows reviews of the plan to be aligned with both the district and regional government's long-term planning and budgeting processes. The positive vision for what economic diversification can become in Queenstown Lakes, and the strategies to get there, rely on the consistent support of passionate communities, businesses, and partners.



# APPENDIX 5: HOW DOES THIS PLAN ALIGN WITH OTHER PLANS?

## Āpitihaka 5: Ka pēhea tēnei mahere e hono ai ki ētahi atu mahere?

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

### PLANS OR STRATEGIES THAT SUPPORT OR ENABLE THE ECONOMIC DIVERSIFICATION PLAN

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

**Queenstown Lakes Spatial Plan:** A vision and framework for how Upper Clutha and Whakatipu communities can grow and prosper. The Spatial Plan has a destination management plan and a diversification plan as outputs. It enables diversification to be considered when considering future development in the district. The Spatial Plan governance group includes senior iwi, as well as council and government representation (including two Ministers of the Crown).

**Travel to a thriving future – Regenerative Tourism Plan (also an output of the Spatial Plan):** This plan creates a roadmap to regenerative tourism by 2030, creating opportunities for everyone in the region and greater wellbeing for people and the planet. It advocates a long-term plan to diversify the economy, establishing the district as a thriving place to live, work and build a future.

**Queenstown Lakes District Climate and Biodiversity Action Plan 2022-25:** This plan works to deliver significant reductions in emissions and improved environmental outcomes through biodiversity, mitigation, and adaptation actions. It advocates that diversification encourages businesses that are committed to carbon reduction and biodiversity.

**Joint Housing Action Plan (also an output of the Spatial Plan):** A long-term plan to improve housing provisions and affordability in the district, in partnership with central government.

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

**National Industry Transformation Plans:** There are a number of plans created by leadership groups that have relevance to diversification in the district. These include plans for tourism, advanced manufacturing, and digital industries.

**Three Lakes Trust Cultural Masterplan 2020:** Along with the associated Cultural Masterplan, this provides a vision for making cultural life a stronger driver of community wellbeing and economic benefit.

# APPENDIX 6: WHO WAS INVOLVED IN THE PLANNING PROCESS?

## Āpiti haka 6: Ko wai i uru ki te hātepe whakamahere?

There are many across the district who already contribute to economic diversification, and many others are committed to helping accelerate these efforts in the future.

The real heroes of diversification are the local business leaders who have (often against the odds) built local businesses whose customers aren't visitors, locals or construction-related.

A huge thank you to those who have generously given their time to support the development of this plan during various stages. Participation included:

- › 27 people provided one-on-one interviews.
- › Individuals from more than 30 organisations and groups were part of working groups and/or attended workshops.
- › All those attending advisory group meetings and workshops.

Perspectives included people from the following organisations for one-on-one interviews, working groups, workshops and photoshoots:

- › 4 Design
- › Anderson Lloyd
- › Aspiring Law
- › Aukaha
- › B.effect
- › Benje Patterson economist
- › Borage and Bee
- › Brand and Butter
- › Business South (Regional Business Partners team)
- › Central Otago Winegrowers
- › Destination Queenstown
- › Dunlop Builders
- › EZ Grip
- › First Table
- › Flux Capacity
- › FTP Solutions
- › Hgbrands
- › Ignite Wanaka
- › Immortal Camera
- › Invest South
- › Kānoa
- › KEA (Kiwi Expats Abroad)
- › Lake Hawea Station
- › Lake Wānaka Tourism
- › Leisure Workshop
- › Loaded
- › Mainland Angel Investors
- › Mana Tāhuna
- › Mons Royale
- › Mountain Club
- › MPI
- › Mt Cook Alpine Salmon
- › New Zealand Trade and Enterprise (Investment team)
- › Octana
- › Phytrac
- › Porter Group (incl Research and Innovation Queenstown development)
- › Pylot
- › Queenstown Business Chamber of Commerce
- › Queenstown Lakes Community Housing Trust
- › Queenstown Resort College
- › Revology
- › Rhyme and Reason
- › Ruby Fresh Wetsuits
- › Saas Elevator
- › Scannable
- › Southern Institute of Technology (Queenstown)
- › Southern Lakes Sanctuary
- › Southern Software
- › Startup Queenstown Lakes
- › Three Lakes Cultural Trust
- › Total Brand
- › Wai Innovation
- › WAI Wānaka
- › Whakatipu Hangarau Trust
- › Wherewolf

