

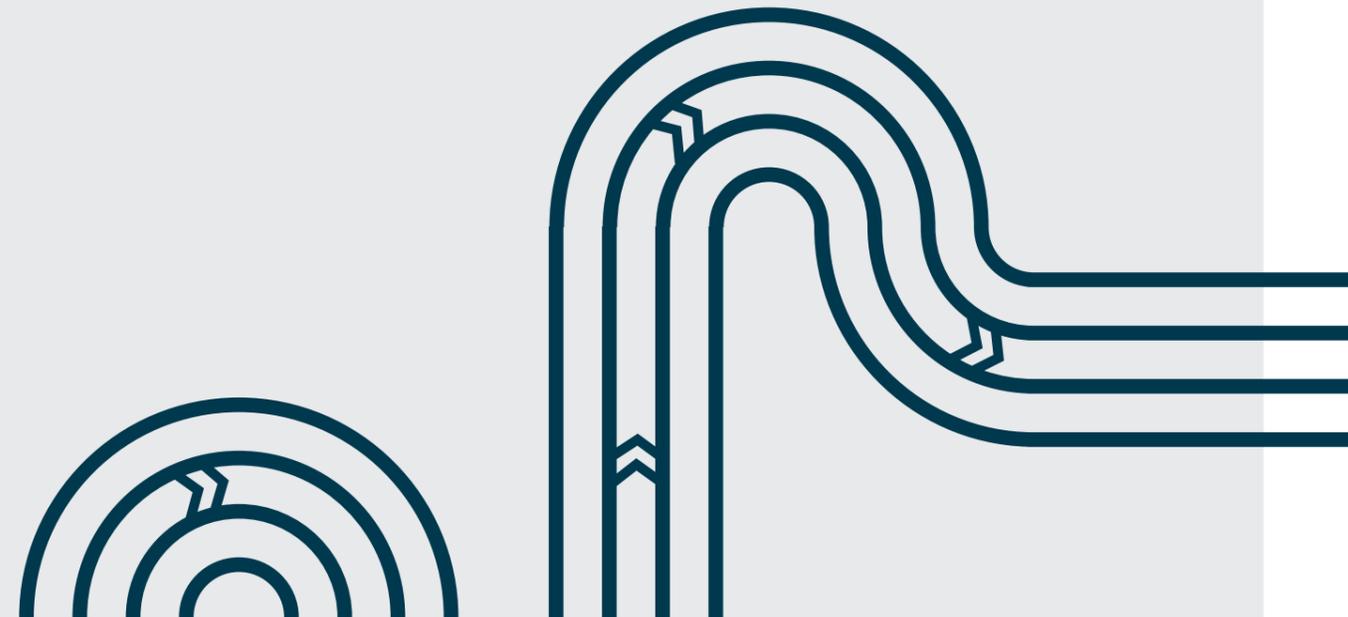
Explore



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Annual Plan 2021/22

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Listen



Lake Wānaka Tourism is a Regional Tourism Organisation formed in 1993 to promote the Lake Wānaka region to domestic and international visitors.

The organisation is an Incorporated Society which is membership based, with over 500 businesses and governed by an elected Board of Directors. The Lake Wānaka region is bounded by Haast Pass in the north and the Crown Range saddle to the south and includes the towns of Wānaka, Albert Town, Lake Hawea, Makarora, Cardrona and Luggate. Lake Wānaka Tourism is funded predominantly from a tourism levy determined as a percentage of the commercial and accommodation rate and collected by council on behalf of Lake Wānaka Tourism.



How did we get here?

Following consultation with a wide range of members and other stakeholders, there was a clear consensus that Lake Wānaka Tourism (LWT) should use the opportunity created by COVID-19 to rethink and re-set its purpose, the principles by which it operates and how it measures success.

Globally, there is increasing recognition that tourism as it has been practised until now, is unsustainable.

This is true for New Zealand as a whole, and for our region. Under the old model, 'value' as measured through visitor growth numbers is privatised, whilst environmental and social 'costs' are borne by our community (current and future).

We also have macro external factors to account for – climate change, water and air quality, carbon costs, plastic, the economy, changing community and visitor values.

The visitor economy is critical to our region, so what we do matters, both as participants in the visitor economy and as people and businesses who are part of the community.

As Lake Wānaka Tourism, we have a responsibility, going beyond accepting and merely attempting to minimise or offset the negative consequences of tourism growth, to developing a model that delivers positive net benefit to all participants, commercial and non-commercial hosts, our guests and our place.

Our Purpose

We believe we live in the most special place in the world; we want to ensure that our people and our place thrive now, and for future generations.

Our Vision

Our aspiration is for the visitor industry to enrich this place, as well as the lives of the local community both now and into the future.

To create mutual value for whanau/whanui (which includes our families, our community, our visitors), our whenua (our place and natural resources) and our economy.

Our Goals

- » Achieve balance for our businesses, host community and environment.
- » The community feels benefitted by having visitors to our rohe (region/area/place).
- » Visitors understand our community/whānau values and tāonga (treasures).
- » Our businesses understand and support our new role within the community as an RTO.

Our Values

Guardianship for our people, our place, our planet—

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

Inclusive and respectful—

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

Living with a sense of balance—

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

Bold and free thinking—

We like to challenge the status quo and what's expected or possible. We don't do 'cookie cutter'.



Organisational Effectiveness

Culture

Develop a culture of learning, innovation and creativity that is aligned with our values. Understand how capability needs are changing. Upskill ourselves and help our whānau to access the resources they need.

Evidence-based decision making

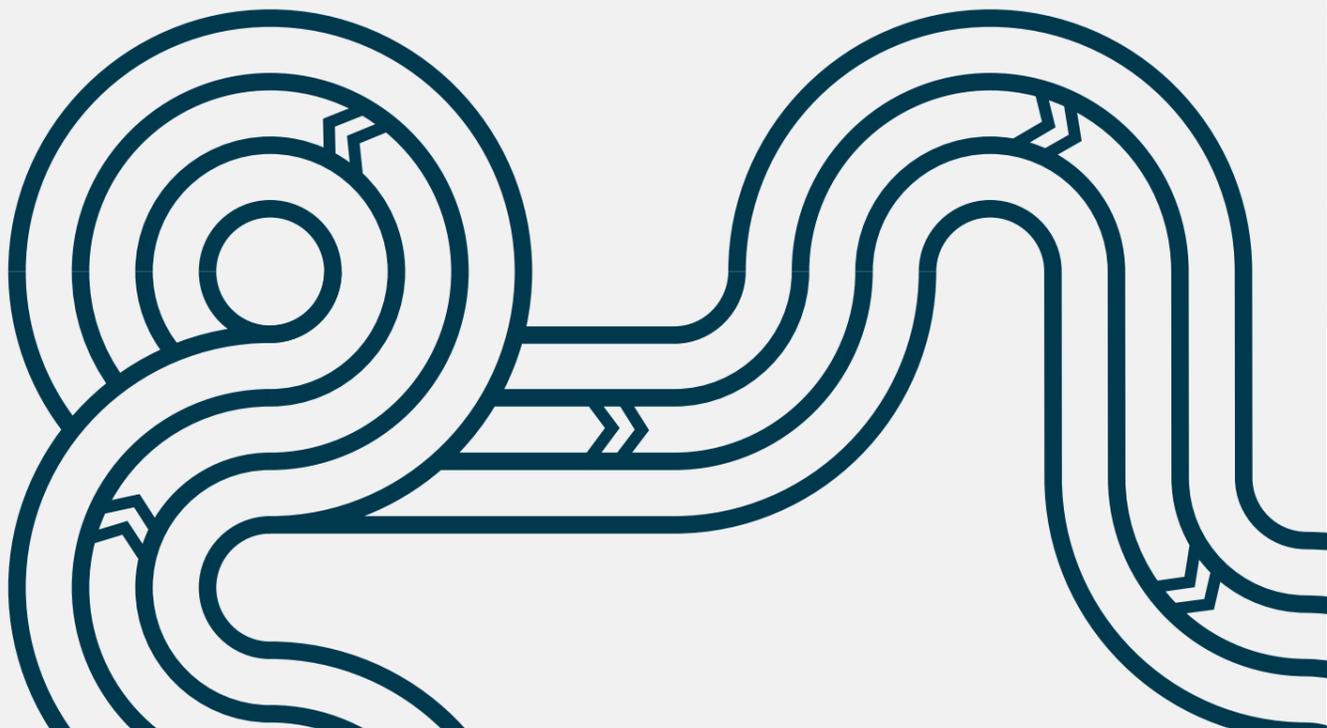
Use data and insights to determine and understand our visitors.

Advocacy

Proactively identify relevant issues and opportunities for the benefit of the visitor economy. Establish and build strong, mutually beneficial relationships with mana whenua and better understand how to reflect Te Ao Māori.

Support

Create spaces and opportunities to connect, share, listen, learn, respond and create.



Listen

Lake Wānaka Tourism has a critical role to play in defining the invitation we want to extend to visitors, the experiences we want to create as a host community as well as a mutual responsibility toward our tāonga (the things we treasure) - understanding how we can preserve and nurture them.



Share

Integrate the history and principles of Te Ao Māori into all visitor economy-related government departments.

Whenua

1. (noun) land - often used in the plural.

Manuhiri

1. (noun) visitor, guest.

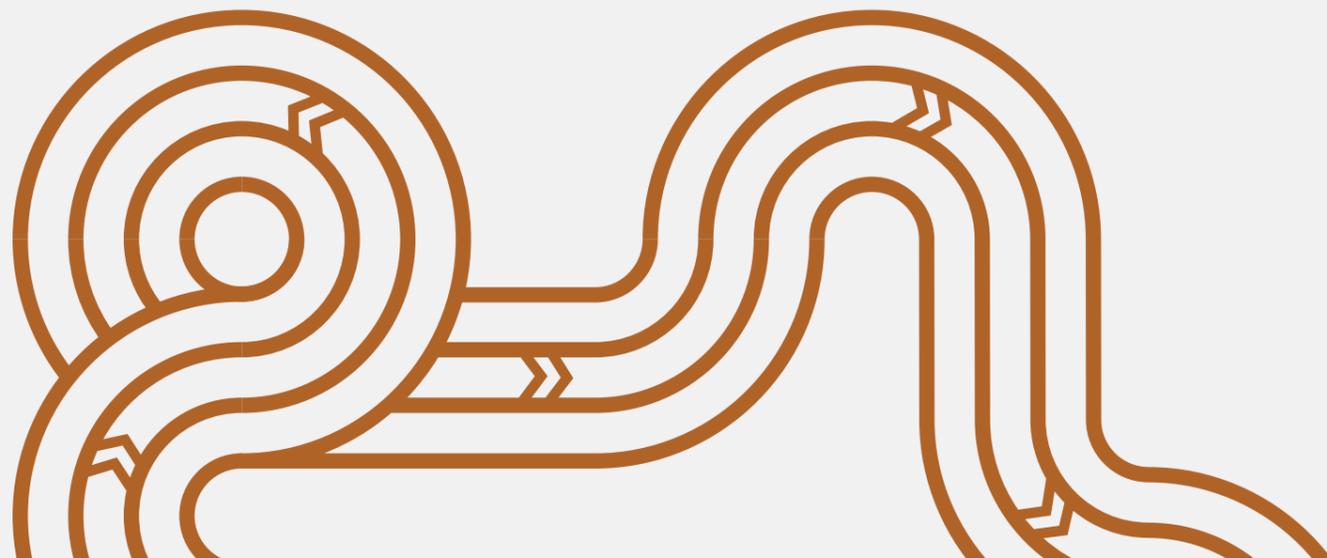
Destination Management

The Wānaka region's natural beauty and welcoming community provide increasing appeal to visitors seeking an authentic and personalised experience. Pre-COVID visitor spend doubled in 6 years, this growth along with residential growth put significant pressure on our community and environment.

The Wānaka region community has a strong connection to the land and an underlying ethos of guardianship. However, there has never been a destination management plan to guide activity and to coordinate the many and varied communities, stakeholders and groups.

The Wānaka region is part of the Queenstown Lakes District. The approach is for Lake Wānaka Tourism (LWT) to partner with council (Queenstown Lakes District Council) and Destination Queenstown to create a district wide destination management plan.

QLDC have completed a spatial plan with central government and community input and this knowledge base will be utilised in the development of a destination management plan for the district.



The New Zealand-Aotearoa Government Tourism Strategy was launched in May 2019 and aims to enrich New Zealand through sustainable tourism growth, underpinned by productive, sustainable and inclusive tourism.

DM is a key focus of the strategy and will contribute to the following strategy goals:

- » Tourism supports thriving and sustainable regions.
- » Tourism sector productivity improves.
- » New Zealand-Aotearoa delivers exceptional visitor experiences.

SOURCE: Ministry of Business, Innovation and Employment (MBIE)



Strategic Priorities 2021-22

1. Tell our story authentically, vividly and powerfully to create connection between people and this place.
2. Community engagement - be a visible, connected, transparent and valued part of the fabric of Wānaka; listen, involve and respond.
3. Help to share the visitor experience.

4. Contribute to environmental regeneration in our rohe.
5. Develop and leverage key partnerships and networks within and beyond our sector.
6. Help to build capacity and resilience in our whānau.



Strategic Priority One

Destination Marketing

Strategic Priority One

Tell our story authentically, vividly and powerfully to create connections with and between people who love this place.

Consistently communicate Wānaka key brand values to attract visitors who want to feel a sense of connection with this place and with us.

How do we do this

- » Provide a platform for initiatives around advocacy, voluntourism, visitor education and opportunities to 'give back' that supports Wānaka's commitment to place, people and planet.
- » Develop and implement content strategy and assets to support brand positioning.
- » Focus on an improved digital user experience.

Cultivate a balanced mix of markets for resiliency.

Target an even spread of visitors throughout the year.*

SOURCE: Tourism Taskforce Report

- » Deliver effective campaign activity to stimulate domestic visitation.
- » Focus on opportunities to motivate the Australian market.
- » Develop and deliver the Regional Events Fund in partnership with Destination Queenstown and Central Otago.
- » Develop a trade strategy that is in synergy with our values, is reflective of current market opportunities and global conditions.

Strategic Priority Two

Community

Strategic Priority Two

Community Engagement - be a visible, connected, transparent and valued part of the fabric of Wānaka.

Adapt an interactive model of communication.

How do we do this

- » Sustained engagement and participatory culture.
- » Community to understand what LWT does and how we can work together.
- » Community understands the benefits visitors bring.

Connect with the community.

The community is a core part of a destination's brand.

- » LoveWānaka Supporting Local, build community support for our local businesses, while cultivating a sense of local pride and togetherness. Connect community and tourism to build social licence.
- » Create spaces and opportunities to connect, share, listen, respond and create.
Build relevant networks beyond the tourism sector.

Strategic Priority Three

Visitor Experience

Strategic Priority Three

Help to shape the visitor experience.

Visitors engage with people, places and products, but they take away experiences and lifelong memories. Great destinations exceed visitors expectations and provide high levels of satisfaction. This is how value is created in tourism.*

SOURCE: MBIE DMP Guidelines

How do we do this

- » Access and understand key data and insights that will drive informed decisions and help operators.
- » Monitor visitor experience.
- » Enable opportunities for Māori tourism experiences.
- » Facilitate passion groups representing the mauri (essence/lifeforce) of our place.

Strategic Priority Four

Regenerative Tourism

Strategic Priority Four

Contribute to environmental regeneration in our rohe.

Internationally, greenhouse gas emissions are being increasingly recognised as one of the largest threats to humanity. Being able to measure and control emissions is critical for meeting our domestic and international climate change targets, including the 2050 target as set by the Climate Change Response Act 2002.

<https://environment.govt.nz/what-government-is-doing/key-initiatives/ets/>

How do we do this

- » LWT journey to Carbon Positive.
- » Assist members to engage in environmental regeneration.
- » Work with our whānau to create environmental initiatives and experiences for visitors to participate in.
- » Connect business with effective initiatives.
- » Weave environmental regeneration and whenua ora into our stories and look for stories and ideas that we can leverage.
- » Monitor the impact of tourism on our people and place.
- » Work collaboratively with the tourism industry and others outside of tourism who are working in environmental regeneration to leverage ideas and initiatives that are already out there.

Strategic Priority Five

Collaboration

Strategic Priority Five

Develop and leverage key partnerships and networks within and beyond our sector.

Working together to achieve positive outcomes for Wānaka and the wider region.

How do we do this

- » Engage and collaborate with members, community, partners, stakeholders and iwi.
- » Develop and execute Destination Management Plan.
- » Leverage and support Tourism New Zealand's activity.
- » Utilise trade relationships to help tell the story of our place, so that visitors can begin to build a relationship with us before they leave home.
- » Alignment between national, regional and local planning frameworks including visions and goals.

Strategic Priority Six

Industry Capability

Strategic Priority Six

Help to build capability and resilience in our whānau.

Support the capability of our businesses to ensure sustainability and relevant experiences.

How do we do this

- » Identify member needs.
- » Enable and facilitate connection and collaboration between member businesses.
- » Improve business profile & referrals on core channels e.g. Wānaka website, Tourism NZ website, Google DMO program.
- » Focus event sponsorship on core strengths that align with our values.
- » Help our local industry connect with trade and community.

The future

The future visitor economy must be regenerative and resilient. It needs to deliver net benefits across all four wellbeings; social, cultural, environmental and economic.* In real terms, this means that future tourism experiences in Aotearoa New Zealand must:

- » Enrich visitors in ways that show genuine care and enable life-changing experiences.
- » Contribute to the unique essence, culture and health of local communities and their places.
- » Provide meaningful work, and opportunities for those working in the industry to develop and grow.
- » Be enriched by the values of Te Ao Māori.
- » Improve the health of our natural ecosystems.
- » Generate durable financial returns and support further regenerative development.

* SOURCE: Tourism Futures Taskforce Report



Success Measures

The success of our efforts will include economic, social, cultural and environmental measures of impact.

Social

Measures

Maintain visitor satisfaction and Destination Reputation	Target 62% or above net promoter score Tourism Sentiment Index (TSI)
Community Sentiment	Resident satisfaction as measured by the QLDC Quality of Life Survey TSI
Businesses	Annual survey

Economic

Measures

Grow visitor spend at a greater rate than visitor volume	Tourism Electronic Card Transactions (TECTS) Accommodation Data Programme (ADP)
Maintain NZ/Australia share at 44%-60% of total visitor spend	Tourism Electronic Card Transactions (TECTS) Accommodation Data Programme (ADP)
Contribution to GDP	QLDC

Environmental

Measures

Reconnecting and caring for our environment	60% of businesses signed up to Tourism Sustainability Commitment (TSC)
Businesses making a positive environmental impact	The majority of our businesses are on the journey to Carbon Zero
Advocacy, voluntourism, visitor education and opportunities to 'give back' that supports Wānaka's commitment to place, people and planet	20% participation in advocacy platform or other regenerative initiatives

Cultural

Measures

Celebrate the authentic korero (stories) and history of our rohe (place)	Stories told by us and our whānau are authenticated by Tāngata Whenua
Encourage creativity, arts and culture which contributes to the vitality and resilience of our region	Target 5% increase or above net promoter score Tourism Sentiment Index (TSI) relating to arts and culture awareness
Support initiatives that provide opportunities for people to engage with the local arts community	Target 5% increase or above net promoter score Tourism Sentiment Index (TSI) relating to arts and culture awareness



