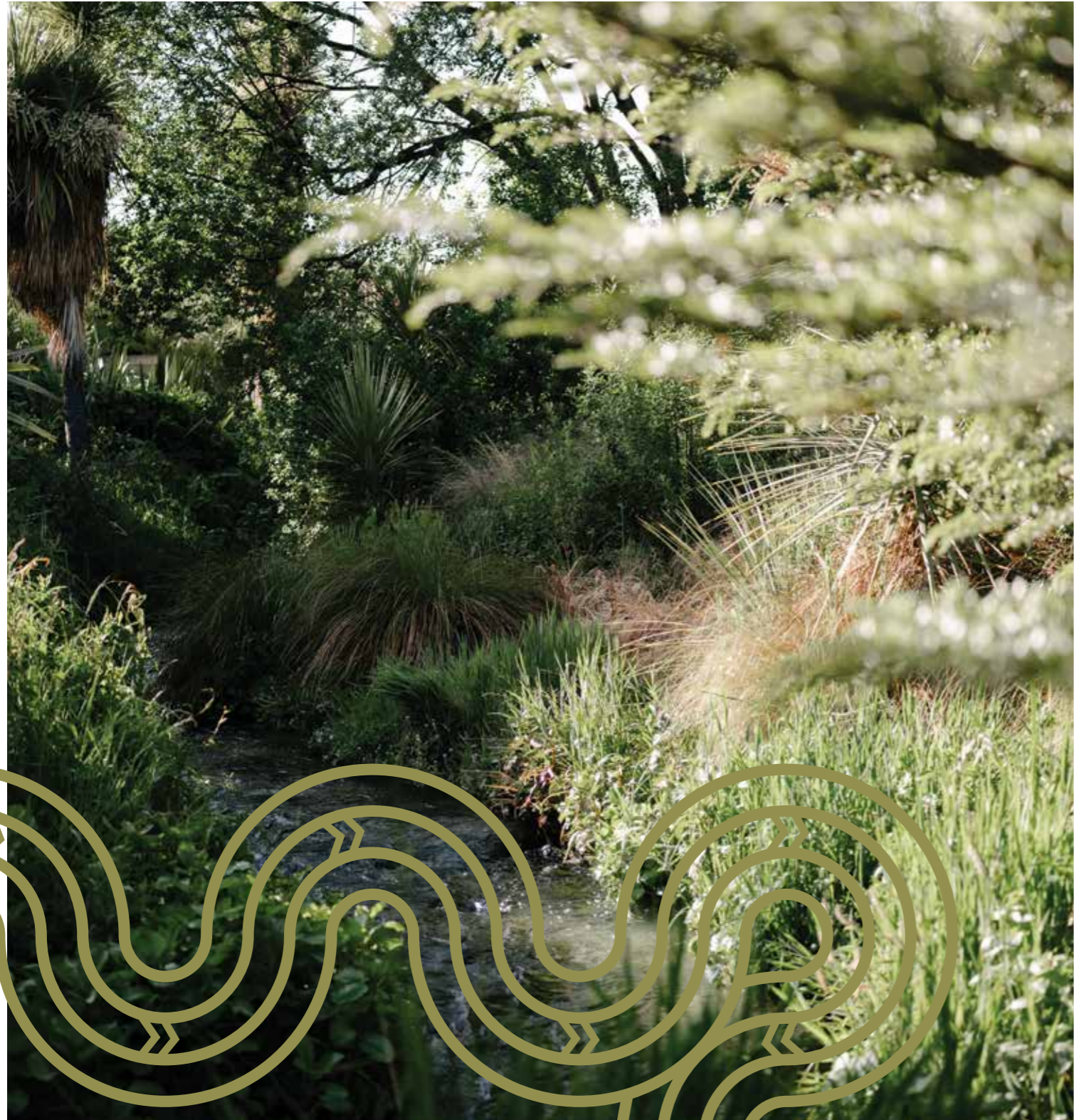




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Introduction

This land has a rich history of welcoming and providing for people, of forging deep connections to whenua and the environment. From the time of Waitaha arrival in 850 AD, through to the start of the 20th century, Kāi Tahu Whānui lived off the land, from the land, with the land and across the land.

It is a place steeped in whakapapa from the Kāi Tahu Whānui settlements through to the early European settlers, the prospectors drawn by the allure of gold, and then the tourism entrepreneurs who turned their passion into enterprise.

The wairua (spirit) created by the landscape shapes the experiences that connect everyone who visits with the land and with local communities. The region's magnetism will continue to beckon people to visit, work and live here, bringing welcome diversity. Many locals nurture a deep love for this unique place and have a strong desire to contribute to its future.*

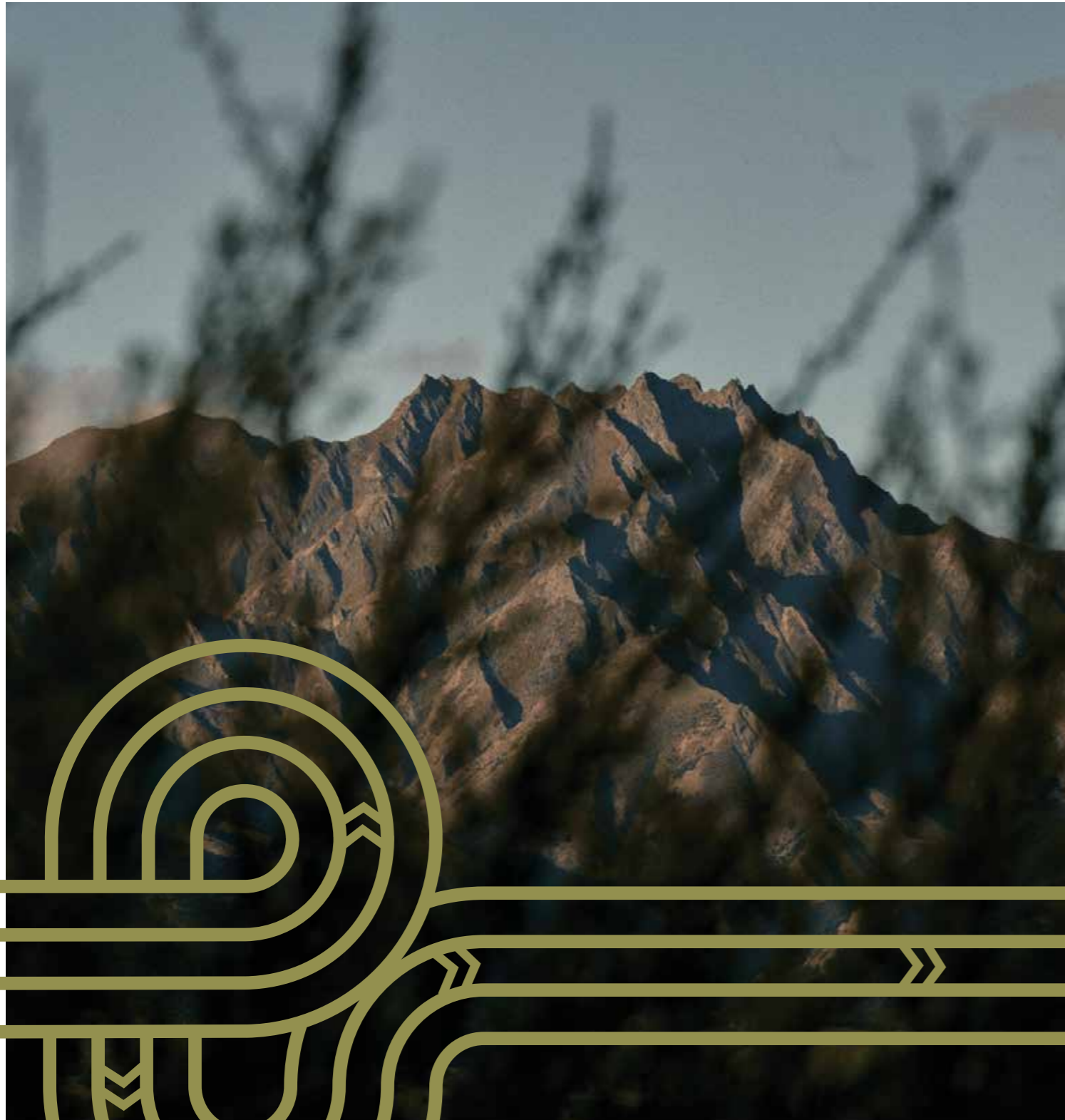
In 2023 the Queenstown Lakes tourism industry is evolving to meet the great challenge and opportunity of our time: to achieve a regenerative visitor economy by 2030, including the ambition to reach carbon zero by 2030. Progress toward this vision will be made when residents, communities, organisations, and businesses collaborate on the strategic pillars and projects outlined in **Travel to a thriving future** – the regenerative tourism strategy for the Queenstown Lakes. Delivering on these initiatives will ensure that Queenstown Lakes remains a special place for future generations and one we can be proud to share with visitors.

Travel to a thriving future is the overarching guide for the FY23-24 LWT business plan. Outlined in the following document are the key initiatives from the DMP that the organisation will be undertaking. LWT will seek to work collaboratively where possible with our partners and the community to achieve our goals. This work will go beyond simply destination promotion and begin to include destination management initiatives that focus on moving the region to regenerative tourism.

Lake Wānaka Tourism in partnership with Destination Queenstown, Queenstown Lakes District Council (QLDC), Kai Tahu and the Department of Conservation are committed to create a tourism future together, taking an inter-agency approach to deliver a plan that aims to enrich the district across all four wellbeing's and maps a pathway to regenerative tourism by 2030.

Together, the Queenstown Lakes District has the opportunity to rethink how the visitor economy works and to imagine how it can deliver social, cultural, economic and environmental benefits through tourism that also provides exceptional visitor experiences.

****"Travel to a thriving future" – Queenstown Lakes regenerative tourism strategy.***



The Big Picture

While 2020-2022 were incredibly challenging years for the tourism industry and our district in particular, recovery commenced in late 2022 and strong forward demand is evident in 2023.



This latent demand, along with community sentiment, changing traveller trends, visitor expectations and our region's goal to protect our valued environment, means a rethink on how we invite our visitors, and how we manage relationships with them when they are here.

The visitor economy is critical to our region, so what we do matters, both as businesses and people who are part of the community. To protect our place and prioritise our people we must look to an evolved tourism strategy, one that prioritises human connection, environmental stewardship, and community wellbeing.

This means identifying optimal visitor numbers to our district; identifying which visitors have values that align with our own; working to evolve product to make them more environmentally sustainable and measuring success in new ways, with yield and the holistic value of tourism prioritised over an increase in visitor numbers.

It will mean working with our partners Tourism New Zealand, the airlines and travel trade in a different way. To educate them on our region's priorities and collaborate to evolve new ways of working that meets the expectations of our DMP and delivers business to Queenstown Lakes that is environmentally, socially, culturally and economically sustainable.

Within our region LWT will build on the collaborative and constructive relationships it has with Queenstown Lakes District Council (QLDC), Destination Queenstown (DQ), Queenstown Airport Corporation (QAC), Iwi, Queenstown Chamber of Commerce and the Southern Way collective, to position our destination in an optimal way, supporting the work being done regionally to align with the goals of **Travel to a thriving future** and to work alongside other industries with regenerative ambition.

This collaboration acknowledges that the visitor economy is a system that includes far more than tourism-related businesses; it consists of many sectors and businesses that impact travellers. All this is inter-linked with communities and the environment. The visitor economy includes the places people stay, the transport that connects them, and the infrastructure that enables it. It includes activities of all kinds, the ecosystems where those activities happen, the culture and heritage people experience, and the industries behind them – the whole web of interdependent relationships and interactions that are part of the visitor experience.

LWT's strategic focus has also evolved to incorporate the region's Carbon Zero goal; inviting high-contributing visitors; supporting the development of regenerative experiences; fostering connections with local communities and building economic resilience and capability in the visitor economy.

While the pandemic has meant the focus for the last few years has been to recover and reset now is the time to set ourselves up for a resilient future.

We all have a responsibility to take up the challenge of being good ancestors. This will help create the foundations for a thriving future for this place, long after we are gone.

The LWT FY23-24 business plan is guided by Travel to a thriving future Regenerative Tourism Plan, which is an output and a priority initiative of the Grow Well / Whaiora Spatial Plan. The plan is also aligned with the Queenstown Lakes District Vision 2050 - 'A Unique Place, An Inspiring Future,' the government's tourism strategy and the New Zealand Tourism Sustainability Commitment.

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

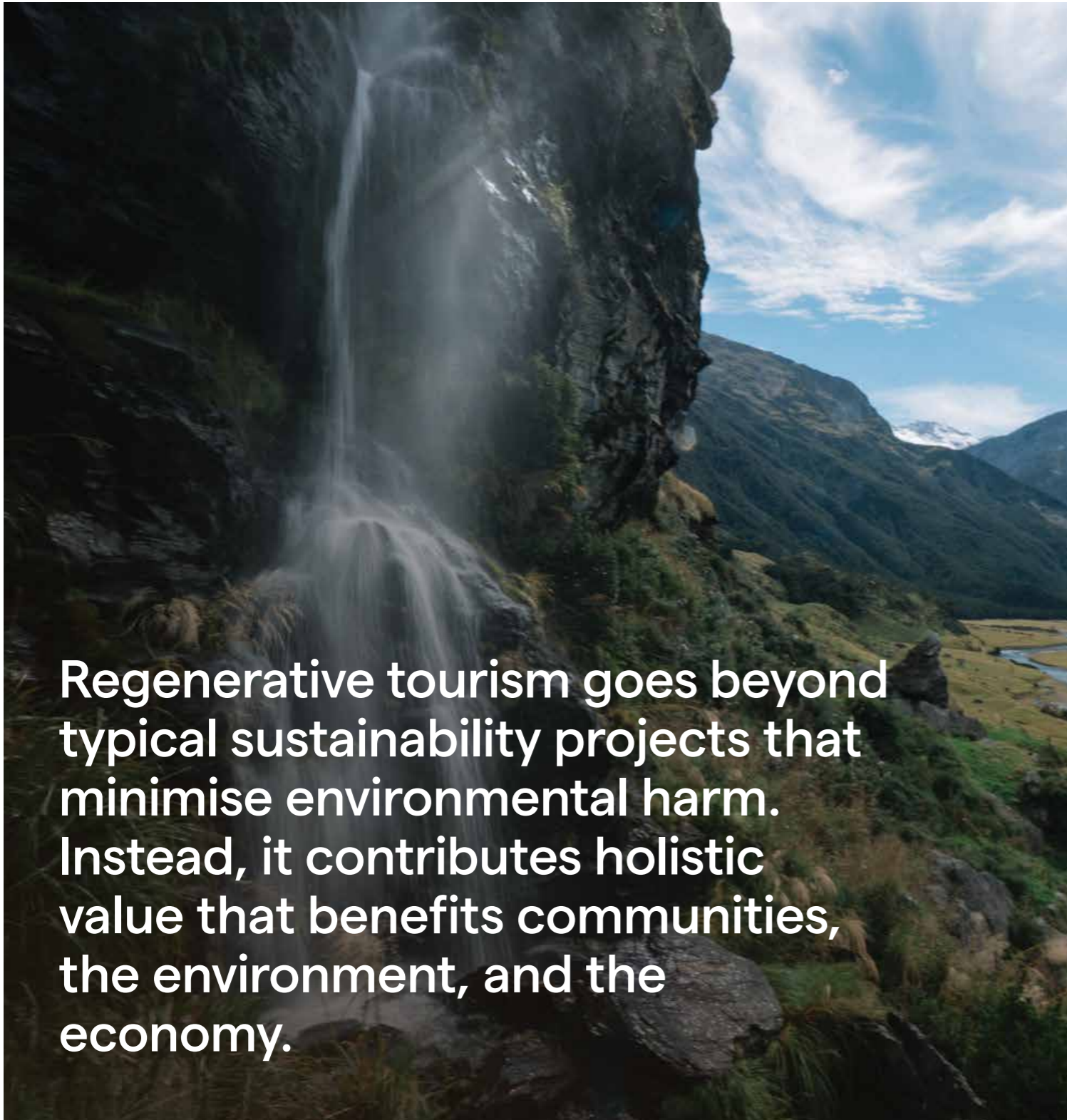
Proactively identify relevant issues and opportunities for the benefit of the visitor economy. Establish and build strong, mutually beneficial relationships with mana whenua and better understand how to reflect Te Ao Māori.

Support

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



What is regenerative tourism?



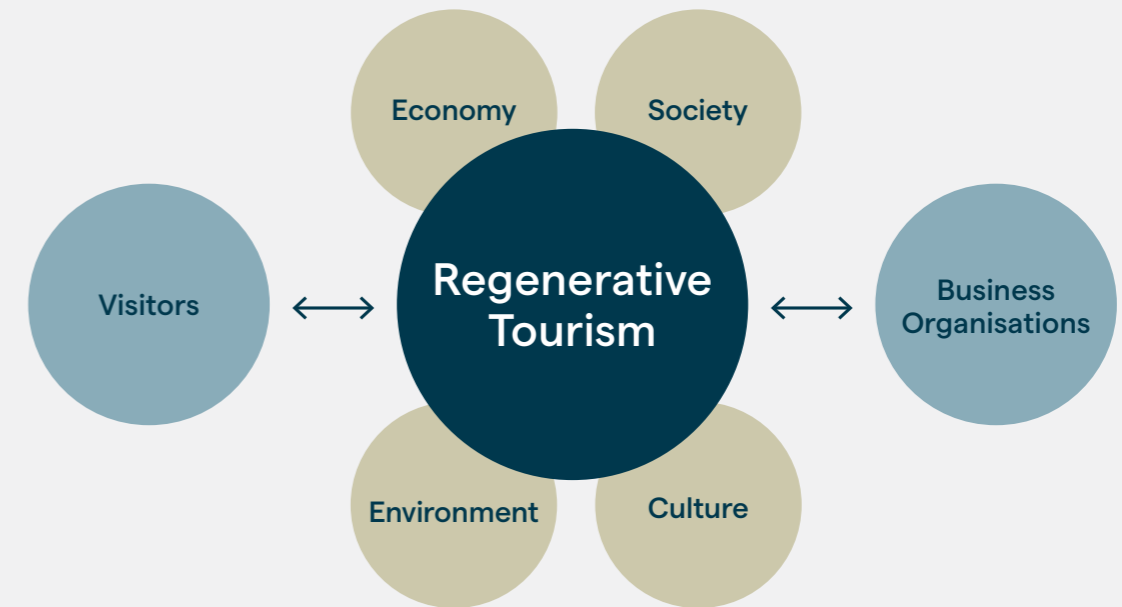
Regenerative tourism goes beyond typical sustainability projects that minimise environmental harm. Instead, it contributes holistic value that benefits communities, the environment, and the economy.

Regenerative tourism has a net-positive impact on the environment, society, culture and the economy, aiming to create a more just, vibrant, and sustainable world. While sustainable tourism seeks to reduce travel’s potential harms, regenerative tourism takes a wider view, avoiding extractive economic models.

It recognises that the visitor economy is part of an interconnected system. Simply put, regenerative tourism gives back more than it takes. It improves wellbeing and is the best path towards a tourism industry the Queenstown Lakes District can be proud of.

For the Queenstown Lakes, we believe regenerative tourism looks like:

- » Enriched communities and enhanced visitor experience.
- » Restoration of the environment and decarbonisation of the visitor economy.
- » Economic resilience, capability and productivity.



Guiding Insights

A new lens is required to understand evolving visitor needs.



The world is decarbonising, and the advantages will go to the first movers. While extractive tourism is losing its social license, significant economic development opportunities are opening.

Taking responsibility is economically beneficial and de-risks the future. Leaders in regeneration will command higher yield per visitor and attract the brightest talent and best business investments.*

*Travel to a thriving future

Conscious travel

Travelers are becoming more conscious of their impact on destinations and communities, leading to a desire to make more thoughtful and intentional choices throughout their travel experience alongside an increasing desire to give back. Regenerative travel acknowledges that the visitor economy is interconnected and those who travel in a regenerative manner can have a positive impact on a destination, seeking well managed destinations & experiences.

Travel-related sustainability and more specifically regenerative business practice is now more important since COVID, shaping visitor demand for low-carbon travel options and experiences that leave places better off than when they arrive. 1 in 3 travellers are committed to sustainability, this provides a significant opportunity to educate and ensure understanding of what our businesses are doing in this space to develop and support existing education and outreach initiatives to change visitor behaviour regarding local environmental issues, align product development and build a reputation as an innovative, early adopter in areas aligned with green tourism innovation and clean transportation.

Shifting traveller motivations & experiences

The pandemic prompted people to reevaluate their choices, priorities, and values, leading to a shift in lifestyle and travel preferences. Travelers, particularly Millennials and Gen Z, seek authentic and meaningful connections with cultures and environments.

They want to actively participate in unique experiences that align with their values. While a quarter of travellers have some sort of accessibility need when travelling, this then has a huge impact on all aspects of their travel decisions. Travellers with accessibility needs are more often travelling for adventure, transformation and to engage in passions or hobbies.

Capturing the value of domestic & short haul visitors

The pandemic highlighted the essential role that domestic/ short haul travel plays in the visitor economy. Welcoming these visitors has many benefits – it helps address seasonality, disperses visitor flows to less frequented areas, usually has a lower environmental and carbon impact, can create repeat visitors and are less impacted by external influences. 1 in 10 Australians plan to work while on holiday this year, with the core reason being ‘it means I get more time in destination’ allowing travellers to remotely work to ‘live like a local, to be more connected and to gain experience in what our place has to offer like restoration programs. This type of travel fits well with an evolved strategy that considers yield over volume.

Improve accessibility throughout the district's visitor experiences, including its tourism facilities, products and services, to accommodate visitors and residents of varying abilities*

*Travel to a thriving future

Joint RTO Vision

The future of tourism in the Queenstown Lakes is regenerative and resilient, delivering benefits environmentally, socially, culturally and economically, enriching the lives of the people who live here and the people who visit.



Strategic Focus

The future focus for the Queenstown Lakes RTOs will be communicating the values of our people and stories of our place, in a meaningful way that goes beyond just promoting and selling the destination.



The RTOs have created objectives, with relevant KPIs, that link our work back to the broader regional objectives of regenerative tourism.

The RTO strategy has evolved to support the goals of **Travel to a thriving future**, as well as continuing to support the visitor economy with values aligned marketing, product development and capability building in line with a regenerative tourism future.

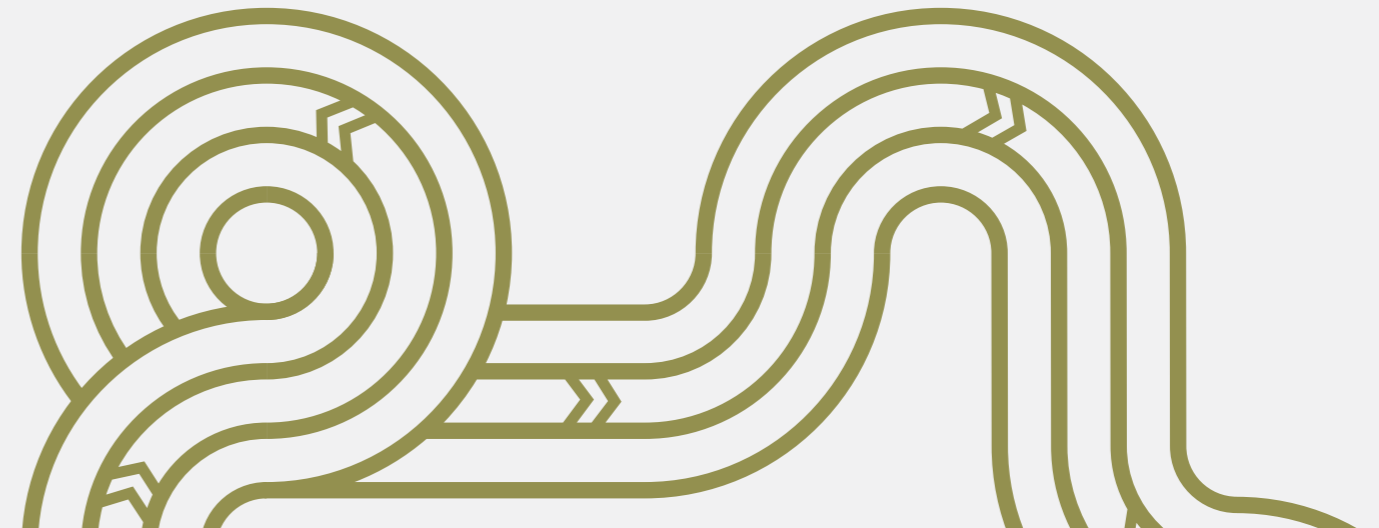
Support the industry to start the journey to Carbon Zero by 2030

- » Success for the visitor economy will not be measured through increased visitor numbers.
- » Focus on identifying the District's optimal visitor number.
- » Support our businesses to increase yield within optimal capacity.

Instead of presuming that more visitors will result in increased benefits, there must be careful focus on the overall value that communities and the environment receive.

Yield and the holistic value of tourism will be prioritised over an increase in visitor numbers.

Similarly, to a business maturing from top line growth to focus on their bottom line, the destination must consider all costs and benefits. This strategy also helps mitigate reduction in capacity due to staff shortages, supporting businesses to yield at 100% with capacity pressures.



Strategic Focus (cont'd)

High contributing visitors

- » Attract visitors who want to feel a sense of connection with our environment and people.
- » Attract visitors interested in slower travel experiences, driving increased length of stay, who take time to engage and experience more, venturing further than the norm, learning about and appreciating our culture and place.
- » Prioritise our storytelling around sustainable product and initiatives and widening our storytelling to promote community led initiatives connecting people with Love Wānaka.
- » Celebrate and share arts and cultural experiences better with our visitors.

We define high contributing visitors as “visitors that take the time getting to know and appreciate our people and place, forging connections and giving back to the region.”

Support business capability building and product development

- » Support our local visitor economy to provide rich visitor experiences that help to develop a greater understanding and connection to local communities, culture, and place.
- » Support businesses to develop and evolve tourism product in line with the regenerative tourism vision, which in turn builds destination brand.
- » Work with the tourism system to prepare for potential economic shocks brought on by emergencies and climate change.
- » Promote diversity, equity, inclusion and provide education to ensure that our tourism experiences are inclusive.

The RTOs are collaborating to deliver product development and capability building across the Queenstown Lakes district. Ultimately the goal is to create products and experiences that simultaneously consider our visitor, community and environmental needs.

Shape the ideal visitor mix

- » Nurture short haul markets, ensuring 60% of all visitors to the region come from the domestic market.
- » The Australian market is also considered a short haul market and will continue to be an important focus for the RTOs based on strong length of stay, high expenditure, and lower scope 3 emissions.
- » RTO trade teams will focus on building strong relationships with strategic partners offshore who will deliver international visitors who align with our high contributing model, supporting our regenerative tourism goals and are in line with the changing face of consumer travel demands.

This evolved portfolio mix will support efforts to move the tourism model toward an increase in yield where a higher volume of visitors is not necessary to be successful.

Align brand strategy to regenerative tourism and economic diversification

- » Deepen the use of brand so that it is adopted widely by business and the community
- » Utilise high quality storytelling to build deeper connections and a greater understanding of our place.

Place branding is about how to present the reality of ‘our place’ in a way that enhances its appeal and reputation for the people who matter most to the future. ‘The people who matter most to our future’ for Wānaka includes visitors, but also the local community, mana whenua and other stakeholders.



Strategic Focus (cont'd)

Leverage tourism as the gateway for economic development and diversification

- » Share our region's stories of innovation and ambition around Carbon Zero 2030 and regenerative tourism to maximise the wider benefit of learnings.
- » Build the Queenstown Lakes reputation as a regenerative tourism destination and test bed for innovation.

Adopting technological innovations will allow the district to diversify the economy while decarbonising tourism. The range of innovation opportunities includes enhancing visitor experiences, measuring the impact of tourism, changing visitor behaviour, and supporting tourism and visitor businesses to be more financially productive.

Be a data and insights led organisation

- » Systemise and centralise regional tourism data to inform RTO activity and provide relevant information and insights to our stakeholders.

Who is a High-Contributing Visitor

Learning about our culture, respecting it and sharing their own. Reciprocity of knowledge. Share learnings with the world. Celebrate our history and culture and diversity.

Engagement with our community, making meaningful connections. Venturing further than the norm. Encouraging visitors to do more while they are here.

Slower travel time and longer length of stay.

Visitors that take the time to become a part of our community, getting to know and appreciate our people and place, forging connections and giving back to the Wānaka region.

Supporting Love Wānaka initiative. Higher yield (longer more engaged stays, spread of spend).

To know and care for our environment. To appreciate our district and understand our love of place.



RTO Goals and Measures

The updated strategic focus has informed a new set of organisational goals and measurements for the RTO's. These goals are now aligned across both Lake Wānaka Tourism and Destination Queenstown, ensuring a cohesive and collaborative approach across the region.



RTO Goals and Measures

Goal 1—Environment

Support businesses to start or progress their journey to carbon zero by 2030.

How we'll measure this in FY23-24

- » Decrease in carbon intensity per visitor dollar in Queenstown Lakes district (as assessed by CZ 2030 project scoping).
- » Target an increased length of stay from 2.8 nights average stay in the Queenstown Lakes region to 3.5 nights average stay (Accommodation Data Programme (ADP) and AirDNA).
- » Benchmark the number of tourism businesses analysing their own emissions (new metric).
- » Benchmark the number of available sustainable tourism experiences in region (new metric).

Goal 2—Marketing

Attract high contributing visitors who want to feel a sense of connection with this place and with our people.

How we'll measure this in FY23-24

- » Visitor satisfaction score (Visitor Insights Programme VIP).
- » Uptake in sustainable tourism product demand from visitors (new metric using VIP).
- » Love Wānaka engagement (web metrics) and benchmark financial contributions in FY23-24.
- » Visitor engagement with local community (new metric using VIP).

Increase net promoter score from 66 to 70 (VIP)

- » 3% increase in visitor expenditure over FY22-23 (Marketview).
- » Measure uptake in sustainable tourism experience demand from visitors (new metric using evolved VIP).
- » Love Wānaka FY23-24 target contributions of \$150,000 (new metric).
- » Measure the level of visitor engagement with local community (new metric using evolved VIP).



RTO Goals and Measures (cont'd)

Goal 3—Product and experience development

Provide rich visitor experiences and help visitors to develop a connection to local communities, culture and places, honouring our role as Takata Tiriti (People of the Treaty) and in support of Te Ao Māori.

How we'll measure this in FY23-24

- » Support members to evolve current, and develop new, regenerative tourism experiences (cultural storytelling, manaakitaka, sustainability practices).
- » Bring the cultural history and stories of our place to life (website metrics).
- » Strong community sentiment toward domestic and international tourism (VOT).
- » Grow Tourism Approval Rating (TAR) toward domestic visitors from 61 to 64 and toward international visitors from 26 to 29 (Views on Tourism).
- » Measure visitor satisfaction with authentic & regenerative visitor experiences (new metric VIP).

Goal 4—Brand

Align brand strategy with the intention and outcomes of the regenerative tourism strategy and reflect place-based values.

How we'll measure this in FY23-24

- » Deliver phase 2 of the website that represents the destination as a place to visit, work, live.
- » Take a place-based approach to the Wānaka brand and promote the wider use by business, community, council and tourism.

Goal 5—Capability Building

Build economic resilience and capability in the visitor economy to support a thriving community and environment.

How we'll measure this in FY23-24

- » Deliver improved destination visitor yield by working within the identified optimal visitation numbers and ensuring a minimum 3% increase in visitor expenditure (Marketview).
- » Target a domestic/international visitor portfolio split of 50/50, measured by anonymised cellphone data (Dataventures).
- » Deliver a member capability building programme covering product development, visitor mix, climate adaptation and Diversity, Equity and Inclusion (DEI).

Goal 6—Organisation

Show leadership in caring for our place.

How we'll measure this in FY23-24

- » Target growth in the visitor perception score of Queenstown Lakes as a regenerative tourism destination.
- » Achieve annual carbon reduction goals.
- » Development Plan for each staff member completed.
- » Collaboration and partnership with other community and industry organisations to maximise mutual benefit and leveraging of each other's work, reducing replication of mahi where possible while sharing learnings and benefits.

Activity Plan



The LWT activity plan includes destination management and destination marketing activity inclusive of trade, consumer, media and events. With 12 essential projects from the Destination Management Plan to commence in year one delivered by the RTOs. These are informed by the three main pillars in Travel to a thriving future as well as the foundation projects.



Activity Plan (cont'd)

Team Focus

Destination Marketing

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. Our marketing activity will have two main areas of focus:

1 Awareness and positioning:

- » Bringing to life our 'place story' in ways that reflect the richness and diversity of our place and our people, focussing on our carbon zero ambition.
- » Positioning our place to appeal to sustainably orientated, high contributing visitors.

2 Visitor contribution & connection:

- » Encouraging visitors to do more while they are here (and to stay longer)
- » Leveraging 'Love Wānaka' to build a strong sense of connection and belonging between/with our community and visitors, and to encourage engagement and contribution (financial and other)

Trade

The RTOs' trade teams are expert relationship builders with excellent domestic and international networks and an understanding of consumer demand.

The focus in 2023-2024 will be on building awareness within the trade distribution network opposed to transactional ways of operating. Educating and informing the travel distribution system market to incorporate regenerative travel opportunities into their itineraries and building understanding of regenerative literacy and Wānaka's values.

The trade teams will evolve the region's trade and business events strategies to focus on building resilience, supporting yield and raising awareness of our environmental goals through attracting market segments with a lower carbon-intensity & higher value. The industry's third-party partners present a significant opportunity to make an impact, shape consumer demand and influence supplier practice, supporting our regenerative tourism goals.

(Travel agencies have been largely absent from the responsible/regenerative travel/ tourism conversation, yet with their capacity to shape consumer demand while influencing supplier practice, they are primed to impact)

Destination Management

Destination management brings together different stakeholders to achieve the common goal of developing a well managed, regenerative visitor destination. It is an ongoing process that requires destinations to plan for the future and considers the social, economic, cultural and environmental risks and opportunities. LWT is in partnership with DQ and QLDC in the delivery of destination management activity from the region's destination management plan **Travel to a thriving future**.

Activity in **green** is from **Travel to a thriving future**, the district-wide Destination Management Plan, the numbers reference specific projects.

Activity in **blue** is conventional RTO activity.

Activity Plan—

Goal One: Environment

Support businesses to start or progress their journey to carbon zero by 2030.

Objective

Support the visitor economy to begin to restore, repair and regenerate natural systems.

How	Activity
<p>DMP Project 4: Place-based destination planning</p> <p>3. Define strategies that consider yield, value per visitor, length of stay and total income/value of the visitor economy.</p>	<ul style="list-style-type: none"> » Investigate ways to support our businesses to increase yield within optimal capacity. » Explore member capability building opportunities to help operators mitigate reduction in capacity due to staff shortages, supporting businesses to yield strongly within capacity pressures. » Scope a project that researches strategies to support the region’s ambition to evolve the tourism system to a higher yield, longer stay model within identified optimal capacity range. » Undertake a project to scope how the Queenstown Lakes visitor economy can evolve toward a higher yield model, within identified optimal capacity range, reviewing business and market mix.
<p>DMP Project 8: Measure greenhouse gas emissions</p> <p>3. Ensure tourism businesses are analysing their own emissions.</p>	<ul style="list-style-type: none"> » Connect operators with the resources and tools to support them to measure their carbon emissions.

How	Activity
<p>DMP Project 10: Zero environmental footprint</p> <p>Develop and support existing education and outreach initiatives to change visitor behaviour regarding local environmental issues.</p>	<ul style="list-style-type: none"> » Showcase environmental sustainability initiatives and businesses and organisations that are prioritising environmental management. » Research existing initiatives to connect operators with capability building opportunities. » Develop and support existing education and outreach initiatives to change visitor behaviour regarding local environmental issues.
<p>RTO Marketing</p> <p>Focus on opportunities in New Zealand and Australia which have lower carbon intensity and higher value.</p>	<ul style="list-style-type: none"> » Amplify storytelling associated with the visitor economy’s carbon zero and diversification journey. » Deliver Wānaka Presents ‘The Monster Children Film Awards’. A short film award that celebrates storytelling around this year’s theme of Regeneration.
<p>RTO Media</p> <p>Deliver a PR strategy to showcase the region’s initiatives to transition to a carbon zero industry.</p>	<ul style="list-style-type: none"> » Seek new and innovative PR opportunities to gain attention for the region’s carbon zero initiatives. » Use media opportunities to amplify our positive stories.
<p>RTO Destination Development</p> <p>Support regenerative tourism by building connections with aligned industry partners.</p>	<ul style="list-style-type: none"> » Identify industry partners that are aligned to the Queenstown Lakes regenerative tourism ambitions and explore opportunities to connect with visitors via these third-party channels. » Scope working with QLDC to determine terms of reference and steering group to advance a bike strategy.

Activity Plan— Goal Two: Marketing

Attract high contributing visitors who want to feel a sense of connection with the place and with our people.

Objective

Align RTO marketing activity with community values and regenerative mindset.

How	Activity
<p>DMP Project 1: Community engagement</p> <p>2. Use existing community plans to bring local values to life.</p>	<ul style="list-style-type: none"> » Collaborate with local community groups to establish an understanding of local values from existing place-based community plans.
<p>5. Identify opportunities to support local events, activities, facilities, and initiatives which help reinforce community identity, values and a unique sense of place.</p>	<ul style="list-style-type: none"> » Review the marketing and promotional support LWT provides to events to prioritise support for events which fulfill these criteria. » Review and evolve event marketing strategy to align with the DMP. » Develop an event toolkit.

How	Activity
<p>7. Work with Tourism New Zealand and third-party travel trade organisations to raise awareness of and support for our community values-based approach.</p>	<ul style="list-style-type: none"> » Develop a regional strategy for Wānaka and Queenstown that reflects the regenerative tourism strategy and enables us to attract high contributing visitors through third party channels. » Develop a new famil strategy for the RTOs to guide business development and media activity in conjunction with TNZ, sharing the region’s destination management ambitions. » Famil strategy to include: <ul style="list-style-type: none"> » Encouraging longer stays (through media famils, paid & third-party content). » Carbon footprint of famil is considered and limited where possible (sustainable transport, public transport, EV vehicles, ride sharing, walking/biking). » Waste and pollution of famil is considered and limited where possible. » Develop a matrix to evaluate TNZ famil opportunities that identifies prioritised outcomes from famils and ensure TNZ is aware of the region’s requirements for hosting famils. » Develop webinar programme for offshore TNZ and trade offices to communicate our destination priorities relating to positioning, destination reputation, media & trade opportunities, and destination management projects such as Love QT/Love Wānaka. » Develop direct relationships with TNZ offshore offices to work collaboratively to identify trade partners in market with values that align with Queenstown Lakes. » Work with TNZ to target media opportunities that tell place-based stories which align with the region’s regenerative strategies.



Activity Plan— Goal Two: Marketing (cont'd)

How	Activity
RTO Marketing Attract visitors//manuhiri who want to feel a sense of connection with this place and with us.	<ul style="list-style-type: none"> » Deliver an ongoing feed of relevant content creating a longer lasting connection. » Consistently communicate Wānaka key brand values through owned and earned channels. » Deliver a cohesive content lead strategy that ties every piece of content back to educating the audience on our brand values. » Develop content and assets to support this approach. » Evolve the LWT Electronic Direct Mail (EDM) strategy to communicate with visitors throughout the entire trip cycle.
RTO Trade Implement Trade Strategy alongside Destination Queenstown to guide domestic and overseas trade activity.	<ul style="list-style-type: none"> » Keep TNZ up to date on our region's destination management ambitions and priorities; build capability and awareness/education to the TNZ onshore and offshore teams. » Educate the travel trade distribution system on Love Wānaka and how to incorporate this into their product offerings and how they can educate their audience before and after their visit to Wānaka. » Focus on educating and informing the travel distribution system market to incorporate regenerative travel opportunities into their itineraries and build understanding of regenerative literacy and Wānaka's values. » Emphasis on destination wide priorities + values and not individual products or companies when representing Wānaka in the travel trade distribution system. » Adhere to trade matrix when evaluating trade events; Carbon footprint of trade activity is considered.

How	Activity
RTO Data and Insights Collaborate with DQ to deliver region wide research and insights, visitor monitoring, community sentiment monitoring and emerging traveller trends.	<ul style="list-style-type: none"> » Facilitate region wide research programmes and insight gathering. » Deliver annual reporting for Views on Tourism community sentiment report and the new regional Visitor Insights Programme.
RTO Media Ensure the RTO media program is a tool to tell regenerative, community and place-based stories to support our regenerative tourism goals and attract visitors whose values align to our own.	<ul style="list-style-type: none"> » Ensure the media programme supports stories which honour our community values. » Work with Kāi Tahu to authentically tell the approved stories of place and raise awareness of Wānaka's cultural history via the media program. » Ensure the media program works with third parties (eg TNZ, media, agencies) to raise awareness of community values approach (DMP/Carbon goal/ overall approach to media). » Use the media program as a tool to celebrate examples of behaviour and practices that align with Tiaki.* » Utilise the media program to build awareness of local environmental projects and initiatives. » Communicate with residents about regenerative tourism activity to support community spirit and create opportunities for connections between community and industry. » Ensure that media activity delivered is in alignment with optimal visitor number objectives.

* To care, conserve and protect

Activity Plan—

Goal Three: Product and Experience Development

Attract high contributing visitors who want to feel a sense of connection with the place and with our people.

Objective

Align visitor experiences with the core values and guiding principles of the regenerative tourism strategy.

How	Activity
<p>DMP Project 2: Tiaki promise: lead by example</p> <p>1. Amplify and reinforce the kaupapa (intention and principles) of the Tiaki Promise throughout the district in a consistent way so that the values of Tiaki become a commonly used benchmark of behaviours.</p> <p>2. Encourage local agencies, communities and tourism businesses to champion the Tiaki Promise so that all visitors are aware of it and understand it.</p> <p>3. Identify and acknowledge examples of behaviour and practices that align with the Tiaki Promise so that there are a growing number of leading examples to inspire others.</p>	<ul style="list-style-type: none"> » Champion the local businesses that are actively living the values of Tiaki Promise and share these. » Investigate creating an ambassador to further the knowledge and capability around Tiaki Promise with local business. » Implement a community awareness programme to promote living the values of Tiaki Promise (Be a Tiaki Kiwi) . » Share and promote the Tiaki toolkit to businesses, encouraging them to use this within their organisations. » Explore ways the Kaupapa of the Tiaki Promise could be furthered amongst partners organisations such as QLDC, QAC and neighbouring RTOs. » Use the RTO media program as a tool to celebrate examples of behaviour and practices that align with Tiaki Promise.

How	Activity
<p>DMP Project 3: Preserve and celebrate kāi tahutaka and mātauraka// inherited common identity, culture and traditional knowledge.</p> <p>Establish an effective and strong working partnership with authorised Kāi Tahu, Rūnaka and mana whenua representatives to enable their active involvement in destination planning.</p> <p>2. 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.</p> <p>3. Enable and support broad community understanding and appreciation of Te Ao Māori, The Treaty of Waitangi and mātauraka Māori (Māori knowledge). This includes raising awareness of the Kāi Tahu tanoka kōrero (treasured stories) and stories of place, which are authorised by Kāi Tahu to be shared.</p>	<ul style="list-style-type: none"> » Develop and implement a series of workshops in partnership with takata whenua.

Activity Plan—

Goal Three: Product and Experience Development (cont'd)

How	Activity
<p>DMP Project 5: Welcome programme</p> <p>1. Identify arrival touchpoints where visitors can receive a welcome, assistance, and education from the destination.</p> <p>Determine how existing visitor servicing can support the experience at these locations and times.</p> <p>2. Develop the substance for visitor education related to local values and cultures.</p> <p>3. Set a goal for number of visitors surveyed and connections made.</p>	<ul style="list-style-type: none"> » Identify visitor arrival touch points in the region and investigate ways to enhance the sense of arrival and welcome to the district. » Ensure the Kaupapa of the Tiaki promise is reflected at visitor touchpoints. » Align visitor touchpoints communication with the principles of the regenerative tourism strategy. » Evolve the website to include kaitiaki/stewardship course. » Establish and evolve the visitor experience survey which aims to understand visitor experience, interaction and connection with our region.
<p>DMP Project 6: Arts, culture & heritage development</p> <p>Bring the cultural history and stories of our places to life.</p>	<ul style="list-style-type: none"> » Work with the district’s creative communities and its local arts and cultural organisations to identify opportunities to celebrate and share arts and cultural experiences better with our visitors.

How	Activity
<p>DMP Project 15: Product evolution programme</p> <p>Measure the quality of the destination experience according to visitor sentiment.</p> <p>3. Promote diversity, equity, and inclusion (DEI) and provide education to ensure that Queenstown Lakes and its tourism experiences welcome people of all kinds. This includes communities which are marginalised, vulnerable, oppressed or underrepresented along lines of race, ethnicity, socioeconomic status, age, sexual and gender orientations (LGBTQIA+), or disability.</p> <p>4. Improve accessibility throughout the district’s visitor experiences, including its tourism facilities, products and services, to accommodate visitors and residents of varying abilities.</p>	<ul style="list-style-type: none"> » Develop a region wide visitor experience monitoring programme. » Identify partners who are experts in DEI and existing programmes the RTOs can work with to develop business capability building activity to support diversity, equity and inclusion in the Queenstown Lakes. » Work with partners i.e., Making Trax to promote and improve accessibility within the region, across tourism operations as well as local facilities. Work with these partners to delivery education programmes around accessibility.

Activity Plan—

Goal Three: Product and Experience Development (cont'd)

How	Activity
<p>DMP Project 16: Tourism business excellence programme</p> <p>1. Ensure a common understanding of what Travel to a thriving future means among visitor economy stakeholders.</p> <p>3. Support tourism businesses, their guides and staff to build their knowledge and understanding of local cultural heritage.</p> <p>6. Help owners design business models that increase yield and where a higher volume of visitors and experiences is not necessary to be successful. Enable them to compete on quality and unique, rich experiences rather than on price.</p> <p>7. Share learning and case studies of businesses that are leading the way towards a regenerative future to provide practical examples for others to follow.</p>	<ul style="list-style-type: none"> » Develop a short summary of Travel to a thriving future to share with stakeholders. » Create opportunities to share the goals and ambitions of the strategy with operators and industry. » Advocate for the inclusion of cultural heritage elements in tourism products and experiences. » Work with Kāi Tahu to identify legends and stories of place which are authorised by Kāi Tahu to be shared. » Research methods to support a higher yield tourism system model that doesn't rely on an increase in visitor numbers, including things like technological developments, booking channels and adding value via cultural layers within experiences. » Share case studies showcasing regenerative tourism.

How	Activity
<p>RTO</p> <p>Utilise RTO trade expertise and knowledge to support product development in line with emerging traveller trends and regenerative tourism.</p>	<ul style="list-style-type: none"> » Work with DQ to create a product development programme for the region, led by the trade teams, to work alongside operators to evolve existing experiences or new product that supports regenerative tourism ambition but is also well set up to work within the travel trade distribution system.
<p>RTO Communications</p> <p>Create opportunities to engage with our community and help visitors to develop a connection to local communities, culture and places.</p>	<ul style="list-style-type: none"> » Develop a strategic communications plan to guide RTO community engagement, sharing stories of work being undertaken in the visitor economy to support social, cultural and environmental sustainability. » Communicate with our visitors the importance of respect for place and values of our region.



Activity Plan— Goal Four: Brand

Align brand strategy with the intention and outcomes of the regenerative tourism strategy and reflect place-based values.

Objective

Brand strategy and marketing plans to reflect place-based values.

How	Activity
<p>DMP foundation project 4: Update Queenstown Lakes brand and marketing strategies</p> <p>1. Effective use of data and analytics to improve knowledge about visitor motivators and behaviours.</p> <p>2. An informed understanding of visitor interests, behaviours and values to inform marketing activity.</p> <p>3. Align brand strategy to regenerative tourism and economic diversification.</p> <p>4. Align marketing plans (including business goals, market segments and promotional/experience activities) to regenerative tourism and decarbonisation.</p>	<ul style="list-style-type: none"> » Evolve the data and insights hub to further leverage available visitor economy data to guide RTO and operator activity. » Launch a region wide visitor insights programme to inform RTO marketing activity. » Evolve website to align directly with regenerative tourism ambition, representing the destination as a place to visit work and live. » Promote our sustainable stories and product, prioritising stories of people and place. » Build our brand through owned and earned media channels*, supporting storytelling that celebrates our people and place. » Review and align brand marketing collateral with DMP and LWT organisation sustainability objectives.

* Owned media is content we create and control i.e. social media and website. While earned media is content others create about us i.e. articles.



Activity Plan—

Goal Five: Capability Building

Build economic resilience and capability in the visitor economy to support a thriving community and environment.

Objective

Ensure resilience in the visitor economy to provide a prosperous future for business owners and staff in a way that is good for local communities and the planet.

How	Activity
<p>DMP Project 14: Love Wānaka / Love Queenstown</p> <p>1. Establish a community fund that targets visitor give-back and financial contributions to support social and environmental outcomes.</p> <p>2. Develop platforms that enable visitor give-back programmes.</p>	<ul style="list-style-type: none"> » Launch Love Wānaka and Love Queenstown in support of conservation, biodiversity and positive environmental outcomes in the region. » Promote the initiative to visitors to encourage contributions; to local businesses to participate; and to local community groups as recipients. » Launch Love Queenstown website and donation platform. » Create a toolkit for businesses to understand and adopt Love Queenstown locally. » Work with QAC and QLDC to brand the region Love Wānaka/ Love Queenstown at launch. » Leverage Love Wānaka to build a strong sense of connection between community and visitors.
<p>DMP Project 19: Innovation and economic development</p> <p>4. Build a reputation as an innovative, early adopter in areas aligned with green tourism innovation and clean transportation.</p>	<ul style="list-style-type: none"> » Celebrate business innovation to support Queenstown Lakes reputation as a proving ground for innovation. » Profile regional economic development and business innovation stories via earned and third-party content. » Utilise the RTO media program to build awareness of business innovation. » Leverage inventive and environmental-focused business events in the region as a platform to showcase stories of innovation and progress.

How	Activity
<p>RTO</p> <p>Provide capability building opportunities that support a thriving community and environment.</p>	<ul style="list-style-type: none"> » Work with local organisations to provide mentoring, training, information, resources and other useful ongoing support for tourism business owners, managers and employees. » Enable and facilitate connection and collaboration between member businesses. » Support the establishment of local Māori tourism businesses. » Work with existing local initiatives and organisations to develop a capability programme i.e. regenerative tourism, sustainability, decarbonisation, digital capability, data and insights. » Provide support to businesses through the evolution of the RTO capability building programme, regular communications and information sharing. » Ensure that the capability programme covers the region’s key objectives relating to tourism system yield.

Activity Plan—

Goal Six: Organisation

Show leadership in caring for our place.

Objective

Continue to ensure the RTO is an appropriately resourced, structured and motivated team to deliver the requirements of this plan.

How	Activity
<p>DMP Project 18: Emergency and climate adaptation preparedness</p> <p>2. Ensure tourism operators are prepared and understand their responsibilities so that they can keep visitors safe during emergencies.</p>	<ul style="list-style-type: none"> » Identify member capability building opportunities in this space. » Support regional and QLDC emergency management planning. » Support members to understand regional and QLDC emergency management plans.
<p>RTO Organisation</p> <p>Demonstrate the organisations commitment to reducing environmental footprint.</p> <p>Continue to be appropriately resourced, structured, and motivated team to deliver our vision.</p>	<ul style="list-style-type: none"> » Establish accurate reporting systems. » Implement sustainable travel and trade policy. » Incentivise active transport days. » Introduce further waste and recycling measures. » Reduce print capacity and paper usage; opt for eco-certified print and production options. » LWT values to underpin every decision and action within the organisation. » Ensure the organisational structure evolves to meet the needs of delivering our vision. » Provide a comprehensive induction and continued support for staff. » Support staff to constantly develop and learn. » Increase awareness of equity, inclusion and opportunity for all staff. » Ensure staff have the technology required to carry out their roles with flexibility. » Facilitate employee survey.

How	Activity
<p>RTO Marketing</p> <p>Foster and participate in collaborative initiatives with regional lower, South Island RTO's and local partners.</p>	<ul style="list-style-type: none"> » Continue the collaborative relationship with QAC, exploring opportunities to partner on activity that supports regional goals. » Collaborate with partners to support the development and promotion of the Southern Way RTO collective. » Support the development of an EV and E-Bike touring routes.
<p>RTO Communications</p> <p>Provide businesses with regular communications and information sharing.</p> <p>Take a collaborative approach to our destination reputation position the region as a well-managed, safe and regenerative destination.</p>	<ul style="list-style-type: none"> » Enable and facilitate connection and collaboration between member businesses. » Deliver consistent and relevant communications. » Deliver a schedule of events. » Report on organisational plans including the Annual Report, the Business Plan and DMP. » Carry out an annual satisfaction survey. » Support the inter-agency destination reputation management group to collaboratively address and manage issues impacting destination reputation. » Maintain and update the LWT crisis communications plan and engage with and support lead agencies in response to crisis situations (QLDC, QAC, CDEM, TORQUE).

