Wānaka

Lake Wānaka Tourism
Annual Report 2023—24

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Annual Report 2023/24

Chairman's Report

Tēnā koutou katoa

The strength of the visitor economy & its contribution to our district has been well proven this year. Per capita, the tourism sector in Wānaka outperforms many other regions in its contribution to GDP & employment. The visitor economy remains a vital component to the overall prosperity of this incredibly special district.

The Annual Report encapsulates the strength of Wānaka's visitor economy & our collective responsibility to continue delivering exceptional visitor experiences. While we celebrate our achievements of 2023_24 we also acknowledge the significant challenges that lie ahead. Understanding the broader benefits that tourism brings to our community is critical as we navigate these changes.

The tourism industry worldwide is grappling with a need for transformation; pressures on community with overtourism, impact on nature, cultural threats, emissions, overloaded infrastructure, while at the same time also navigating challenging economic conditions

The sector however remains a cornerstone of the global economy. McKinsey's latest report notes globally tourism returns 10.2% of GDP, employs 292 million people & is growing. AIAL [Auckland Airport International Limited] notes that globally travel is up 14% YOY in 2024. Queenstown Airport's dividend to Queenstown Lakes District Council this year was a record $19.6 million!

Global reports emphasise the importance of building a more inclusive, sustainable & resilient industry while confirming the economic imperative of being early adopters. Deloitte's latest business survey noted that 45% of business's are transforming their business models to address climate change. [Up from 25% in 2017]. There is mounting evidence of sustainable business's delivering improved financial performance.

Global reports also highlight the urgency of adopting more regenerative practices to mitigate environmental impacts & adapt to changing consumer expectations.

- HBR [Harvard Business Review] - A shift is occurring in the minds of consumers. They expect transparency & honesty. 62% of consumers across 6 international markets believed they have a responsibility to purchase products that are good for the environment & society. 82% in emerging, 42% in developed markets.
- Deloitte – noted that consumers are shifting purchasing decisions to brands with integrity, social responsibility & sustainability at their core.
- Forbes - noted 50% of the global population are now GenZ & Millennials who are more purpose driven & value experience over material.

The HBR report concludes – "The preponderance of evidence shows that sustainability is now mainstream. Companies that proactively make sustainability a core to business strategy will drive innovation, engender enthusiasm & loyalty from employees, customers, supplier's communities & investors." LWT's members get this. Being sustainable & regenerative is the right thing to do! It is also sound business!

The World Economic Forum underscores the need for the tourism sector to significantly reduce its carbon footprint. It currently contributes 8% of global emissions. To address this, like us, many organisations & destinations are setting carbon emission targets.

Both McKinsey's 'Best Practices in Tourism Management' & The Travel & Tourism Development Index 2024 suggest a foundational strategy to the successful growth & management of tourist destinations. This is achieved by fostering greater collaboration between stakeholders, governments & communities to create sustainable growth strategies to protect cultural & natural resources while supporting local economies.

The definition of sustainability is something continuing- operating in a stable environment, we must as an industry make the changes possible now if we are to thrive.

Our region's Destination Management Plan [DMP] is a splendid example of exactly this.

In collaboration with Destination Queenstown & key industry partners, we are focusing on managing growth sustainably. A groundbreaking tourism project aimed at understanding optimal visitation in the Queenstown Lakes district has recently been launched. The Destination Southern Lakes [DSL] Board, responsible for governance of the DMP, has appointed Griffith University to lead this significant project. The research team, comprised of globally recognised experts—Professor Susanne Becken, Professor James Higham, & Professor Oz Sahin—along with support from FreshInfo's Shane Vuletich, will work on creating an optimal visitation model.

This world-first project will empower effective scenario planning & informed decision-making within the district. LWT's strategy envisions a future where tourism not only drives economic success but also protects our environment, enhances community wellbeing & enriches our way of life. This vision will deliver benefit to both locals & visitors, offering a more meaningful experience rooted in Wānaka's unique perspective.

For the tourism industry to thrive we must all embrace a regenerative mindset, striving to reduce emissions & committing to responsible tourism practices while promoting a collaborative mindset between businesses for greater efficiencies.

By linking authenticity (living a regenerative mindset), balance (short-term imperatives & long-term commitments) & consistency (actions enduring of change], using the DMP as our North Star & undertaking these transformative actions the industry will survive, thrive & continue to contribute positively to the local economy. We are on the right path!

I would like to commend Head of Destination Gizelle Regan, the LWT and isite teams, who when you review this report have delivered an extraordinary amount of work and value to this district thanks to an approach, that is focused on collaboration and efficiencies.

I would also like to extend my sincere thanks to the other members of the LWT Board for all of their good efforts, hard work and support.

We will continue to face many challenges & opportunities in the years ahead. Through our collective efforts we will continue to strive to ensure that Wānaka remains a special place to visit & live for generations to come.

Ngā mihi maioha

Calum L M Macleod

Head of Destination's Report

As the Head of Destination for Lake Wānaka Tourism (LWT), I am pleased to present our Annual Report, highlighting a year of significant achievements and strategic progress. This is our second year delivering both conventional RTO work of Promotion and Marketing and now also Destination management. Since taking on this role in May, my focus has been on ensuring that Lake Wānaka Tourism is well-positioned to deliver exceptional value to our members and stakeholders. To achieve this, we have implemented a shared services model with Destination Queenstown, which has enhanced our operational efficiency and strengthened our collaborative efforts.

One of my first priorities was to recruit a talented and experienced marketing team to drive our strategic objectives. I am delighted to have welcomed Nadia Ellis as our new Head of Marketing and Shannon Kelly as our Marketing Executive. Together, they bring a wealth of expertise and fresh perspectives that are already making a positive impact on our destination marketing and destination management initiatives.

2023 was a remarkable year for the tourism sector in the Queenstown-Lakes District, contributing $1,117.1 million to GDP, representing 28.2% of the district's economic output. The tourism sector has consistently outpaced national growth rates, with an average annual growth of 9.8% since 2000, despite the many challenges in recent years. This underscores the vital role tourism, and you the operators play in our regional economy, not only in terms of economic output but also in employment, where the sector provides jobs for nearly 12,000 people.

In Wānaka, we witnessed a 14% increase in visitor days, reaching a total of 3.7 million days as of June 2024. While visitor satisfaction remains high, with an overall experience score of 8.7 out of 10, and a Net Promoter Score (NPS) of +70 highlights the strong advocacy for Wānaka as a premier travel destination.

Our commitment to sustainable growth and enhancing the visitor experience is reflected in our strategic initiatives, business capability programme and community engagement efforts. We continue to build on our digital presence, with the development of a new B2B website and have seen significant growth in online engagement on our key marketing platform wanaka.co.nz, ensuring that Wānaka remains a leading source of inspiration, education and information for visitors.

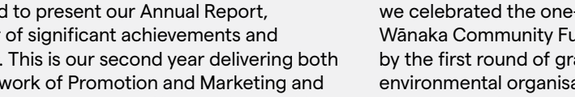
Under the guidance and guardianship of Ash Bickley, we celebrated the one-year anniversary of the Love Wānaka Community Fund. This milestone was marked by the first round of grants being made available to local environmental organisations who work tirelessly to ensure Wānaka remains a special place for years to come. These grants are a testament to our ongoing commitment to supporting local initiatives that protect and enhance the unique character of our place.

I would like to extend a special thank you to Molly Hope, who has taken on additional responsibilities as the role of project lead for the Optimal Visitation project. Her considerable skills are a significant asset to the organization and our district. Additionally, I want to recognise Elaine Kelly, who is the first key point of contact for our members and has successfully brought on many new businesses this past year and also keeps the organisation on track for achieving our own carbon reduction goals.

Lastly, my sincere thanks go to the LWT Board for their dedication in working through the transition to shared services. Their support has been instrumental in making this change a success, and the benefits are already evident in the positive impact on what the organisation can achieve.

As we look ahead, I am confident that the steps we have taken this year will position LWT for continued success. LWT's focus remains on delivering value to our members, fostering regenerative tourism practices, and ensuring that Wānaka continues to thrive as a destination that is loved by visitors and cherished by our community.

Thank you to our members, partners, and stakeholders for your continued support. Together, we are shaping the future of tourism in Wānaka.



Head of Destination
Lake Wānaka Tourism

Board Structure

Lake Wānaka is an Incorporated Society governed by a Board of Directors who represent the Wānaka visitor sector. The Board is responsible for ensuring the organisations and strategic goals are being met.

Board Members as at June 30, 2024

Chair
Calum McLeod

Deputy Chair
Andrea Kendrick

Treasurer
Brona Parsons

General Directors
Samantha Stout
Stef Zeestraten
Gina Dempster

QLDC Representative
Quentin Smith

About us

Lake Wānaka Tourism (LWT) is a regional Tourism Organisation (RTO) responsible for destination marketing as well as destination management. LWT is predominantly funded by a tourism levy determined by a percentage of the commercial and accommodation rate and collected by Queenstown Lakes District Council (QLDC) on behalf of LWT. Members are either commercial ratepayers or businesses who pay a subscription levy.

LWT wholly owns the Wānaka isite Visitor Centre and runs it as a limited liability company. Wānaka isite plays an integral role in the network of over 60 isites nationwide who are recognised as New Zealand's official information centres. The Wānaka isite is one of the most regarded and profitable isites in the country.

Organisational Focus

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.

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.

Strategic Priorities

Support the industry to start the journey to carbon zero

- Success for the visitor economy will not be measured through increased visitor numbers.
- Focus on identifying the district's optimal visitor number and supporting our businesses to increase yield within optimal capacity.
- Deliver member capability building initiatives to support the region's carbon zero ambition.

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 helps mitigate impacts from reduction in capacity due to staff shortages, supporting businesses to yield within capacity pressures. This focus will support businesses to evolve their offerings as well as begin to, or progress, their journey toward understanding their carbon outputs and potential actions to reduce them.

Attract high contributing visitors

- Attract visitors who want to feel a sense of connection with our environment and people
- Target visitors interested in slower travel experiences, who take time to engage and experience more, venturing further than the norm, learning about and connecting with our people and culture and creating opportunities for reciprocity of knowledge.
- Focus our storytelling on our people and place, showcasing sustainable products and initiatives and widening our storytelling to promote community led initiatives connecting people with Love Queenstown.

We define high contributing visitors as "visitors that take the time to become a temporary local, 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 natural disasters and climate change.
- Promote diversity, equity, inclusion and provide education to ensure that our tourism experiences are inclusive.

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

Shape the ideal visitor mix

- Shape the visitor mix to nurture short haul markets, targeting a mix of 50% domestic market visitors, versus the 30% Queenstown received pre-Covid.
- The Australian market is 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 aiming to high contributing international visitors, supporting our regenerative tourism goals and in line with the changing face of consumer travel demands.

An evolved visitor mix will support efforts to move the visitor economy toward an increase in yield where a higher volume of visitors is not necessary to be successful. It is crucial to ensure the region retains support from the domestic market, both to guard against external shocks and to protect our destination reputation in New Zealand. Short haul visitors to the region generate less carbon emissions through their travel to Queenstown.

Brand strategy to align with travel to a thriving future

- Utilise high quality storytelling to build deeper connections and a greater understanding of our place.
- Deliver phase 2 of the website that represents the destination as a place to visit, work, live.

Taking a place-based approach to the Wānaka brand means anchoring our identity and promotional strategies in the unique qualities and authentic experiences that Wānaka offers. This approach focuses on the natural landscapes, local culture, and community values that define Wānaka, ensuring that our branding reflects the essence of the destination. By highlighting what makes Wānaka distinct—its pristine environment, outdoor adventures, and strong community ties—we create a brand that resonates deeply with both locals and visitors. This strategy not only preserves the integrity of Wānaka but also fosters a sense of connection and belonging, making it a place people want to return to and protect.

Leverage tourism as the gateway for economic development

- Share our region's stories of innovation and ambition around Carbon Zero 2030 and regenerative tourism.
- Build Queenstown Lakes' reputation as a regenerative tourism destination and test bed for innovation.
- Amplify our stories of innovation to attract high value business events aligned with our destination values.

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 and be the guardians of our destination values

- Systemise and centralise regional tourism data to inform RTO activity and provide information and insights to our stakeholders and members.
- Be the guardians of our destination values, to inspire visitors and encourage authentic connections between people and place.

The Year in Review

2023

July

200 quality entries were received for the Monster Children Short Film awards and 5 films shortlisted

70 business members commit to the Tourism Sustainability Commitment pledge.

August

LWT was shortlisted as a finalist in 2 categories in the prestigious Mumbrella Marketing Awards. Best Brand Partnership for our work with Monster Children Group delivering the short film awards and taking out Highly Commended in the Award for Bravery and Innovation for Way South a campaign that focused on diversity, equity and inclusion.

September

Ramash Swamy steps down from the LWT Board after a 6-year tenure. Gina Dempster GM Wastebusters is voted on.

October

Wānaka named in Lonely Planet's Best in Travel 2024.

WAO Summit focussed on Regenerative Tourism and sees the largest turnout of attendees to date - almost double the previous year for the tourism hui with special guest speakers Rodney Payne and Tyler Robinson from Destination think. First Destination Southern Lakes Board meeting held in Glenorchy.

November

LWT launched a new dedicated Visitor Insights Dashboard in collaboration with Destination Queenstown. A central resource for visitor economy data and insights, the dashboard provides members and stakeholders with easy-to-understand data, RTO led research, and insights.

December

Neat Places New Zealand's guide to the neatest things to do, eat, drink, see and experience across Aotearoa. Wānaka was one of the first regions to partner with this definitive guide and we continue to produce this annual guide for visitors seeking inspiration.

2024

January

Wānaka's visitor expenditure reaches $36.5M with a significant 25% increase in international spend versus the same period in 2023, predominantly driven by the US market.

February

Visitor experience impacted by closures of Blue Pools, Boundary Creek, and the Rob Roy Track Bridge. Sessions held with MP, Miles Anderson, QLDC, and Regional DOC, with a letter on behalf of businesses drafted to Ministers outlining the pressures on concession holders.

March

Warbirds Over Wānaka sees a surge in domestic visitors injecting $305M into the local economy.

Cultural storytelling and guardianship workshop with Darren Rewi sees record number of businesses attend eager to learn about our cultural history.

April

The 12-month anniversary of Love Wānaka also marked the launch of the first funding round. With local charitable organisations able to apply for grants of between $5,000 - $10,000.

May

CE Tim Barke departs the organisation after 4 years, Gizelle Regan steps into the role of Head of Destination. LWT attends TRENZ connecting with our important trade partners from around the globe.

June

LWT and DQ sign a shared services agreement announcing they will deliver their FY24/25 business plans under a new streamlined shared services model. The shared services model will lead to a range of opportunities and efficiencies for both Regional Tourism Organisations (RTOs), while ensuring both destinations retain their RTO and unique brands.

Performance Report for 2023-2024

Goal 1—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	Results
DMP PROJECT 4: PLACE-BASED DESTINATION PLANNING 3. Define strategies that consider yield, value per visitor, length of stay and total income/value of the visitor economy.	Investigate ways to support our businesses to increase yield within optimal capacity.	Yet to commence. Optimal Visitation Project underway which will inform the yield and productivity project.
	Explore member capability building opportunities to help operators mitigate reduction in capacity due to staff shortages, supporting businesses to yield strongly within capacity pressures.	In progress. Work undertaken with DQ and the Chamber of Commerce combined with the Optimal Visitation Project will inform future member capability programme activity to support workforce 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.	Yet to commence. Optimal Visitation Project underway which will inform the yield and productivity project.
DMP PROJECT 8: MEASURE GREENHOUSE GAS EMISSIONS 3. Ensure tourism businesses are analysing their own emissions.	Connect operators with the resources and tools to support them to measure their carbon emissions.	Achieved. Surveyed members to establish an emissions baseline and identify barriers. Launched a pilot programme in Queenstown Lakes for carbon counting and supply chain emissions. Provided decarbonisation workshops, events, and support resources.
DMP PROJECT 10: ZERO ENVIRONMENTAL FOOTPRINT 3. Develop and support existing education and outreach initiatives to change visitor behaviour regarding local environmental issues.	Showcase environmental sustainability initiatives and businesses and organisations that are prioritising environmental management.	Achieved. Produced content for wanaka.co.nz supported 'SUCfree' video series and profiled a range of businesses dedicated to making change through online platforms.
	Research existing initiatives to connect operators with to create capability building opportunities.	Achieved. Leveraged Love Wānaka to connect visitors with environmental protection opportunities to give back in the form of donation or volunteering. Production of mindful travel pages on wanaka.co.nz to influence behaviour change.
	Develop and support existing education and outreach initiatives to change visitor behaviour regarding local environmental issues.	Research complete for Kaitiakitaka stewardship booklet.

How	Activity	Results
RTO MARKETING Focus on opportunities in New Zealand and Australia which have lower carbon intensity and higher value.	Amplify storytelling associated with the visitor economy's carbon zero and diversification journey.	Achieved.
	Deliver Wānaka Presents 'The Monster Children Film Awards'. A short film award that celebrates storytelling around this year's theme of Regeneration.	Achieved.
RTO MEDIA Deliver a PR strategy to showcase the region's initiatives to transition to a carbon zero industry.	Seek new and innovative PR opportunities to gain attention for the region's carbon zero initiatives.	Achieved. LWT partnered with P.E. Nation on the launch of their Sustainable 100% Recycled Shell Fabrications Snow Range.
	Use media opportunities to amplify our positive stories.	Achieved.
RTO DESTINATION DEVELOPMENT Support regenerative tourism by building connections with aligned industry partners.	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.	Ongoing. Progress made in developing new relationships in trade channels.
	Scope working with QLDC to determine terms of reference and steering group to advance a bike strategy.	Yet to commence.

Performance Report for 2023-2024

Goal 2—Marketing

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

Objective

Align RTO marketing activity with community values and regenerative mindset.

How	Activity	Results
DMP PROJECT 1: COMMUNITY ENGAGEMENT 2. Use existing community plans to bring local values to life. 5.Identify opportunities to support local events, activities, facilities, and initiatives which help reinforce community identity, values and a unique sense of place.	Collaborate with local community groups to establish an understanding of local values from existing place-based community plans.	Not Achieved. Contingent on the development of place-based community plans.
	Review the marketing and promotional support LWT provides to events to prioritise support for events which fulfill these criteria.	Achieved. The online events hub has evolved to include volunteering opportunities and a focus on community events alongside major events.
	Review and evolve event marketing strategy to align with the DMP.	Achieved. The marketing and promotional support criteria is established and is reviewed on an annual basis.
	Develop an event toolkit.	Achieved.
7. Work with Tourism New Zealand and third-party travel trade organisations to raise awareness of and support for our community values-based approach.	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.	Partly Achieved. A draft regional strategy for trade and business events has been commenced, however ongoing work is required as we continue to establish how to develop and communicate our prioritise trade partners.
	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: » 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.	Achieved. Destination stewardship and regenerative tourism goals have been shared with TNZ. LWT and DQ have evolved the approach to inviting famils to align with our regenerative tourism strategy and business development team is focused on educating TNZ offshore offices and third-party travel trade regarding the evolved values. Trade and BE famils have ensured consideration of all famil components have been aligned to new famil strategy while ensuring an inclusive approach for all operators. Have worked with TNZ to deliver international media programme and influence famil to showcase slow travel and low carbon itineraries.
	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.	Partly achieved. Decision was made that the famil matrix was too limiting and a flexible approach was required. TNZ were made aware of the region's regenerative tourism aspirations and how famils should align with this.
	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.	Not achieved. Will explore opportunities through new shared service to evolve this next FY.
	Develop direct relationships with TNZ offshore offices to work collaboratively to identify trade partners in market with values that align with Queenstown Lakes.	Ongoing.
	Work with TNZ to target media opportunities that tell place-based stories which align with the region's regenerative strategies.	Achieved. Supported TNZ to deliver international media programme and influenced famils to showcase operators regenerative tourism ambition.

Performance Report for 2023-2024

How	Activity	Results
RTO MARKETING Attract manuhiri who want to feel a sense of connection with this place and with us.	Deliver an ongoing feed of relevant content creating a longer lasting connection.	Achieved. Content creation focused on culture, community and conservation. Encouraging visitors to take their time and return often.
	Consistently communicate Wānaka key brand values through owned and earned channels.	Achieved. Content delivered across multiple channels including web, eDM, and social channels.
	Deliver a cohesive content lead strategy that ties every piece of content back to educating the audience on our brand values.	Achieved.
	Develop content and assets to support this approach.	Achieved.
	Evolve the LWT EDM strategy to communicate with visitors throughout the entire trip cycle.	Underway.
RTO TRADE Implement Trade Strategy alongside Destination Queenstown to guide domestic and overseas trade activity.	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.	Ongoing. Trade team connected with TNZ while in market. Business Events team connected with offshore TNZ teams regularly at industry events as well as delivering quarterly online catch ups. Media team partnered with TNZ regularly on PR opportunities.
	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.	Achieved. Existing trade resources and promotional materials were updated to align with the region's regenerative tourism strategy. Additionally, a Trade business toolkit has been created to promote the initiative to trade partners. Included a Love Wānaka Tree Planting and information session during the post-TRENZ famil itinerary with 15 participants from Western and Asian markets.
	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.	Achieved / Ongoing. Represented Wānaka at multiple trade shows, sales calls, and engagement opportunities in core markets (NZ, AUS, North America, Europe), strengthening relationships to better position and promote Wānaka. Updated trade resources and marketing materials to align with the region's regenerative tourism strategy. Additionally, consistently maintained and updated our global database, providing in-person and online training to educate and support travel sellers with the latest Queenstown Lakes updates and product information.
	Adhere to trade matrix when evaluating trade events; Carbon footprint of trade activity is considered.	Ongoing. A start has been made in FY23/24 to understand tradeshows and partners with aligned values. Shared services approach with DQ will create efficiencies and reduce the carbon footprint of trade activity.
RTO DATA & INSIGHTS Collaborate with DQ to deliver region wide research and insights, visitor monitoring, community sentiment monitoring and emerging traveller trends.	Facilitate region wide research programmes and insight gathering.	Achieved. Region-wide Visitor Insights Dashboard for LWT and DQ members launched.
	Deliver annual reporting for Views on Tourism community sentiment report and the new regional Visitor Insights Programme.	Achieved. Lead by DQ who significantly evolved the Visitor Experience Programme to include insights around regenerative tourism understanding and managed the Views on Tourism research for DQ and LWT
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.	Ensure the media programme supports stories which honour our community values.	Achieved.
	Work with Kāi Tahu to authentically tell the approved stories of place and raise awareness of Wānaka's cultural history.	Ongoing.
	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)	Achieved. Paid partnerships include (National Geographic New Zealand, North & South, GOOD Magazine and Cuisine).
	Use the media program as a tool to celebrate examples of behaviour and practices that align with Tiaki.	Ongoing.
	Utilise the media program to build awareness of local environmental projects and initiatives.	Achieved.
	Communicate with residents about regenerative tourism activity to support community spirit and create opportunities for connections between community and industry.	Ongoing. Leveraged media opportunities via press releases to reach community audiences.
	Ensure that media activity delivered is in alignment with optimal visitor number objectives.	Not commenced.

Performance Report for 2023-2024

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.

Objective

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

How	Activity	Results
DMP PROJECT 2: TIAKI PROMISE: LEAD BY EXAMPLE 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. 2.Encourage local agencies, communities and tourism businesses to champion the Tiaki Promise so that all visitors are aware of it and understand it. 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.	Champion the local businesses that are actively living the values of Tiaki Promise and share these.	Yet to commence. Awaiting national strategy approach to gauge opportunities.
	Investigate creating an ambassador to further the knowledge and capability around Tiaki Promise with local business.	Yet to commence.
	Implement a community awareness programme to promote living the values of Tiaki Promise (Be a Tiaki Kiwi)	Yet to commence.
	Share and promote the Tiaki toolkit to businesses, encouraging them to use this within their organisations.	Underway. Will be implemented on the B2B website.
	Explore ways the Kaupapa of the Tiaki Promise could be furthered amongst partners organisations such as QLDC, QAC and neighbouring RTOs.	Yet to commence.
	Use the RTO media program as a tool to celebrate examples of behaviour and practices that align with Tiaki Promise.	Ongoing .
DMP PROJECT 3: PRESERVE AND CELEBRATE KĀI TAHUTAKA AND MĀTAURAKA 1. Establish an effective and strong working partnership with authorised Kāi Tahu, Rūnaka and mana whenua representatives to enable their active involvement in destination planning. 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. 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 legends and stories of place, which are authorised by Kāi Tahu to be shared.	Develop and implement a series of workshops in partnership with takata whenua.	Ongoing. Cultural storytelling and guardianship workshop with Darren Rewi in March saw a record number of businesses attend eager to learn about our cultural history. More workshops are planned to further learning in FY24/25.

How	Activity	Results
DMP PROJECT 5: WELCOME PROGRAMME 1. Identify arrival touch points where visitors can receive a welcome, assistance, and education from the destination. Determine how existing visitor servicing can support the experience at these locations and times. 2. Develop the substance for visitor education related to local values and cultures. 3. Set a goal for number of visitors surveyed and connections made.	Identify visitor arrival touch points in the region and investigate ways to enhance the sense of arrival and welcome to the district.	Partially Achieved. New B2B portal will include information and links to living, working, and doing business in.
	Align visitor touch points communication with the principles of the regenerative tourism strategy.	Achieved. Online and digital visitor communication touch points have been updated to align messaging with the regenerative tourism strategy.
	Evolve the website to include kaitiaki/ stewardship course.	Underway. Research phase complete.
	Establish and evolve the visitor experience survey which aims to understand visitor experience, interaction and connection with our region.	Achieved. The Queenstown Lakes visitor experience program has undergone a significant evolution to enhance the understanding of visitor experiences, with a particular focus on better understanding sustainable and regenerative tourism understanding, attitudes and behaviours.
DMP PROJECT 6: ARTS, CULTURE & HERITAGE DEVELOPMENT Bring the cultural history and stories of our places to life.	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.	Underway. Arts and Culture page added to wanaka.co.nz
DMP PROJECT 15: PRODUCT EVOLUTION PROGRAMME 1. Measure the quality of the destination experience according to visitor sentiment. 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. 4. Improve accessibility throughout the district's visitor experiences, including its tourism facilities, products and services, to accommodate visitors and residents of varying abilities.	Develop a region wide visitor experience monitoring programme.	Achieved. The Queenstown Lakes visitor experience programme evolved to align with the principles of regenerative tourism and is now also being delivered in Wānaka.
	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.	In progress. Accessibility and DEI modules will be added to the RTO member capability programme in partnership with subject matter experts when B2B website launches FY24/25
	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	In progress. Partnership programme with experts 'Making Trax' is being developed to improve accessibility in tourism experience and product development.

Performance Report for 2023-2024

How	Activity	Results
DMP PROJECT 16: TOURISM BUSINESS EXCELLENCE PROGRAMME 1. Ensure a common understanding of what Travel to a Thriving Future means among visitor economy stakeholders.	Develop a short summary of Travel to a Thriving Future to share with stakeholders.	Yet to commence.
	Create opportunities to share the goals and ambitions of the strategy with operators and industry	Achieved / Ongoing Incorporated key aspects of the DMP and its strategic relevance into the opening segments of each member capability workshops. Established dedicated DMP drop-in sessions, providing industry members with opportunities to gain deeper insights. Utilized our Fortnightly Member Newsletter to regularly communicate strategic DMP objectives and initiatives. Planned and hosted the Annual Tourism Hui during the WAO summit.
	Advocate for the inclusion of cultural heritage elements in tourism products and experiences	Yet to commence. Work with KUMA, Iwi partners and New Zealand Māori Tourism to identify opportunities for cultural heritage experiences.
	Work with Kāi Tahu to identify legends and stories of place which are authorized by Kāi Tahu to be shared.	Yet to commence. Work with Kāi Tahu, QLDC and Three Lakes Cultural Trust to identify the authorized Kāi Tahu stories we can share.
	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	Yet to commence. The Optimal Visitation Project is currently underway and will significantly inform the yield and productivity project.
	Share case studies showcasing regenerative tourism	In progress. Case studies are underway and will be implemented on the B2B website.
RTO Utilise RTO trade expertise and knowledge to support product development in line with emerging traveller trends and regenerative tourism.	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.	Not commenced. The RTOS have discussed a joint product and experience development programme and will deliver this in collaboration, however it will not commence until FY24/25.

How	Activity	Results
RTO COMMUNICATIONS Create opportunities to engage with our community and help visitors to develop a connection to local communities, culture and places.	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.	Not Achieved. While regenerative tourism stories have been shared with highlighting Wānaka operators and organisations acting to support social cultural and environmental sustainability, this has not been shared with the community on a regular cadence.
	Communicate with our visitors the importance of respect for place and values of our region.	Achieved. These values are included in all LWT media programme activity.

Performance Report for 2023-2024

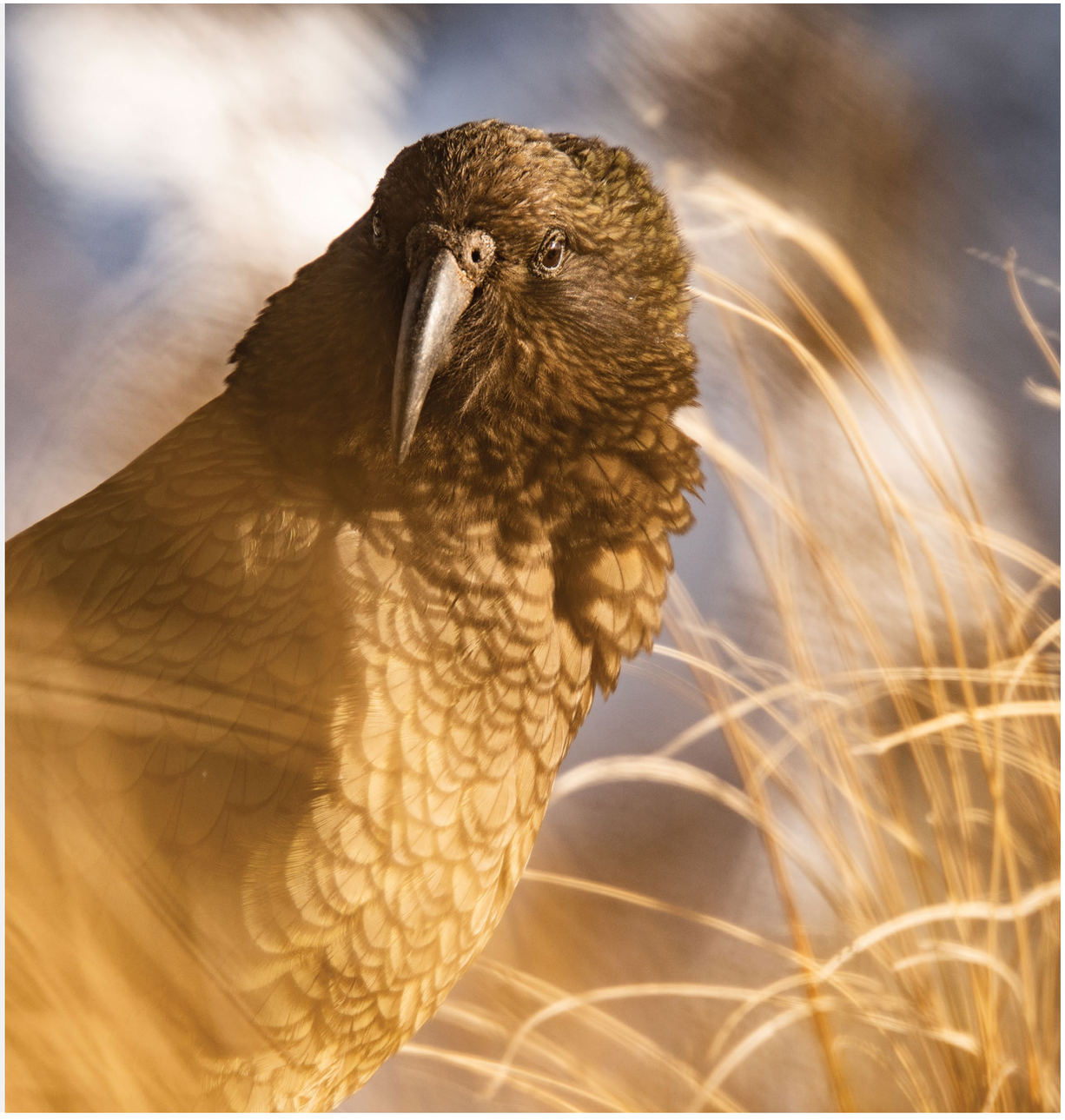
GOAL 4—Brand

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	Results
DMP FOUNDATION PROJECT 4: UPDATE QUEENSTOWN LAKES BRAND AND MARKETING STRATEGIES 1.Effective use of data and analytics to improve knowledge about visitor motivators and behaviours. 2. An informed understanding of visitor interests, behaviours and values to inform marketing activity.	Evolve the data and insights hub to further leverage available visitor economy data to guide RTO and operator activity.	Achieved. The Data and Insights Hub has been enhanced to deliver an improved user experience with significant improvements in data visualisation. New data sources have been integrated where available.
	Launch a region wide visitor insights programme to inform RTO marketing activity.	Achieved. Consumer marketing activities are continually informed and optimised using insights from visitor motivations and drivers, forward outlook data, and findings from LWT's quarterly visitor insights program.
	Evolve website to align directly with regenerative tourism ambition, representing the destination as a place to visit work and live.	Partly Achieved. Evolved B2B website to launch FY 24/25
3. Align brand strategy to regenerative tourism and economic diversification. 4. Align marketing plans (including business goals, market segments and promotional/experience activities) to regenerative tourism and decarbonisation.	Promote our sustainable stories and product, prioritising stories of people and place.	Achieved.
	Build our brand through owned and earned media channels, supporting storytelling that celebrates our people and place.	Achieved.
	Review and align brand marketing collateral with DMP and LWT organisation sustainability objectives.	Achieved.



Performance Report for 2023-2024

GOAL 5—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	Results
DMP PROJECT 14: LOVE WĀNAKA / LOVE QUEENSTOWN 1. Establish a community fund that targets visitor give-back and financial contributions to support social and environmental outcomes. 2. Develop platforms that enable visitor give-back programmes	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.	Achieved. The Love Wānaka community fund was launched to facilitate visitor give back and positively impact environmental action in the Queenstown Lakes region. Efforts to establish the initiative within local businesses and visitors is ongoing.
	Launch Love Queenstown website and donation platform.	Achieved. Lovewanaka.co.nz launched to fund climate, conservation and biodiversity action in the Queenstown Lakes region. An always-on Love Wānaka digital campaign is running to drive awareness of the platform and its mission. Visitor donations can be made online, efforts are being made to embed and influence visitor giveback at point of sales systems.
	Create a toolkit for businesses to understand and adopt Love Queenstown locally.	Achieved. An operator business toolkit was created to engage local businesses, communicating the opportunity to get involved and support local environmental action. Trade business toolkit has been created to promote the initiative to trade partners.
	Work with QAC and QLDC to brand the region Love Wānaka/ Love Queenstown at launch.	Achieved. Activity with Queenstown Airport Corporation (QAC) and QLDC, including flags, billboards and a takeover of the Airport Nook, supported the launch activity of Love Queenstown.
	Leverage Love Wānaka to build a strong sense of connection between community and visitors.	Ongoing. Love Wānaka activity worked to establish a connection with visitors and locals alike, including physical point of sale assets, digital marketing, media stories, events and partnerships with local businesses.

How	Activity	Results
DMP PROJECT 19: INNOVATION AND ECONOMIC DEVELOPMENT 4. Build a reputation as an innovative, early adopter in areas aligned with green tourism innovation and clean transportation.	Celebrate business innovation to support Queenstown Lakes reputation as a proving ground for innovation.	Achieved. Celebrated innovation by showcasing regenerative activities and practices via content on www.wanaka.co.nz
	Profile regional economic development and business innovation stories via earned and third-party content.	Partially achieved. B2B website underway launching FY24.
	Utilise the RTO media program to build awareness of business innovation.	Achieved.
	Leverage inventive and environmental-focused business events in the region as a platform to showcase stories of innovation and progress.	Partially achieved. isite worked with Siddartha's Intent to secure global learning conference.
RTO Provide capability building opportunities that support a thriving community and environment.	Work with local organisations to provide mentoring, training, information, resources and other useful ongoing support for tourism business owners, managers and employees.	Achieved.
	Enable and facilitate connection and collaboration between member businesses.	Achieved.
	Support the establishment of local Māori tourism businesses.	Not achieved.
	Work with existing local initiatives and organisations to develop a programme of capability programme initiatives to support tourism businesses to develop and success relative to regenerative tourism, sustainability, decarbonisation, digital capability, data and insights.	Achieved. Delivered capability building programme and design of new Member Hub where members can access capability building and training resources, view upcoming events, access business plans, reports, and get the latest data and insights.
	Provide support to businesses through the evolution of the RTO capability building programme, regular communications and information sharing.	Underway. Member Hub to launch FY2024, extensive member capability event programme established, new Capability Connect communication channel established.
	Ensure that the capability programme covers the region's key objectives relating to tourism system yield.	Not commenced. It is expected the Optimal Visitation project will inform the project relating to system yield.

Performance Report for 2023-2024

Goal 6—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	Results
DMP PROJECT 18: EMERGENCY AND CLIMATE ADAPTATION PREPAREDNESS 2. Ensure tourism operators are prepared and understand their responsibilities so that they can keep visitors safe during emergencies.	Identify member capability building opportunities in this space.	Ongoing. It has been identified that resilience and emergency management co-ordination are potential areas of development.
	Support regional emergency management planning.	Achieved. Collaborated with stakeholders at workshops and training sessions.
	Support members to understand regional emergency management plans,	Not Achieved. Plans in place with QLDC Emergency team to run workshops FY 24/25.
RTO ORGANISATION Demonstrate the organisations commitment to reducing environmental footprint.	Establish accurate reporting systems.	Achieved. New form in line with DQ to capture scope 3 employee travel. Company fuel card to improve tracking for our annual Emissions report. Agreement with Go Rentals to ensure any staff/famil use hybrid vehicles. Uber Business account to track taxi use more accurately.
	Implement sustainable travel and trade policy.	Not Achieved.
	Incentivise active transport days.	Not Achieved.
	Introduce further waste and recycling measures.	Achieved. Implemented composting of food waste, removed desk side bins and weigh our landfill waste.
	Reduce print capacity and paper usage; opt for eco-certified print and production options.	Achieved. Reduction in print collateral and use of eco-certified print and production.
Continue to be appropriately resourced, structured, and motivated team to deliver our vision.	LWT values to underpin every decision and action within the organisation.	Achieved.
	Ensure the organisational structure evolves to meet the needs of delivering our vision.	Achieved. Shared services agreement in place.
	Provide a comprehensive induction and continued support for staff.	Underway. New induction processes and policies.
	Support staff to constantly develop and learn.	Achieved.
	Increase awareness of equity, inclusion and opportunity for all staff.	Ongoing. LWT aims to cultivate a culture of equity, inclusion, and opportunity for staff through effective management, positive workplace culture, and implementation of workplace policies.
	Ensure staff have the technology required to carry out their roles with flexibility.	Achieved.
	Facilitate employee survey.	Achieved.
RTO MARKETING Foster and participate in collaborative initiatives with regional lower, South Island RTO's and local partners	Continue the collaborative relationship with QAC, exploring opportunities to partner on activity that supports regional goals.	Achieved. A range of activity in partnership with QAC launched during FY23/24, with highlights being the Love Queenstown/Love Wānaka take over of 'The Nook' and the media support of DQ and LWT's 'Go SUCfree' campaign which aligned to QAC's sustainability goal.
	Collaborate with partners to support the development and promotion of the Southern Way RTO collective.	Achieved. LWT is an active partner in the Southern Way RTO collective, supporting marketing efforts and various promotions throughout the year.
	Support the development of an EV and E-Bike touring routes.	Partly Achieved. Visitor promotion of EV touring routes via Southern Way.
RTO COMMUNICATIONS Provide businesses with regular communications and information sharing.	Enable and facilitate connection and collaboration between member businesses.	Achieved. Schedule of seasonal networking events held.
	Deliver consistent and relevant communications.	Achieved. Regular communication with members via fortnightly newsletter, data and insights quarterly updates, and special updates with strong open rates.
	Deliver a schedule of events.	Achieved. Maintained a schedule of member events (including AGM), and Member Capability sessions.
	Report on organisational plans including the Annual Report, the Business Plan and DMP.	Achieved.
	Carry out an annual satisfaction survey.	Achieved.
Take a collaborative approach to our destination reputation position the region as a well-managed, safe and regenerative destination.	Support the inter-agency destination reputation management group to collaboratively address and manage issues impacting destination reputation.	Achieved. Attended quarterly meetings at DQ to address district wide 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).	Partially Achieved. Crisis communications plan maintained, and support provided to lead agencies as required.

Goals and Measures Summary

Goal 1—Environment

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

Measures	Source	Results
Decrease in carbon intensity per visitor dollar in Queenstown Lakes district (as assessed by CZ 2030 project scoping).	New metric (emissions assessment from Carbon Zero 2030 project scoping).	Due to the complexities involved in establishing a FY23/24 emissions profile for the visitor economy, this assessment was not completed by year end FY23/24.
Target an increased length of stay from 2.8 nights average stay in the Queenstown Lakes region to 3.5 nights average stay.	ADP and AirDNA.	Length of stay for commercial accommodation reached 2.2 nights (ADP). Length of stay for non-commercial accommodation reached 3.1 nights (AirDNA).
Benchmark the number of tourism businesses analysing their own emissions .	Internal new metric.	From a Member Survey it is estimated around 40% of members are measuring their emissions.
Benchmark the number of available sustainable tourism experiences in region.	TBC new metric.	Benchmark has not been undertaken at year end FY23/24.

Goal 2—Destination Marketing

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

Measures	Source	Results
3% increase in visitor expenditure over FY22-23.	Marketview Council Tool.	Total visitor expenditure fell by 5%, with domestic spending dropping by 17% and international spending rising by 18%.
Measure uptake in sustainable tourism experience demand from visitors.	Visitor Experience (A+A) (evolved).	17% of visitors stated that it was important for the experiences they participated in to be sustainable or regenerative.
Love Wānaka Engagement (web metrics) and benchmark contributions.	www.lovewanaka.co.nz Raisely.	Website: 39,000 users Total reach: (across web, social + paid) 928,685 Total subscribers: (social + EDM channels) 7,807 $35,420 in impact grants.
Measure the level of visitor engagement with local community.	Visitor Experience (A+A) (evolved).	59% of visitors stated that they interacted with locals a lot or a moderate amount.
Increase NPS from 66 to 70 (VIP).	Visitor Experience (A+A) (evolved).	The visitor experience NPS reached 70.

Goals and Measures Summary

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.

Measures	Source	Results
Support members to evolve current, and develop new, regenerative tourism experiences (cultural storytelling, manaakitaka, sustainability practices).	Member capability delivery + commentary.	Partly Achieved. Maintained a regular schedule of member capability events across the four well being pillars (economic, social, cultural, and environmental). More in depth product development will commence in FY24/25 alongside DQ.
Bring the cultural history and stories of our place to life (website metrics).	Web metrics + commentary.	Timeline project adapted from the Upper Clutha Historical Record Society timeline, with assistance from Kai Tahu, QLDC and Lakes District Museum. 3515 page views. Te reo added to header bar 1.174M views.
Grow Tourism Approval Rating (TAR) toward domestic visitors from 61 to 64 and toward international visitors from 26 to 29 (Views on Tourism).	Views on Tourism.	Domestic visitor approval rating sits at 46 for domestic visitor approval rating, and 23 for international visitor approval rating indicating declining acceptance of tourism activity.
Measure visitor satisfaction with sustainable or regenerative visitor experiences.	Visitor Experience (A+A) (evolved.	Only 26% of visitors were satisfied with the regenerative or sustainable experiences available, and just 16% found it easy to identify these options.

Goal 4—Brand evolution

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

Measures	Source	Results
Deliver phase 2 of the website that represents the destination as a place to visit, work, live.	LWT.	Underway. Website to launch FY24/25.
Take a place-based approach to the Wānaka brand and promote the wider use by business, community, council and tourism.	LWT.	Partially achieved. Brand work in place promotion of use ongoing.

Goal 5—Capability building

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

Measures	Source	Results
Deliver improved destination visitor yield by working within the identified optimal visitation numbers and ensuring a minimum 3% increase in visitor expenditure.	Marketview Council Tool.	Total visitor expenditure fell by 5%, with domestic spending dropping by 17% and international spending rising by 18%.
Target a domestic/international visitor portfolio split of 50/50, measured by anonymised cell phone data (Dataventures).	Dataventures (VPLE tool).	Domestic / international visitor portfolio split was 70% domestic, 30% international.
Deliver a member capability building programme covering product development, visitor mix, climate adaptation and DEI.	LWT member capability programme).	Partly Achieved / Underway. The LWT member capability program delivered a regular schedule of workshops and learning opportunities, covering topics such as product development, sales channels, yield management, visitor experience, regenerative and resilience concepts, and cultural storytelling/guardianship. Modules on accessibility, DEI, and climate adaptation and mitigation will be added in partnership with subject matter experts when the B2B website launches in FY24/25.

Goals and Measures Summary

Goal 6—Organisation

Be the guardians of our destination values while being a data led organisation and employer of choice.

Measures	Source	Results
Target growth in the visitor perception score of Queenstown Lakes as a regenerative tourism destination.	Visitor Perceptions (A+A) (only ZQN).	The updated Wānaka experience survey revealed that 43% strongly agree Wānaka cares about its environment, 34% about its community, 36% about its culture and heritage, and 38% about its economy.
Achieve annual carbon reduction goals.	LWT.	Achieved. LWT reduced carbon emissions from 24 to 16 tonnes equivalent C02 reducing flights and improving accuracy of scope 3 emissions.
Development Plan for each staff member completed.	LWT.	Not Achieved.
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 learning and benefits.	LWT.	Achieved.

Visitor Economy Insights

Wānaka—YE June 2024

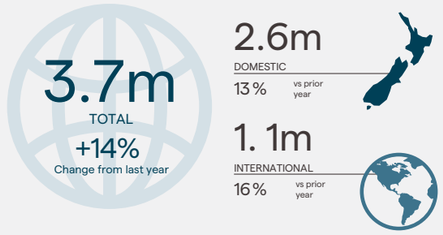
Visitor Economy Insights

Wānaka Visitation

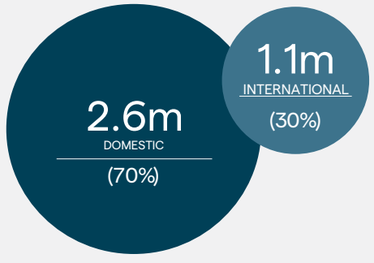
Total estimated cumulative visitor days in the Wānaka region totalled 3.7 million days at June 2024, a 14% increase on prior year.

The domestic/ international split is 70% domestic and 30% international.

CUMULATIVE VISITOR DAYS (YE JUN 24)

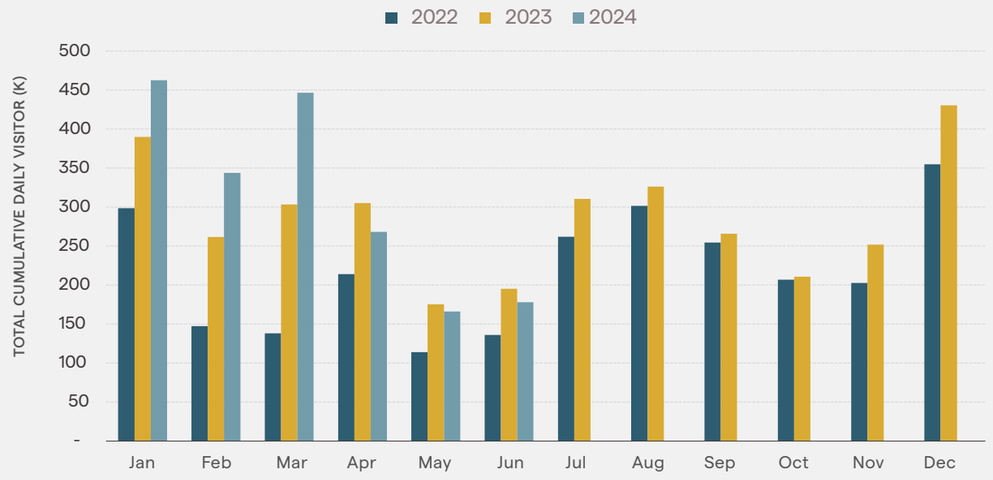


CUMULATIVE VISITOR DAYS BY DOMESTIC/INTERNATIONAL SPLIT

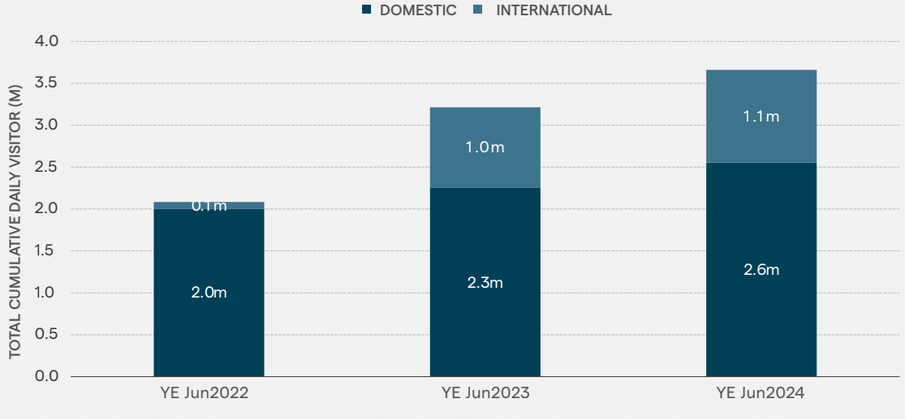


[Source: Marketview Tourism Data Tool. 1 July 2023 – 30 June 2024]

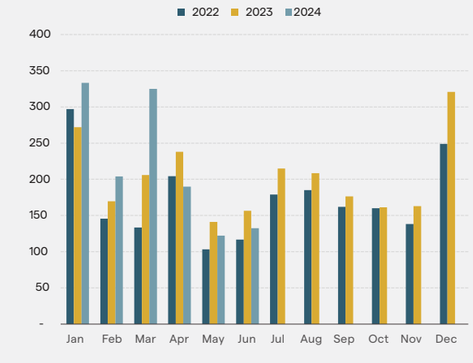
VISITATION BY MONTH



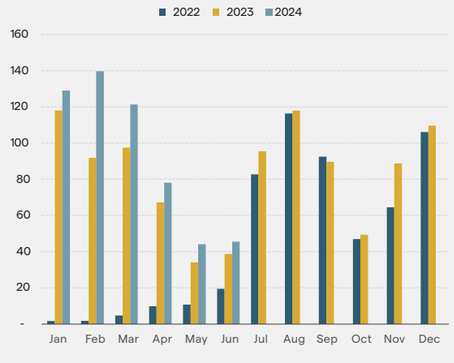
WĀNAKA VISITOR DAYS (YE JUN)



DOMESTIC VISITATION



INTERNATIONAL VISITATION



Note: Cumulative daily peak visitor estimated counts by month based on cellphone "pings". Visitor daily count estimates refer to peak daily visitor volumes (not unique visitors) for a specific market within a given geography and time of day. Cumulative visitor estimates are the total number of daily visitors counted over a given period, usually a month. For example, a visitor in the region for three days is counted three times. Source: Vistr Visitor Volume Estimates. Date range: 1 July 2021 – 30 June 2024.

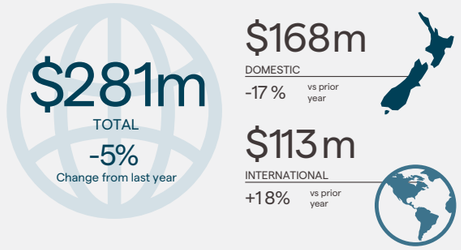
Visitor Economy Insights

Wānaka Visitor Expenditure

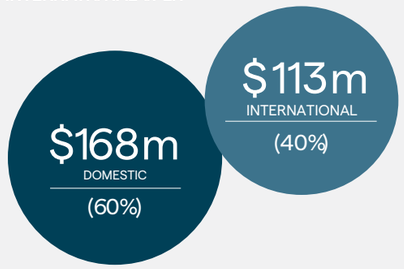
Visitor related electronic card expenditure at YE June 2024 totalled $281 million, a 5% decrease on the prior year.

The domestic/ international split is weighted slightly more toward international (60% domestic, 40% domestic).

WĀNAKA VISITOR EXPENDITURE (YE JUN 24)

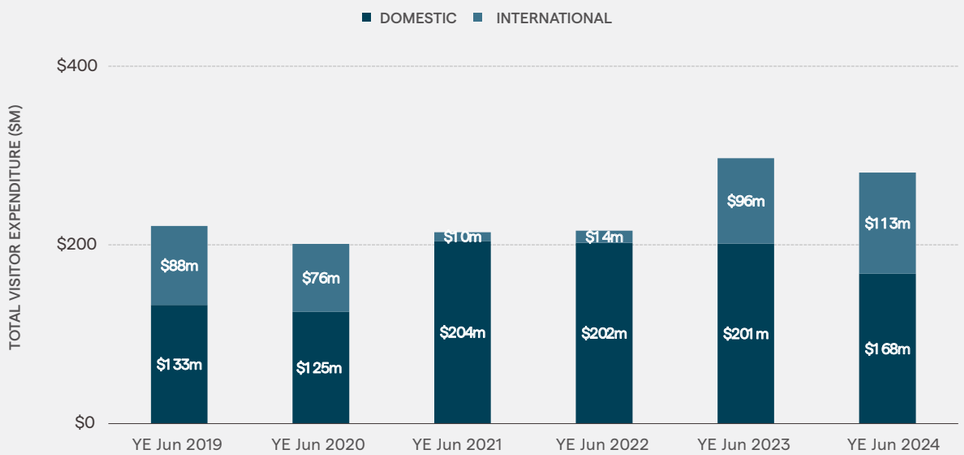


EXPENDITURE BY DOMESTIC/ INTERNATIONAL SPLIT



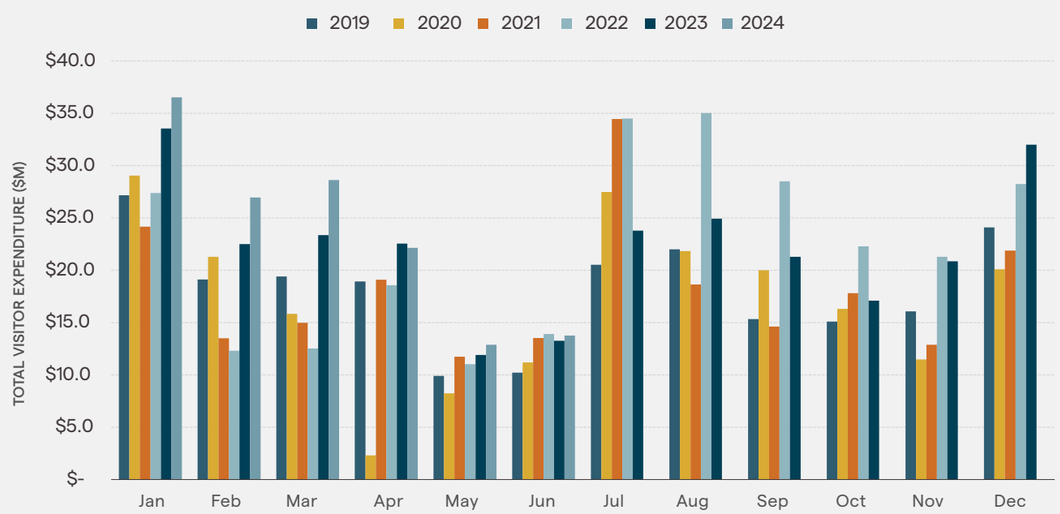
[Source: Marketview Tourism Data Tool. 1 July 2023 – 30 June 2024]

WĀNAKA VISITOR EXPENDITURE (YE JUN)



[Source: Marketview Tourism Data Tool. 1 July 2018 – 30 June 2024]

EXPENDITURE BY MONTH



TOP VISITOR EXPENDITURE MARKETS

	($M)	vs prior year
New Zealand$	167,575,374-	17%
USA	$35,919,652	70%
Australia$	26,508,960	-24%
United Kingdom	$12,149,5992	3%
Rest of Europe	$10,417,6605	1%
Rest of Asia	$8,663,626	55%
Other International	$6,845,049	-37%
China$	5,082,567	398%
Germany$	2,885,538	17%
Canada$	2,562,564	34%
Japan	$1,130,511	134%

Source: Marketview Tourism Data Tool. 1 January 2019 – 30 June 2024

DOMESTIC VISITOR EXPENDITURE

	($M)	vs prior year
Rest of Otago	$43,477,332	-4%
Canterbury	$41,485,253	-8%
Auckland	$33,313,948	-29%
Other Domestic	$12,879,092	-22%
Wellington	$11,058,468	-25%
Southland$	9,811,399-	8%
Waikato$	7,009,418	-32%
Bay of Plenty	$6,107,533	-29%
Northland$	2,432,930	-26%

Visitor Economy Insights

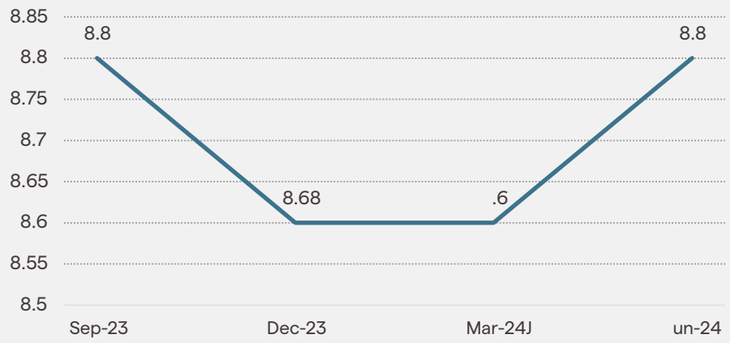
Wānaka Visitor Experience

WĀNAKA VISITOR EXPENDITURE (YE JUN 24)

Visitors to Wānaka express high satisfaction with their experience in the region with an overall experience score of 8.7 (out of 10). On average, domestic visitors rate their experience at 8.5 (out of 10), while international visitors rate it higher at 8.9 (out of 10).

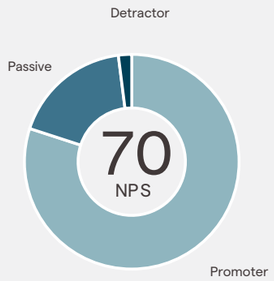
8.7

Overall visitor experience satisfaction YE June 2024

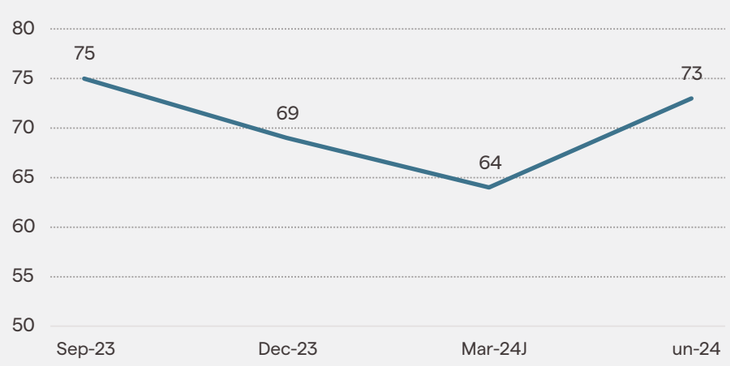


NET PROMOTER SCORE

Wānaka boasts an impressive Net Promoter Score (NPS) of +70 over the past 12 months indicating a strong advocacy for the region as a destination. International visitors have an even higher NPS of +76 compared to domestic visitors at +64.



Net Promoter Score YE June 2024



Note: LWT's reporting year starts 1 July, so Q1 is July – September, Q2 is October – December, Q3 is January – March, Q4 is April – June. Source: Queenstown Lakes Visitor Experience Survey, Destination Queenstown and Lake Wānaka Tourism, conducted by Angus & Associates. Time period: 1 July 2023 – 30 June 2024. Base: Queenstown Visitors – total sample (n=355). While sample size is building results are to be treated as indicative.

Visitor Economy Insights

Wānaka Commercial Accommodation

Commercial accommodation guest nights at YE June 2024 totalled 865 thousand, a 5% increase on the prior year. Average occupancy was 46%, the same as the year prior. There were an estimated 117 properties, with an lestimated 7,135 stay units.

WĀNAKA GUEST NIGHTS (YE JUNE 2024)

865k
TOTAL
+5%
Change from last year

512k
DOMESTIC
-5% vs prior year

354k
INTERNATIONAL
+25% vs prior year

PROPERTY COUNT AND STAY UNITS

	Count	Stay units
Holiday parks & campgrounds	6	1631
Backpackers	6	447
Motels & apartments (6-20)	17	240
Motels & apartments (>20)	7	226
Lodges & boutique accommodation	5	conf.
Hotels	3	conf.
Total	44	2544

As of YE June 2024. Conf refers to confidential data.

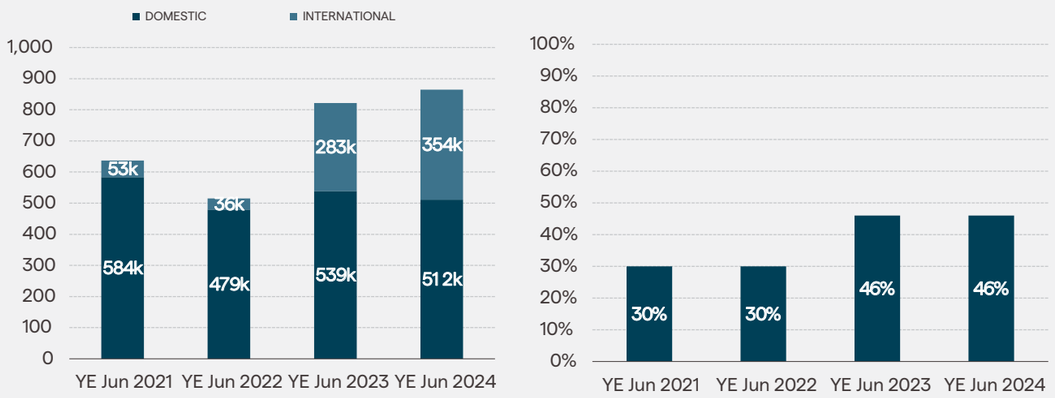
AVERAGE OCCUPANCY RATE

46%
average occupancy rate

AVERAGE LENGTH OF STAY

2.2
nights

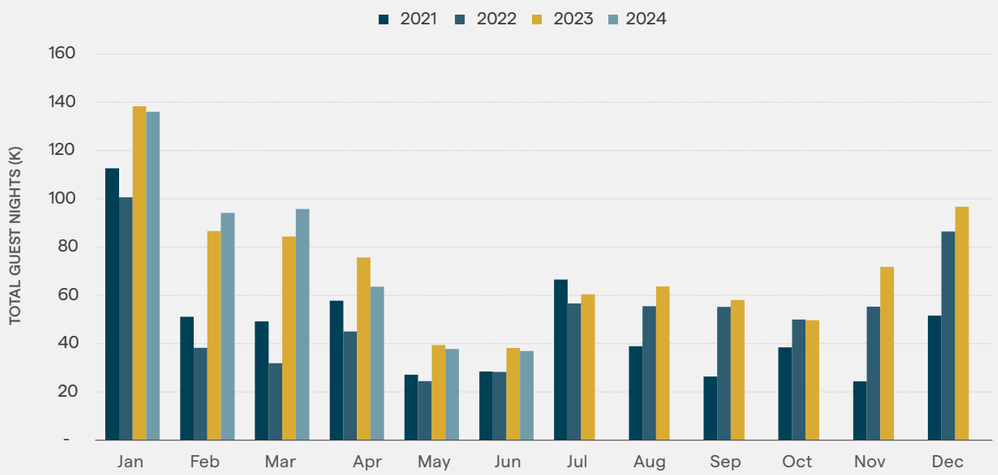
Source: Accommodation Data Programme. 1 July 2023 – 30 June 2024



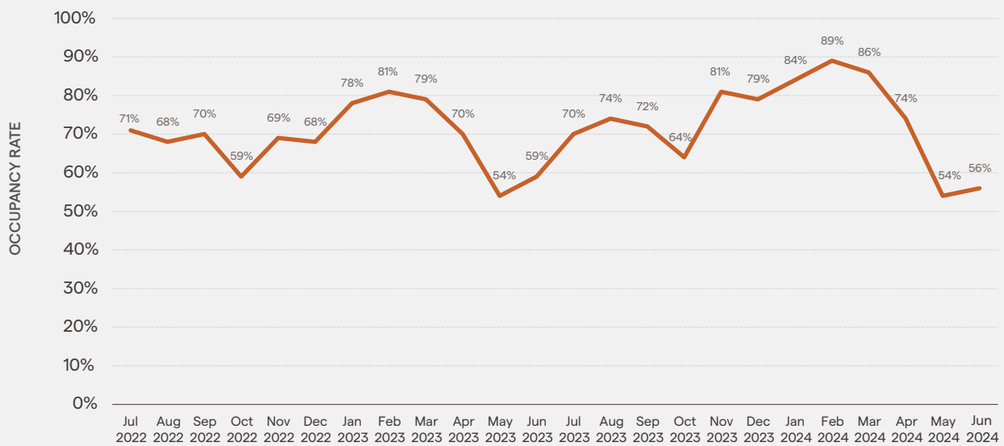
Notes: the above data represents information gathered from the commercial properties who agreed to supply their information to the accommodation data programme, so its an estimation only. Where there is a zero its because the results have had to be made confidential to a small sample size. Source: Accommodation Data Programme. Date range: 1 July 2020 – 31 June 2024.

Wānaka Commercial Accommodation

GUEST NIGHTS BY MONTH



AVERAGE OCCUPANCY RATE BY MONTH (LAST 24 MONTHS)



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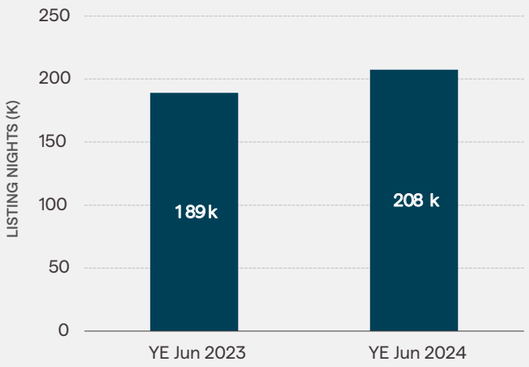
Visitor Economy Insights

Wānaka Non-Commercial Accommodation

Non-commercial accommodation listing nights at YE June 2024 totaled 208k, a 10% increase on the prior year. There currently are an estimated 784 listings (properties) at year end June 2024.

LISTING NIGHTS (YE JUNE)



WĀNAKA LISTING NIGHTS (YE JUN 24)

208k
TOTAL
+10%
Change from last year

AVERAGE OCCUPANCY RATE

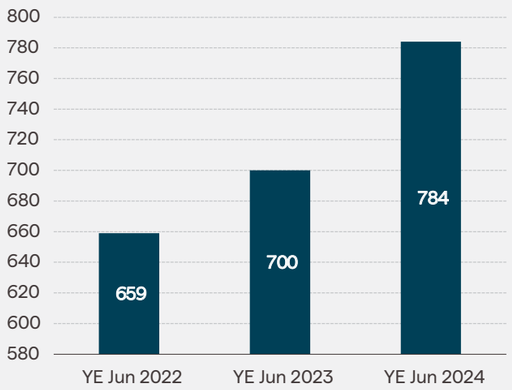
57%
average occupancy rate

AVERAGE LENGTH OF STAY

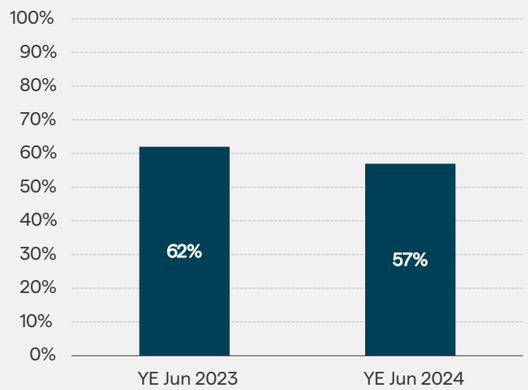
[Source: AirDNA. 1 July 2023 – 30 June 2024]

3.1
nights

PROPERTY LISTINGS (AT YE JUNE)



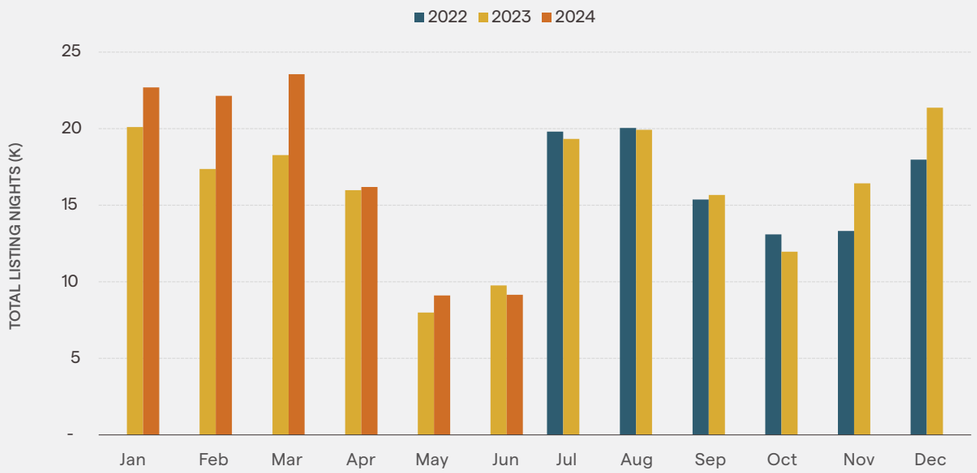
AVERAGE OCCUPANCY RATE (YE JUNE)



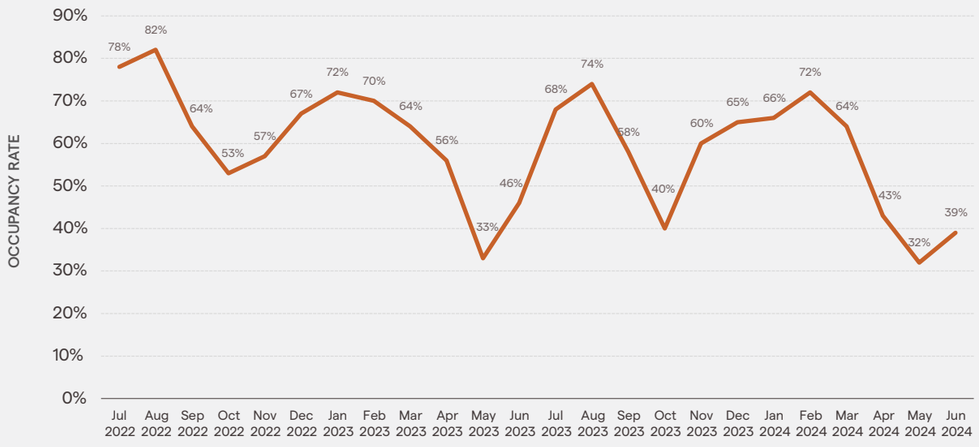
Notes: A property represents a listed property on a non-commercial rental website like Airbnb, it doesn't represent the number of stay units, beds or guest nights. Non-commercial is also known as short term rental or alternative rental. Source: AirDNA. Date range: 1 July 2022 – 30 June 2024.

Wānaka Non-Commercial Accommodation

LISTING NIGHTS BY MONTH



AVERAGE OCCUPANCY RATE BY MONTH



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Visitor Economy Insights

Wānaka Resident Satisfaction

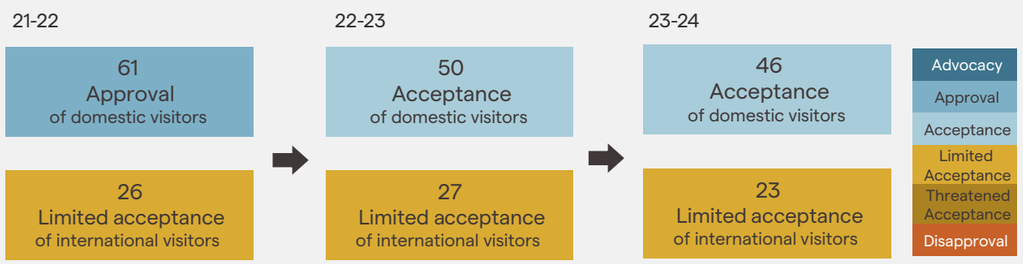
The Views on Tourism resident research programme gives us a way to measure, benchmarks and understand community sentiment toward tourism. It gives us the ability to respond to social license concerns and provides actionable insights for destination management planning, by exploring the benefits and adverse impacts of tourism activity as felt by residents.

TOURISM APPROVAL RATING SCORES

NZ DOMESTIC TAR SCORE IS 61

NZ INTERNATIONAL TAR SCORE IS 50

AVERAGE OCCUPANCY RATE BY MONTH



FELT BENEFITS OF TOURISM

96% of Wānaka residents have experienced the benefits of tourism activity in their area, the top five benefits are:

- More local businesses opening or being able to stay open
- Opportunities for employment and income
- A greater variety of goods and services being available than otherwise would be
- Community is more vibrant and friendly place to live
- Opportunities to get involved with/ attend local festival and cultural events

FELT ADVERSE IMPACTS OF TOURISM

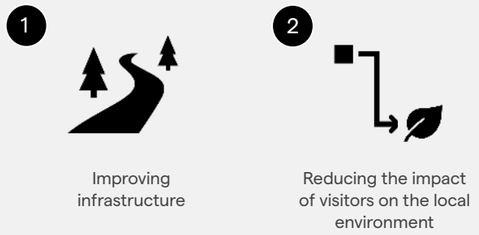
98% of Wānaka residents have experienced adverse impacts of tourism activity in their area, the top five adverse impacts are:

- Higher day to day costs
- Greater difficulty finding a car park
- Takes longer to get places due to traffic and congestion
- More litter and waste generation
- Tourism activity means the price of housing has increased

Wānaka Resident Satisfaction

FUTURE FOCUSES

Wānaka residents would like the local visitor economy to focus on the following key areas:

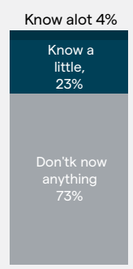


DESTINATION MANAGEMENT PLAN (DMP) AWARENESS

AGREEMENT WITH NEED FOR A DMP

70%
of residents agree the region needs a DMP

AWARENESS OF DMP



27%
of residents know something aboutt he DMP

Source: DQ and LWT Views on Tourism Research (Angus & Associates) N = 3,220 New Zealand N = 575 Queenstown Lakes

Key Activity 2023-24

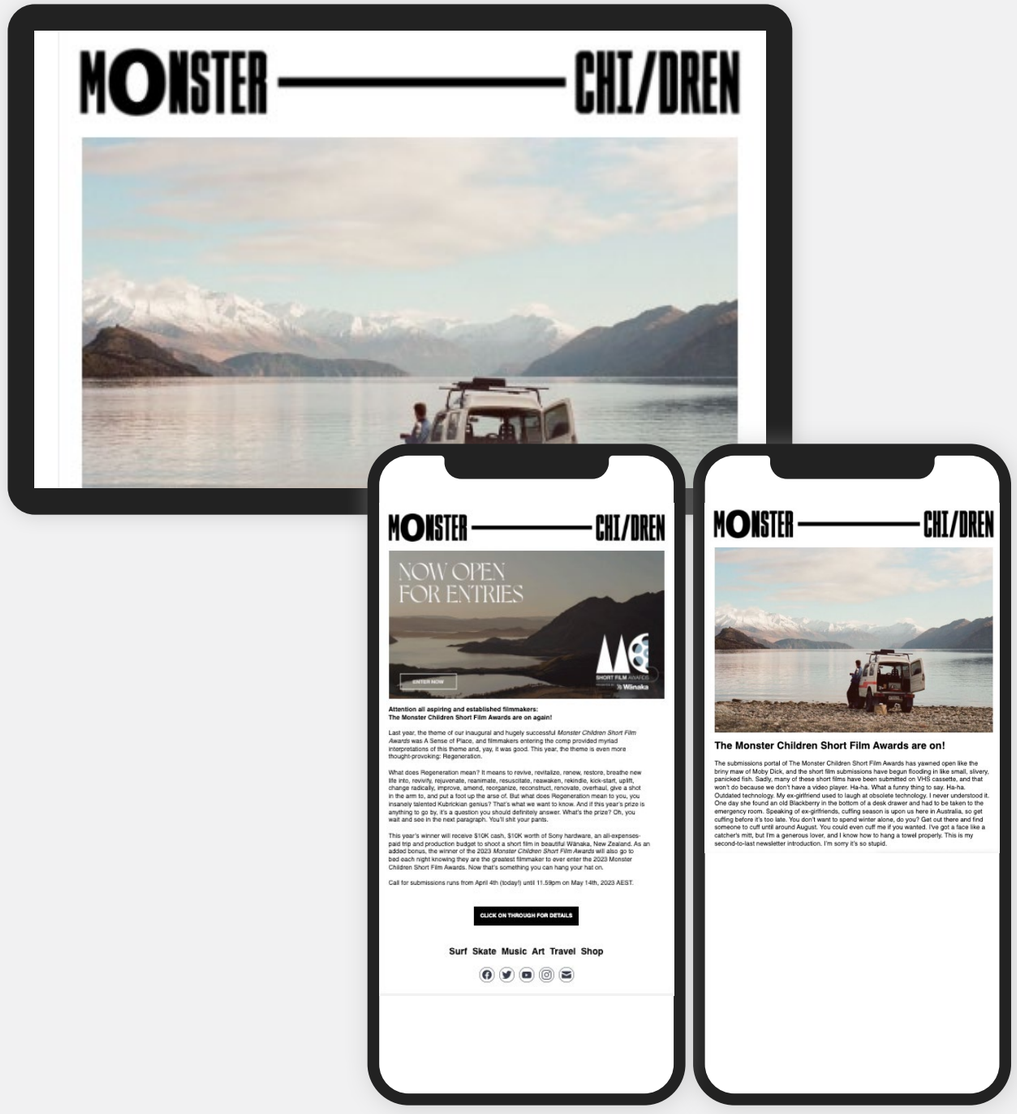
Destination Marketing

Destination marketing is a critical component of effective destination management, centered on communicating the unique values of our destination through high-quality content. By building deeper connections with our audience, we ensure that our message resonates and fosters lasting engagement.

Our strategy employs an ‘always on’ approach, maintaining a consistent presence in the market year-round across various channels. This model delivers greater return on investment, and supercharging the overall impact of our marketing efforts.

At the execution level this requires us to:

- Creating, scheduling and publishing our own content across our platforms strategically which elevates brand awareness and drives consistent growth in genuine website visits.
- Using paid media in a more targeted/efficient manner so our budget can go further and work harder.
- Continuously optimising the website so it remains relevant and converts multiple audiences across key touch points.
- Delivering inspiring and informational content directly to consumers via EDM (Electronic Direct Mail). This direct line of communication helps build stronger relationships and increases engagement. Is cost-effective compared to more traditional marketing methods, and allows us to reach an engaged audience at a lower cost, providing a high return on investment.



Key Activity 2023-24

Wānaka Online

In the 2023-24 financial year, Lake Wānaka Tourism's website revealed important insights into visitor behaviour and economic impact. New Zealand visitors accounted for 66.04% of website traffic, resulting in a substantial domestic visitor spend of $167.6 million.

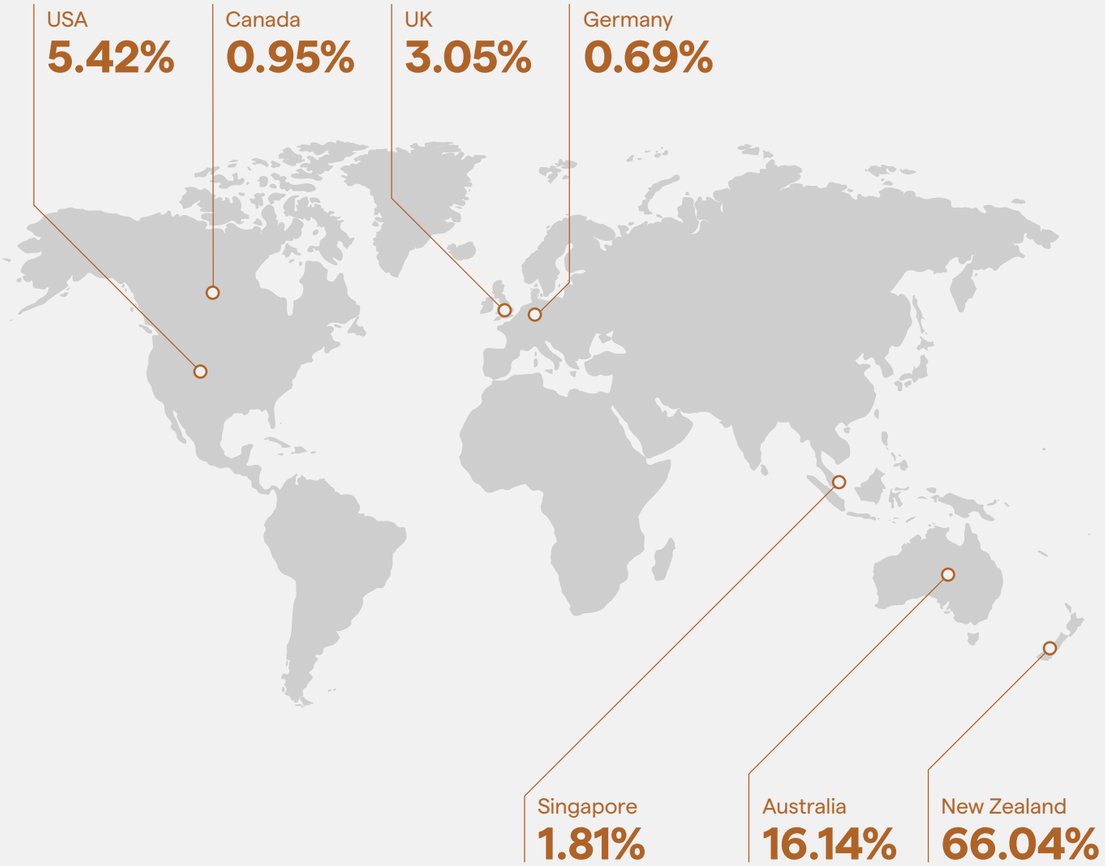
International markets, despite lower website traffic, showed varying degrees of spending behaviour. The USA, with 5.42% of website traffic, contributed $35.9 million in visitor spend, reflecting a significant 70% correlation to website engagement. Similarly, the UK, comprising 3.05% of traffic, translated to a $12.1 million spend, with a 23% increase, highlighting strong intent to spend among these visitors.

Country	% of Total traffic	YOY increase
New Zealand	66.04%	16.5%
Australia	16.14%	13.28%
USA	5.42%	27.6%
UK	3.05%	37.49%
Singapore	1.81%	32.6%
Canada	0.95%	26.67%
Germany	0.69%	32.63%
China	0.68%	-27.75%

Users
407,378

Pageviews
1,174,736

Percentage of total traffic

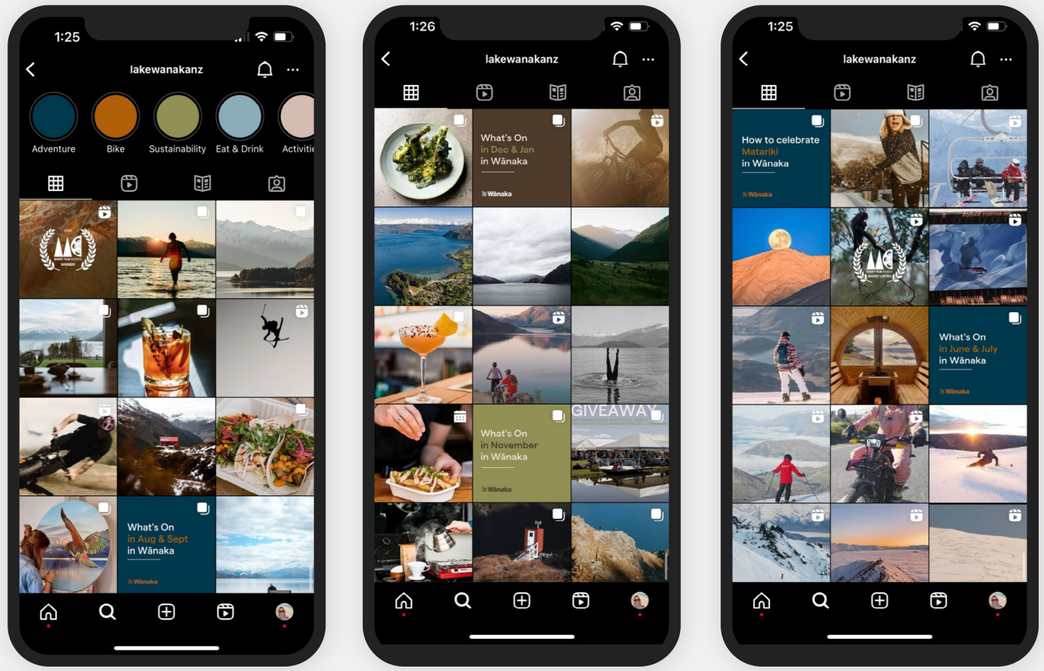


Key Activity 2023-24

Organic Social Media Performance

A strong social media strategy is crucial for driving website visits and enhancing overall digital engagement. By consistently posting high-quality, relevant content—stunning visuals, engaging stories, and valuable insights about the destination, LWT captures the interest of our followers and inspires them to take action.

Strategically using call-to-actions (CTAs) within posts, stories, and bios directs traffic to the website, whether it's for booking a trip, reading a blog, or signing up for a newsletter, with social referrals to the website up 14% in FY 2023/24.



Key Activity 2023-24

EDM Performance

EDM is one of the most cost-effective digital marketing channels, often delivering a higher return on investment (ROI) compared to other tactics.

By consistently delivering valuable content, thls direct to consumer channel ensures that Wānaka remains top-of-mind,providing inspiration and reasons for return visitation. Lake Wānaka Tourism's EDM strategy has consistently achieved above-benchmark engagement rates, highlighting the effectiveness of connecting with our audience. By focusing on personalized, targeted messaging that resonates with both domestic and international visitors, we have been able to surpass industry standards in key metrics such as open rates, click-through, and conversion rates.

Media and PR

Media and PR continues to play a vital role in our destination marketing mix. Utilising media relationships, providing regular press releases, and working closely with Tourism New Zealand generating over 200 articles, across print and digital with an estimated advertising value (EAV) of $20.75 M.

The Wānaka isite

This year has been filled with success, opportunities, and challenges. A strong start to the year contributed to a remarkable 27% year on year increase in ticket and retail sales while also topping the highest comparison percentage for a few months across the entire isite network. This achievement solidified our position as one of the top three isites out of sixty in the country, reinforcing this exceptional performance.

We experienced a very strong summer which included the much anticipated sold out Warbirds event, which drew in significant numbers of visitors and showcased the vibrant spirit of our community. We also saw a notable increase in US visitors, which can be attributed to direct flight availability and a strong US dollar.

The isite team organized accommodation across Wānaka for almost 1000 people attending a 12-day meditation conference in November 2023. This resulted in 480 number of room nights and a generous donation to the Love Wānaka community fund. We were delighted to receive confirmation of us organising this again for their return next year in March

Despite these successes, we faced the toughest shoulder season we've had in many years, a challenge felt by most operators and businesses in the area and around the country. Spring, along with the months of May and June, were particularly quiet, the Wānaka isite experienced a 12% drop, while the network as a whole reported a 17.78% decrease. Several factors contributed to this decline; the domestic market is now traveling overseas or tightening their budgets due to the rising cost of living. Australians, typically a strong market for us, also felt the pinch and did not spend as much as in previous years.

The need for a central hub where people can be and connected to our community and you our businesses remain essential. It is always great to see so any of you turn up to our seasonal networking events.

We are continually exploring new ways to deepen and enhance the visitor experience. and have installed visitor tracking software, which counts visitors and provides valuable insights into their behaviours, numbers through the door - helping us tailor our services more effectively.

We are also strengthening and expanding our retail range by showcasing the work of local artists, further connecting visitors to the unique creativity of our community. Alongside this, our online communications have been enhanced to better engage with visitors and locals who have purchased through us, ensuring they stay connected to Wānaka.

As we look forward to another year and promising signs for a strong summer ahead, our commitment remains to connect with our visitors, equip them with everything they need, from information to inspiration to booking with you our businesses.

The team remains committed to fostering connections, warmly welcoming everyone with genuine hospitality, and inspiring them to fully experience all that this place has to offer.

We are also strengthening and expanding our retail range by showcasing the work of local artists, further connecting visitors to the unique creativity of our community. Alongside this, our online communications have been enhanced to better engage with visitors and locals who have purchased through us, ensuring they stay connected to Wānaka.

As we look forward to another year and promising signs for a strong summer ahead, our commitment remains to connect with our visitors, equip them with everything they need, from information to inspiration to booking with you our businesses

Liz Hills
GM—Wānaka isite

The Team

The Lake Wānaka Tourism Team

Gizelle Regan
Head of Destination

Nadia Ellis
Head of Marketing

Molly Hope
Destination Development Lead

Shannon Kelly
Marketing Executive

Elaine Kelly
Administration and Business support

Ash Bickley
Love Wānaka / Love Queenstown
Community Fund Coordinator

Tonia Farquharson
Accountant

The isite team

Liz Hills
GM

Lingwei Chiang
Sales

Monica Loca
Sales

Hil Kiersow
Sales

Kirby Rainbow
Sales

Hil Kiersow
Sales

Appendices

PILLAR 1: ENRICH COMMUNITIES AND ENHANCE THE VISITOR EXPERIENCE OBJECTIVES

- **Align actions with the core values and guiding principles.**
- **Positive community sentiment**
- **Strong visitor satisfaction**

Projects	Actions	FY23-24	FY24-25	FY25-26
PROJECT 1: COMMUNITY ENGAGEMENT	1. Co-create a schedule of regular opportunities to listen to and engage proactively with communities across the district.			
	2. Use existing community plans to bring local values to life , and work with council and community organisations to support the development of plans for communities that do not yet have them.			
	3. Build a solid understanding of mātauraka Māori and cultural heritage stories that are accurate and told by the appropriate storytellers. Work closely with Kāi Tahu to honour stories and share the right ones in the right way to avoid cultural appropriation.			
	4. Continue to raise awareness about the mana of tikaka, taoka and matauraka Māori (Māori knowledge, values and protocols) at the local level. Advocate for integrating these into community plans to enhance the visibility and connection of Māori cultural heritage.			
	5. Identify opportunities to support local events, activities, facilities and initiatives which help reinforce community identity, values and a unique sense of place			
	6. Ensure that the Business excellence programme (Project 16) includes a toolkit and training that makes it easy for tourism businesses to integrate and support the values of the communities where they operate, enabling communities to support progress of those businesses where appropriate.			
	7. Work with Tourism New Zealand and third-party travel trade organisations to raise awareness of and support for our community values-based approach.			
PROJECT 2: TIAKI PROMISE: LEAD BY EXAMPLE	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.			
	2. Encourage local agencies, communities and tourism businesses to champion the Tiaki Promise so that all visitors are aware of it and understand it.			
	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.			
	4. Work with local environmental organisations to identify opportunities to better celebrate and share environmental actions and experiences with visitors and locals.			
PROJECT 3: PRESERVE AND CELEBRATE KĀI TAHUTAKA AND MĀTAURAKA	1. Establish an effective and strong working partnership with authorised Kāi Tahu, Rūnaka and mana whenua representatives to enable their active involvement in destination planning.			
	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.			
	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 legends and stories of place, which are authorised by Kāi Tahu to be shared.			
PROJECT 4: PLACE-BASED DESTINATION PLANNING	1. Research capacity and optimal ranges of visitation in relation to desired outcomes for the community from visitation.			
	2. Determine optimal ranges of visitation (considering seasonality) and set objectives based on those levels.			
	3. Define strategies that consider yield, value per visitor, length of stay and total income/ value of the visitor economy to achieve the objectives of this plan.			
	4. Use outcomes from the regular community forums (Project 1), community plans, and partnership with takata whenua and mana whenua to create a place-based planning approach.			
	5. Ensure place-based plans bring the Vision Beyond 2050 goals to life by using it as a framework for initiatives, programmes and communications.			
	6. Align regional tourism organisation marketing and communication campaigns with community values, the place-based plans and a regenerative mindset.			
PROJECT 5: WELCOME PROGRAMME	1. Identify arrival touchpoints where visitors and migrants can receive a welcome, assistance, and education from the destination. Determine how existing visitor servicing can support the experience at these locations and times.			
	2. Develop the substance for visitor education related to local values and cultures.			
	3. Set a goal for number of visitors intercepted and connections made by email or other methods, and identify resources that can be used to reach the goal.			
	4. Determine if there is potential to connect with visitors (e.g., through email or more sophisticated technology) for repeat visitation and economic development. Align this effort with the forthcoming economic diversification plan and with the Welcoming Communities Programme (QLDC in partnership with Immigration NZ).			
PROJECT 6: ARTS, CULTURE & HERITAGE DEVELOPMENT	1. Work in partnership with Kāi Tahu as mana whenua to explore opportunities to increase cultural heritage experiences and emphasise the real Māori stories connected with this place.			
	2. Research and understand the level of visitor interest for existing or new cultural, arts and heritage experiences, and use the research to support investment in local arts, culture, heritage initiatives and infrastructure that will also appeal to visitors.			
	3. 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.			
	4. Contribute to the ongoing development of arts, culture and heritage planning within the district to ensure that any future plans recognise the potential for visitor interest in this area (e.g., through a culture trail)			

Appendices

PILLAR 2: RESTORE THE ENVIRONMENT AND DECARBONISE THE VISITOR ECONOMY OBJECTIVES:

- **Reach carbon zero by 2030**
- **Zero waste and pollution**
- **Biodiversity health**

Projects	Actions	FY23-24	FY24-25	FY25-26
PROJECT 7: MEASURE ENVIRONMENTAL FOOTPRINT	1. Understand tourism's contribution to landfill waste, if necessary in light of existing plans.			
	2. Develop a suite of SMART measurements to understand the state of biodiversity health.			
	3. Define all types of pollution as a result of the visitor economy and establish a baseline measurement. Consider a framework like the Biosphere Plan, which takes the 17 UN SDGs and tailors them to the tourism industry context.			
	4. Assess ecosystem degradation as a result of tourism.			
	5. Conduct assessment of existing environmental protection and restoration projects (and any contribution from the tourism industry).			
	6. Determine an ongoing process for measurement of negative and positive impacts on environment as a result of tourism.			
PROJECT 8: MEASURE GREENHOUSE GAS EMISSIONS	1. Engage a recognised expert to conduct a detailed assessment of total emissions and emissions per visitor dollar.			
	2. Consider a top level estimate of in-destination vs Scope 3 (transportation emissions) to guide marketing plan (Foundational project 4).			
	3. Ensures tourism businesses are analysing their own emissions.			
PROJECT 9 (KEYSTONE): CARBON ZERO B Y 2030	1. Take responsibility for addressing the transportation emissions (Scope 3) that bring visitors and supplies to Queenstown Lakes.			
	2. Decarbonise the built environment (hotels, restaurants, airport, meeting spaces, etc.) including improving energy efficiency.			
	3. Decarbonise emissions associated with visitor experiences, hospitality and attractions.			
	4. Identify system-wide initiatives that will increase the length of visitor stays, while reducing their emissions profile.			
	5. Reduce polluting emissions from road vehicles and relieve traffic congestion by improving infrastructure and changing traveller behaviour.			
	6. Ensure support for businesses to make the transition, similar to the New Zealand Farm Assurance Programme Plus (NZFAP Plus).			
	7. Consider incorporating a price on carbon or advocating for national carbon pricing to reduce complexity and increase adoption and or other high-leverage points.			
	8. Secure funding to implement all of the above activities and any others that move the district toward decarbonisation. This plan is ambitious, and to be successful it will take all types of funding; private, public, access to debt finance, non-dilutive public capital, and philanthropy.			

Projects	Actions	FY23-24	FY24-25	FY25-26
PROJECT 10: ZERO ENVIRONMENTAL FOOTPRINT	1. Disincentivise landfill use or otherwise align to existing waste management plan. Refer to QLDC's data to waste and materials diversion.			
	2. Support businesses to reduce and eliminate adverse impacts on the district's biodiversity.			
	3. Develop and support existing education and outreach initiatives to change visitor behaviour regarding local environmental issues.			
	4. By 2025, all visitor economy businesses have practical environmental, waste minimisation, light pollution and sustainability improvement plans in place.			
	5. Pollution of waterways from visitor economy activities is eliminated. Refer to ORC data on the health of streams and lakes.			
	6. Reduce waste in the design, construction, operation and end-of life of facilities and infrastructure associated with the visitor economy.			
	7. Support the visitor economy in improving the health and quality of local water systems, as well as reforestation.			
PROJECT 11: RESTORING ECOSYSTEMS	1. Select or create one pilot/hero project in year 1			
	2. Promote existing initiatives with practical opportunities for tourism businesses and visitors to give time and/or money toward improving biodiversity outcomes.			
	3. Investigate and support accreditation options for tourism businesses that partner with local environmental groups to deliver measurable, enduring outcomes for Te Taiao.			
	4. Support initiatives that enable businesses to offset carbon emissions through native forest planting projects that are local and permanent (aligned to Oxford Principles).			
	5. Support relevant research to understand the health and economic value of deep alpine lakes: Whakatipu, Wānaka and Hāwea.			
	6. Visitors and tourism businesses support and participate in local pest eradication and biodiversity restoration projects with firm targets.			

Appendices

PILLAR 3: BUILD ECONOMIC RESILIENCE, CAPABILITY AND PRODUCTIVITY OBJECTIVE

- **Increase the total value of the visitor economy, net of all costs and economic leakage**
- **Ensure workforce availability and improve workforce retention**
- **Maintain tourism business satisfaction**

Projects	Actions	FY23-24	FY24-25	FY25-26
PROJECT 12: ECONOMIC LEAKAGE ASSESSMENT AND COST-BENEFIT ANALYSIS	1. Quantify the income from the visitor economy that stays in the community, (i.e., net of leakage) including direct and indirect contributions to tax base.			
	2. Assess the hidden costs associated with infrastructure, environmental degradation and community quality of life.			
	3. Quantify the non-financial benefits of tourism to the community, including reputation, the workforce, and economic development.			
	4. Research initiatives and opportunities for minimising economic leakage and maximising the portion of visitor spending and tourism business profits that are reinvested within the local economy.			
PROJECT 13: DIRECT FUNDING FOR INFRASTRUCTURE	1. Support existing work to establish an effective local visitor levy. Advocate for the levy to be aligned with the guiding principles of this plan, where the funds are protected to ensure that infrastructure and resources for visitors do not impose unfair costs on communities.			
PROJECT 14: LOVE WĀNAKA / LOVE QUEENSTOWN	1. Establish a community fund that targets visitor give-back and financial contributions to support social and environmental outcomes.			
	2. Develop platforms that enable visitor give-back programmes			
PROJECT 15: PRODUCT EVOLUTION PROGRAMME	1. Measure the quality of the destination experience according to visitor sentiment.			
	2. Develop destination-wide experience(s).			
	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.			
	4. Improve accessibility throughout the district's visitor experiences, including its tourism facilities, products and services, to accommodate visitors and residents of varying abilities.			
	5. Aid businesses to make their experiences more competitive (and subsequently higher-yield)			
PROJECT 16: TOURISM BUSINESS EXCELLENCE PROGRAMME	1. Ensure a common understanding of what Travel to a Thriving Future means among visitor economy stakeholders.			
	2. Work with local organisations to provide mentoring, training, information, resources and other useful ongoing support for tourism business owners, managers and employees.			
	3. Support tourism businesses, their guides and staff to build their knowledge and understanding of local cultural heritage.			
	4. Support existing and new local Māori tourism businesses.			
	5. Establish an effective business collaboration and peer-learning forum to explore and address issues that can improve business productivity and resilience, increasing profitability per FTE.			
	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.			
	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.			
	8. Encourage and support successful, sustainable local tourism businesses to enter relevant national and international business awards that recognise excellence in regenerative business practices.			
	9. Support existing local business awards programmes to create new award categories celebrating excellence in sustainable and regenerative business practices.			
	10. Support and recognise certification.			
	11. Collaborate with the Innovation and economic development project team to support a tourism technology cluster and other diversification opportunities that are adjacent to tourism.			
PROJECT 17: THRIVING WORKFORCE PROGRAMME	1. Support tourism business owners to attract and retain experienced and appropriately skilled staff.			
	2. Work with existing local initiatives and organisations to develop a range of programmes that build the capabilities of the tourism workforce.			
	3. Work with relevant partners to understand how to support improved career opportunities in tourism, and support local initiatives that promote tourism as an attractive career path.			
	4. Establish a mechanism for understanding the cost of living in the district, average wage levels in different segments of the visitor economy, and the implications of establishing a recommended local living wage.			
	5. Support and strengthen local housing initiatives and organisations, advocating for affordable housing and making more of the housing supply available to tourism workers.			
	6. Determine the levers of change to manage the number and distribution of short-term accommodations. These may include advocating for regulation.			
PROJECT 18: EMERGENCY AND CLIMATE ADAPTATION PREPAREDNESS	1. Develop plans to build local businesses resilience in order to adapt to climate change and more frequent extreme weather events.			
	2. Ensure tourism operators are prepared and understand their responsibilities so that they can keep visitors safe during emergencies.			
	3. Ensure that visitor support is integral to all aspects of the district's emergency management planning and that businesses understand existing Emergency Management Plans.			
	4. Ensure that a recovery approach is in place that fully understands the needs of the visitor economy after an emergency.			
PROJECT 19: INNOVATION AND ECONOMIC DEVELOPMENT	1. To improve business capabilities, support a tourism technology cluster to explore and develop ideas that can leverage technology and celebrate business achievement			
	2. Collaborate throughout the district to test and encourage adoption of new technologies.			
	3. To support economic diversification (through supporting decarbonisation innovation, technology that can change impacts on environment and visitor behaviour			
	4. Build a reputation as an innovative, early adopter in areas aligned with green tourism innovation, clean transportation, etc.			
	5. Use leadership in the area of regenerative tourism to attract aligned businesses to Queenstown Lakes.			
	6. Collaborate with local research and innovation organisations to explore, develop and promote new, cost-effective solutions that radically improve environmental performance.			

Appendices

FOUNDATIONS FOR SUCCESS OBJECTIVES

—Develop a robust governance model that includes a reporting and review cadence
—Establish an implementation plan and communications structure
—Establish data collection and reporting systems
—Align brand and marketing activities with regenerative tourism goals

Projects	Actions	FY23-24	FY24-25	FY25-26
FOUNDATIONAL PROJECT 1: FRAMEWORK FOR GOVERNANCE AND REVIEW	1. Develop a formal partnership for the delivery and future development of this plan which includes the RTOs, QLDC, Department of Conservation and Kāi Tahu as the initial core partners.			
	2. Establish an independent governance group to oversee progress at a district wide level. This will ensure a whole-system approach together with an appropriate balance of independence, accountability and expertise.			
	3. Confirm reporting and review cadence. Regularly assess performance and progress, and identify opportunities for improvement.			
	4. Establish inter-regional and international collaboration structures and ensure strategic alignment between RTOs, QLDC and interegional DMP network to support the plans objectives and with other regions DMPs			
FOUNDATIONAL PROJECT 2: OPERATIONALISE PROJECTS	1. Develop an implementation plan to guide, in phases, the set of actions ahead for all projects. This needs to make the most of the connections between different areas of work. This will create a programme plan that spans all projects.			
	2. Identify funding for each project.			
	3. Assign a taskforce for projects in phase 1.			
	4. Ensure that communication structure exists: Between the DMG and project leaders and between DMG/project task forces and tourism industry / wider community.			
	5. Identify the capabilities (skills and expertise) and capacity (labour) required to successfully implement the plan. Develop appropriate programmes to address any issues or gaps.			
	6. Build capability and capacity of the regional tourism organisations (RTOs), Queenstown Lakes District Council (QLDC) and other relevant agencies to support implementation.			
	7. Research, identify, and secure appropriate funding from the public and private sectors to support projects that require financial support.			

Projects	Actions	FY23-24	FY24-25	FY25-26
FOUNDATIONAL PROJECT 3: DATA AND MEASUREMENT FRAMEWORK	1. Initiate an expert-led project to build an optimum data and evidence-based methodology for monitoring and evaluating the transition to regenerative tourism			
	2. Support the development of a performance measurement and improvement system for tourism businesses, based on proven models from other sectors, that aligns with and accelerates progress towards a regenerative visitor economy (e.g., the New Zealand Farm Assurance Programme Plus (NZFAP Plus).			
	3. Encourage and support visitor economy-related research projects in the district (e.g., PhD studies), including identifying potential research customers.			
FOUNDATION PROJECT 4: UPDATE QUEENSTOWN LAKES BRAND AND MARKETING STRATEGIES	1. Effective use of data and analytics to improve knowledge about visitor motivators and behaviours.			
	2. An informed understanding of visitor interests, behaviours and values to inform marketing activity.			
	3. Align brand strategy to regenerative tourism and economic diversification.			
	4. Align marketing plans (including business goals, market segments and promotional/experience activities) to regenerative tourism and decarbonisation.			
	5. Align to place-based marketing plans in future.			

Wānaka

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