

DESTINATION QUEENSTOWN STACEY, SARAH

Wakatipu

TRAFFIC ISSUES

COUNCIL ONE-STOP SHOP

RATES, FEES & CHARGES

UNDERGROUNDING POWERLINES

LAGAROSIPHON

FURTHER COMMENTS

See attached document

SUBMISSION ON QUEENSTOWN LAKES DISTRICT COUNCIL ANNUAL PLAN

TO: Queenstown Lakes District Council
Private Bag 50072
Queenstown 9348

NAME OF SUBMITTER: Destination Queenstown Inc
PO BOX 353
Queenstown 9300

22 April 2016

To Whom It May Concern,

RE: Destination Queenstown submission to QLDC Annual Plan

Please accept the accompanying document in support of Destination Queenstown's official submission to Queenstown Lakes District Council's Annual Plan. The document is Destination Queenstown's 2016-17 Business Plan, as endorsed by its Strategic Review Board at a meeting held on 20 April 2016. Our submission seeks continued funding for DQ's role of destination tourism marketing, through the targeted tourism promotion levy on commercial rates.

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

- 1/ The DQ Executive team review current plan and scope out the new plan
- 2/ DQ Board meet with DQ Executive team to discuss overall strategy and top line issues
- 3/ DQ Members and stakeholders are invited to give ideas to contribute to the development of the plan
- 3/ Draft business plan is presented to DQ Board for comment and amendments
- 4/ Draft business plan is presented at the Quarterly Members Update meeting and posted on the DQ website for comment and input by all DQ Members.
- 5/ Draft plan sent to the Strategic Review Board (SRB) members to review, share with their sector and comment
- 6/ SRB meeting is held to sign off plan and funding level request from QLDC

Destination Queenstown
PO Box 353, Queenstown 9300, New Zealand
+64 3 441 0700



If more information is required please contact Destination Queenstown CEO Graham Budd on grahamb@queenstownnz.co.nz or 0274 921 558 or contact Destination Queenstown Marketing and Communications Director Sarah Stacey (details below).

Yours sincerely

Sarah Stacey
Marketing and Communications Director
Work: 03 441 0707
Mob: 027 225 5206
Email: sarabs@queenstownnz.co.nz

Destination Queenstown
PO Box 353, Queenstown 9300, New Zealand
+64 3 441 0700

Destination Queenstown
BUSINESS PLAN FY16-17



*feel the
inspiration*

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EXECUTIVE SUMMARY

Destination Queenstown's (DQ) is the Regional Tourism Organisation (RTO) for the Queenstown area. Our role is to market Queenstown, both domestically and internationally, on behalf of our local business community with the vision of positioning Queenstown as the **Southern Hemisphere's** premier four season lake and alpine resort.

The Queenstown region has continued to experience strong growth over the past 12 months. Total visitor arrivals to New Zealand reached a new high with over 3 million people in 2015 and in Queenstown there is now estimated to be around 2.9 million visitors annually. As NZ's premier four season destination we have continued to deliver a quality visitor experience, with a diverse range of world class tourism experiences set against a backdrop of spectacular alpine landscapes. The quality of activities, attractions and experiences in Queenstown continues to be the driver of strong growth and year end 2015 has seen Queenstown achieve compounding growth in visitor arrivals and expenditure.

Total visitor expenditure in Queenstown to year end March 2015 grew to nearly \$1.7 billion (source: MBIE Regional Tourism Estimates), an 18% increase on prior year. Of Queenstown's estimated 2.9 million visitors annually, 67% are from international markets and 33% domestic. Growth out of China has been extensive in this financial year, becoming Queenstown's largest long haul market, while Australia and the US also delivered strong growth. The focus for trade activity in China in FY16-17 will be refining our message to target the premium sector in this market. Driving visitor value over volume remains a key focus for Destination Queenstown, as well as continuing to influence community sentiment toward our visitors and maintaining the social licence to operate for our industry.

FY16-17 is the second year of Destination Queenstown's FY15-18 three year plan and the focus will continue to be on the eight core priority areas for FY15-18. The new destination brand and positioning delivered in 2015 will underpin everything the organisation does in order to achieve the overall destination outcomes. The priority areas will be delivered as a series of cross-organisational projects, outlined in the projects and activity section of the plan which the DQ functional areas will work collaboratively on.

Looking ahead to FY16-17, DQ has three central strategies that will underpin our approach as we work to deliver our core priorities.

- 1) Improve shoulder season demand, targeting May/June and September to help facilitate year round, sustainable visitor growth;
- 2) Drive growth in value (visitor expenditure) over volume;
- 3) Execute our activity under the new brand identity with the objective of driving the dreaming and inspiring phase of visitor consideration.

The last of DQ's Special Interest Group (SIG) focus areas, wine, will be completed in FY15-16 and there is no active SIG focus in the FY16-17 plan. Instead all experiences have now become part of our core proposition.

DQ will continue to align with and leverage Tourism New Zealand activity where appropriate. TNZ is firmly focused on promoting shoulder season travel, with 80% of resources committed to that area. They also have a significant focus on the premium market. DQ's focus for premium will be on the China market, through trade and industry. The Tourism 2025 framework includes developing market insights, growing sustainable air connections, targeting for value, focus on productivity and enhancing visitor experience. DQ's strategies and activity outlined in this plan demonstrate how DQ is aligned with the industry's framework, as it meets the needs of our members.

The overall goal for the organisation in FY16-17 is to achieve 6% increase in annual visitor expenditure and 4% growth in the number of visitor guest nights.

Input into this second year of our three year strategic plan has been sought from DQ stakeholders, including external stakeholders, sector representatives, DQ member groups and across DQ's catchment area of Arrowtown, Gibbston, Glenorchy, Kingston and the surrounding environs. Underpinning the FY16-17 plan is the organisational focus on achieving optimal efficiency and effectiveness in all DQ activity.

VISION & MISSION

*Our vision is to position Queenstown as the Southern
Hemisphere's premier four season lake and alpine resort*

Our mission is to work with the Queenstown community and the New Zealand tourism industry to facilitate sustainable, year round, visitor growth through responsive and effective marketing communications

STRATEGIC PRIORITIES 2015-2018

The strategic focus for DQ activity over the next three years will centre on eight core priority areas. Underpinning all activity will be the execution of the new brand proposition.



PERFORMANCE TARGETS

The performance of Destination Queenstown is measured by the following key performance indicators:



MEASURE	DATA SOURCE	FREQUENCY	INDICATOR
1. Visitor volume - numbers	<ul style="list-style-type: none"> Commercial Accommodation Monitor (CAM) 	<ul style="list-style-type: none"> Monthly Quarterly Annually 	<ol style="list-style-type: none"> Vs. prior year. Vs. national average.
2. Visitor value - \$	<ul style="list-style-type: none"> Regional Tourism Indicators (RTI's) Regional Tourism Estimates (RTE's) 	<ul style="list-style-type: none"> Monthly Annually 	<ol style="list-style-type: none"> Index vs. prior year. Index vs. national average. \$ spend growth vs. prior year. \$ spend growth Queenstown vs. national average.
3. Return on investment	<ul style="list-style-type: none"> DQ expenditure RTE's 	<ul style="list-style-type: none"> Annually 	<ol style="list-style-type: none"> Ratio of DQ spend : Visitor spend Ratio vs rest of NZ
4. Satisfaction	<ul style="list-style-type: none"> QLDC residents survey DQ members survey 	<ul style="list-style-type: none"> Annually 	<ol style="list-style-type: none"> Vs. target satisfaction Vs. prior year

TARGET MARKETS

DQ's aim is to build visitor demand in target markets to attract higher yielding, longer staying visitors.

The majority of DQ's marketing campaign funds are invested in the NZ and Australian markets, as it is more cost effective to reach the consumer directly and they represent good return on investment. Marketing in the long haul markets is done via the trade and media channels often with, or in support of, key partners and also often with our Southern Lakes international marketing alliance.

1. New Zealand

Target markets: Auckland, Wellington, Christchurch and the regional drive zone

Objective: To position Queenstown as an easily accessible, exciting domestic destination that has international appeal, driving year round visitation.

2. Australia

Target markets: Sydney, Melbourne, Brisbane

Objective: To position Queenstown as an exciting and sophisticated destination that offers a totally unique experience, is highly accessible and offers great value, which attracts Australian visitors year-round.

3. Long haul tier one priority markets: US, China, UK and Europe

4. Long Haul tier two priority markets: India, Japan, Singapore, Malaysia and Thailand.

5. Developing markets: Indonesia and Latin America (Brazil, Chile, and Argentina).



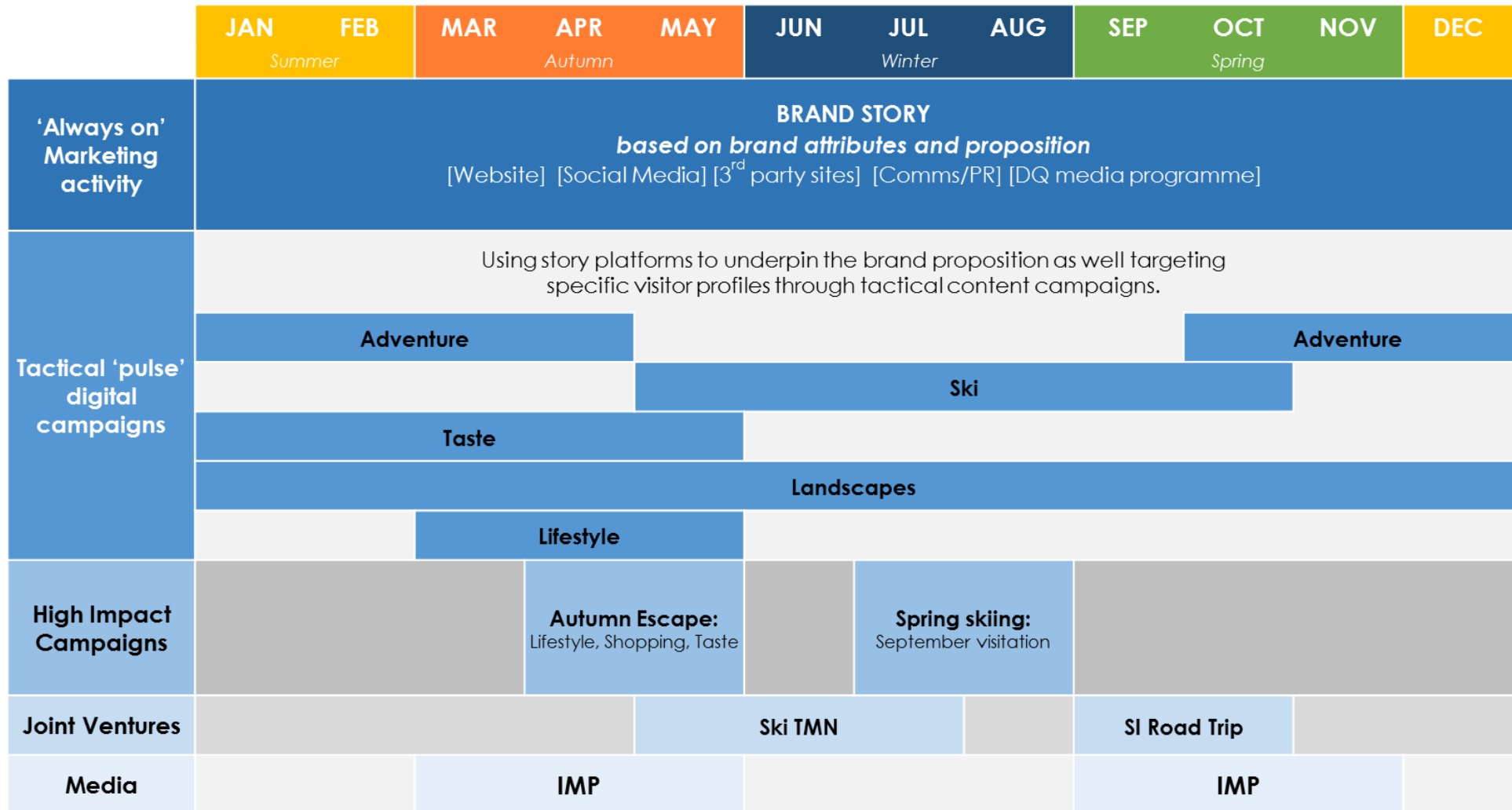
LONG HAUL MARKETS FRAMEWORK

Destination Queenstown works closely with both Lake Wanaka Tourism and Destination Fiordland in an International Marketing Alliance (IMA). The framework below represents the IMA's approach to reaching the long haul markets, via tradeshow and co-ordinated sales opportunities.

	Core Markets		Emerging Markets	
Category	Invest to grow	Maintain	Invest to grow	Research
Framework	Market showing signs of growth	Managing growth to optimise value	Great growth potential due to connectivity to NZ and size of population	Unknown/new markets identified
	Potential to increase trade opportunities in the short to medium term	Ability to deepen awareness and knowledge	Significant industry wide focus has been identified	Exploratory - assessing opportunities for future strategy development
	Foster more focused regional knowledge in market	Maintain and grow existing relationships	Depth of understanding of the market is required to gain 1st hand knowledge	Medium term potential
Markets	USA	UK/Europe China Singapore Japan & Korea India	Indonesia Latin America (Brazil/Chile/Argentina) Thailand Malaysia	Philippines Vietnam

MARKETING COMMUNICATIONS FRAMEWORK

The marketing communications framework visually represents the tactical marcomms activity that will deliver on the organisation's strategic direction.



SITUATION ANALYSIS

The year end 2015 results show a year of growth for Queenstown in both visitor arrivals and expenditure. Commercial guests nights have experienced compounding growth with 3,238,801 total guest nights at year end 2015* - a 6.4% increase on 2014 and exceeding our annual growth target of 4%. The international visitor market delivered strong growth, with international guest nights up 8.8% over year end 2014 to 2,172,693. The domestic market grew 2% on the prior year up to 1,066,108.

The availability of a new data set has enabled us to recalculate our annual visitor number, which is now estimated at 2.9 million visitors annually – made up of 1.8million overnight visitors, and 1.1 million day visitors. A significant increase over the previous total estimate of 2 million visitors. Using the estimated 1.8 million overnight guests figure, the new data indicates Queenstown receives a total of 4.8 million guest nights, 3.2 million of which are in commercial accommodation and 1.6 million guest nights in accommodation outside the commercial sector.

The market split for international vs domestic visitors to Queenstown has evolved with international travellers now accounting for 67% of all Queenstown visitors, up from 65% in 2014. Domestic visitors now account for 33% of Queenstown's visitors. Australians continue to make up the largest number of visitors to Queenstown, followed by China, USA, UK Germany and Singapore. China is now Queenstown's largest long haul market and growth in expenditure from this market has been driven primarily by retail and hospitality spend.

Overall average length of stay in Queenstown increased in 2015, up from 2.70 nights in 2014, to 2.74 nights in 2015.

DQ's strategy of targeting value over volume growth remains a focus and paid off in 2015 with the international regional tourism index increasing 17% from 141 in 2014 to 165. This demonstrates a 65% increase in international expenditure since 2008.** The domestic expenditure index for Queenstown for the 12 months to Dec 2015 stayed the same as 2014 at 131 which is 31% increase in domestic expenditure since 2008. Direct international expenditure in Queenstown totalled \$1.182B at YE March 2015 and domestic expenditure grew to \$506M, resulting in total expenditure of \$1.688B. Both international and domestic expenditure has grown over the last 12 months with total expenditure growth of 18%.

The growth in the international visitor expenditure in Queenstown will also have been influenced by favourable exchange rates in FY15-16. The average daily expenditure per person in Queenstown increased 25% in 2015 to \$261.80 up from \$208.70 in 2014.

Looking ahead to FY16-17, the picture is a positive one in terms of visitor arrivals and expenditure. A key focus for DQ in the year ahead will be enhancing resident community engagement on key visitor issues, impacts and sentiment (nationally recognised under the theme of Social Licence to Operate) as the industry balances the demands with Queenstown's capacity.

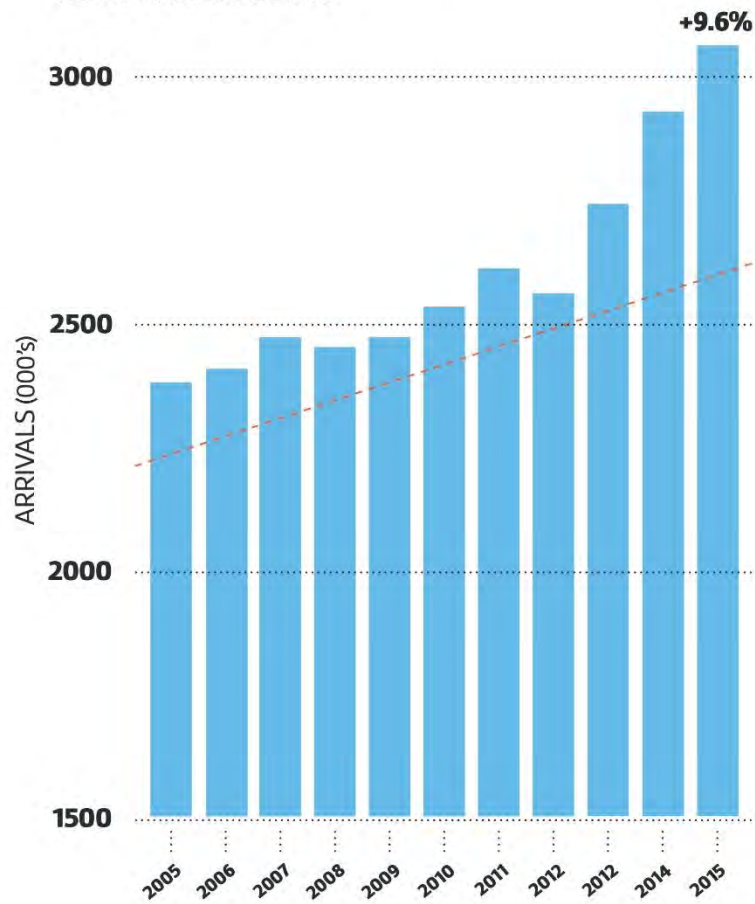
* Figures from Commercial Accommodation Monitor, Statistics New Zealand

** Figures from the Regional Tourism Indicators, MBIE

NATIONAL STATISTICS

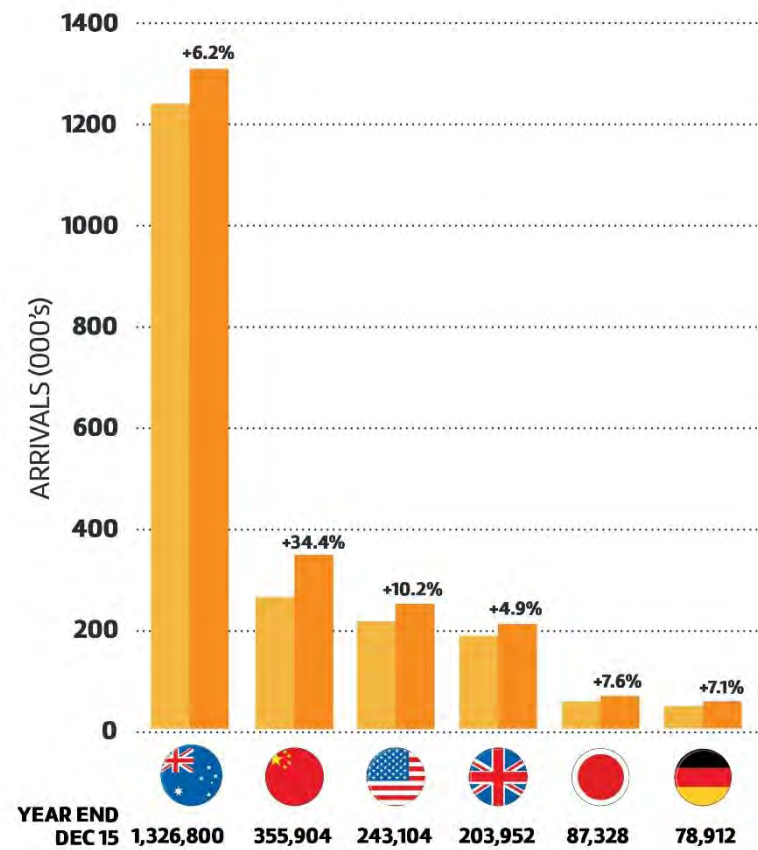
ANNUAL ARRIVALS INTO NEW ZEALAND

YEAR END DEC 2015



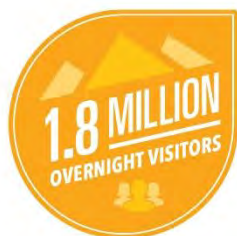
INTERNATIONAL MARKET ARRIVALS

YEAR END DEC 2014 vs 2015



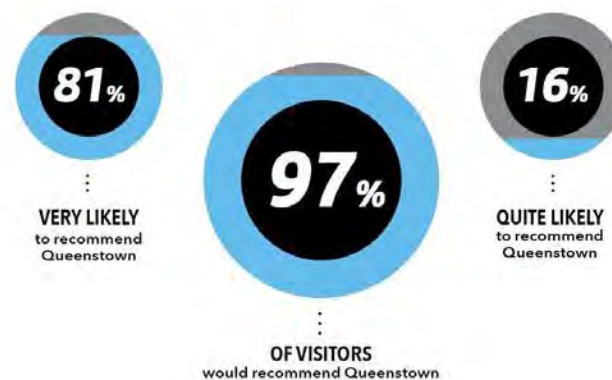
QUEENSTOWN STATISTICS

ANNUAL VISITORS TO QUEENSTOWN YEAR END DEC 2015



VISITOR SATISFACTION YEAR END DEC 2015

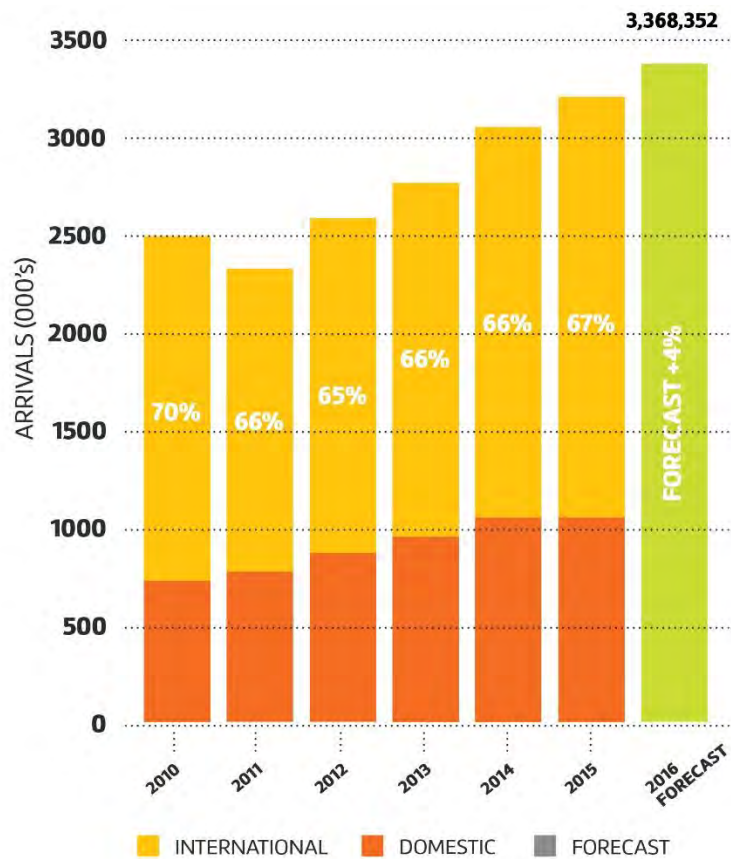
[Source: Visitor Insights Programme]



QUEENSTOWN STATISTICS

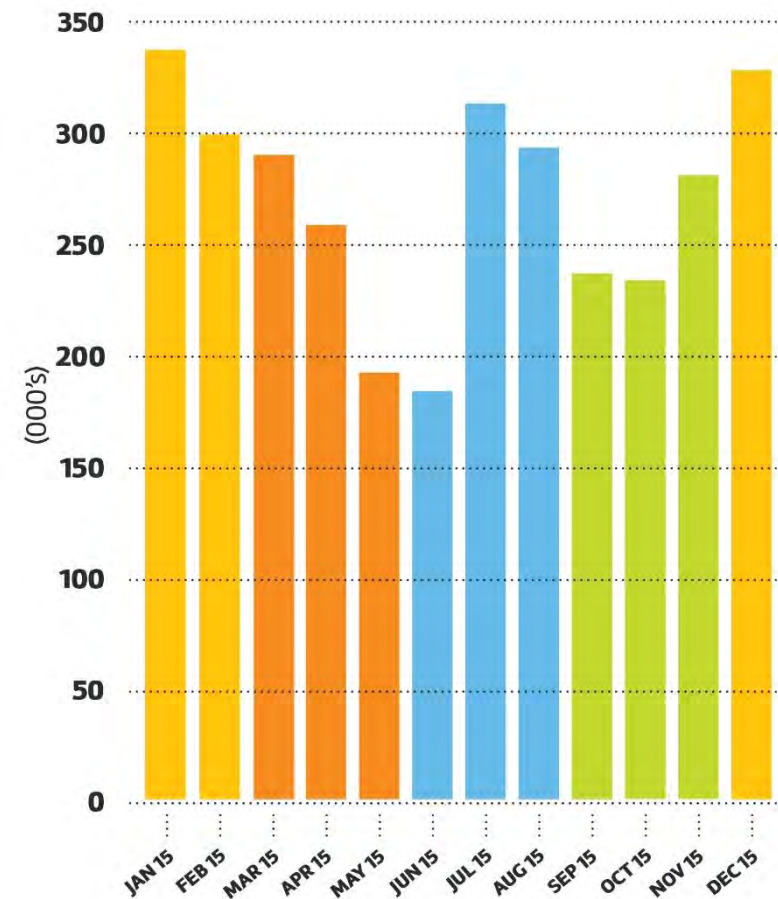
QUEENSTOWN COMMERCIAL GUEST NIGHTS

YEAR END DEC 2015



QUEENSTOWN GUEST NIGHTS BY MONTH

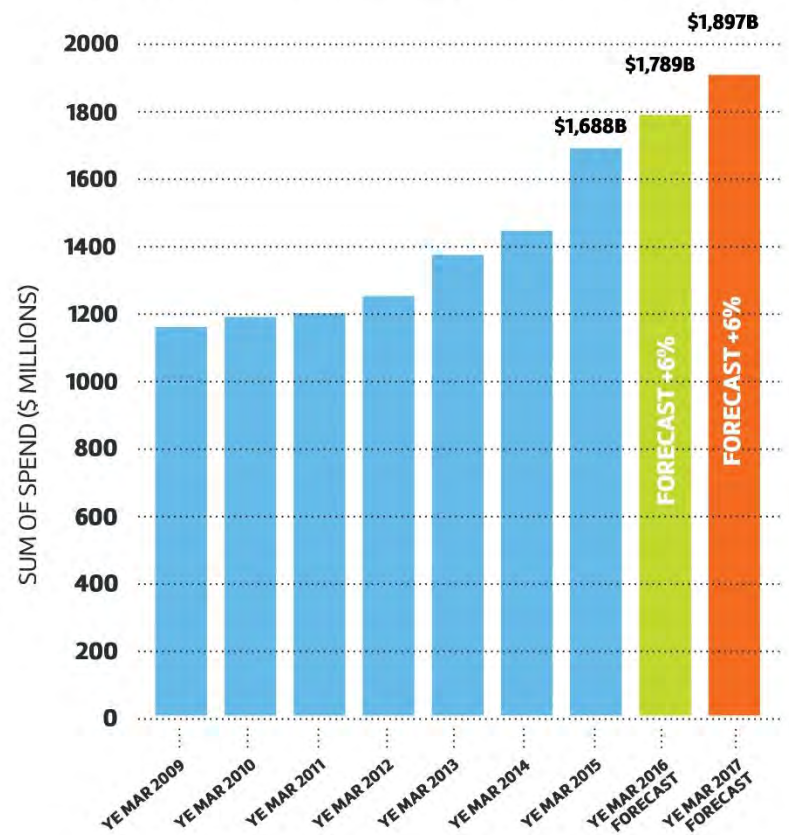
YEAR END DEC 2015



QUEENSTOWN STATISTICS

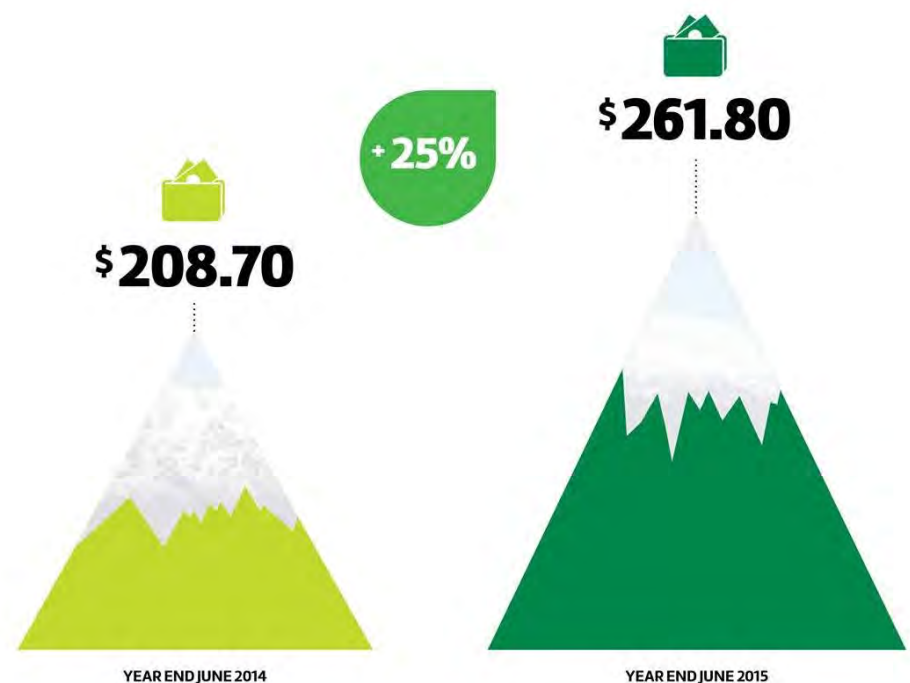
QUEENSTOWN TOURISM EXPENDITURE

YEAR END MAR 2009 – YEAR END MAR 2016 FORECAST



AVERAGE DAILY EXPENDITURE IN QUEENSTOWN PER PERSON

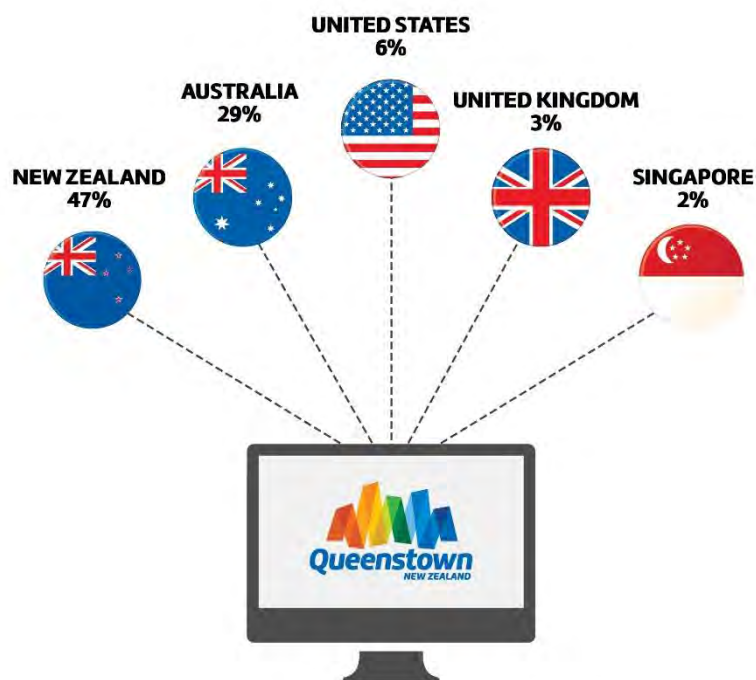
[Source: Visitor Insights Programme]



DESTINATION QUEENSTOWN ONLINE METRICS YE DEC 15

TOTAL VISITS TO queenstownNZ.nz

DESTINATION QUEENSTOWN WEBSITE METRICS
YEAR END DEC 2015



TOTAL ANNUAL VISITS TO queenstownNZ.NZ
1,629,137

SOCIAL MEDIA CHANNELS

YEAR END DEC 2015

 **150,000**
LIKES

 **48,000**
FOLLOWERS

 **938,000**
VIEWS

 **6,100**
FOLLOWERS

PROJECTS AND ACTIVITY PLAN – FY16/17

Priority Area 1: Brand Positioning

In 2015 DQ delivered a refined and enhanced brand proposition, and new visual identity, following two years of extensive research into Queenstown's brand position in the tourism market. The new brand proposition reflects Queenstown's unique attributes and is the platform for all DQ activity.

OBJECTIVES

- Continue to build the brand story and embed the brand fully across the organisation ensuring it drives the execution of everything we do.
- Position Queenstown as New Zealand's leading four season visitor destination.
- Communicate the proposition clearly to both internal and external stakeholders.

Project	Activity	Delivered by	Outcome (KPI)
Build the brand story and continue to drive the brand positioning.	<ul style="list-style-type: none">• Deliver an integrated marketing communications schedule of activity that builds the brand story through a mix of 'always on' and 'pulse' activity planned across the year.• Develop a content strategy for brand and campaign delivery (social media and digital platforms).• Deliver a new brand/promo video, creating a destination video resource that can be utilised across multiple channels.• Undertake an image library review –create images guidelines, refine and build brand imagery, review current images and undertake photo shoots to meet identified needs.• Deliver a brand workshop for the full DQ team.• Develop a brand toolkit of resources for the DQ team including considering a brand key model to assist in embedding the brand fully across the organisation.• Commission research to measure brand attributes in key markets.	Consumer Comms Media	<ul style="list-style-type: none">• Inspire and motivate travel to Queenstown contributing to the overall target of 4% growth across the year.• Fully imbed brand internally and externally.• Deliver compelling collateral for DQ/Queenstown and key tourism stakeholders.• Develop a toolkit of resources for the team.• Benchmark brand attribute sentiment in key markets.

Deliver the new QueenstownNZ.nz website	<ul style="list-style-type: none"> • Develop a next generation, best in class, responsive website that contributes to positioning the Queenstown brand. • Deliver excellent user experience, effectively addressing the different audiences' needs, relative to type, market and consideration phase. • Act as key referral source to our members' websites. • Create a 'video library' of downloadable video content (B-roll) on the website. • Maintain our language translations and content in relevant key languages. • Enrich the functional (C&I, trade, media) sections of the website to create more meaningful content. • Deliver content as part of the web redevelopment project, which showcases Queenstown's environmental credentials under the umbrella of 'Queenstown Cares.' 	Consumer Comms Media Trade C&I	<ul style="list-style-type: none"> • Increase overall visitation by 20%. • Reduce direct traffic bounce rates by 10%. • Maintain leadership as the most relevant online information source for Queenstown (measured by ranking on Google organic search). • Improve web referrals from 21% to 30%. • Deliver a portal showcasing Queenstown's environmental credentials.
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Priority Area 2: High Impact Initiatives

OBJECTIVES

- Build brand awareness and differentiation of Queenstown's unique four season lake and alpine proposition.
- Deliver high impact campaigns that drive visitation in the targeted shoulder seasons.
- Deliver a schedule of content year round that supports the umbrella brand positioning.

Project	Activity	Delivered by	Outcome
Domestic campaign targeting travel in May/June	<ul style="list-style-type: none"> • Deliver a high impact, integrated campaign in target domestic markets that inspires and motivates travel to Queenstown, driving visitation in May and June. 	Consumer Media Comms	<ul style="list-style-type: none"> • Position Queenstown as an aspirational destination in autumn. • Increase domestic guest nights in May and June by 4%, measured by the CAM.

Australian campaign targeting travel in September and October	<ul style="list-style-type: none"> • Deliver a high impact, integrated campaign in East Coast Australia that drives visitation in September (ski shoulder and promotes Queenstown as a leading ski destination). • Include a PR activation and/or media initiative as part of campaign (e.g. independent media famil, media pitching, broadcast media opportunities, social influencer). • Leverage consumer campaign activity in Australia through trade channels. 	Consumer Media Comms Trade	<ul style="list-style-type: none"> • Deliver a campaign to educate and inspire travel in September and October. • Increase international guest nights in September by 4%, measured by the CAM.
Deliver a schedule of digital content that supports the brand positioning, via targeted messaging, pulsed throughout the year.	<ul style="list-style-type: none"> • Develop the content strategy based on 'always on' and 'pulse' digital activity that supports the brand positioning utilising key story platforms, acknowledging our research shows that visitor booking times have changed significantly and require DQ to proactively maintain Queenstown as a top of mind destination year-round to enable us to inspire and motivate potential visitors. • Create and capture content throughout the year that can be used both in this financial year as well as the two years ahead. • Target Australian airport catchment areas with digital campaigns to support airline schedule growth and motivate shoulder season travel. • Taking a lead from TNZ activity, leverage the 2017 Lion Tours, raising awareness of and visitation to Queenstown. • Leverage the cycling/MTB and trails infrastructure in Queenstown to maintain Queenstown's position as one of NZ's premier biking destinations and support our brand's adventure proposition. Explore the potential of Queenstown as an International Mountain Biking Association (IMBA) ride centre. 	Consumer Media	<ul style="list-style-type: none"> • Position Queenstown as an aspirational destination • Deliver inspirational video content • Improve social media's relevance as a channel to the website, by doubling the referred traffic.

Deliver the American Express Queenstown Winter Festival	<ul style="list-style-type: none"> • Deliver an event that engages all key stakeholders, raises Queenstown's profile domestically and in Australia, adds value to the winter experience, announces the beginning of winter and reinforces Queenstown's status as the Southern Hemisphere's premier winter holiday destination. • Maintain financial viability of Winter Festival by nurturing existing, and building new, sponsorship relationships. • Theme/dress Queenstown over event to create a festive winter ambience ensuring visual recognition of Winter Festival. • Deliver economic benefit to the region during the early winter season. • 	Winter Festival team	<ul style="list-style-type: none"> • Secure \$2.4M in ASR value for the festival, across all media channels. • Grow Facebook fans to 22,000. • Increase web traffic by 10% • Continue to build and maintain strong relationships with stakeholders. • Deliver a break even result.
Leverage American Express Queenstown Winter Festival	<ul style="list-style-type: none"> • Leverage AEQWF as a primary DQ winter marketing activation • Consider a domestic trade hosting opportunity over WF based on the success of FY15-16 famil. • Utilise Winter Festival as a social influencer platform, work in partnership with the WF team on a World Social Media Day event. • Work with the Winter Festival media team to develop a media strategy for Winter Festival, targeting both domestic and Australian media coverage. 	Trade Media Consumer	<ul style="list-style-type: none"> • Utilise AEQWF to announce the arrival of winter season and attract shoulder season visitation.
Media Opportunities	<ul style="list-style-type: none"> • Manage media team resources to respond to media/ PR opportunities when results will be far reaching and will deliver an excellent return on investment. 	Media	<ul style="list-style-type: none"> • Deliver media results with strong ROI.
Trade Hosting Opportunities	<ul style="list-style-type: none"> • Explore high impact corporate hosting opportunities in market (Auckland, Wellington, Christchurch) at high profile events, targeting key travel trade and C&I contacts. • Leverage key events locally for trade opportunities. 	Trade C&I	
World Masters Games	<ul style="list-style-type: none"> • Leverage DQ's sponsorship of the WM Games targeting the 12,500 international athletes with a pre or post games holiday to Queenstown. 	Consumer	Assist with growing visitation in May by 4%, measured by CAM

Priority Area 3: World Class Destination Outputs

OBJECTIVES

- Ensure all activity and outputs represent our world class destination.
- Benchmark DQ initiatives and activity against best examples from around the world.

Project	Activity	Delivered by	Outcome (KPI)
Review and refresh collateral	<ul style="list-style-type: none"> Develop a specific piece of C&I collateral to showcase Queenstown and outline the services of the QCB. Create a business events specific video edit. Shoot imagery from conferences and events to create a C&I specific image gallery. Printing and distribution of DLE, stationery, media packs, banners, teardrops and event signage. Design video sting for the new brand positioning. Create collateral to target the premium market in China, Hong Kong and Singapore. Review and grow Asian markets photography library for use in trade presentations and future collateral. Continue to refine and refresh corporate gift offering to ensure it meets the needs of the team and best represents Queenstown on the world stage. Identify a specific gift for the Chinese premium market. 	Consumer Comms Trade C&I	<ul style="list-style-type: none"> Deliver compelling consumer collateral for both DQ and our key tourism partners.
Competitive Insight	<ul style="list-style-type: none"> Undertake ongoing benchmarking and competitive analysis against identified world-class destinations and best practice activity. Gather insights and intelligence on a global scale and share across the team. 	Trade C&I Consumer Comms	<ul style="list-style-type: none"> Provide relevant insights to assist in shaping marketing outputs.
Online trade training tool	<ul style="list-style-type: none"> Evaluate the success of the current trade training tools and assess the needs of the travel trade as the basis for future development of tools. 	Trade	<ul style="list-style-type: none"> Provide useful tools that support the travel trade to sell Queenstown.

<p>Digital strategy (including social media)</p>	<ul style="list-style-type: none"> • Create a digital strategy and plan, including social media channels, to support and integrate with brand positioning and key marketing communications initiatives. • Identify and engage with social media opinion leaders and influencers to maximise reach of Queenstown's messaging. • Use paid social media to support our brand positioning and campaigning. • Maintain an authoritative and engaging voice to ensure our channels remain the primary social media platforms to inspire visitors worldwide. • Curate and leverage member and partner content that aligns with DQ's goals. • Support Queenstown based events through DQ's online and social media platforms as appropriate. 	<p>Media Comms Consumer</p>	<ul style="list-style-type: none"> • Improve organic post engagement by 20%. • Grow Instagram fan base to 75,000 followers by 30 June 2017. • Grow total YouTube video views from 975,888 to 1.2M by YE 16-17.
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Priority Area 4: Regional Leadership

OBJECTIVES

- Match market opportunities with regional partnerships and initiatives.
- Utilise regional relationships to create positive and mutually beneficial initiatives.
- Maintain DQ's reputation as the respected and authoritative voice on tourism matters in the wider southern lakes region.

Project	Activity	Delivered by	Outcome (KPI)
Regional Partnerships	<ul style="list-style-type: none">Respond to opportunities to work collaboratively with other RTO's where the proposition aligns and benefits Queenstown members.	Trade Consumer Media	
IMA	<ul style="list-style-type: none">Take a clear position on Southern Lakes and where and when the SL IMA strategic framework applies.Identify representation at key trade events through the agreed long haul market strategy.Drive the review and refresh of Southern Lakes collateral.	Trade	<ul style="list-style-type: none">Complete a minimum of three in market sales trips as DQ.
Stakeholder Relationships	<ul style="list-style-type: none">DQ to be an active voice in representing tourism at local government and national government level.Initiate relevant communications on key industry issues.Maintain availability for media comment on appropriate issues.Attend industry forums.		<ul style="list-style-type: none">Deliver Quarterly Remarks community communication.Respond within deadline to media inquiries.

Priority Area 5: Key Partnerships

OBJECTIVES

- Develop deeper relationships with select partners to achieve greater marketing reach.
- Leverage third party relationships and opportunities to drive visitor demand for a Queenstown holiday.

Project	Activity	Delivered by	Outcome (KPI)
Key NZ international Airport Relationships	<ul style="list-style-type: none"> Support long haul dual destination marketing opportunities in partnership with Auckland, Christchurch and Queenstown airports. 	Trade	<ul style="list-style-type: none"> Dual destination in market sales activity.
Major Airline Relationships	<ul style="list-style-type: none"> Maintain relationships with airlines to support trade activity. 	Trade Comms	
Ski Tourism Marketing Network	<ul style="list-style-type: none"> Work with Ski TMN Southern Lakes partners to campaign in the Australian ski market targeting intermediate and advanced skiers to increase visitor arrivals and skier days. Collaborate with SkiTMN partners and the industry as a representative on the executive committee. Work with SkiTMN on targeted key Australian media for winter specific messaging. Leverage SkiTMN campaign activity through trade channels. 	Consumer Media Trade	<ul style="list-style-type: none"> Grow average number of Australian skier days by half a day, compared to 2015 (measured by regional ski resorts).
Leading Mountain Resorts of the World	<ul style="list-style-type: none"> Leverage the network of LMROW partners to benchmark and assess best practice, e.g. social media, online. Leverage collective opportunities across the group. 	Comms Consumer Trade	<ul style="list-style-type: none"> Participate in and leverage the marketing potential from collective opportunities.
Collective marketing and representation	<ul style="list-style-type: none"> Leverage membership of TECNZ, TIA, CINZ and RTONZ for information sharing and relationship development. Leverage Queenstown's key international partnerships and brand association opportunities effectively, including sister city relationships and the Mountain Collective. 	Trade	<ul style="list-style-type: none"> DQ attendance at key trade and industry events/forums.

Community partnerships	<ul style="list-style-type: none"> • Work closely with QLDC, community agencies, the Events Office and industry organisations to determine our approach to collective positioning of Queenstown. • Work with Chamber of Commerce to leverage both the Hangzhou and Aspen sister city relationships. 	Comms Trade	<ul style="list-style-type: none"> • Maintain good communication with partner agencies.
Tourism New Zealand	<ul style="list-style-type: none"> • Maximise opportunities with TNZ on campaigns and PR activity which promote the destination and expand audience reach ensuring key Queenstown messages achieve cut through. • Work with TNZ on the Conference Assistance Program (CAP) to secure international conferences for Queenstown. 	Consumer Media C&I	<ul style="list-style-type: none"> • Grow Queenstown's appeal across a broad range of visitors.

Priority Area 6: Stakeholder Engagement

OBJECTIVES

- Enhance resident community engagement on key visitor issues, impacts and sentiment (nationally recognised under the theme of Social Licence to Operate).
- Continue to build a positive Queenstown brand image through effective destination reputation management.
- Provide effective DQ member, stakeholder, news media and industry communications.

Project	Activity	Delivered by	Outcome (KPI)
Retain Queenstown resident community recognition and support for the tourism industry	<ul style="list-style-type: none"> • Engage in destination management issues that directly affect community sentiment to the visitor sector. • Produce Quarterly Remarks community update. • Reinforce the economic value of tourism to Queenstown among the local community. 	CEO Comms	<ul style="list-style-type: none"> • Maintain positive sentiment toward tourism and our visitors. • Give tourism input on key issues.

Destination Reputation Management	<ul style="list-style-type: none"> • Develop and implement destination messages in line with our brand, consciously developing the language/stats/value/capacity messages we use. • Continue to work with key local agencies on a co-ordinated strategic approach to destination reputation management. • Proactive community engagement and communications as issues arise. • Continue to leverage DQ's leadership position as a successful and dynamic organisation for tourism insights, comment, facilitation and hosting. 	Comms Media	<ul style="list-style-type: none"> • Maintain positive messaging and brand sentiment toward Queenstown.
Industry Communication	<ul style="list-style-type: none"> • Provide relevant updates and information to travel trade via Trade Remarks quarterly newsletter, sales calls, tradeshow and online training tools. • Provide relevant updates and information to PCO's and Corporates via Bureau Remarks quarterly newsletters, tradeshow, webinars and sales calls. • Provide updates and information to Education NZ and deliver a quarterly industry newsletter for education agents. • Communicate details of DQ campaigns to relevant in-market travel trade in order to leverage and support the initiatives. 	Trade C&I Study Qtn	<ul style="list-style-type: none"> • Hold local C&I focus group meetings every second month. • Deliver quarterly newsletter on time
Member engagement	<ul style="list-style-type: none"> • Produce Fortnightly Remarks industry newsletter. • Undertake quarterly member updates. • Facilitate quarterly new member briefings. • Engage with members on a one-to-one basis to assist with information, contacts, insights and understanding. • Undertake an annual membership communication survey, evaluating DQ's communication with its membership. • Undertake an annual membership satisfaction survey, to evaluate the organisation's performance and assess member needs and expectation. 	Comms	<ul style="list-style-type: none"> • Sustain a measured flow of member communications to ensure member satisfaction and confidence in DQ. • Share survey performance measures with the membership.

Stakeholder communications	<ul style="list-style-type: none"> • Update DQ's communications strategy and the market-specific key messages in line with strategic priorities. • Press releases – Generate short lead coverage via relevant and newsworthy press releases. • Editorial –write and supply editorial to media highlighting key reasons to visit Queenstown. • Drive media relations through building and strengthening relationships with media outlets, responding to media enquiries and maintaining and improving local, national and international databases. • Manage DQ's organisational plans and communications; Annual Report, Business Plan, Communications Plan and Crisis Management Plan. • Maintain confidence and support for DQ through proactive communications and transparency of processes. • 	Comms Media	<ul style="list-style-type: none"> • Continue to improve the quality of DQ's media database • Achieve pick up across a minimum of three targeted media outlets per release. • Complete organisational documentation within allocated timeframe and achieving ratification where necessary (Business Plan, Annual Plan, Communications Plan).
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Priority Area 7: Core Business

OBJECTIVES

- Deliver core functional activity and ensure responsiveness to opportunities from our regular channels.
- Develop and utilise a clear decision making toolkit to assess opportunities.

Project	Activity	Delivered by	Outcome (KPI)
Increase the value of the visitor stay in Queenstown.	<ul style="list-style-type: none"> • Undertake sales calls in NZ to Inbound Tour Operators (ITO), Product Managers and Reservation Agents in Auckland and Christchurch or Wellington. • Attend annual RTONZ IBO training days. • Attend TRENZ in conjunction with Southern Lakes. 	Trade	<ul style="list-style-type: none"> • Complete four sales trips in New Zealand. • Complete two appointment streams at TRENZ • Improve travel trade knowledge of Queenstown • Increase of 6% in visitor expenditure at YE 2017.

Enhance awareness and knowledge of reasons to travel to Queenstown within the Australian market.	<ul style="list-style-type: none"> • Undertake sales calls and training to wholesalers, airlines, airports, TNZ in East Coast Australia. • Service key accounts with a corporate hosting event in Sydney. • Participate in TNZ famils. • DQ will work with airlines and airports on connectivity and capacity for trans-Tasman routes. • Attend Market Insights event. 	Trade	<ul style="list-style-type: none"> • Complete three in-market activities in Australia.
Increase awareness of Queenstown in long haul markets, specifically promoting shoulder season travel, via trade channels	<ul style="list-style-type: none"> • DQ/SL to attend: Kiwilink Indonesia, India, Japan/Korea, Latin America; an independent UK/Europe mission and 'Best of NZ Showcase Series' in North America. • Focus on premium market in China, Hong Kong and Singapore through targeted in market activity. • Maintain Queenstown's presence in China market. • Attend Mountain Travel Symposium. 	Trade	<ul style="list-style-type: none"> • Trade: Complete four in-market sales trips as Destination Queenstown.
Leverage the NZ Open in Queenstown	<ul style="list-style-type: none"> • Leverage the NZ Open to raise of awareness of Queenstown in the premium China/Hong Kong/Singapore markets, and the Australian market, via a hosted programme. • Increase awareness of Queenstown as a golf destination, showcasing the premium offering. 	Trade Media Industry	<ul style="list-style-type: none"> • Foster relationship building with key premium travel trade and industry influencers.
DQ Roadshow	<ul style="list-style-type: none"> • Queenstown Convention Bureau will host the Roadshow event in Sydney and Melbourne showcasing key QT operators to select buyers and travel trade. 	C&I	<ul style="list-style-type: none"> • Host minimum of 100 C&I buyers in Sydney and 70 in Melbourne.
Famil Programs	<ul style="list-style-type: none"> • Work with DQ's key partners (TNZ, TRENZ, airports, airlines, wholesalers and ITOs) to deliver a trade famil program that targets our specified markets. • Work with QCB's key partners to deliver a program of C&I famils, hosting a minimum of two Australian famils and one domestic famil to showcase the destination. 	Trade C&I	<ul style="list-style-type: none"> • Trade: support/host minimum of 400 pax on famils (this includes partnership famils). • C&I: host three famils.

Insights	<ul style="list-style-type: none"> • Provide insights on arrivals, guest nights and expenditure trends for both Queenstown and the national picture. • Monitor the impact of offshore activity and effect on growth from key markets, sharing knowledge and feedback on key markets and activity with our members. • Deliver a monthly internal snapshot report and presentation. • Respond to external data and insights inquiries. • Post quarterly insights reports on the DQ website, available to our members, based on VIP results and key data sets. 	Trade Consumer	<ul style="list-style-type: none"> • Assist with and influence strategic decision for DQ and members through provision and analysis of key data.
Research	<ul style="list-style-type: none"> • Continue the VIP research program with Angus and Associates, enhance use of the Get Smart analytics tool. • Explore the full potential of the Qrious data available and include this data in monthly reporting. 	Consumer	<ul style="list-style-type: none"> • Deliver valuable market insights to guide activity.
International Media Program	<ul style="list-style-type: none"> • Secure inspiring and engaging media coverage which promotes our region's key messages and range of experiences to different audiences via Tourism NZ's International Media Programme (IMP). • Drive media opportunities through media pitching, broadcast media opportunities and film/video (e.g. supply of DQ footage). • Secure media coverage that effectively communicates our region's key messages and range of experiences. • Attend TNZ IMP updates. 		<ul style="list-style-type: none"> • Effectively secure and manage media opportunities which contribute toward the positioning of Queenstown and drive growth in key markets. • Source and distribute media results to members as appropriate.

Maintain strong business events sales activity in the Australian and domestic markets and increase activity in long haul markets	<ul style="list-style-type: none"> • Introduce C&I operator meetings every second month. • Undertake a corporate hosting event in Auckland, Wellington and Christchurch for PCO's and corporates. • Explore the possibility of undertaking a QCB hosted event in Brisbane, targeting key PCO's and buyers. • Develop a specific piece of C&I collateral to showcase Queenstown and outline the services of the QCB. • Create a business events specific video edit. • Shoot imagery from conferences and events to create a C&I specific image gallery. • Represent Queenstown at the MEETINGS tradeshow. • Undertake a C&I mega famil in conjunction with TNZ. • Undertake sales calls and hosting opportunities around the AIME tradeshow in Australia. • Host the DQ Roadshow in Sydney and Melbourne. • Represent Queenstown at Convene South, IMEX, CIBTM and IT&CM. • Investigate attending Incentive Works in Canada and IMEX Frankfurt. • Investigate opportunities in conjunction with TNZ in long haul markets. • Undertake targeted sales calls in Australia and New Zealand to PCO's, Incentive Houses and Corporates. • Continue key account management in Australia. 	C&I	<ul style="list-style-type: none"> • Achieve a 50% conversion of leads to business in FY 16/17. • Co-ordinate and host 20 site visits/site inspections and three famils for C&I clients. • Complete 4 x Australian sales call cycles. • Complete 3 x domestic sales call cycles. • Host 2-3 corporate events. • C&I sector forums introduced • Deliver enhanced C&I reporting
Increase the profile of Study Queenstown both internally (within Queenstown) and externally to international markets.	<ul style="list-style-type: none"> • Develop and deliver a world class website. • Develop marketing collateral and translate into key languages. • Deliver a quarterly industry newsletter for education agents. • Attend and exhibit at ANZA tradeshow. • Attend tradeshow, agent seminars and education fairs in key markets of China, South America and South East Asia. • Develop and leverage student case studies to raise the profile of Study Queenstown in the domestic market, collaborating with each of the institution's sales agent. 	SQ	<ul style="list-style-type: none"> • Increase students in Queenstown across partner institutions by 10% at YE16/17 • Have a comprehensive website embedded during FY16/17 which incorporates case studies for students and alumni. Also linked strongly with social media. • Create 'Study Remarks' and circulate at the start of each season.

			<ul style="list-style-type: none"> Undertake 3 international and 1 domestic sales trips.
Facilitate the development of new high quality programmes and courses	<ul style="list-style-type: none"> Partner with well-established and reputable tertiary providers to jointly promote courses in Queenstown. Identify partner executive education institutions and establish a relationship to work towards a goal of executive education delivery in Queenstown. Explore options for additional courses to be delivered in Queenstown by existing providers. 	SQ	<ul style="list-style-type: none"> Deliver one new executive education programme by YE 16/17. Produce a strategy plan by YE16/17 as to who and how executive education will partner with, showing relationship agreements to date. Compile a database of all available courses in Queenstown (and the Otago region). Comparing this nationally to identify opportunities for growth and development.
Enhance the student experience in Queenstown to drive reputation as a student-centric destination	<ul style="list-style-type: none"> Develop a code of practice that all Queenstown institutions adhere to and deliver against. Facilitate improved student experience through co-ordinated activity delivery across the institutions. At each SQ meeting invite an external representative from key agencies or business to share ideas to enhance student experience. 	SQ	<ul style="list-style-type: none"> Code of practice developed and shared with ENZ for publication. Have a shared student experience portal in place – either through external contract or by QRC provided staff. Have an annual plan in place for SQ meetings and have key representatives booked for presentations that align with SQ objectives or goals.

Priority Area 8: Organisation

OBJECTIVES

- Be a motivated, high performing team that works collaboratively both internally and externally.
- Allocate resources effectively to achieve best possible return on investment and value to our members.
- Have a nimble, commercial approach in the way we operate.

Project	Activity	Delivered by	Outcome (KPI)
Continue to foster 'best practice' culture	<ul style="list-style-type: none"> Develop an investment decision making framework. Maintain adaptable approach to opportunities. Encourage more cross functional team work and projects. 	All	
Be appropriately resourced and motivated team	<ul style="list-style-type: none"> Targeted skills development and training for mutual personal and organisational benefit. Allocate resources to support priority strategies. Develop destination marketing opportunities linked to the education sector. Retain and nurture support of the organisation and our unique funding mechanism. 	All	
Workplace Health and Safety	<ul style="list-style-type: none"> Deliver the DQ Health and Safety policy and plan, ensuring full buy in across the organisation and fostering a culture of best practice health and safety procedures. Ensure that everyone involved or associated with organising, booking or hosting famils understands they have a role and responsibility to learn, engage and continuously improve on health and safety planning, management and implementation, and understand their responsibilities as a PCBU. Ensure all staff receive the appropriate training required to undertake their responsibilities safely. 	All	<ul style="list-style-type: none"> Zero serious harm incidents Review Health and Safety plan annually. Hold Health and Safety committee meetings quarterly. Review risks and put into place a continuous management and review system that involves everyone within the business.

FINANCIALS FY16/17 INDICATIVE BUDGET

	FULL YR BUDGET 2016/17	FULL YR FORECAST at JAN 2016	FULL YR BUDGET 2015/16
Income			
Targeted tourism levy collected by QLDC	3,389,587	3,349,394	3,349,394
Misc Income	105,000	123,888	-
Total Income	3,494,587	3,473,283	3,349,394
Operational Costs			
Accident Compensation	3,500	3,023	3,473
Accountancy Fee	51,000	51,000	51,000
Audit Fees	11,500	10,377	11,500
Bank Fees and Interest	2,800	2,510	2,800
Chairman's Fees	7,500	7,500	7,500
Depreciation	42,500	40,087	37,924
Operational Expenses	1,270,787	1,259,912	1,217,197
Total Operational Costs	1,389,587	1,374,410	1,331,394
Direct Marketing Functions			
Priority 1: Brand Marketing	575,000	554,742	564,000
Priority 2: High Impact Initiatives	610,000	610,946	610,000
Priority 3: World class destination outputs	100,000	54,673	55,000
Priority 4: Regional Leadership	45,000	56,469	55,000
Priority 5: Key Partnerships	135,000	125,043	125,000
Priority 6: Stakeholder engagement	85,000	78,124	83,000

Priority 7: Core Business			
Trade	200,000	224,887	213,001
Conference and Incentive	220,000	207,756	205,000
Study Queenstown	30,000	23,998	-
Other Core Business	105,000	103,515	108,000
Total Direct Marketing	2,105,000	2,040,154	2,018,001
NET SURPLUS/DEFICIT	0	58,719	(0)
SUMMARY			
Income	3,494,587	3,473,283	3,349,394
Operational Costs	(1,389,587)	(1,374,410)	(1,331,394)
	2,105,000	2,098,873	2,018,001
Direct Marketing			
Priority 1: Brand Positioning	(575,000)	(554,742)	(564,000)
Priority 2: High Impact Initiatives	(610,000)	(610,946)	(610,000)
Priority 3: World class destination outputs	(100,000)	(54,673)	(55,000)
Priority 4: Regional Leadership	(45,000)	(56,469)	(55,000)
Priority 5: Key Partnerships	(135,000)	(125,043)	(125,000)
Priority 6: Stakeholder engagement	(85,000)	(78,124)	(83,000)
Priority 7: Core Business	(555,000)	(560,156)	(526,001)
	(2,105,000)	(2,040,154)	(2,018,001)
Net Surplus/Deficit	0	58,719	(0)

DQ TRAVEL CALENDAR

Date	Department	Event name	Location	DQ Contact
July				
11-14	Trade	TNZ Kiwi Link India and frontline training in Mumbai and Singapore	Mumbai, Singapore	Ella Zhang
18-22	Trade	Best of NZ Showcase	USA	Louise Clark or SL representative
August				
16-17	OCB	IncentiveWorks	Canada	Regan Pearce
18-20	SQ	NZIEC – Education Conference	Auckland	Aaron Halstead
17-18	Trade	TECNZ Conference	Taupo	Louise Clark, Ella Zhang
September				
6	OCB	Convene South	Christchurch	OCB manager/executive
7-8	OCB	CIBTM	China	Regan Pearce
12-16	Trade	Kiwi Link South America	Argentina and Brazil	Louise Clark
14-15	OCB	DQ Australian Roadshow	Melbourne/Sydney	Jana Kingston/Regan Pearce
TBC	Trade/Consumer/OCB/Media	RTO Mega Meet	Auckland	
22-27	SQ	ENZ Fair and Seminar	Vietnam	Aaron Halstead
October				
1-16	SQ	ENZ Fairs	Korea, Japan, Thailand	Aaron Halstead
18-20	OCB	IMEX	Las Vegas	Regan Pearce
22-31	SQ	6 x ENZ Fairs	China	Aaron Halstead
TBC	Trade	Australian Mega Famil & Training	Australia	Louise Clark
TBC	Trade	DQ ITO and key partner sales calls	Auckland	Louise Clark and/or Ella Zhang
21-27	Trade	Kiwilink Indonesia and frontline training in Manila, Jakarta and Bangkok	Jakarta, Manila, Bangkok	Ella Zhang

Date	Department	Event name	Location	DQ Contact
November				
TBC	Trade	World Travel Mart	London	Louise Clark or SL representative
TBC	Media & PR	Media visits/ Film NZ/NZTE	Wellington	Sarah Stacey/Diana Mendes
TBC	Trade	Australian sales calls	Sydney, Melbourne, Adelaide	Louise Clark
December				
7	Trade	TEC Christmas Symposium	Auckland	Ella Zhang and Louise Clark
TBC	Trade	Domestic Sales Calls	Auckland	Ella Zhang and Louise Clark
January 2016				
February 2016				
TBC	OCB	AIME 2016	Melbourne	Regan Pearce/Jana Kingston
March 2016				
TBC	Media & PR	Media visits / Winter Fest pitching	Auckland	Sarah Stacey/Lisa Buckingham
TBC	Trade	TNZ Kiwilink Japan & Korea	Tokyo and Seoul	Ella Zhang or Southern Lakes rep
TBC	Trade	IAGTO	TBC	Ella Zhang
TBC	Trade	Market Insights Corporate Hosting Event	Sydney	Louise Clark
TBC	Trade	DQ ITO sales calls	Wellington/Christchurch	Louise Clark and Ella Zhang
TBC	Trade	South East Asia mega famil and training	TBC	Ella Zhang or Southern Lakes rep
TBC	Media	TNZ Australia and media visits	Melbourne/Sydney/Auckland	Sarah Stacey/Diana Mendes
April 2016				
TBC	Trade	Mountain Travel Symposium	Banff, Canada	Louise Clark, Graham Budd
TBC	Trade	RTO ITO training days	Auckland	Louise Clark or Ella Zhang
May 2016				
TBC	Trade	TRENZ 2016	TBC	Louise Clark, Ella Zhang, Jessica Harkins
June 2016				
TBC	OCB	Meetings 2016	TBC	Regan Pearce Jana Kingston
DQ FY END				

GLOSSARY OF TERMS

DQ	Destination Queenstown	TRENZ	Tourism Rendezvous New Zealand (New Zealand's largest travel trade show, owned by TIA)
TNZ	Tourism New Zealand	TEC	Tourism Export Council of New Zealand
RTO	Regional Tourism Organisation	IMA	International Marketing Alliance (Destination Queenstown is grouped with Lake Wanaka Tourism and Destination Fiordland)
QCB	Queenstown Convention Bureau	LMROW	Leading Mountain Resorts of the World
IMP	International Media Programme (Tourism New Zealand)	QLDC	Queenstown Lakes District Council
CINZ	Conference Incentives New Zealand	DEO	District Events Office (Shaping Our Future-driven events body)
AIME	AsiaPacific Incentives and Meetings Expo	QAC	Queenstown Airport Corporation
PCO	Professional Conference Organisers	AIAL	Auckland International Airport
MICE	Meetings, Incentives, Conventions and Exhibitions	CIAL	Christchurch International Airport
MED	Ministry of Economic Development	SRB	Strategic Review Board
TIA	Tourism Industry Association of New Zealand		

ABOUT DESTINATION QUEENSTOWN

Destination Queenstown is the Regional Tourism Organisation formed as a membership organisation in 1985 to promote Queenstown as the Southern Hemisphere's premier four season lake and alpine resort. DQ is the single, neutral tourism contact point for the resort.

Funding for the organisation is provided through a levy on the commercial and accommodation rate which is collected by the Queenstown Lakes District Council and remitted to DQ.

Members of DQ are those businesses which contribute to the commercial/accommodation rates of QLDC. Membership of DQ is also available for some through payment of a subscription fee for those businesses which may not contribute to the commercial rates but still wish to have access to the benefits of membership.

As an incorporated society, DQ is governed by an annually-elected sector represented Board of Directors. The DQ Board meets regularly to ensure the objectives and strategic goals are being achieved by the executive staff of DQ.

The Strategic Review Board, which encompasses sector representatives from across all Queenstown business sectors, meets at least once a year to review the DQ Business Plan in order to ensure DQ maintains a broad market and community focus.

DOWNTOWN QT WILDE, STEVE

TRAFFIC ISSUES

COUNCIL ONE-STOP SHOP

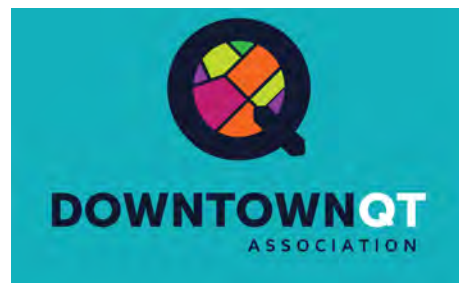
RATES, FEES & CHARGES

UNDERGROUNDING POWERLINES

LAGAROSIPHON

FURTHER COMMENTS

Please see attached document



DOWNTOWNQT INCORPORATED
LEVEL TWO | THE FORGE | 20 ATHOL STREET
P O BOX 938 | QUEENSTOWN | 9300
T: +64 3 441 8527 | F: +64 3 441 8256
W: www.downtownqt.nz

TO: Queenstown Lakes District Council

ADDRESS: Sent via email to: services@qldc.govt.nz

NAME OF SUBMITTER: DowntownQT

ABOUT THE SUBMITTER: DowntownQT is an incorporated society representing the business interests of its members in the Queenstown Town Centre Zone. It was established to advocate, lobby for, facilitate and promote activity which ensures the Queenstown Town Centre remains the economic, entertainment, cultural and civic heart of New Zealand's premier tourist region.

ADDRESS FOR SERVICE: P O Box 938, Queenstown 9300

HEARINGS: The submitter wishes to be heard in support of this submission.

SUBMISSION ON BEHALF OF DOWNTOWN QT TO THE ANNUAL PLAN 2016

DowntownQT wishes to further progress the vision as outlined in its Town Centre Strategy. It therefore seeks funding in the 2016 Annual Plan on the following matters:

1.0 TOWN CENTRE STREETScape

1.1 BACKGROUND

Up until the mid 2000's the Queenstown Lakes District Council had dedicated significant funds to ensure the look and feel of the town centre matched its reputation as the premier tourist destination in New Zealand. The streetscape plan adopted at that time required in the vicinity of \$5 million per annum to upgrade the town centre streets. Following the completion of Shotover, Camp and Church Streets this plan was then abandoned.

1.2 PROPOSAL

DowntownQT asks that the council continue to invest in the streetscape look and feel of the Queenstown Town Centre. It asks that the council set aside funds in the 2016 Annual Plan to devise a fully costed design plan to upgrade The Mall, Beach Street, Cow Lane, Searle Lane and Rees Street. This plan should include consultation with stakeholders. Once costed it is the intention of **DowntownQT** to submit to the 2017 Ten Year Plan with a view that the funds required to complete the upgrades be made available.

2.0 TRANSPORTATION

2.1 BACKGROUND

DowntownQT wishes to see the Queenstown Lakes District Council bring forward its plans for a transit hub, town centre fringe car parking, the possible Melbourne/ Henry Street by-pass and subsidized public transport.

2.2 PROPOSAL

The QLDC should set aside funds in the 2016 Annual Plan, to establish the business case for the Inner Links project, a transit hub and car parking. It should also investigate the rating implications of operating a fully subsidised bus service linking the Queenstown Town Centre

with both the Frankton Flats and Fernhill. We would expect the QLDC to take the **DowntownQT** Town Centre Strategy into consideration during this process.

3.0 FESTIVE LIGHTING STRATEGY

3.1 BACKGROUND

The QLDC's current lighting strategy [Southern Lights Strategy] is now almost ten years old and does not adequately reflect the desire of Town Centre stakeholders to see a more festive use of lighting within the Town Centre. Both business operators and visitors to the Town Centre have said they wish to see lights in the trees, on buildings and sculptures and other landmark structures in the town.

3.2 PROPOSAL

The QLDC sets aside funding to complete a Festive Lighting Strategy, to sit alongside the Southern Lights Strategy. This should include funding mechanisms and proprietary obligations for installing lighting in public places including trees, buildings and structures. It should take into account the growing popularity of the Luma Light Festival and a desire to have permanent light sculptures in the Town Centre.

4.0 TOWN CENTRE RUBBISH COLLECTION

4.1 BACKGROUND

DowntownQT has been actively working with the QLDC on rubbish issues in the Town Centre. Several problems including identifying new ways of collecting rubbish, larger receptacles, reducing the amount of waste which comes into the Town Centre through retail packaging have been identified. The QLDC will also be re-negotiating its contract for rubbish collection in the next 12 months.

4.2 PROPOSAL

Funding to be set aside to allow the QLDC to work in conjunction with **DowntownQT** to put in place a new rubbish collection strategy for the Town Centre, with a view that this feeds into the new rubbish collection contract.

5.0 QUEENSTOWN ALCOHOL ACCORD PATROLS

5.1 BACKGROUND

DowntownQT supports and works alongside the Queenstown Alcohol Accord as it seeks to create a robust, safe and friendly environment,

for the consumption of alcohol, while also helping to minimize the impact of alcohol related harm. **DowntownQT** members have already identified a need for foot patrols within the Town Centre and **DowntownQT** welcomes this initiative from the QAA to do the same.

5.2 PROPOSAL

That the QLDC considers the QAA proposal for security and foot patrols within the Town Centre and makes the necessary funds available to instigate them.

6.0 NEW COUNCIL BUILDING

6.1 SUPPORT

DowntownQT supports the council setting aside \$250,000 to investigate building new offices for the organisation. We note that in the DowntownQT Town Centre Strategy, we recognise the Town Centre as being the Civic, Cultural, Economic and Entertainment heart of New Zealand's premier tourist destination. It is imperative that any new council headquarters are located within the Queenstown Town Centre to meet this objective. Downtown Queenstown must remain a vibrant and diverse place to visit and having the council located within that area is the foundation upon which that vision relies.

FEDERATED FARMERS OF NEW ZEALAND COOPER, DAVID

TRAFFIC ISSUES

COUNCIL ONE-STOP SHOP

RATES, FEES & CHARGES

UNDERGROUNDING POWERLINES

LAGAROSIPHON

FURTHER COMMENTS

Please see attached document



FEDERATED FARMERS OF NEW ZEALAND

Submission to Queenstown Lakes District Council on the draft Annual Plan 2016-17

29 April 2016

SUBMISSION TO QUEENSTOWN LAKES DISTRICT COUNCIL ON THE DRAFT ANNUAL PLAN 2016-17

To: **Queenstown Lakes District Council**

Name of submitter: Federated Farmers of New Zealand

Contact: **DAVID COOPER**
SENIOR POLICY ADVISER

P 03 4777361
F 03 4790470
M 0274 755 615
E dcooper@fedfarm.org.nz

Address for service: Federated Farmers of New Zealand
PO Box 5242
Dunedin 9058
New Zealand

Federated Farmers wishes to be heard in support of our submission.

Summary of Submissions

General submissions

- Federated Farmers supports Council's approach to consultation through the Annual Plan process.

Overall rates increase and financial position

- Federated Farmers congratulates Council for reducing the proposed overall rates increase below LTP forecasts for 2016/17, and for remaining well within financial benchmarks.
- On balance, Federated Farmers agrees with the proposal to recover a greater proportion of costs through user charges, given the significance of non-resident demand for Council services.
- However, we oppose the proposed overall increase in user charge revenue from resource consents. We consider the current level of revenue should be maintained until the completion of the District Plan review and the establishment of measures to ensure the efficiency and equity of consent application processes and costs.

Proposed additional projects

- Federated Farmers specifically supports the proposed funding within the DAP for the District Plan review and Lagarosiphon control.
- We agree in principle with the need for a 'One-Stop Shop' for QLDC in Queenstown, but consider there is some merit in Council considering alternative sites for the build with a view to also consulting on these options in 2017-18.

Proposed Amendments to Funding and Financial Policies

- Federated Farmers has addressed proposed amendments to the Funding and Financial Policies in a separate submission.

1.1 Introduction

- 1.2 Federated Farmers welcomes the opportunity to submit to Queenstown Lakes District Council's 2016 -17 draft Annual Plan (DAP).
- 1.3 We recognise that this is Council's first Annual Plan consultation since the 2014 amendments to the Local Government Act 2002. As a result, and as explained on page 8 of the DAP, the obligations in respect to consultation have changed with consultation with the community focusing on significant divergences proposed to the 2015/25 Long Term Plan (LTP).
- 1.4 Despite these changes to consultation requirements, Federated Farmers is keen to ensure that councils provide sufficient information to ratepayers on the overall financial position of their councils, and on the rating impacts of proposed spending.
- 1.5 Council's approach to consultation meets these expectations. The material divergences from the LTP (or options requiring community feedback) are captured in the 4 page 'Annual Plan consultation document', with the full supporting information made available in the form of the 203 page 'Annual Plan 2016 - supporting document', as well as specific consultation on proposed amendments to Council's Funding and Financial Policies through a complementary process.
- 1.6 This approach to consultation provides submitters with the ability to weigh the key amendments proposed to the LTP through the concise consultation document, as well as access the full range of information in the supporting document, providing an excellent basis for engagement with the community on the key issues considered in the draft Annual Plan.

Summary of submission:

Federated Farmers supports Council's approach to consultation through the Annual Plan process.

2.1 Overall rates increase and financial position

- 2.2 The draft Annual Plan proposes an average District rates increase of 2.56%, after allowing for growth of 2% (ie, a nominal rates increase of approx. 4.56%). This is below the 3.27% signalled in the LTP for 2016/17.
- 2.3 Page 9 of the supporting document describes total revenue increasing by \$2.6 million beyond what was proposed for 2016/17 in the LTP. The explanation provided is that this is in response to increased activity levels and demands for levels of service in the Resource Consents, Animal Control, Environmental Health, Liquor Licensing, Leases and Parking activities. However, it is also explained that from a revenue perspective this is largely being felt through increased user charges, rather than through increased rates, as a result of recommendations for higher levels of user charge recovery from the Funding and Rates Review.

- 2.4 Federated Farmers is providing a further, specific submission to the proposed amendments to Council's Funding and Financial Policies. However, it is worth noting that we support the proposed approach to recover a greater range of costs from specific users of Council services, particularly given the need to ensure that the resident population of the District is not asked to fund demand for Council activities from non-residents.
- 2.5 The exception is the proposal to increase the overall revenue derived from (and costs for) the consent application process. As we discuss in our submission to the proposed amendments to Funding and Financial Policies, given the 'open nature' of the costs for many consent applications, and the ability for councils to charge staff time on an hourly rate, there is a need to introduce measures which ensure the costs to ratepayers aren't escalated over time, and that the resource consent process is as efficient, effective and low cost as possible.
- 2.6 Therefore, while we agree that the proposed changes to the proportion of consent application costs met by the private applicant is reasonable, we oppose the proposal to increase the overall revenue sought through user charges. This issue can then be revisited upon the completion of the District Plan review, providing time to develop more robust processes around and reporting on the efficiency and equity of consent application processes and subsequent costs.
- 2.7 Page 92 of the supporting document supports this summary, specifically describing the rating impact, with a proposed increase in Targeted Rates of 5.7% between 2015/16 and 2016/17 (proposed), a proposed decrease in the General Rates take of 17.4% (ie a 17.4% reduction), and proposed increases in both 'full cost recovery' User Charges (increasing by 35%) and 'subsidised' User Charges (increasing by 37%).
- 2.8 The supporting document also indicates, at page 118, that Council is well within all financial benchmarks.
- 2.9 Pages 10 and 11 of the supporting document show the impact of these increases across a range of different property types across the District. The actual rates increase experienced by specific properties will differ based on the ward in which that property is located, and the predominant use of that property. However, the example properties indicate that, properties used for the purpose of primary production will be facing rates decreases, or increases that are less than the average rates increase.
- 2.10 Federated Farmers considers this is a good reflection of what is largely an intelligently tailored rating system, in that the proposed areas of additional spending are not primary production specific, and should not therefore be shouldered by the primary production sector.

Summary of Submission:

Federated Farmers congratulates Council for reducing the proposed overall rates increase below LTP forecasts for 2016/17, and for remaining well within financial benchmarks.

On balance, Federated Farmers agrees with the proposal to recover a greater proportion of costs through user charges, given the significance of non-resident demand for Council services.

However, we oppose the proposed overall increase in user charge revenue from resource consents. We consider the current level of revenue should be maintained until the completion of the District Plan review and the establishment of measures to ensure the efficiency and equity of consent application processes and costs.

3.1 Proposed additional projects

3.2 The consultation document outlines the projects Council is considering for 2016/17 in addition to those outlined in the Long Term Plan. Council is seeking feedback from the community on the worth of these proposed projects.

3.3 We make specific comment on some of the proposed additional spending below. Where we do not comment on a proposal, this should indicate a degree of comfort with Council's preferred option, on the basis the proposal:

- a. Can be considered a 'core' council service;
- b. The justification for the additional spending and impact on ratepayers is reasonable;
- c. The appropriate funding tools have been used (particularly targeted rates for the funding of activities where the benefit of these activities are 'location specific'), and;
- d. There is no significant adverse impact on District farmers.

3.4 A 'One-Stop Shop' for QLDC in Queenstown – Federated Farmers agrees that it is inconvenient and inefficient to have staff operating from three locations in Queenstown, and we consider it reasonable for Council to investigate building a new office to act as a single location for staff, on land QLDC owned land in Queenstown. We also agree that the focus in the interim should be to undertake investigation and design work in 2016-17, with a full proposal to be put to the community for consideration in 2017-18, to the cost of \$250,000.

3.5 However, given land prices in Queenstown and the subsequent potential opportunity costs of using this land for a council building, and the importance of siting the Queenstown based office in an area that is accessible to the public (including parking), it may be appropriate to consider other sites located outside of the immediate Queenstown city area. Federated Farmers considers there is some merit in Council considering alternative sites for the build with a view to also consulting on these options in 2017-18.

3.6 Lagarosiphon control - Council is proposing to allocate \$30,000 in 2016/17, \$20,000 in 2017/18 and \$10,000 in 2018/19 to a campaign to stop Lagarosiphon colonising the Kawarau River or becoming established in Lake Wakatipu, in partnership with Otago Regional Council and Land Information New Zealand (LINZ). This appears a 'spend money now to reduce costs later' approach which makes sense, particularly given the social, economic, cultural and environmental values derived from these waterways.

3.7 Additional costs for the District Plan – The draft Annual Plan proposes an additional \$2.98 million for the District Plan review, increasing the total budget to \$6.29 million. Federated

Farmers is involved in the District Plan review process as a submitter on behalf of the District's farmers, and while this is a significant amount (and a significant addition to the original amount), we consider the costs of getting this process wrong are significantly higher.

- 3.8 The District Plan is of critical importance to the wellbeing of the District, and unquestionably Council's 'core business'. A poorly considered District Plan may impose unreasonable restrictions on land use, to the cost of resource users and district development, result in unclear provisions which do not provide the appropriate guidance to resource users.
- 3.9 Given the broad and varying interest in the provisions proposed in the plan, Federated Farmers agrees the initial budget was too light for a process of this magnitude, and additional funding is required to provide for the development of a plan that best meets the current and future needs of the District.
- 3.10 Additional spending proposed through the Annual Plan consultation process - There is potential for additional projects to be proposed through the Annual Plan consultation process; if so Federated Farmers considers the priority should be to retain the proposed rates increase and prioritise then reduce or defer other spending as a result.

Summary of submissions:

Federated Farmers specifically supports the proposed funding within the DAP for the District Plan review and Lagarosiphon control.

We agree in principle with the need for a 'One-Stop Shop' for QLDC in Queenstown, but consider there is some merit in Council considering alternative sites for the build with a view to also consulting on these options in 2017-18.

4.1 Proposed Amendments to Funding and Financial Policies

- 4.2 Federated Farmers has submitted to the Proposed Amendments to Funding and Financial Policies in a separate submission.

Summary of submissions:

Federated Farmers has addressed proposed amendments to the Funding and Financial Policies in a separate submission.

5.1 About Federated Farmers

- 5.2 Federated Farmers of New Zealand is a primary sector organisation representing farming and other rural businesses. Federated Farmers has a long and proud history of representing the needs and interests of New Zealand farmers.

5.3 The Federation aims to add value to its members' farming business. Our key strategic outcomes include the need for New Zealand to provide an economic and social environment within which:

- Our members may operate their business in a fair and flexible commercial environment;
- Our members' families and their staff have access to services essential to the needs of the rural community; and
- Our members adopt responsible management and environmental practices.

FILM OTAGO SOUTHLAND HESP, MICHAEL

District-wide

TRAFFIC ISSUES

COUNCIL ONE-STOP SHOP

RATES, FEES & CHARGES

UNDERGROUNDING POWERLINES

LAGAROSIPHON

FURTHER COMMENTS

I wish to submit a proposal requesting a continuance and increase in QLDC funding of the Film Otago Southland Film Office. The submission itself has been sent to Council under separate e-mail.

28 April 2016

Mayor and Councilors
Queenstown Lakes District Council
Private Bag 50072
Queenstown 9348

Submission to the QLDC Annual Plan for Increased Funding Support

Dear Mayor & Councilors.

Queenstown Lakes District Council (QLDC) has supported a film office in its various forms since 2004. This support has been both financial and significant in-kind support. This support is very much appreciated by the FOS Trust Board.

As you are aware, QLDC initiated a review of Film Otago Southland (FOS) in 2015. FOS welcomes this review and has participated fully in it. Feedback on a discussion document has been received and reviewed by Council officers and they have shared this feedback with ourselves.

We believe that the review is timely with FOS at something of a crossroads. The office in its present form is not as effective as we believe it could and should be. In addition, the current arrangements by which the office is funded plus the fact its financial reserves are all but exhausted means the Trust is currently not financially viable.

FOS has reviewed its current position, the good work done by Council officers in carrying out the review to date and the feedback received. We have decided to be pro-active and have put together a proposal to re-structure the organisation, to improve its effectiveness and its financial situation.

This business case is attached and is submitted as feedback to the QLDC 2016/17 Annual Plan. It includes proposal's to increase the resources of the office, and to restructure the Board. It also includes a request for increased funding from QLDC and its other primary funders. However, we believe the economic case for this to be compelling and, of course, hope you agree. I would also add that we are conscious that this is ratepayer's money and are working on ways to raise funding from the industry and other sources to supplement local authority funding.

We are available to discuss this submission and to answer any questions you may have. We thank you for considering this submission.

Yours sincerely,



Michael Hesp
Chair
Film Otago Southland



Film Otago Southland

Business Case – Increased Funding 2016-19

Executive Summary

Film Otago Southland (FOS) is currently seeking funding to continue and expand successful operations and improve the existing model.

The Background

- Established in 2004 and funded by a range of Otago and Southland territorial authorities
- The role of FOS is to provide film office services, pursue projects, showcase the district, build economic development and maintain industry and stakeholder relationships.
- In the past three years, 594 productions have been filmed in Otago and Southland. 68% of all activity was in the Queenstown Lakes District.
- FOS contributes to the key priorities outlined for the district by Shaping our Futures.

FOS Review

- QLDC conducted a review of FOS in 2015 through industry interviews, the circulation of a discussion paper and a request for informal feedback.
- The informal feedback process highlighted that:
 - FOS provided valuable local employment and business opportunities
 - Mr Jennings was well respected, but resource levels are inhibiting activity
 - FOS promotes the district and complements tourism well. It's a critical part of the NZ Screen network.
 - There is a lack of succession and business continuity planning in FOS.
 - FOS should issue filming permits and be re-branded Screen Queenstown.
 - FOS should be independent from territorial authorities and tourism bodies and the governance structure of the trust should be reviewed.
 - FOS needs to establish a set of KPIs.
 - Better filming facilities and a sound stage would retain productions in the area for longer periods.

The Proposal

- To increase FTEs from 0.8 to 2 FTEs, employing Mr Jennings full time in addition to a new junior employee to provide succession planning and business continuity.
- To increase current QLDC funding from \$84,000 to \$170,800. This represents 68% of all direct costs, given that 68% of all filming activity being managed by FOS is in the Queenstown Lakes District.
- To request that "in-kind" support for both employees continues (IT and office accommodation) continues.
- To request commitment to funding at this level for three years, 2016/19

The Strategic Rationale

- Shift from reactive to proactive management of all activity, administration, stakeholder and performance management.
- Reduce Key Person Risk, Improve Business Continuity and Succession Planning
- Ensure environmental and cultural protection
- Improve Reputation, Permit Process and Accountability

The Economic Case

- Increasing Return on Investment – in a desirable, beneficial way...
- Film, Councils and Tourism – Complementary Collaboration
- Providing employment options and opportunities
- Retain control and minimise impact

Risks

The high level risk of adopting the proposal is that the additional expenditure cannot be justified economically. The mitigation for this is that the new structure would enable data gathering, to demonstrate viability.

The high level risks of failing to adopt the proposal are as follows. All risks would be mitigated by adoption of the proposal and provision of additional resources to FOS:

- Unable to retain or attract specialist talent
- No succession plan for existing team
- Negative impact upon the reputation of the district within the industry as a good place to do business
- Unable to promote the district and attract productions effectively
- Not able to control the environmental impact of filming
- Reduced tourist interest in local film locations
- Reduced economic development
- Unable to collate economic impact data and perform to KPIs
- Not able to support local film industry and talent
- Lack of cohesion with wider NZ screen groups

Next Steps

If QLDC accepts the proposal, the immediate next steps will be:

- Agree structure and membership of the Trust
- Agree accountability and reporting required
- Explore the merits of a Re-brand to 'Screen Queenstown' if agreed
- Recruit for additional team member
- Increase Mr Jennings' role to full time
- Initiate website review project
- Develop Annual Plan

1. Introduction

Film Otago Southland (FOS) is currently seeking funding to continue and expand successful operations and improve the existing model. This document explores the potential for funding over the next three years (2016-19) in order to provide financial security and stability of planning and development.

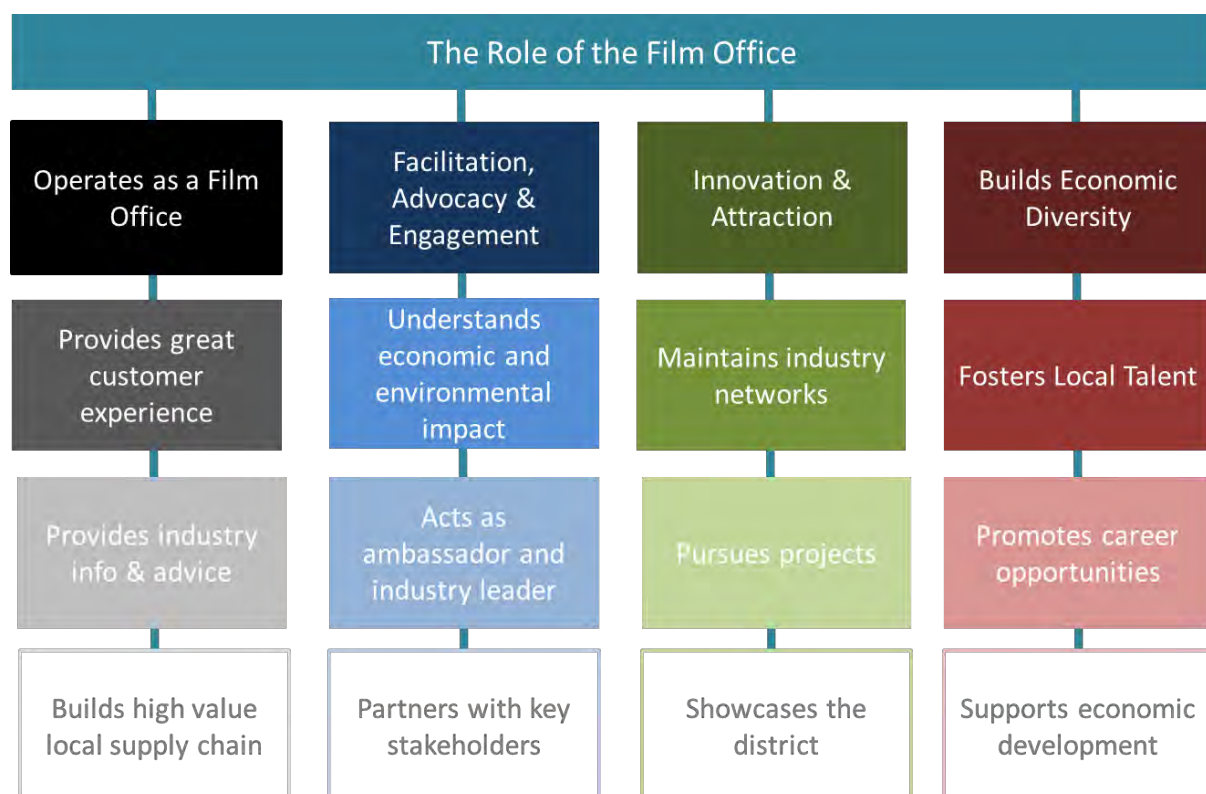
2. The Background

Film Otago Southland was initially created in 2004 as a Film Advisory Board within the Parks Department and Mr Jennings was appointed to the part-time role of Film Queenstown Manager.

In 2008 Film Queenstown expanded into FOS and was confirmed as a Trust and an agreement for sponsorship entered into by QLDC, Dunedin City Council (DCC), Venture Southland, Central Otago District Council (CODC), Waitaki District Council and Clutha District Council. Mr Jennings assumed the role of Executive Manager, reporting directly to the Trust Board and currently is contracted to work 32 hours a week.

The Trust's activity is determined by its Strategic Plan 2015-20 and it acts a single point of co-ordination for filming activity within the district. In doing so, FOS strives to maximise the economic benefit of filming in the region, whilst raising its profile as a world class location in which to do business.

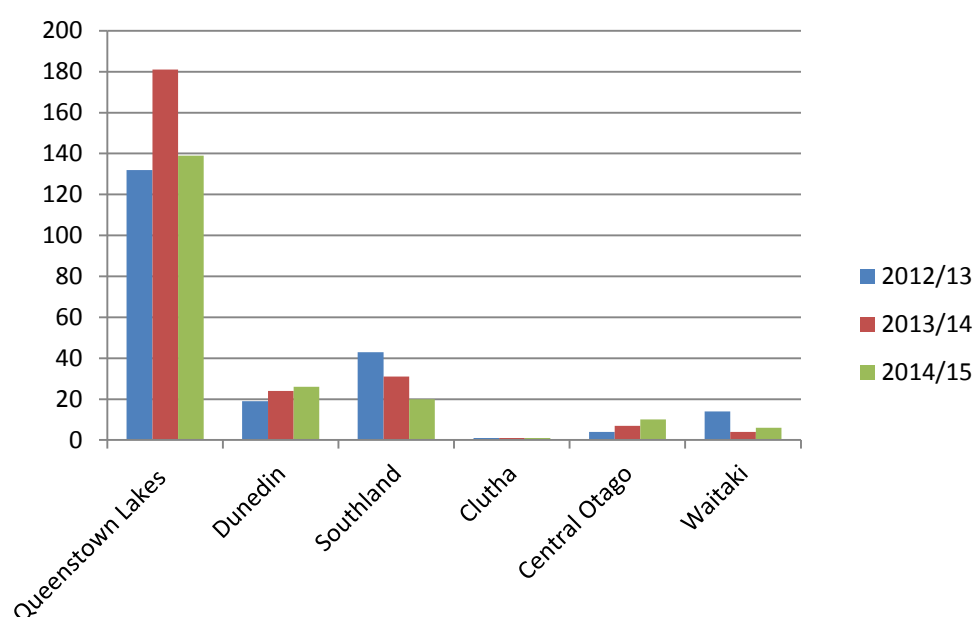
An overview of the core activities of the film office is given at Appendix 1, with a summary shown in the diagram below:



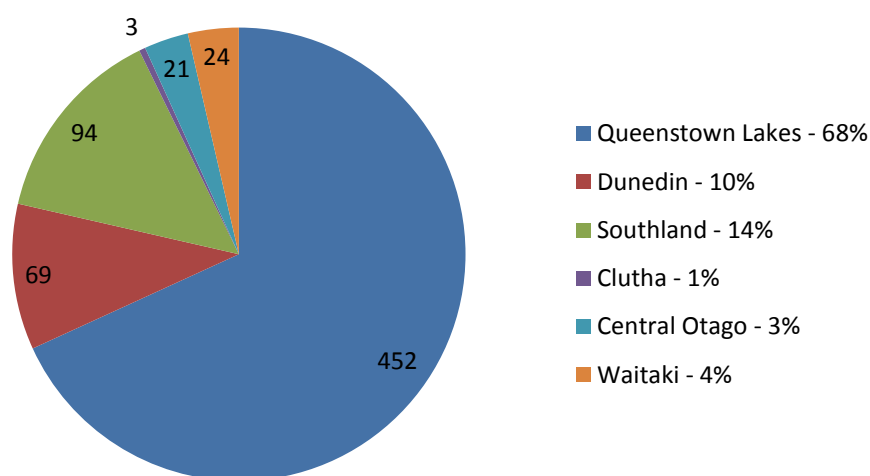
In the past three years, FOS has managed a broad range of activities, including:

- 594 Productions (including Television Commercial, Television Content (travel, reality, drama) Feature Film, Short Film, Music Video and Webcast/YouTube)
- 1659 Filming Days
- 249 TV Commercials
- 11 Feature films – including the Hobbit, Pete’s Dragon, Light Between Oceans, Two Little Boys, The Weight of Elephants, Walking with Dinosaurs, Railwayman, Crouching Tiger Hidden Dragon: Sword of Destiny, Flying South, the Inland Road and The Ballad of Maddog Quinn.

The location breakdown of productions are as follows, noting that some productions shoot in more than one area:



Total productions for the last three years are as follows:



It should be noted that FOS aligns with key priorities outlined for the district by Shaping our Future:

- Preserve and enhance the environment – FOS seeks to actively manage and control filming within the local environment, encouraging the Green Screen Initiative, educating the industry and minimising environmental and cultural impact.
- Community Development – FOS ensures the needs of the community are considered at all times. The goal is that when each production leaves town, the community has benefited and welcomes the next one.
- Diverse Economy – FOS is helping to build economic diversity in the region through the development of the film industry, related businesses and local talent.
- Education – FOS is committed to developing local talent through education and experience. These new additions to the workforce represent the industry of tomorrow.
- Infrastructure / Facilities – The film office has been involved with infrastructure development and aspires to encourage the development of a studio complex in the region.
- Build Self Sufficiency – FOS manages a 'writers in residence' programme to encourage stories to be written in the region and ultimately filmed here.
- Connectivity – The film office is part of a global network that creates and maintains relationships both domestically and internationally. The film office has the primary role in managing a wide range of stakeholders relating to location access, critical to the success of filming in the region.
- Tourism – FOS complements and collaborates with the tourism industry, attracting business visitors as well as promoting the region in a unique way. This is explored in detail in section 7 – the economic case.

3. FOS Review

In 2015, as the primary funder QLDC initiated a review of FOS in order to encourage efficiency, better performance management and accountability. QLDC worked closely in the development of the review with Mr Jennings. The following process was undertaken:

- Preliminary interviews were conducted
- A discussion paper was circulated to industry stakeholders (please refer to Attachment 1)
- Informal industry feedback was solicited (attached at Attachment 2)

Preliminary Interviews

QLDC's General Manager Corporate Services undertook three interviews and received an additional five written statements from eight key stakeholders, in addition to meeting with the board itself. These stakeholders included:

- Three board members (all industry representatives)
- Acting Chairman of the Board
- Executive Director of Economic Development Agencies of New Zealand
- Chief Executive of the New Zealand Film Commission
- Chief Executive Film New Zealand

- Executive Manager Screen Auckland
- DOC Conservation Partnership Manager.

Discussion Paper

The following key questions were posed during the interviews and in the discussion paper:

1. Is the structure, the right structure (how does the Otago Southland model compare with others and what other models are there)?
2. Should we consider the possibility of a different structure (should the office sit within Council or a Council aligned body, what are the positives and negatives?)
3. What do you expect to (Councils or funders) receive in return for the investment?
4. How do you view the structure?
5. What if any performance indicators (Councils or funders) are currently in place? Is there a shared desire for enhanced KPI's? What do you see as the most important deliverables for the Film Office?
6. What do you see as the benefits and or challenges of a regional film office (current FOS Model)?
7. Should any consideration be given to a local film office i.e. Queenstown only.

Informal Feedback

Twenty written responses were made in response to the above (as shown in Attachment 2) when it was issued via the QLDC website. The following summarises some of the key points:

- FOS provides valuable opportunities for local people and businesses working within the industry
- FOS promotes the district and complements tourism well.
- FOS should be based in Queenstown and be re-branded Screen Queenstown, in alignment with Screen Auckland, Screen Wellington and industry expectation.
- FOS is performing well, but resource levels inhibit the ability for the Film Office to be administrated and marketed effectively resulting in lost opportunities.
- There is no business continuity plan in place and time needs to be dedicated website and social media channels that target TVC's, film and talent development opportunities.
- Mr Jennings is highly valued and respected within the industry both locally and internationally; he is an excellent ambassador for the region. Mr Jennings is currently the President of the Association of Film Commissioners International (AFCI), the body that represents 350 Film Offices around the world.
- FOS should be responsible for issuing film permits (as in Auckland and Wellington). Other user pay opportunities should be explored.
- FOS should be operated independently of local government and tourism promotion bodies, with the exception of 'in kind' accommodation and IT support. Collaboration will be required with both, but the primary focus should be on the growth of the national and international film industry.
- Funding opportunities to support additional investment and/or funding opportunities for the film office should be pursued.
- A revised governance structure should be considered, with representation from funding bodies included. Board and chair appointments should be approved by the primary funder.
- FOS accountability will benefit from a consistent set of KPI's for all funders to be agreed upon and reported annually.

- FOS is a critical component in the NZ Screen network – being the primary South Island Film Office, working alongside Auckland and Wellington.
- There is demand for better filming facilities and a sound stage to retain projects and investment in the area longer term.
- Three year funding commitment needed for longer term planning purposes and to prevent funding vulnerability around structural change.

Highlights

“FOS has... validated that there is indeed an industry in the South and that we made a good decision to stay and find work in the region, without packing our bags for Auckland or Wellington.” Emma Schranz

“My businesses have been growing and I have been able to take on local trainees.” Ben Ruffell

“You have no better ambassador than Mr Jennings... Queenstown is our third biggest film service area apart from Wellington and Auckland.” Murray Francis

“Clients respond very favourably to film offices that have funding to support their initial enquiries by putting on a good show. We are working in the entertainment industry after all!” Jared Connon

“Screen Wellington views FOS as a key player in the NZ Screen eco-system... They are critical to the ‘NZ Inc’ brand. Screen Wellington

“Growth needs focus and focus can only be established when we have a new structure in place to support the industry.” Iris Weber

4. The Proposal

This business case presents a proposal that relates to FOS resourcing, work programme and structure. The budget implications of the below are outlined in Appendix 2, which summarises the proposed funding budget. Strategic and economic rationales are explored in the following sections.

It is proposed to nearly double the funding of FOS to a total of \$298,000. At present, the organisation has one 0.8FTE only. The lack of funding is resulting in lost opportunities. The budget for the last three years has been supplemented by transferring \$63,000 from FOS Reserves; these reserves are all but exhausted. If the current funding situation is not improved, the financial sustainability of the Trust is in doubt. This will result in the current (volunteer) trustees having to consider their positions given the onerous obligations placed on Trustees generally.

As can be seen from Appendix 2, the proposed budget has been split into three headings:

1. Fixed Costs
2. Association Of Film Commissioner International (AFCI)
3. Attracting New Productions and Special Projects

It is proposed that the fixed costs be funded by the local authorities (or their economic development agencies) that comprise the Otago Southland region in proportion to the average percentage of productions managed by FOS in their jurisdiction over the last three years– refer to section 2 above.

The AFCI budget is funded by a scholarship fund provided by the Invercargill City Council (ICC).

It is proposed that the Attracting New Productions and Special Projects be funded by contributions from the industry and by other means currently being explored.

The QLDC average percentage of productions managed by FOS is 68%. On this basis, the QLDC share of the proposed FOS fixed price budget is \$170,400. This is an increase of \$86,400 on current QLDC funding levels. In addition, FOS is also requesting that QLDC continues it's in kind contributions of accommodation and IT support.

In order to provide security of planning and to reduce administrative time spent in completing annual funding applications, FOS is requesting confirmation of funding for three to five years.

Resourcing

It is proposed that funding is made available for the current Film Office Manager to hold a full-time role and that a second, junior full-time employee is also employed. A high level role description is shown below.

Film Office Manager - Key Responsibilities

- Determination of Strategic Direction
- Delivery of the FOS Annual Plan
- Networking and Relationship Building
- Relationship Management – Key Stakeholders
- Industry Initiatives and Collaborations (Screen Wellington, Screen Auckland, RFONZ, and New Zealand Film Commission)
- Performance Management – KPIs, Metrics and Measures
- PR and Promotion
- Special Projects

Film Office Co-ordinator – Key Responsibilities

- Maintenance of all Databases and Contact Lists
- Website and Social Media
- Managing Enquiries (phone, email, online)
- Updating Image Library
- Gathering data for KPIs, Metrics and Measures
- Scheduling and Administrative Support
- Communications for Local Communities/Businesses re Filming Planned
- Management of Permit Process

The model outlined above provides business continuity and resilience in the event of an emergency, sickness or leave being taken. It also provides a succession plan for FOS, significantly reducing key person risk and underlining FOS' commitment to fostering local talent.

Work Programme

Concurrent to the review process, FOS developed its Annual Plan to determine priorities and work programme for 2016/17. This is aligned with the core four roles of FOS and establishes goals, measures, actions and risks. This is provided as Attachment 2.

In addition to the increased salary requirement, funding of other activities has been reviewed in detail and an increase in funding across most overhead budget lines has been recommended. Specific emphasis has been placed upon the need to improve the following, through the delivery of the FOS Annual Plan:

- Further develop relationship building
- Increase marketing, attraction and reconnaissance (recce) opportunities in a structured, targeted way
- Update and manage the website – create a membership system that generates revenue, promotes local businesses and becomes an essential industry tool
- Create and manage social media presence to build relationships, provide information and provide a responsive customer experience
- Collate data, understand economic impact and monitor performance according to agreed KPIs. Accountability will be central to ongoing operations and the following KPIs will be explored:
 - Achieve a score of 80% stakeholder satisfaction in post-filming survey results each year
 - Demonstrate a 5% increase in funding from premium listings in the membership directory per annum
 - Increase database listings by 5% per annum
 - Increase filming days by 5% per annum
 - Increase social media followers by 10% per annum
 - Increase adherence to the green screen initiative
 - Facilitate access to all filming locations requested
- Explore transfer of responsibility for issuing film permits from APL to FOS
- Adopt a proactive approach to future funding and take steps to pursue sustainable revenue generation from within the film industry.

Overall, the proposal requires current total funding to be doubled. A comparison of funding requirements is shown at Appendix 2. This funding is currently split between several key stakeholders and the Film Office is addressing these and other parties to obtain support for 2016/17 funding.

It should be noted that the relationship with QLDC is of paramount importance to the Film Office, as Queenstown represents the focal point for the film industry in the region both nationally and internationally. As recommended during the feedback process, consideration of re-branding to “Screen Queenstown” should be explored. Initial discussions have taken place indicating that if a

reference was made to the region/geographic area in the tagline, this could be acceptable to other potential funders who recognize the brand value of “Queenstown”.

Structure

It is proposed that FOS remains structurally separate from QLDC and its tourism promotion body, Destination Queenstown. Operationally, FOS will continue to complement the work of both and adopt a highly collaborative approach.

Film offices in other locations are built on a range of structures dependent upon business influence and industry size. For example, Screen Auckland sits within the Auckland Tourism Events and Economic Development Agency (ATEED) whilst Screen Wellington sits within Wellington Regional Economic Development Agency (WREDA). Given there is currently no existing economic development structure in Queenstown it is proposed that the current structure for FOS is retained, but to diversify its membership and revise its Terms of Reference. Funders will be represented on Board of the Trust, proportionally based upon the levels of funding provided. The revised board will focus on introducing a broadened range of skills and experience along with representation of the screen industry.

5. Current Funding Status

Funding for 2015 /16 is provided by: QLDC, Venture Southland, Southern Institute of Technology, DCC, CODC and Invercargill City Council.

QLDC has historically been the primary funder for FOS and it is hoped that this relationship will continue. The following parties are being approached for funding for 2016/19:

- Fixed Costs - Territorial authorities are being approached to provide funding to cover fixed costs based upon their district’s % utilisation of FOS.
- AFCI Budget – Invercargill City Council scholarship fund
- Attracting New Productions and Special Projects - Industry groups and other funders.

It is worth noting that some of the other territorial authorities provide support for the film industry in other ways in addition to assisting with funding FOS. For example, Venture Southland has an employee focussed on the industry who works closely with Mr Jennings. Local authorities and Sit also provide funding and other support for specific film projects such as Pork Pie, the feature film currently being shot in Central Otago and Southland.

6. Strategic Rationale

Shifting from ‘Reactive’ to ‘Proactive Management

The film industry operates to short lead times, changing creative visions and uncompromising cost models. As such, decisions are fast paced, with opportunities needing to be grabbed and relationships actively developed. The current funding model means that the part time Film Office Manager has to operate in a highly reactive way – responding to critical enquiries and delivering core film office services (see Appendix 1 – What does a film office do?).

The proposed model would enable adoption of a strategic, proactive approach underpinned by reliable data gathering and administration. National and International industry networks can be built in a structured fashion and key relationships with inter-agency partners (DOC, LINZ, territorial authorities etc) can be developed with the longer term in mind. Land access and its associated relationships are central to effective, controlled management of film locations.

Reduce Key Person Risk, Improve Business Continuity and Succession Planning

The current model exposes QLDC to significant risk in relation to the Film Office Manager. The role requires specific expertise, knowledge and networks and without funding for a full time position, is at risk of not being able to attract or retain appropriate talent. The current model does not provide business continuity in the event of business travel, sickness or leave.

The proposed model of two full time staff (one senior, one junior) mitigates this risk and provides scope for the development of the Film Office. It enables the team to develop a Business Continuity Plan and a Succession Plan to future-proof the operation.

Ensure Environmental and Cultural Protection

In an industry where scouts, producers and crews can be highly demanding, opportunistic and unpredictable, it's in the interest of the district to actively monitor, control and educate those filming in the territory to ensure that best practices are adopted. The proposed resource levels will enable the Film Office to focus upon the management of filming in a pristine environment, minimising the impact of activity on people and places whilst co-ordinating a diverse group of stakeholders. Green screen initiatives can be encouraged, UNESCO quality standards applied and the Film Office can continue to build its reputation as the international authority on filming in protected and culturally important environments.

Improve Reputation, Permit Process and Accountability

FOS seeks to build the reputation of the district as a good place to do business for the film industry and associated sectors. In order to ensure that a consistently positive customer experience is offered, networks and operations need to be underpinned by sound planning, good financial management and comprehensive performance measures. If FOS are also empowered to issue film permits, it will not only have the opportunity to for some cost recovery, but also to control, improve and streamline the existing film permit process.

The current operating model has not provided resources to structure, compile and analyse performance and usage data. Increasing the size of the team will enable better collation of data and records. KPIs can then be established to monitor and track success, whilst providing useful economic information to funders.

7. The Economic Case

Increasing Return on Investment – in a desirable, beneficial way...

According to statistics NZ, the film office was worth \$35 million to Otago and Southland in 2014/2015. QLDC provided funding of \$84,000 that year, offering an impressive Return on Investment (ROI) of

237%. Imagine how this ROI could be increased under the management of a proactive, appropriately resourced Film Office, what opportunity costs could be avoided? The Film Office could operate as a significant contributor to economic growth and diversification within the district, whilst complementing and collaborating with the dominant tourism and hospitality sectors.

The current model does not have the resource levels to accurately assess the economic benefit of filming activity to the district, but with additional funding this is an area that could be effectively tracked and monitored. Also, a strong, established Film Office not only manages filming to the benefit of the district, but can even influence the way in which the district is presented or depicted.

Film, Councils and Tourism – Complementary Collaboration

The depiction of the district's landscapes, heritage and culture in film is inextricably linked to the development and tenor of the tourism industry. Visitors are extremely important to Queenstown, with 70% of GDP being reliant on international tourism¹ and this is not set to change in the immediate future. MBIE predicts that the overall outlook for tourist locations is excellent through to 2021 and that visitor spend and numbers are set to increase steadily.

Queenstown's growth in tourism spend 2009-14 has been one of the highest in the country, but not as high as that seen in Matamata-Piako, the site of Hobbiton, which increased by 52.5% in 2014!² This is unsurprising, as 13% of all international visitors stated that the film sparked their interest in New Zealand³. Total international visitor spend totalled \$1,622 million in Queenstown in 2014⁴, of which \$156million (13%) was inspired by watching the Hobbit...

According to the 2015 International Visitors Survey, over a half a million visitors claimed to have visited a film location during their trip. For context, this is a similar statistical range to vineyards/wine trails, glow worms and glaciers – key staples of the New Zealand tourism market. This figure is growing year on year and is reflected locally in tourism products that draw heavy inspiration from film, such as: Dart River Safari's "Glenorchy Discovery" tour (Ngai Tahu) that includes an in-person appearance from Gandalf, Dart Stables' "Ride of the Rings" tour and Nomad Safari's "Safari of the Scenes".

A mature, appropriately resourced film office will not only liaise with tourism bodies throughout, but will also work with filming productions to shape and influence the depiction of the district on screen. This process has already been initiated with the introduction of the 'writers in residence' scheme, which encourages writers to work in situ, drawing inspiration from the location and binding their creative vision and generating filming requirements in the district.

Providing employment options and opportunities

Investment in the Film Office represents an investment in the opportunities and careers of the community. Controlled development of the industry in a sustainable fashion will provide viable and appealing career paths for locals and professional migrants alike. This aligns with the economic vision for the district to be a higher value economy with higher value jobs and quality urban and natural

¹ MBIE Regional Economic Report 2015

² MBIE Regional Economic Report 2015

³ TNZ International Visitor Survey 2014

⁴ MBIE Regional Economic Report 2015

environments. It would offer a layer of economic resilience whilst complementing established industries such as tourism, hospitality and education.

Retaining Control

In funding the FOS through local territorial organisations, the district retains autonomy and control in the management of activity. With turbulent global economies vying for film industry attention, governments and authorities often offer massive subsidies and incentives to film in their locations, significantly reducing film industry appetite and interest in contributing to Film Office costs. FOS will continue to investigate user pays opportunities, primarily through permits and website membership / listings, but it is not expected to generate significant direct income within the next three years.

8. Risk Management

The high level risks of adopting the proposal are as follows:

Risk	Mitigation
Additional expenditure cannot be justified economically.	The new structure would enable the film office to gather useful economic data and feedback to demonstrate viability.

The high level risks of failing to adopt the proposal are as follows. All risks would be mitigated by adoption of the proposal and provision of additional resources to FOS:

- Unable to retain or attract specialist talent
- No succession plan for existing team
- Negative impact upon the reputation of the district within the industry as a good place to do business
- Unable to promote the district and attract productions effectively
- Not able to control the environmental impact of filming
- Reduced tourist interest in local film locations
- Reduced economic development
- Unable to collate economic impact data and perform to KPIs
- Not able to support local film industry and talent
- Lack of cohesion with wider NZ screen groups

9. Next Steps

FOS is currently in the process of discussions with existing funders as well as exploring opportunities with other potential funders and funding avenues. Pending a decision from QLDC we will enter into detailed discussions with other bodies.

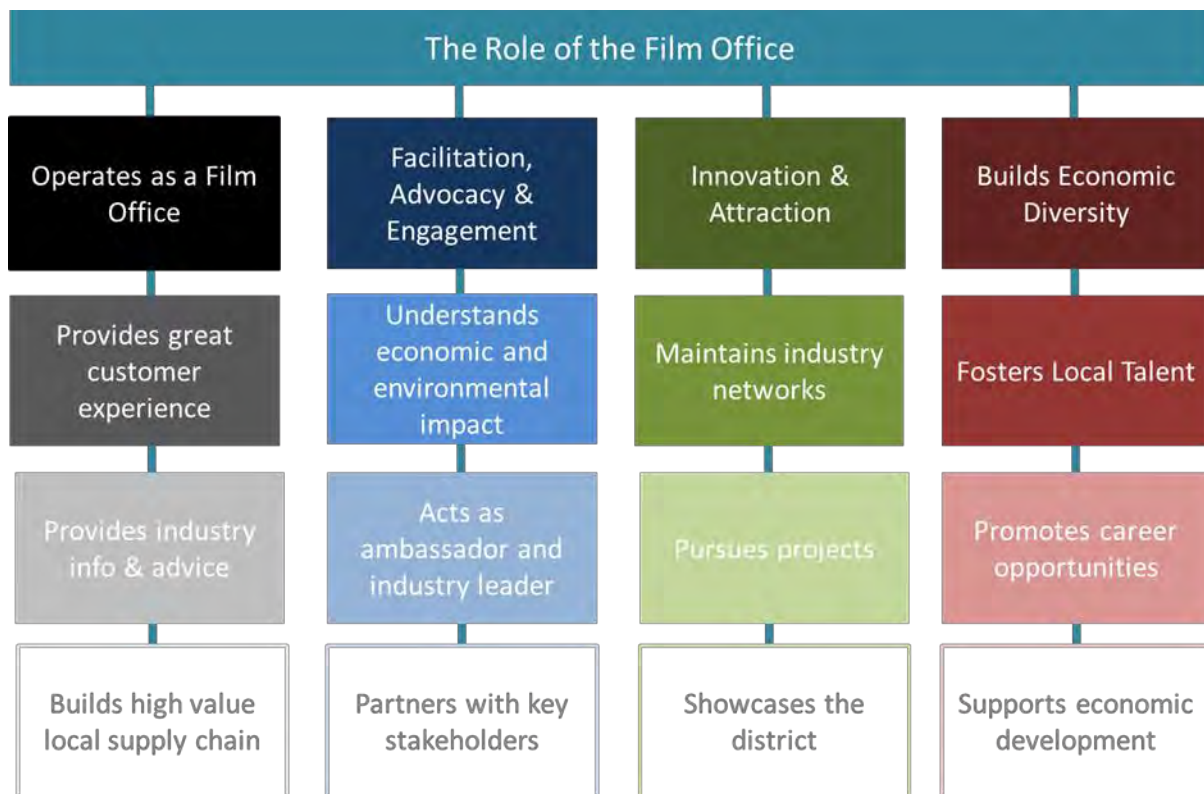
If QLDC accepts the proposal, the immediate next steps will be:

- Agree structure and membership of the Trust
- Agree accountability and reporting required
- Explore the merits of a Re-brand to 'Screen Queenstown' if agreed

- Recruit for additional team member
- Increase Mr Jennings' role to full time
- Initiate website review project
- Develop Annual Plan

Appendix 1 – The Film Office

What does the Film Office do?



1. Operates as a Film Office

Critical Services and Support

- Delivers a great customer experience to those filming in the district
- Responds to all project enquiries
- Issues permits
- Provides assistance during filming
- Offers logistics advice and support
- Provides advice in relation to conventions and incentives
- Maps know-how and skills – identification of local support
- Maintains local relationships and communicates about filming schedules and locations
- Builds a local value chain – promoting local suppliers and professionals to film projects

2. Facilitation, Advocacy and Engagement

Builds recognition of the district's reputation and expertise

- Recognises the extraordinary reach and influence of film as a medium
- Understands the economic and social impact of film industry in the district
- Builds a complementary, collaborative relationship with tourism groups
- Produces quarterly and annual reports
- Evaluates and facilitates new infrastructure where appropriate
- Provides industry leadership in the management of filming in “protected lands”.
- Develops the professional reputation of the Film Office

- Partners with QLDC, LINZ Pastoral, DOC, NZTA, UNESCO, Community Groups and local Iwi
- Partakes in industry professional groups
- Represents the local industry with political stakeholders and government bodies
- Understand customer experience, feedback and satisfaction
- Pursues the Green Screen initiative and environmentally sustainable practices
- Provides reliable, useful statistics relating to economic contribution of the Film industry to the district.

3. Innovation & Attraction

Develops Projects and Promotes the District

- Takes every opportunity to showcase the district nationally and internationally
- Creates a marketing plan for all activity
- Attracts films, TV, commercials and other productions
- Conducts reconnaissance trips (recces) with scouts and producers
- Maintains a strong industry network locally, nationally and internationally
- Maintains comprehensive website with locations, profiles, contacts and suppliers
- Actively seeks opportunity to build new relationships across the industry
- Hosts key industry visitors
- Endeavours to influence the depiction and portrayal of the district on film
- Pursues and investigates funding opportunities

4. Foster Local Talent

Develops local businesses and professionals

- Builds economic diversity through in development of film industry in the district
- Develops of professional know-how through scholarships, training and promotion of educational schemes.
- Promotes and builds career opportunities
- Encourages creative development and talent in the district
- Assists in the development and growth of skilled crews and back of house services
- Shares knowledge and experience
- Contributes to local educational programmes
- Acts as primary contact point for industry participants

Appendix 2 – Funding Comparison

		Fixed Costs	AFCI Costs	Attracting Productions etc	Notes
MARKETING					
Website Updating	\$5,000			\$5,000	1
Collateral - Photo Library	\$1,000	\$1,000			2
Advertising/Marketing	\$5,000	\$5,000			3
Writers in Residence	\$4,500			\$4,500	4
Enquiry Servicing	\$5,000	\$5,000			5
Recces	\$15,000	\$15,000			6
Production Attraction Opportunities, Special Projects	\$20,000			\$20,000	7
Hosting/Entertainment	\$10,000	\$10,000			
	\$65,500	\$36,000	\$0	\$29,500	
PREMISES, IT & TELECOMMS					
Office and Furniture	\$0	\$0			8
Insurance	\$0	\$0			8
Computer/Telecom	\$0	\$0			8
OVERHEADS					
Website Monthly Hosting	\$500	\$500			
Membership Fees	\$4,000	\$4,000			9
Printing and Stationery/Postage	\$500	\$500			
Trust Board Costs	\$3,000	\$3,000			10
Legal Fees	\$5,000	\$5,000			11
Accounting, Bank Fees	\$5,000	\$5,000			
Internal Travel	\$5,000	\$5,000			
Sponsorship	\$1,500	\$1,500			
Other Overhead Expenses	\$3,000	\$3,000			
	\$27,500	\$27,500	\$0	\$0	
EVENTS/INDUSTRY FORUMS					
RFONZ	\$5,000	\$5,000			12
Big Screen Symposium - SPADA	\$2,500	\$2,500			13
Cineposium	\$6,000	\$6,000			14
AFCI Board Expenses	\$18,000		\$18,000		15
Workshops and Events	\$3,000	\$3,000			16
Local Industry Forums	\$2,000	\$2,000			17
	\$36,500	\$18,500	\$18,000	\$0	
SALARY & KIWISAVER					
Film Office Manager	\$105,000	\$105,000			
Film Office Co-ordinator	\$60,000	\$60,000			
ACC	\$3,500	\$3,500			
	\$168,500	\$168,500	\$0	\$0	
TOTAL EXPENDITURE	\$298,000	\$250,500	\$18,000	\$29,500	

NOTES

1. The website requires a refresh, in order to remain current, useful and appealing.
2. An ongoing job to keep up to date. Budget is to fund purchases of images
3. To target significant opportunities in the Australian market, especially TVC's (not currently being addressed).
4. Has been successful in the past in attracting productions.
5. To fund hiring of scouts, location image pulls and other expenses to secure productions. NZFC is the first "port of call" but this budget is for those potential productions not falling within NZFC's remit
6. For existing projects seriously looking at our region. Funds van hire, scouts and sometimes helicopters (or assists with cost). Required to finalise the arrangement in many cases.
7. To conduct familiarisation trips for influencers, in order to showcase the region. bring influencers Often conducted in partnership with NZFC and other Regional Film Offices.
8. Funded in kind by QLDC.
9. Industry body memberships (e.g. AFCL, AFCNet, Techo's Guild) and online subscriptions (IMDB (industry database, Smug Mug (image gallery))).
10. Includes provision for workshop for new board.
11. Provision for amendments to Trust Deed, Terms of Reference following restructure.
12. To fund our share of Regional Film Offices of NZ costs. Vital activity to preserve independence from NZFC.
13. Fund attendance at two key NZ conferences
14. Overseas film industry networking event, attended annually.
15. Scholarship funded by Invercargill City Council.
16. Contribution to industry events and conferences that come to the region (e.g. Techo's Guild).
17. Contribution to networking events for local industry.

FRANKTON COMMUNITY ASSOCIATION DEVLIN, ROSALIND

TRAFFIC ISSUES

COUNCIL ONE-STOP SHOP

RATES, FEES & CHARGES

UNDERGROUNDING POWERLINES

LAGAROSIPHON

FURTHER COMMENTS

Please see attached document

Frankton Community Association INC
PO Box 2004, Wakatipu
franktoncommunity@gmail.com
Facebook: search for Frankton Community Association

Chair: Glyn Lewers

Committee: Rosalind Devlin, Scott Freeman, Erin Taylor, Bill Falcone, Janet Rutherford, Don Wallace

2015-2016 Annual Plan submission

1. Frankton Beach – project funding

A few years ago the FCA submitted to the Annual Plan process for funding to start a project improving Frankton Beach (Frankton Domain – QLDC-owned reserve). Funding was approved, and we held a community workshop in early 2013 to brainstorm ideas, and had draft concept plans drawn up by a landscape architect. We would like to resurrect this project.

We intend to apply for community organisation funding for this project, however this is only up to \$4000.

We therefore request funding of \$400,000 to be allocated this financial year so that we can complete the following:

- Sleepers to mark out car park
- Gravel to form car park and improve drainage
- Chain link fences to mark off the Frankton Track

The design will be completed at no charge by Aireys Consultants.

We plan to hold a community working bee to plant locally-appropriate trees and shrubs that will be donated by the Wakatipu Reforestation Trust.

2. Eastern Access Road - Hawthorne Drive

As Lucas Place will form part of the EAR, we think this should be 4-laned.

We would like to see funding set aside for detailed design, and timeline, for the EAR completion.

3. McBride Street

We would like to see the speed bumps on McBride Street raised and painted with yellow lines, and perhaps one constructed on the south end of the street.

4. Footpaths and cycle trails

We request that funding be allocated for the following, or that these requests are included within existing budgets:

Footpath from Real Journeys Hangar to Airport

We would like this footpath along Lucas Place to be straightened so that it is easier to navigate and so that cars do not park on the footpath. This could be done as part of Lucas Place upgrade to form part of the EAR.

Southberg Avenue kerb

Please construct a dropped kerb onto Southberg Avenue to make it easier for cyclists (including children) to exit the cycle trail from Robertson Street onto Southberg Avenue before crossing SH6 or continuing to Humphrey Street. This kerb is a vehicle 'mountable kerb' that is only suitable for confident adults on mountain bikes. It is very difficult to negotiate – sometimes impossible – for children with smaller bike wheels, which means children have to climb off their bikes while in the Southberg Avenue carriageway. This kerb is part of the official trails network that passes through Frankton and is well used by children cycling to school. It should therefore be accessible and safe for all people using the trails – not just adults.



Footpath along Boyes Crescent

Please install a cycle/footpath along (at least) one side of Boyes Crescent between Bridge Street and Allen Crescent. Boyes Crescent has no footpaths. This would make it much safer for children walking or cycling to school, as this street is popular for parents to park at drop off/pick up times, causing conflicts. A cycle/footpath would separate children from cars.



Footpath along Hawthorne Drive

Please install a footpath that connects the existing footpath at the Remarkables Park roundabout and The Landing along the northern side of Hawthorne Drive and crossing Tex Smith Lane. Currently this area is grassed road verge, which can be unpleasant to negotiate in winter.



Pedestrian crossing on McBride Street

Please install a zebra crossing on McBride Street so that children travelling to school or the Events Centre (we note that Remarkables Primary School has groups going swimming at the Events Centre throughout most of the year) and trail walkers (who are observed wandering across from the lake in search of the shops etc) can cross safely. There is a dropped kerb on McBride Street – this might be a good location for a pedestrian crossing.

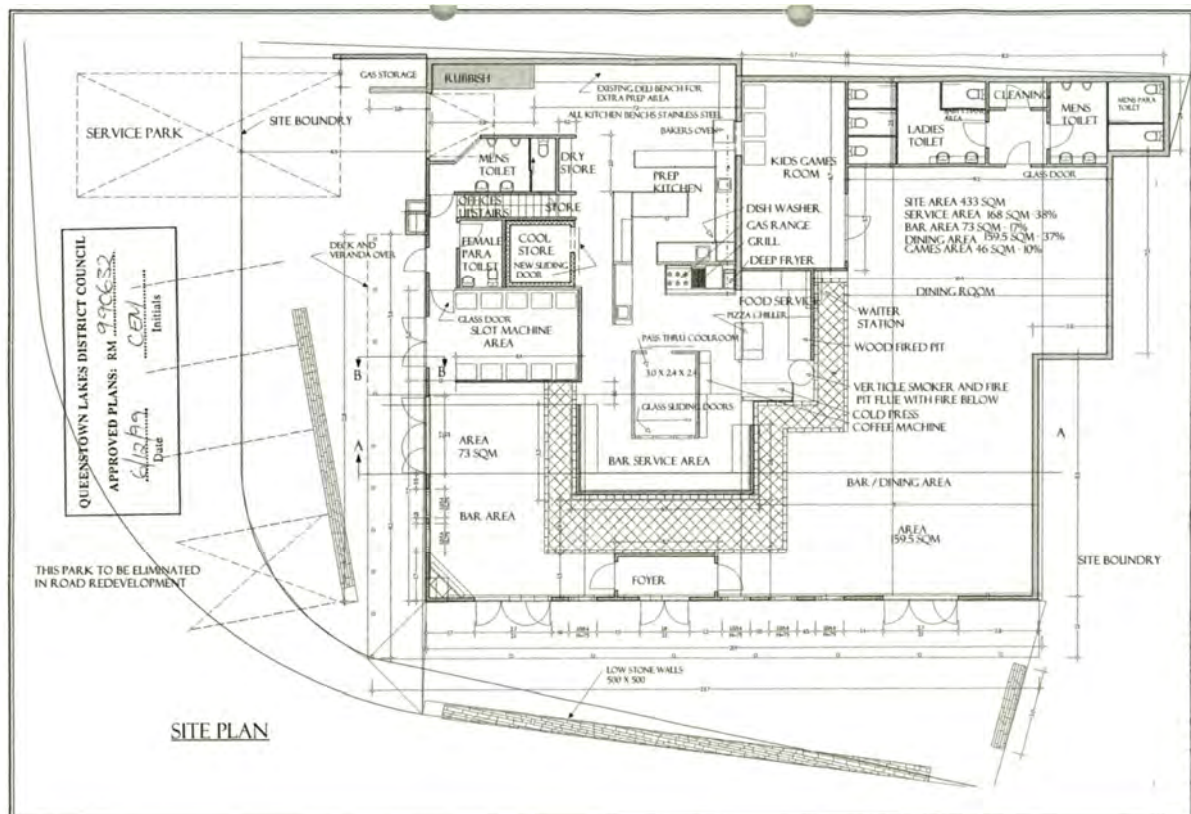
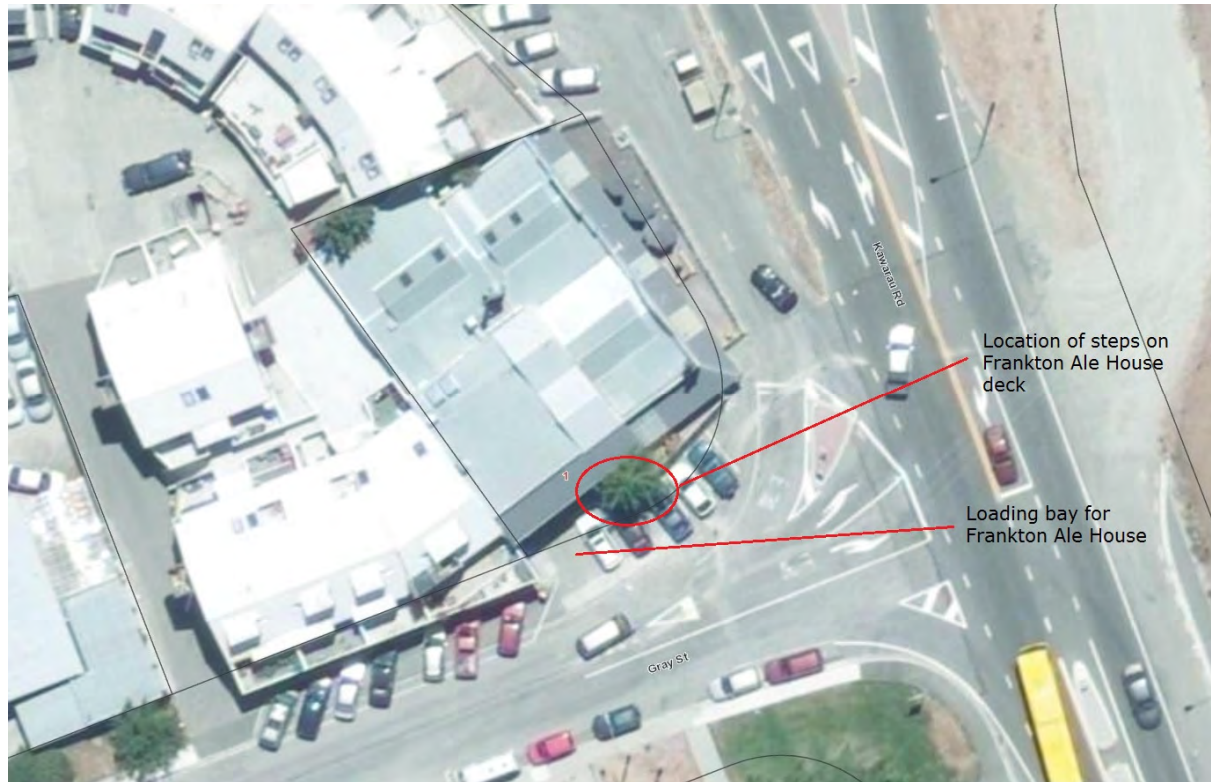


Frankton corner shops

Please investigate ways to install a footpath that connects the shops at Frankton corner. At present, it is not possible for a person with a wheelchair, baby buggy or limited mobility to navigate from the Blood Lab to the Pharmacy, two closely linked trips. There is a loading bay and steps for the Frankton Ale House (private property), or people have to walk on the road carriageway.

It appears the pub was allowed to encroach onto road reserve via resource consent RM990632 and possibly older approvals for previous uses – although we note that the car park closest to the corner was not approved, but is still being used as a car park mostly located on the legal road (see plans below).

As can be seen from the aerial below, most of the car parks in this part of Gray St are not adequately sized and encroach on the road. We think it is time to improve this area and allow pedestrians better access.



We would like to be heard in support of our submission.
Thank you.

FRIENDS OF THE WAKATIPU GARDENS AND RESERVES INC CASSELLS, JAY

District-wide

TRAFFIC ISSUES

COUNCIL ONE-STOP SHOP

RATES, FEES & CHARGES

UNDERGROUNDING POWERLINES

Ladies Mile trees Funding should be allocated for the retention of the trees although it is suggested that it need not be inevitable that additional rates be levied for this purpose alone. Council should however allow for a continuing expenditure in other similar circumstances where it is necessary to maintain the natural attraction of the district. If so, then perhaps some rates increase may be justifiable. There should be a much better awareness that this is the main game for the economy of the district and it should not take private protest to prompt QLDC to save such features.

LAGAROSIPHON

FURTHER COMMENTS

Gardens and Reserves Allowance should be made for -a full review of the requirements, including funding, of the Gardens and all reserves and public land. This includes protection of reserves from use via inappropriate licensing or other alienation. - adequate and balanced Operating and Capital Investment budgets for the Queenstown Gardens,taking into account all interested parties such as users including Disc Golf and the proposed increase in Chinese and other tourism and the lessons last summer of "freedom" camping (as a rare matter of detail,the various budgets should, for example, address the present position in the Gardens where grass cover is very poor or unsightly whereas a great deal of effort seems to be expended on replacement of flower beds; to have, this year, artificial grass placed around the white ANZAC Day crosses seems unnecessary and curious. Also,toilet facilities are now urgent) -the creation of new reserves and parks including CBD parks. Clearly further green and open space will be required to mitigate any densification as is determined as appropriate. -a 150th Anniversary of the Gardens. Any QLDC funding may be matched by private funds and this is the subject of discussions now between QLDC and FOWGR; but in addition to funding, some logistical planning and promotion should be allowed for - the consequences of any decision prospectively made under the District Plan Review, especially as to parking and traffic but also in respect of transport including public transport and any ferries. Council should certainly move "faster to address

(CBD)traffic issues? and that is because there have been years of procrastination and failure to plan on a broad and long term basis. To have embarked on significant plan changes,consents and planning reviews without dealing with district wide traffic has not been wise nor in the best interests of any in the community.