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Annual Plan 2022/23

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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.



Introduction

The wairua (spirit) created by our landscape is what shapes the experience of being in Wānaka and connects everyone who visits — whether for a few hours, or a lifetime.

Right from the time of Waitaha arrival at Lake Hāwea in 850 AD, this place has called to explorers from Māori who lived at Manuwhaia, to those of us who initially came as travellers —searching and found something here that made us want to stay.

All of us who live here and many of those who visit feel a strong sense of connection and belonging—Wānaka is more than just a beautiful place. We are a diverse, innovative, energetic community who live here because we love it—it is a place where we can follow our passions, live our values and feel we belong.

To preserve this for future generations we all have a responsibility to take up the challenge of being good ancestors.

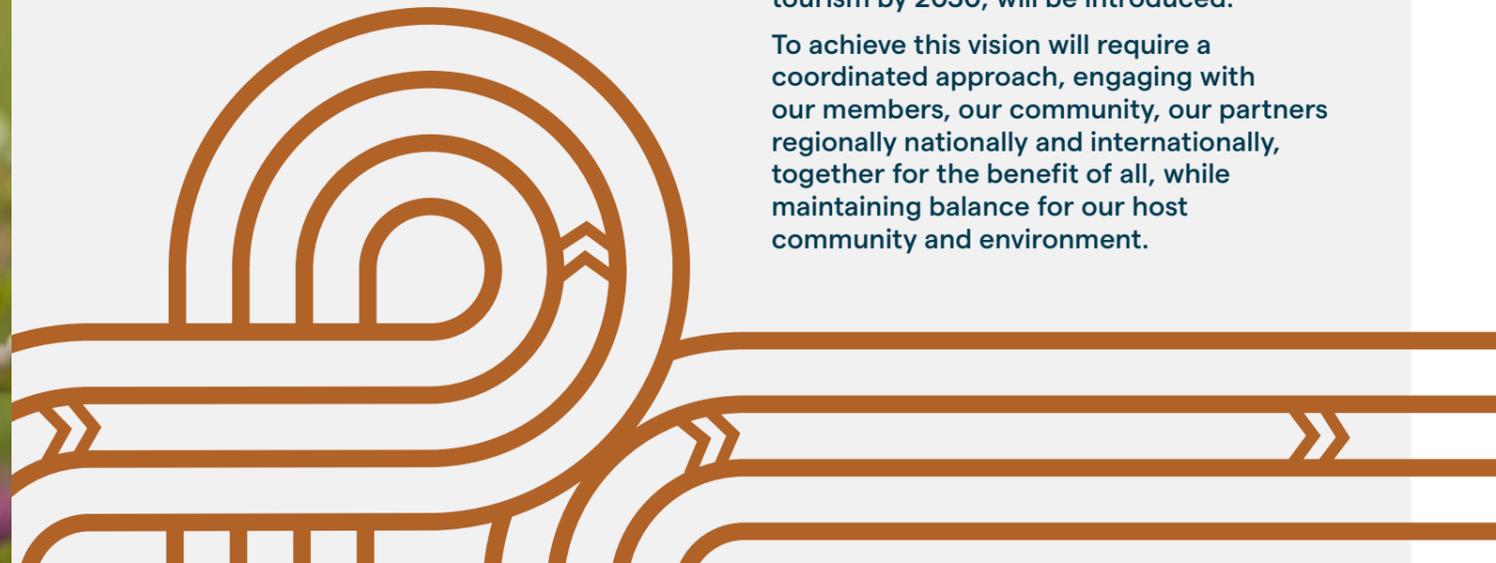
As an organisation we've taken time to reflect and understand that we have a responsibility to help create the foundations for a thriving future for this place, long after we are gone. That we need to be representative of our values, our place, and our people.

The future of tourism can be regenerative and resilient, delivering benefits across all four aspects of wellbeing, while also enriching the visitor experience.

To achieve this future, we are working in partnership with Destination Queenstown (DQ), Queenstown Lakes District Council (QLDC), Kai Tahu and the Department of Conservation, to create a district wide Destination Management Plan (DMP) that maps a pathway to regenerative tourism by 2030.

While destination marketing remains a priority in FY22-23 to support recovery, initial work programmes from the region's new DMP which focuses on regenerative tourism by 2030, will be introduced.

To achieve this vision will require a coordinated approach, engaging with our members, our community, our partners regionally nationally and internationally, together for the benefit of all, while maintaining balance for our host community and environment.



Our Purpose

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

Our purpose recognises the need for Lake Wānaka Tourism to play its part in the evolution of tourism in our region.

Our purpose sets the goal to contribute to a thriving place and values of mana whenua as our Treaty partners. Therefore—goes beyond economic contribution and means taking into account other types of value and impacts, implying a need to understand what ‘thriving’ looks like for our community.

Our purpose has an inter-generational focus.



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—

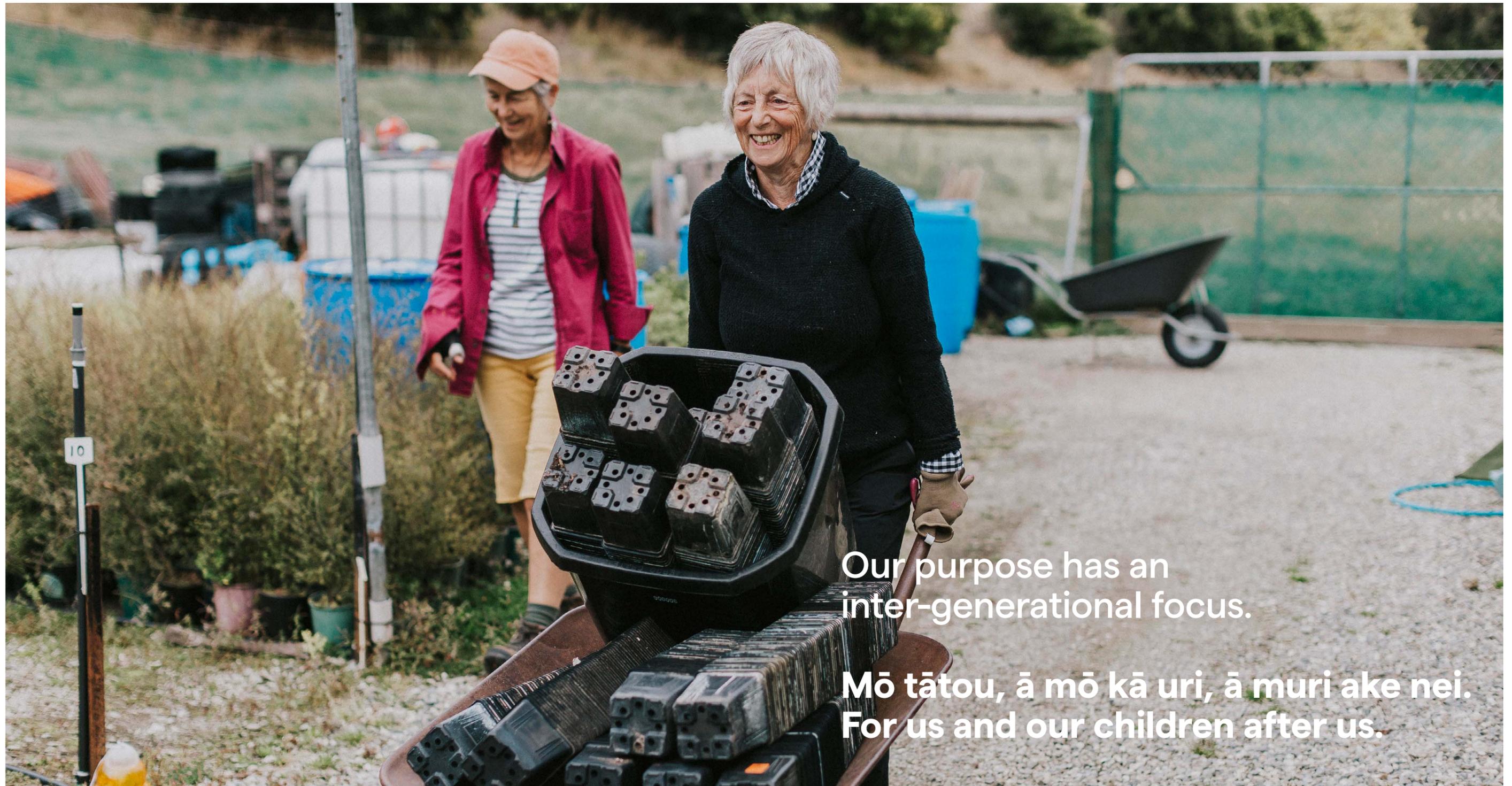
We are inclusive of everyone who visits, respectful of difference and appreciative of the diversity of people who live in and visit our place.

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'.



Our purpose has an
inter-generational focus.

Mō tātou, ā mō kā uri, ā muri ake nei.
For us and our children after us.

Destination Management

Just over 2 years ago, tourism was booming in our district. With this growth, tourism provided many benefits to the economy, local community, and related industries. The local accommodation and food sector grew 149% between 2000-2020 (while national growth in this sector was just 54%).

Tourism GDP grew by 665% between 2000-2020.....to a massive \$1.5 billion. At year-end 2020, tourism made up 44% of the district's GDP (tourism was 5.1% of national GDP).

In 2019, there were 1.18 million arrivals through Queenstown Airport. For every one Queenstown Lakes resident, \$73,594 was spent by visitors in the local economy (at year end 2019).

Tourism provides many benefits and is deeply embedded in our local economy, however by 2020, the volume of visitors was being questioned and the warm and friendly welcome that set us apart was under threat. Tourism is a critical part of our local economy with roughly 50% of full-time jobs within the tourism system.

Globally, there is increasing recognition that the trajectory of tourism pre-Covid was unsustainable long term. This was also true for New Zealand as a whole and for our region and was reflected in feedback from multiple community sessions held with our community.

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

In an increasingly uncertain world, how we respond and prepare ourselves will ultimately shape our future. A DMP is an important part of that process.

Funding granted by central government to LWT and DQ in 2020 and 2021 for the purposes of creating a destination management plan needs to demonstrate the following.

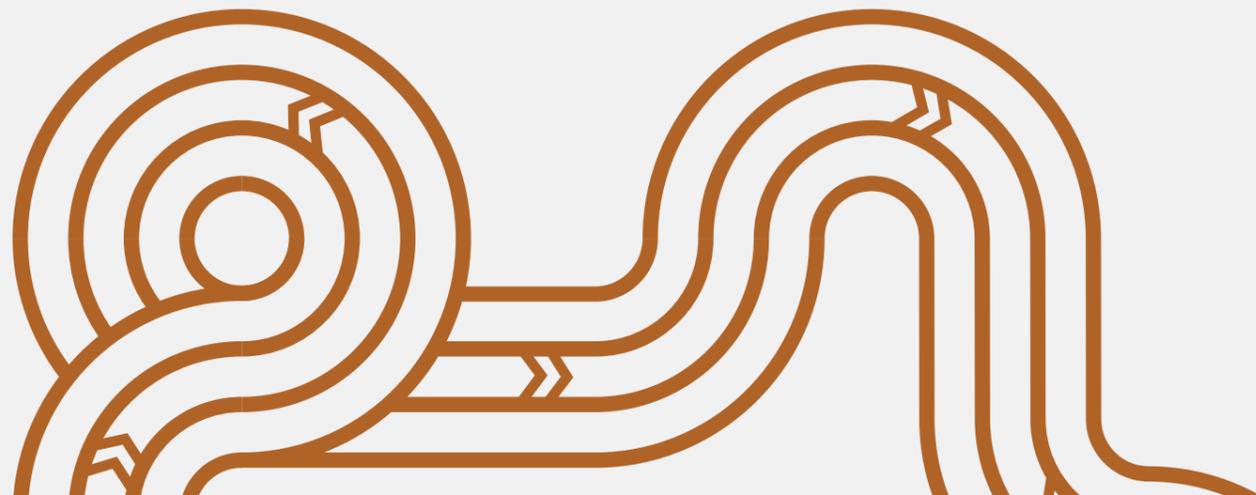
- a. Advancing the goals of the New Zealand-Aotearoa Government Tourism Strategy and create a more productive, sustainable and inclusive tourism sector.
- b. Retaining RTO investment from Local Government.
- c. Adopting a destination management approach in line with MBIE's Destination Management Guidelines which includes working with industry, communities and stakeholders to plan for the future, supporting industry capability and product development opportunities; and
- d. Domestic marketing activity that complements Tourism New Zealand's domestic marketing.

Significant work has been undertaken on a district-wide scale to gain input from our communities, partners, and stakeholders to shape the DMP.

What we heard has set us on a path to develop a plan that will create value not just for the tourism and visitor economy, but for our communities, our partnership with Kāi Tahu, our cultural values, our environment, and our wider economic wellbeing. That will enable tourism to enrich our whole place and our visitors, in a way that is sustainable over time.

The goals of the destination management plan are:

- » Embrace and nourish the unique identity of our communities in ways that enhance visitors' experience and their sense of connection to our place.
- » Ensure the visitor economy has a positive environmental impact and is aligned with being net zero emissions and zero waste by 2050.
- » Nurture development of a thriving visitor economy that is resilient, productive and ready for the future.
- » Create and support the relationships, structures and systems needed to enable a regenerative visitor economy.
- » The DMP approach will support local communities and in turn, visitors will be enriched through authentic experiences and interactions with the unique essence, stories, culture and heritage of the district's places and communities.



The Vision

Tourism for a better world.

The vision is grounded in a clear purpose for tourism. It sheds light on the role the visitor economy can play in achieving the benefits of regenerative tourism.

It aligns with the underpinning values of Vision Beyond 2050, which is based upon the values that collectively define what is unique about the Queenstown Lakes district.



Values

Manaakitaka—

Mutual respect: We give a warm welcome to visitors (manuhiri), building unity through authentic connections and the act of sharing so that those arriving as manuhiri leave as extended family (whānau whānui). We care for the health and wellbeing of everyone in our community because those who are least visible are an important indicator for the health of the whole.

Whanaukataka—

One together: Reciprocal relationships which are valued, strong, enduring and weave us together as whānui. These relationships nourish our community, as well as enabling a productive and thriving visitor economy. We support and celebrate local whenever we can. We invite manuhiri to share equally in the kinship of our communities through meaningful experiences and connections, rather than through transactions.

Kaitiakitaka—

Guardianship. Recognising the life-supporting balance of nature, we consciously care for our unique environment and biodiversity so that nature thrives for the benefit of all species, whilst providing for the wellbeing of our people and our place.

Guiding Principles

Building communities—

Our communities are the living heart of the district. We understand, respect and treasure their unique essence, identity and values by giving them an authentic voice and opportunity to shape their futures.

Enabling regeneration—

We consciously nurture those people, activities and organisations that are already lively forces of regeneration, so that others will follow their lead and create the conditions for a regenerative community.

Demonstrating leadership—

Using economically sustainable and agile businesses, we collaborate to innovate joint ventures with nature, communities and places which will enrich manuhiri, locals, workers and the environment.

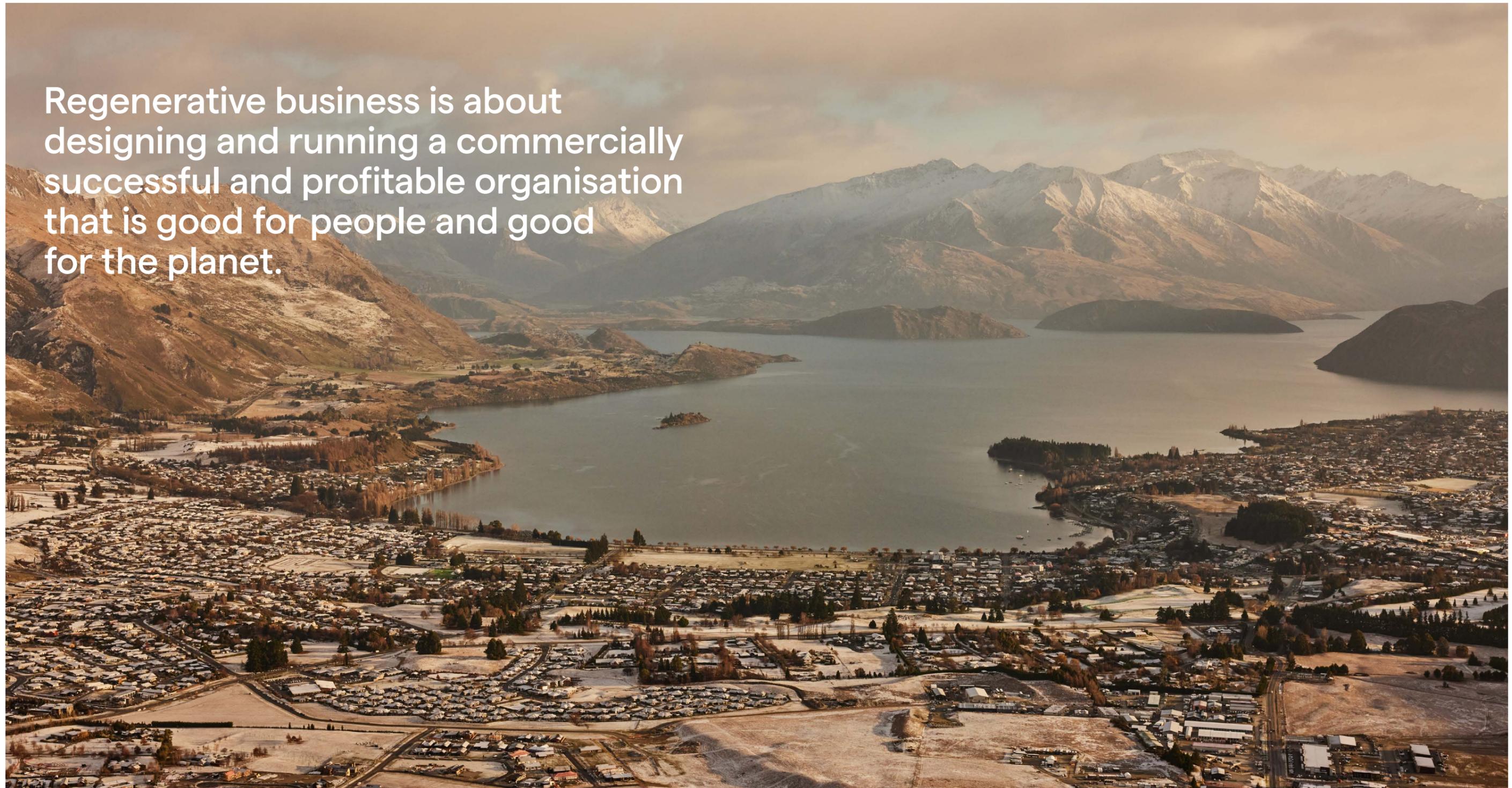
Working together—

We must work together because no single organisation can achieve our vision alone. Organisations and agencies with a role to play openly share information and resources in the shared interests of achieving our goals.

Embracing change—

We look backwards to learn from the past and plan with prudence to prepare for the future. We do not fear change but embrace it as an opportunity to improve and be of greater service to our communities.



An aerial photograph of Lake Wānaka, New Zealand, showing the town of Wānaka in the foreground, the lake in the middle ground, and the surrounding mountains in the background. The sky is overcast with soft, diffused light. The text is overlaid on the left side of the image.

Regenerative business is about designing and running a commercially successful and profitable organisation that is good for people and good for the planet.

Strategic Priorities 2022-2023

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

Integrating a regenerative tourism system approach will take time and effort; but that investment will be repaid by supporting a visitor economy that is more productive financially, socially, culturally and environmentally; and more resilient.

How we plan to approach this transition is outlined on the following pages.

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 whanau.



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.

Aim: Attract manuhiri who want to feel a sense of connection with this place and with us.

How do we do this

- » Utilise high quality storytelling to build deeper connections and evoke action/participation.
- » Align marketing and communication activity with community values and a regenerative mindset.
- » Work with Tourism NZ and third-party travel trade organisations to raise their awareness about and support our community values-based approach.
- » Foster a greater understanding and connection with our place.

Cultivate a balanced mix of markets for resiliency.

Aim: Be better prepared for the future.

- » Develop and implement effective activity to stimulate domestic visitation.
- » Focus on opportunities to motivate the Australian market.
- » Develop and execute a trade strategy that is in synergy with our values, is reflective of current market opportunities and global conditions.
- » Leverage and support Tourism New Zealand's activity.

Strategic Priority Two

Community

Strategic Priority Two

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

Align community wellbeing and visitor experiences in ways that positively enrich both.

Aim: Understand the community needs and expectations from the tourism system.

How do we do this

- » Co- create a schedule of regular opportunities to listen to and engage proactively with our communities about tourism.
- » Celebrate and support local community values.
- » Make it easy for tourism businesses to integrate and support the values of the communities where they operate.
- » Build community support for our local businesses.

Show leadership in caring for our place.

Aim: Consistently communicate expectations to both overseas visitors and locals.

- » Encourage the community and tourism businesses to champion the Tiaki Promise.
- » Develop a kaitiaki/stewardship course.

Strategic Priority Three

Visitor Experience

Strategic Priority Three

Help to shape the Visitor Experience

Enable visitors to have a greater understanding and connection with place.

Aim: The values that we share as a community are reflected in the experiences visitors have.

How do we do this

- » Facilitate passion groups representing the mauri (essence/lifeforce) of our place.
- » Bring the cultural history and stories of our places to life.
- » 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.

Strategic Priority Four

Regenerative Tourism

Strategic Priority Four

Contribute to environmental regeneration in our rohe

Demonstrate that the environmental footprint of the visitor economy is known and is being reduced.

Aim: Reducing negative impacts and begin to target positive environmental impacts that align with the vision of tourism for a better world.

How do we do this

- » Work with existing local initiatives and organisations to support the implementation of a district-wide programme to measure the carbon footprint of all tourism businesses and support them to reduce emissions.
- » Raise tourism businesses' awareness about the importance and benefits of managing the environmental footprint of their business.
- » LWT journey to Carbon Zero.

Support innovation and leadership to reduce the visitor economy's environmental footprint.

Aim: Encourage the adoption of practices, behaviours and innovations that can effectively address environmental challenges.

- » Collaborate with local research and innovation organisations to explore, develop and promote new cost-effective solutions that radically improve environmental performance.
- » Assist members to engage in environmental regeneration.
- » Work with our whanau to create environmental initiatives and experiences for visitors to participate in.
- » Weave environmental regeneration and whenua ora into our stories and look for stories and ideas that we can leverage.
- » Create regular forums to encourage a shared understanding of the district's vision for regenerative tourism.

Enable regenerative contribution back to the local community.

Aim: Create opportunities for visitors, and tourism businesses to give back, financially or in kind, to their host region.

- » Establish a community fund that targets visitor give-back (financial and in-kind) that supports social and environmental outcomes.

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.

Aim: Create and support the relationships, structures and systems needed to enable a regenerative visitor economy to emerge.

How do we do this

- » Engage and collaborate with members, community, partners, stakeholders and iwi.
- » Develop an inter-regional destination management planning network to support achievement of the plan's objectives in collaboration with other regions and their destination management plans .
- » Alignment with national, regional, and local planning frameworks including visions and goals.

Be good Treaty partners and support Te Ao Māori.

Aim: Work with takata whenua and mana whenua to develop a clear and shared understanding of the district's cultural taonga as a cultural values map.

- » Establish an effective and strong working partnership with authorised Kāi Tahu, Rūnaka and mana whenua representatives.
- » Enable and support broad community understanding and appreciation of Te Ao Māori, The Treaty of Waitangi and mātauranga Māori (Māori knowledge).
- » Raise awareness of the Kāi Tahu legends and stories of place, which are authorised by Kāi Tahu to be shared.

Strategic Priority Six

Industry Capability

Strategic Priority Six

Help to build capability and resilience in our Whānau

Ensure businesses are supported to build the knowledge and capability to move towards a regenerative visitor economy; as well as being better prepared for the future.

Aim: Build business resilience, capability, and productivity.

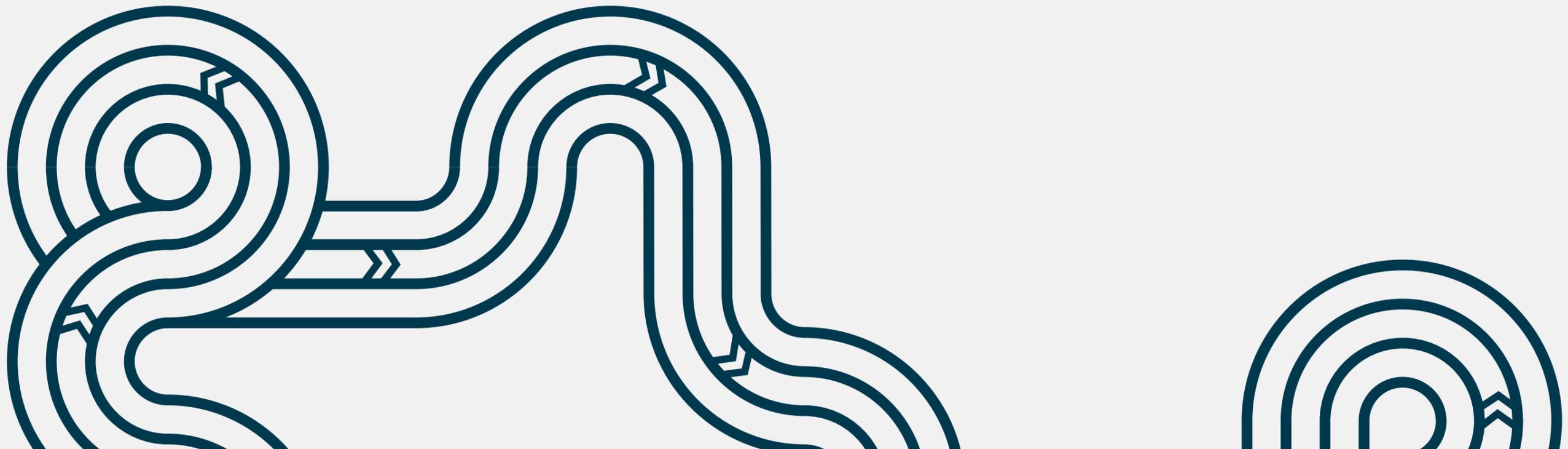
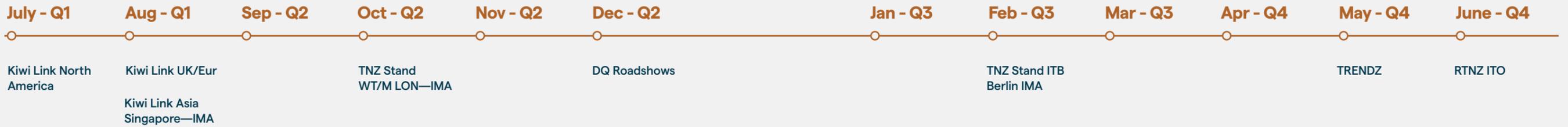
How do we do this

- » Identify member needs.
- » Work with local organisations to provide mentoring, training, information, resources and other useful ongoing support for tourism business owners, managers and employees.
- » Improve business profile & referrals on core channels.
- » Enable and facilitate connection and collaboration between member businesses.
- » Support the establishment of local Māori tourism businesses.

Trade Activity

Develop and execute a trade strategy that is in synergy with our values, is reflective of current market opportunities and global conditions

2022/23 Trade Activity Overview

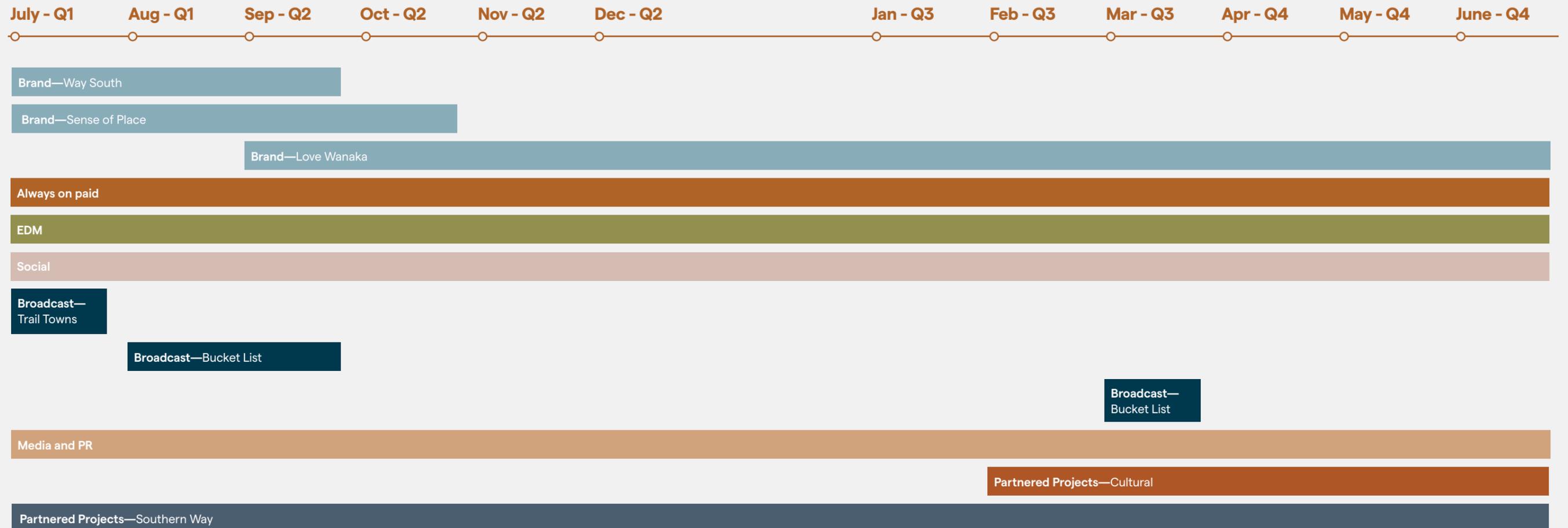


Our approach to Marketing

We take what is known as an 'always on' approach to marketing **24 hours a day, seven days a week, 365 days** of the year.

Always-on marketing allows us to gain momentum and awareness in the market year-round, as opposed to a primarily campaign-based approach where you operate in cycles of ramping up and scaling back where momentum is lost quickly after a campaign finishes. "Always-on" delivers an ongoing feed of relevant content and creating a longer lasting connection.

2022/23 Marketing Overview Calendar



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.

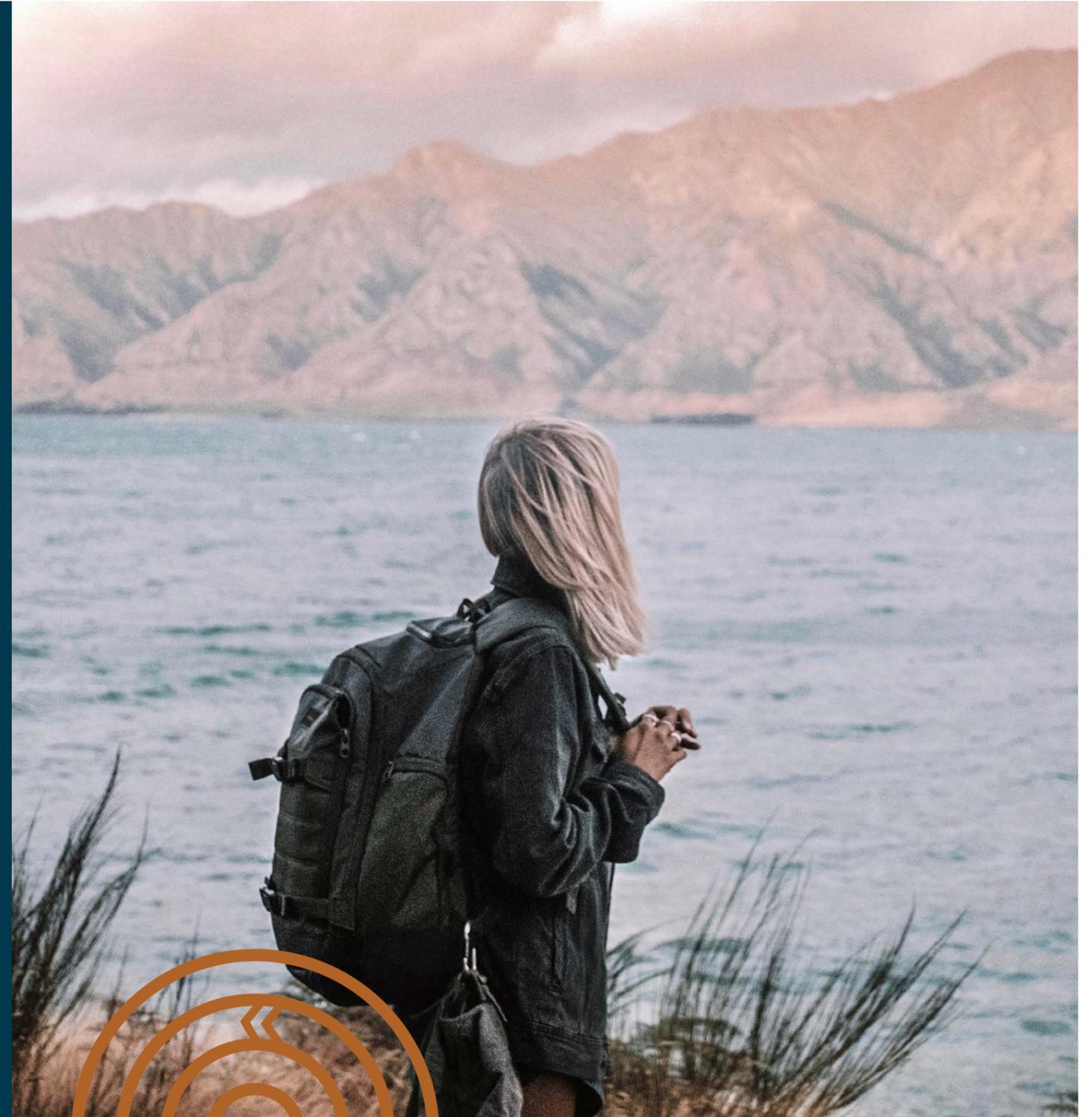


The future

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 | The Tourism Sentiment Index (TSI) score remains in the upper quartile of the global sentiment range or within 5 points of the upper score of the TSI Global score (TSI) |
| Community Sentiment | Maintain the Domestic Tourism Approval Rating in the Wānaka region at 61 in the FY22/23 Views on Tourism research |
| | Improve the International Tourism Approval Rating in the FY22/23 Views on Tourism research |
| | Improve awareness of the Destination Management plan from 35% to 65% as measured by the Views on Tourism survey |
| Businesses | Annual survey to measure business |
| Economic | Measures |
| Maintain NZ/Australia share at 44%-60% of total visitor spend | 5% growth in domestic visitor expenditure in FY22-23, as measured by Marketview electronic card data |
| | Tourism Electronic Card Transactions (TECTS) Accommodation Data Programme (ADP) |
| | 5% growth in expenditure over FY18-19 (last pre-Covid year) from the Australian market |
| Grow visitor spend at a greater rate than cumulative visitor numbers | (Marketview and Data ventures) |
| Contribution to GDP | Grow tourism's contribution to the Queenstown Lakes District GDP to 30% at YE March 2023 (Infometrics) |

| Environmental | Measures |
|---|---|
| Commitment to caring for our environment | Actively track the number of organisations involved with sustainability commitments (TIA's Tourism Sustainability Commitment, Tiaki Promise Commitment, Qualmark qualification) |
| Building awareness/ knowledge and measuring impacts | Actively track the number of organisations that have completed the WAO 'Know Your Number' programme and are tracking carbon emissions |
| Cultural | Measures |
| Celebrate the authentic korero (stories) and history of our rohe (place) | Stories told by us and our whānau are authenticated by Tākata 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 | Benchmark website visitation and engagement metrics to Te Wahi Toi district wide arts portal |





Lake Wānaka Tourism is a Regional Tourism Organisation formed in 1993 to promote the wider 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 Hāwea, 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.

