



Our purpose has an inter-generational focus.
Mō tātou, ā mō kā uri,
ā muri ake nei.
For us and our children after us.

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Chairman's Report

First and foremost, HAPPY 30th BIRTHDAY Lake Wānaka Tourism!

From its humble beginnings to where we are today, the core purpose of the organisation has remained linked to our firm belief that we live and work in the most special place in the world and that, above all, we need to strive to ensure that our special place remains just as special.

Over those 30 years LWT has showcased the beauty of our place, sharing stunning imagery and amazing stories. The successes have been many. They should rightly be celebrated.

On our birthday we need to acknowledge all the staff and members who have gone before. I would also like to take this opportunity to express a massive vote of thanks to our current team. Thank you sincerely for all the work you do on behalf of the businesses and this community. This team continue to do a stellar job with our relatively scant resource. I am incredibly proud of their efforts.

I would also like to acknowledge the good efforts of the LWT Board. They are a splendid group who work very hard for little to no reward to ensure that we stay on track. I would like to give a special mention to Andrea Kendrick and Tania Delahunty. Their work guiding the transition of our financial reporting has been exceptional! And to Ramash Swamy who is standing down after dedicating his time to serve two consecutive terms on the Board and has brought the voice of small to medium businesses to the table, providing insights into both the challenges and the opportunities. We are very lucky indeed to have two such dedicated and talented teams.

We must also acknowledge the unprecedented challenges of the COVID years. It was only last year that all NZ/Aotearoa was in the Red Traffic Light setting until April and Orange till June. The border did not re-open until midnight on the 31st of July. How far we have come!

We are all still working our way through the ongoing rebuilding process. This challenge is compounded by a variety of external factors including; a constricted labour market, challenging legislation, higher wage costs, high rents and limited availability of staff accommodation, inflationary pressure, low business confidence, ever growing resistance to 'over-tourism', high fuel prices, working holiday visas, ... to name but a few!

The pain of this period, combined with the negative impacts of 'numbers' tourism prior to 2020 as well as the undoubted challenges we face as a planet, led us all to the realisation that we simply could not go back to 'Business as Usual'.

The funding we received from central government and MBIE kick-started the work that has led us to 'Travel to a thriving future' the district wide the Destination Management Plan (DMP). The DMP sets out to ensure that tourism supports a thriving community, environmentally, culturally, socially and economically. It is an output of the Grow Well / Whaiora Spatial Plan, a formal partnership between QLDC Kai Tahu and the Crown.

Probably the most vital aspect of our DMP is that it came to fruition after more than 2 years of extensive community and industry consultation. It is aligned with community feedback and sentiment. It was unanimously endorsed by the QLDC in February 2023. It is supported by Iwi. It is unashamedly ambitious. It is our essential road map to a regenerative tourism future.

The keystone project for the DMP - Project 9 - aims to rapidly cut emissions and to make the visitor economy carbon zero by 2030. Scoping work for exact measures to achieve this ambitious goal [Infrastructure, IP, Tech, Funding] is well underway.

The appointment of the Destination Southern Lakes Board in September 2023 is another milestone on this essential path. This talented Board will ensure that there is effective, accountable leadership that can guide stakeholders across sectors and communities to deliver the DMP and its projects. The establishment of this independent governance group to oversee progress at a districtwide level will ensure a whole-system approach together with an appropriate balance of independence, accountability and expertise.

Other notable steps on this journey include;

Strategic Priority #1 - Destination Marketing

Confirming our core role and communicating our brand values. Confirming our Trade Strategy and leveraging off Tourism New Zealand activity. Aligning our marketing with established community values and confirming the regenerative mindset, to attract high contributing visitors.

Strategic Priority #2 - Community Engagement

Understanding our community better. Striving to be leaders in the Tiaki Promise. Confirming the initial development of a stewardship course.

Strategic Priority #3 - Shape Visitor Experience

Working with collective businesses 'passion groups such as food and beverage to develop sector led strategies. Continuing to establish our cultural stories.

Strategic Priority #4 - Regenerative Tourism

Supporting our businesses on the journey to Carbon Zero. Establishing the Love Wānaka fund, confirming the structure and targeting visitors to give back supporting positive social and environmental outcomes.

Strategic Priority #5 - Collaboration

Confirming and building on our strong partnerships with Kai Tahu and Runaka. Confirming and raising awareness of our legends and stories of place.

Strategic Priority #6 - Industry Capability

Strengthening industry capabilities across environmental, economic, cultural, and societal dimensions and implementing KPIs to recognise this

The below include some other notables from the past year.

- » Arguing strongly alongside DQ for our contribution rate from QLDC to be re-instated back to the pre-Covid rate. Given the QLDC budget constraints this was a hard task however this win has been confirmed recently.
- » Securing MBIE funding of \$1 million which was used to support a work programme across three areas: Destination Management, Industry Capability Building and Product Development and Marketing.
- » Business membership numbers are on the increase. We currently have 514 members. This wee RTO continues to shine, and we are building back with companies valuing the cost of membership.
- » External impacts such as organisations we work with changing systems have had impacts [eg Cardrona ticketing and limited numbers allowed on field].
- » Other key drivers pushing up costs, labour market trends and pressures, fuel prices, rent increases etc. With marketing levels returning to BAU, costs across this sector and the digital world have increased considerably. Inevitably, every touch point within the business has increased.

As LWT transitions from its earlier goals [more people, higher numbers, higher sales] to understanding more fully the benefits that tourism brings to our wider community, we face multiple challenges. LWT understands this transition. Central government reports [Aotearoa Circle Tourism Adaption Roadmap, Tourism Section Climate Change Scenarios, Industry Transformation Plan, Draft Tourism Environmental Action Plan] reinforce we are on the right track.

As Matteo Sinigaglia CEO of Replay and sponsor of the All Blacks said recently his reason for associating with the ABs is "they have mastered the benchmark on values, are determined to achieve their goals and protect their community. He is inspired everyday by what they do."

This district currently has a head start and is leading the way. It is now up to all of us, together, to provide social, cultural, economic, and environmental benefits through exceptional visitor experiences.

We are inspired by this challenge.

Nāku iti nei, nā

Yours sincerely



Calum L M Macleod

Chief Executive's Report

Kia ora tatou (Hi everyone),

The last 12 months have been a year of transition as we started to put the pandemic behind us and moved into tackling the future. Adapting to the ongoing economic, environmental and social challenges, while identifying and capitalising on the opportunities ahead of us.

Visitor volume bounced back to near 2019 levels with strong domestic visitation and increasing demand from offshore markets. Although our key focus continues to be on the short haul markets of New Zealand and Australia there remains strong interest from longer haul markets as airline capacity opens particularly from North America, UK, China and Southeast Asia. We have been working with third-party travel trade organisations and Tourism New Zealand to raise their awareness about our regenerative approach.

Staffing pressures were extremely high early on for businesses, but started to ease slightly as Government relaxed immigration settings, although many business owners are still under financial and physical stress as they work to rebuild. Housing of staff is still a critical issue experienced by many businesses.

After releasing **Travel Towards a thriving future** the district-wide Destination Management Plan (DMP) in February 2023, focus has shifted to actioning the 20+ projects through collaboration with other sectors and multiple organisations. There are too many to list all of them here, but some key ones include Ngai Tahu, Department of Conservation, Queenstown Lakes District Council (QLDC), Destination Queenstown (DQ), Wai Wānaka, WAO, Wastebusters, MahiQT, the Wānaka Business Chamber and Queenstown Chamber of Commerce, Queenstown Airport, Te Kākano, Three Lakes Cultural Trust, the Otago Conservation Board, Southern Lakes Sanctuary and many, many others.

A direct action out of the DMP saw the community funding platforms Love Wānaka and Love Queenstown launched in April of this year. Supporting the regeneration of Wānaka's natural environment through raising funds for localised climate, conservation, and biodiversity initiatives.

The 2023-24 Annual Plan is now in place and has been developed in collaboration with Destination Queenstown prioritising 13 of the DMP projects to get underway in the next 12 months.

Our marketing approach moved from campaign-based, to an "always on" story-telling content-lead approach. Sharing the values, lifestyle and culture of our place, our people, the things we love to do, and how we care for this special place. In 2022-23 we were shortlisted as finalists in national business and international marketing awards, indicating this approach is on track globally and is getting noticed.

As we move into the new financial year it feels like there is an accelerating fundamental shift in urgency to tackle multiple issues that are affecting many industries. Community wellbeing and culture, biodiversity, and the tangible effects of climate change. Ongoing collaboration is proving to be key in resolving these issues and our district is an example of the benefits of this collaboration in action.

I would like to acknowledge the hard work, passion, and dedication of the LWT and i teams, and the Board of LWT, who over the past 12 months have taken on additional workstreams for the benefit of this place. And to you the businesses who have worked tirelessly through the last few years of extreme challenges to be still standing. Adapting to the changes required, rebuilding and providing exceptional visitor experiences.

Aku mihi kia koutou, (best regards to you all)



Tim Barke
Chief Executive Officer





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

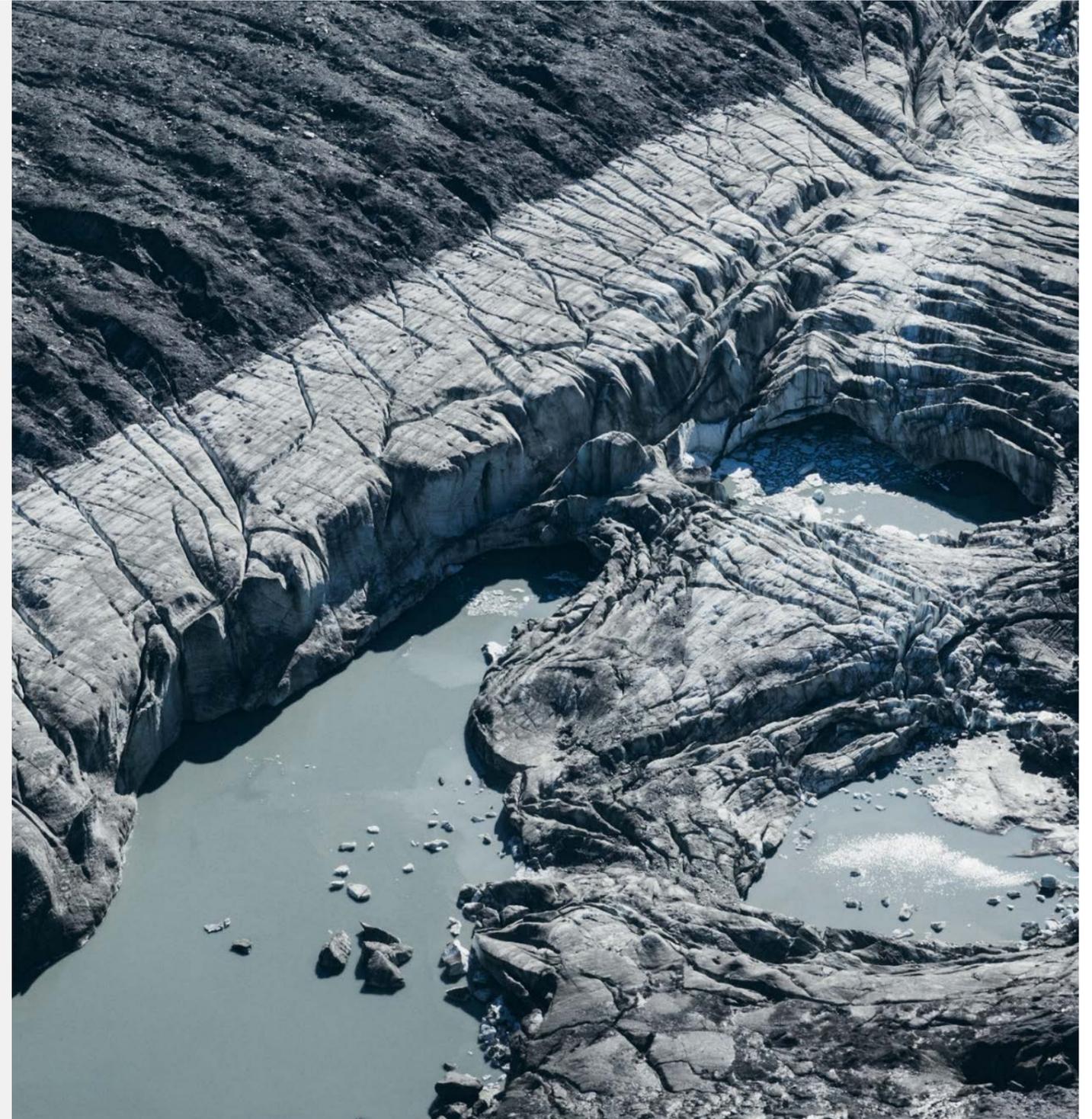
Goals and values

Our Goals

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

Organisational 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'.**



The Year in Review

2022

July

LWT attended first international tradeshows in 3 years after border openings. Reconnecting with our international trade partners, including US Roadshow and Kiwi Link UK.

August

Incredible snow conditions saw unprecedented numbers of Australian and NZ visitors. Staff shortages continued to be an issue for businesses.

September

Draft version of **Travel to a thriving future** the district- wide DMP released for public comment.
Food and Drink Tourism storytelling strategy developed, along with the creation of the F+D Sector Reference Group.

October

WAO Regenerative Tourism Hui.

November

LWT shortlisted as a finalist in the Grand Business South Awards after being nominated in the Best Brand and Strategy category.
Tourism ITP Environment Leadership Group formed.

December

Website traffic increased significantly with notable increases in organic search keywords/SEO/content, and high performing targeted paid search.
The isite has its busiest December in recent years with a big uptake in local activity and accommodation sales.

2023

January

Domestic spend increase of 59% and international spend on par compared to pre-COVID.

February

Travel to a thriving future the district-wide Destination Management Plan unanimously endorsed by QLDC.

March

Following on from the highly successful inaugural film comp in 2022 the MCSFA launches with the theme of Regeneration for 2023.

April

Love Wānaka Community Fund launched to the public with a website, donation platform, and activations in the Wānaka isite and Queenstown Airport.

May

LWT attends first in person TRENZ since 2019.
The Southern Way website launches. A collaborative initiative by eight southern RTOs.

June

Shortlisted as finalist in two categories Best Brand Partnership and Award for Bravery and Innovation at the Mumbrella Marketing Awards.



Summary of Key Strategies 2022-2023

1. Tell our story authentically, vividly and powerfully to create connection between people and this place.
 2. Community engagement—be a visible, connected, transparent and valued part of the fabric of Wānaka; listen, involve and respond.
 3. Help to share the visitor experience.
 4. Contribute to environmental regeneration in our rohe.
 5. Develop and leverage key partnerships and networks within and beyond our sector.
 6. Help to build capacity and resilience in our whānau.
- 

Performance Report for 2022-2023

Pressure from the community, the climate crisis, the government as well as changing dynamics in the global tourism market means that business as usual for tourism is not sustainable. Integrating a regenerative tourism system approach takes time and effort; but that investment will be repaid by supporting a visitor economy that is more productive - financially, socially, culturally and environmentally; and more resilient.

Our Priorities 2022-23

- » Consistently communicate Wānaka key brand values to attract visitors who want to feel a sense of connection with this place and with us.
- » Cultivate a balanced mix of markets for resiliency.
- » Connect with the community.
- » Contribute to environmental regeneration in our rohe.
- » Develop and leverage key partnerships and networks within and beyond our sector.
- » Support the capability of our businesses.
- » Develop and execute our Destination Management Plan – **Travel to a thriving future.**

Our Approach

- » Utilise high quality storytelling to build deeper connections.
- » Align marketing and communication activity with community values and a regenerative mindset.
- » Cultivate a balanced mix of markets for resiliency.
- » Facilitate passion groups.
- » Bring the cultural history and stories of our places to life.
- » Utilise trade relationships to help tell the story of our place, so that visitors can begin to build a relationship with us before they leave home.
- » Raise tourism businesses' awareness about the importance and benefits of managing the environmental footprint of their business.
- » Enable regenerative contribution back to the local community.
- » Establish a community fund.
- » Work together to achieve positive outcomes for Wānaka and the wider region.
- » Build business resilience, capability, and productivity.



Key Activity 2022-23

Destination Marketing

Destination marketing is one of the most important elements of destination management. Focusing on communicating our destinations values and utilising high-quality storytelling to build deeper connections.

We do this through an 'always on' approach - which sees us in market year-round across a variety of channels.

This is a higher value and return on investment model, driven by quality content.

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 to amplify quality content/storytelling 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 monthly newsletters to a database of 75k.



Key Activity 2022-23

Website Results YE June FY 2023

www.wanaka.co.nz launched in December 2021 and has enabled us to keep pace with consumer needs by utilising higher quality storytelling to build deeper connections. Businesses featured on the site are integrated through a Destination Portal to help drive greater leads with referrals up 210% from previous year.

In 2022/23 the website saw a strong uptake in both usership up 40% and page views up 42%. Traffic from organic search accounts for 80% of our website traffic and is a direct indicator of our SEO strategy in action up 57%. With the audience split reflective of a focus on New Zealand and Australia audiences who collectively make up 84% of website visits.

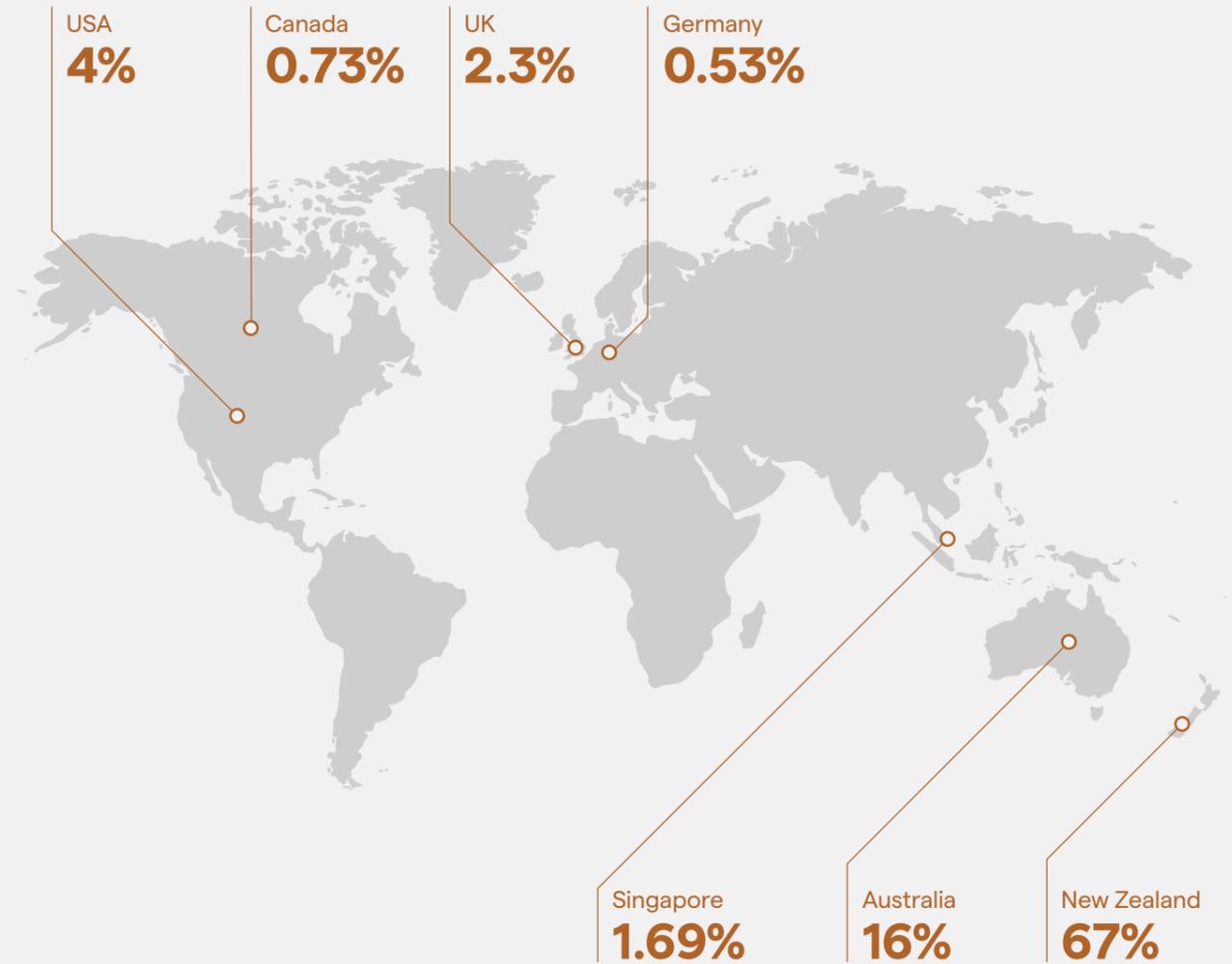
Country	% of Total traffic	YOY increase
New Zealand	67.64	+19%
Australia	16.32%	+ 121%
USA	4%	+ 141%
UK	2.3%	+159%
Singapore	1.69%	+ 148%
Canada	0.73%	+ 105%
China	0.73%	+80%
Germany	0.53%	+164%

Users
405,829

Pageviews
1,143,505

Business referrals
+210%

Percentage of total traffic



Key Activity 2022-23

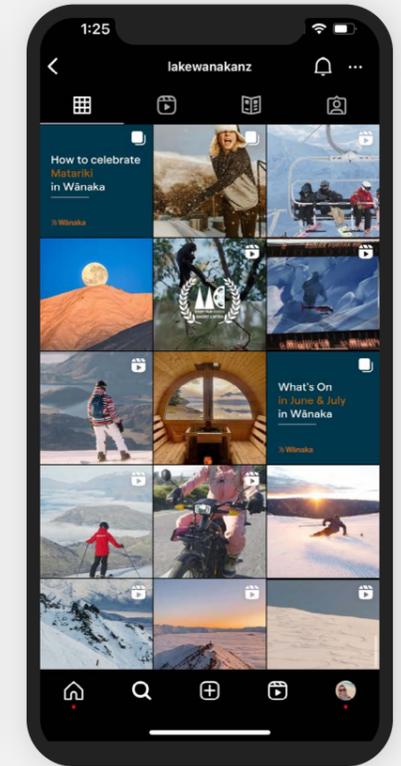
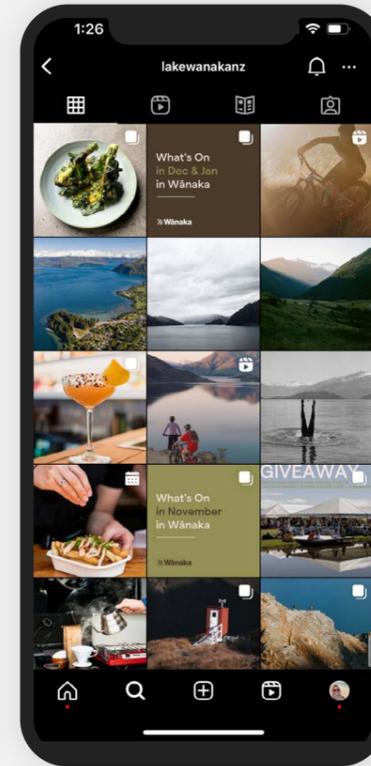
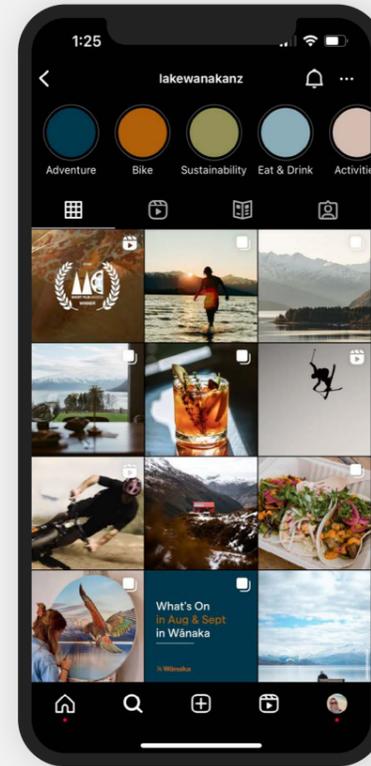
Social media

Our social media strategy evolved from the typical ‘vanity metrics’ and ‘Pinterest-like’ inspiration adopted in previous years. Moving to a more intentional and authentic storytelling approach to better represent the diversity of our people and place.

We use our social media platforms as an opportunity to communicate and share the values of the Wānaka community by creating dynamic content; local eats, community events, arts and culture, ‘Wānaka Stories’ (via our website) and local business features. Since adopting this new approach we’ve seen an increase in reach up 47% (year on year) and an overall increase of engagement (post reactions, comments and shares).

Highest performing content remains in short-form videos - Instagram reels and landscape-centric shots; Aurora lights, snow-capped mountains, autumn colours that share the natural beauty of our place.

The top two audiences are New Zealand (20.6%) and Australia (16.5%) which aligns with our regenerative tourism strategy to target short-haul and domestic markets. About 55% of women and 45% of men make up the current audience on both Instagram and Facebook, with an average age ranging between 25 to 35.



Key Activity 2022-23

Media and PR

Media and PR continued 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 media coverage from print online through to broadcast with an estimated advertising value (EAV) of \$23.5m.



Industry Capability

Over the past year, we have focused on strengthening industry capabilities across environmental, economic, cultural, and societal dimensions, aligning our efforts with the objectives outlined in our Destination Management Plan to ensure a more robust and sustainable future for our region's tourism sector.

Throughout this year, we conducted a series of targeted workshops and events :

- » In September and October, LWT collaborated with Immigration New Zealand to address workforce shortages through surveys and advocacy efforts.
- » November featured a Cultural Engagement + Te Tiriti o Waitangi Workshop, led by Darren Rewi, aimed at deepening cultural understanding and to help our stakeholders grow their competence and confidence in the Te Ao Māori worldview, kaupapa Māori objectives and Te Tiriti o Waitangi (Treaty of Waitangi) and how to respectfully integrate this into their organisations and business practices.
- » February saw a partnership workshop with Immigration New Zealand and Business South, offering resources and insights on immigration-related matters, the new AEWV visa requirements and hands on support for the Industry Transformation Fund Applications.
- » March's Business Continuity Workshop, facilitated by Erica Seville, focused on resiliency within the tourism industry and individual businesses and attendees came away from the workshop with a Business Continuity Plan for their respective business as well as an increased understanding of how to appropriately plan for, and adapt to, adverse circumstances.
- » In June, we collaborated with Jezza Williams from Making Trax to organize a workshop focused on how to foster inclusion and accessibility within business operations. The aim was to cultivate a more welcoming environment for everyone and to collectively contribute to building a region that is fully inclusive and accessible.
- » In May we held a Regenerative Tourism Future Workshop with TIA Sustainability Advocate, Megan Williams structured around the Tourism Sustainability Commitment to help operators discuss and create individualized action plans for their businesses.
- » In June, we held a follow-up (part II) to the Regenerative Tourism Workshop to help businesses as they began the next steps on their action plans. We also held the Good Yarns Mental Health Workshop alongside Headlight Trust that addressed a critical issue of how to discuss mental health in the workplace.

Key Activity 2022-23

Trade Activity

In 2022 and 2023 we welcomed back our international visitors and began rebuilding our relationships with the travel trade. This saw a shift in focus, educating traditional partners and seeking out new ones who share an ethos and commitment to regenerative and responsible tourism practices.

We continue to work closely with Tourism New Zealand to ensure that our message to the international market is consistent and effectively conveyed through their trade communications, events, and famils. Concentrating our efforts on attracting high contributing visitors who appreciate and respect the uniqueness of this place.

- **July 2022**
UK + Europe Kiwi Link
- **August 2022**
TNZ NZ/AKL office visit and Wānaka update;
TECNZ Inbound Conference
- **October 2022**
FAMIL with TNZ - US Trade Ambassadors
- **November 2022**
FAMIL with TNZ - Western Market Product Managers
- **February 2023**
FAMIL with TNZ - US + UK Product Managers
- **May 2023**
TRENZ + pre/post famils
- **June 2023**
Visit and Wānaka update to the TNZ USA Office/Team



Key Activity 2022-23

Love Wānaka

The Love Wānaka Community Fund launched in April 2023, giving visitors and businesses the chance to give back to this region and play a part in its protection and regeneration. Love Wānaka connects our visitors and visitor industry to projects of impact in the Wānaka region, raising funds and awareness for localised climate, conservation and biodiversity action.

By sharing the values of this place and connecting visitors to the things that make it special, we aim to inspire the type of travel that enriches our community and our environment, safeguarding it for the future and ensuring it's here to be enjoyed for many (many) years to come.

Funds will be distributed to charitable organisations and initiatives within Wānaka on an annual basis, accelerating environmental mahi in a targeted and strategic manner and ensuring a balanced approach that fosters collaboration and supports the regeneration of this place for us, and those who come after us.



Love Wānaka provides an opportunity for our industry to come together, leave a legacy we can be proud of, and inspire change the world over.

Key Metrics

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

Social

Objectives	Indicators	Performance
Maintain visitor satisfaction and Destination Reputation	The Tourism Sentiment Index (TSI) score remains in the upper quartile of the global sentiment range or within 5 points of the upper score of the TSI Global score (TSI).	TSI score was 25 for the FY22-23, below the global TSI score of 34.
Community Sentiment	Maintain the Domestic Tourism Approval Rating in the Wānaka region at 61 in the FY22/23 Views on Tourism research.	The Domestic Tourism Approval Rating in the Wānaka region was 50 in the FY22/23 Views on Tourism research.
	Improve the International Tourism Approval Rating in the FY22/23 Views on Tourism research.	The International Tourism Approval Rating in the Wānaka region was 27 in the FY22/23 Views on Tourism research, consistent with prior years result.
	Improve awareness of the Destination Management plan from 35% to 65% as measured by the Views on Tourism survey.	Awareness of the destination management plan grew to 41%.
Businesses	Annual survey to measure business.	Complete.

Cultural

Objectives	Indicators	Performance
Celebrate the authentic kōrero (stories) and history of our rohe (place)	Stories told by us and our whānau are authenticated by Takata Whenua	Achieved
Encourage creativity, arts and culture which contributes to the vitality and resilience of our region	Target 5% increase or above net promoter score Tourism Sentiment Index (TSI) relating to arts and culture awareness	Increase of 4%
Support initiatives that provide opportunities for people to engage with the local arts community	Benchmark website visitation and engagement metrics to Te Wahi Toi district wide arts portal	Not Achieved Te Wahi Toi launch delayed.

Environmental

Objectives	Indicators	Performance
Commitment to caring for our environment	Actively track the number of organisations involved with sustainability commitments (TIA's Tourism Sustainability Commitment, Tiaki Promise Commitment, Qualmark qualification)	There are currently 85 members who have signed up for the TIA Sustainability commitment
Building awareness/ knowledge and measuring impacts	Actively track the number of organisations that have completed the WAO 'Know Your Number' programme and are tracking carbon emissions	Numbers not available as of this annual report

Economic

Objectives	Indicators	Performance
Maintain NZ/Australia share at 44%-60% of total visitor spend	5% growth in domestic visitor expenditure in FY22-23	Spend -1.41%
	5% growth in expenditure over FY18-19 (last pre-Covid year) from the Australian market	9.2% increase
Contribution to GDP	Grow tourism's contribution to the Queenstown Lakes District GDP to 30% at YE March 2023 (Infometrics)	Tourism contribution to the Queenstown Lakes District is 27.5% YE March 2023; which is a 3.5% increase from 2022.



In FY23 LWT tracked our carbon footprint with EKOS and offset 48 tonnes CO2 equivalent with Carbonz, a locally based company.

MBIE Tourism Support, Recovery and Re-Set



MBIE Tourism Support, Recovery and Re-Set

As part of the Government’s Tourism Support, Recovery and Re-Set, up to \$26 million was made available to the 31 Regional Tourism Organisations (RTOs) across New Zealand because of the impact of COVID-19.

This funding was available to RTOs that could demonstrate a commitment to:

- » Advancing the goals of the New Zealand-Aotearoa Government Tourism Strategy and create a more productive, sustainable and inclusive tourism sector;
- » Retaining RTO investment from Local Government e.g. Government funding is not a substitution for local government funding;
- » Adopting a destination management approach in line with MBIE’s Destination Management Guidelines which includes working with industry, communities, iwi and stakeholders to plan for the future, supporting industry capability and product development opportunities; and
- » Marketing activity that complements Tourism New Zealand’s marketing activities.

Funding of \$1 million was provided to LWT support a work programme across three areas.

- » Destination Management
- » Industry Capability Building and Product Development
- » Domestic and International Marketing



MBIE Tourism Support, Recovery and Re-Set (cont'd)

Key MBIE Funded Activity Destination Management Plan (DMP)

Travel to a thriving future is Queenstown Lakes' roadmap to regenerative tourism by 2030. This is an exciting journey that brings opportunities for everyone in the region. Regenerative tourism gives back more than it takes. It goes beyond minimising environmental harm to contribute holistic value that includes social, cultural, environmental, and economic benefits.

The DMP has been created with and for local communities. Tourism takes place in and cannot be separated from the community. It was crucial to understand what the people of Queenstown Lakes want from the visitor economy. That is why the destination planning process was designed to be community-driven from the start.

Lake Wānaka Tourism and Destination Queenstown in partnership with Queenstown Lakes District Council, Kāi Tahu and DOC are committed to create a tourism future together, taking an inter-agency approach to deliver a plan that aims to enrich the district across all four wellbeing's.

The plan development has been guided by a Steering Group made up of executive and senior representatives from Lake Wānaka Tourism, Destination Queenstown and QLDC. The process has also been peer reviewed and guided by a Business Advisory Group comprising five experienced business leaders who have a range of relationships with the visitor economy which provide different perspectives. The plan development process has been facilitated by Proxima Consulting, an experienced sustainability and impact consulting company, with peer review provided by international tourism consultancy Destination Think, and Anna Pollock, an expert on regenerative tourism.

How did we approach this?

- **April 2021**
Research and discovery: Relevant regional, national and international policies, strategies, regulations and initiatives are identified in order to learn from best practices.

Destination Management planning sessions held with representatives from Aukaha and Te Ao Marama Incorporated (Tami) which is made up of representatives of the four Murihiku Rūnanga Papatipu – Oraka/Aparima, Waihopai, Awarua and Hokonui.
- **July and August 2021**
Design forums and community events
- **September 2021**
Operators Forum
- **October 2021**
One-on-one stakeholder interviews: 60+ individual one-hour interviews were conducted
- **November 2021**
Wānaka Pinnacle Community Event
- **December 2021**
Quality of Life Survey: Questions related to the plan were integrated into the annual Quality of Life Survey in Queenstown Lakes.
- **February 2022**
Draft work programmes
- **March 2022**
Critical collaborator conversations. A draft plan was presented at the Otago University Tourism Policy School and to the Queenstown Lakes District Council (QLDC) Climate Reference Group.

- **July 2022**
Public input: The plan shared with the community for comment.
- **September 2022**
Public input and Plan Revisions : A draft version of the plan was released for public comment. All input was analysed and considered as revisions to the plan were made.
- **November 2022**
The new draft of the plan was presented in a series of public stakeholder meetings. The keystone project to reach carbon zero by 2030 was explored.
- **December 2022**
February 2023 - Finalising the plan and scoping the keystone project
- **February 2023**
Plan finalised and presented for endorsement by the council, and RTO Boards

The three parties as outlined above committed to co-designing a strategic plan follows the principles of regenerative tourism because they best address the region's challenges while staying true to the community's vision, purpose, core values, and guiding principles. The challenges ahead are complex and interwoven. The regenerative tourism model provides the perspective needed to address them in tandem. A regenerative approach to tourism is the best path toward a resilient tourism industry the people of this district can support. Together, the Queenstown Lakes district has the opportunity to rethink how the visitor economy works and to imagine how it can deliver social, cultural, economic and environmental benefits through tourism that also provides exceptional visitor experiences.

How the process will continue?

To match local government planning processes, this plan will be reviewed and updated every three years. That enables the partners to learn, revise the plan and improve moving forward. The timing also allows reviews of this plan to be aligned with the council's long-term planning and budgeting process. **Tourism for a better future** is also an output of the Grow Well | Whaiora Spatial Plan, a formal partnership between QLDC, Kāi Tahu and the Crown. The partners will create regular opportunities to engage proactively with the district's communities and hear their input about tourism.

MBIE Tourism Support, Recovery and Re-Set (cont'd)

Key MBIE Funded Activity

Industry Capacity Building and Product Development

The MBIE funding allowed us to extend the reach, scope and scale of capability building and product development initiatives, including specific sector development.

The Climate Action Initiative

A 3-month program designed to enable local businesses and schools with the knowledge and tools to calculate their greenhouse gas (GHG) emissions and take action to reduce them. The programme was fully subscribed with 60 business across Wānaka and Queenstown, within the tourism, accommodation, hospitality, food and beverage, and creative/professional services. By connecting with businesses and helping them to determine where emissions are coming from and how to reduce them, the goal is to bring everyone on board, through Mahi Tahī (collaboration) and Whānui (community).

Tourism Hui

The WAO summit provided a platform to host a forum that looks at what actions can be taken to move to a more regenerative tourism system. Lake Wānaka Tourism (LWT) and Destination Queenstown (DQ) brought together diverse people from within the tourism industry and the community to connect, share ideas, and inspire a strong community-led response to the challenges and opportunities tourism faces in our district.

Developing a stewardship programme Ngā Kete o Love Wānaka.

Wānaka has long been known as a place of learning - It is with respect to the past and the people before us that we seek to learn as much as possible to become better custodians of this region. We believe bestowing knowledge has the potential for our community to care for and protect what we love - our place and our people for future generations. This aligns with our destination management goals.

Ngā kete o Love Wānaka translates to **The baskets of Love Wānaka**, which speaks to the Maori legend of the Baskets of Knowledge.

Southern Way

The 'Southern Way' initiative and website launched Tuesday 2nd May, showcasing the exceptional touring network ready for visitors wanting to explore the scenic southern regions of New Zealand.

The initiative is the result of collaboration by eight southern regional tourism organisations (RTO's) to collectively celebrate and share more about the depth and breadth of visitor experiences in the lower south of New Zealand.

Communities in the partnering areas of Waitaki, Wānaka, Queenstown, Central Otago, Dunedin, Clutha, Southland, and Fiordland have each provided input into the creation of destination management plans outlining priorities and wishes for the future of tourism in their place. These plans now form the basis for how RTOs are working, with a transition from purely traditional destination marketing to also embracing the role of managing their destinations in line with community aspirations.



Industry Capability

LWT collaborated with Sarah Meikle from Food and Drink New Zealand to develop a tailored Food and Drink Sector Approach for our region, after a few months of extensive industry engagement. This strategy encompasses a list of recommendations and an industry action plan.

The strategy garnered widespread industry support, leading to the establishment of a Food and Drink Reference Group, comprising of industry stakeholders, LWT, and WAO.

Identifying three immediate priorities, all of which will be underpinned by the theme of food resiliency within our region:

1. Buying and Distribution Network
2. Farmers/Growers Market
3. Food Events

This approach emphasizes our commitment to the regional food and drink sector and underscores the importance of food resiliency. As we celebrate last year's successes, we're eager to build on them in the coming year through collaboration with industry partners, striving for a thriving and resilient regional food and drink sector and work on other sector development such as bike and aviation.

MBIE Tourism Support, Recovery and Re-Set (cont'd)

Key Activity

Destination Marketing

MCSFA Short Film Award

Lake Wānaka Tourism applied for and was successful under the Ministry of Business Innovation and Employment - Tourism Support, Recovery and Re-Set Investment plan to deliver a film project as a key piece of destination marketing activity.

This project was a departure from more traditional tourism marketing campaigns to a model that takes a more holistic approach. With our partners lifestyle media house Monster Children, we provided a platform to encourage work that creates a powerful connection between people and place and supports the economic diversity of the district by positioning Wānaka as a filming destination.

The winning film was given a significant digital release via multiple channels and had a global premier screening in Wānaka, New Zealand, attended by the local film industry.

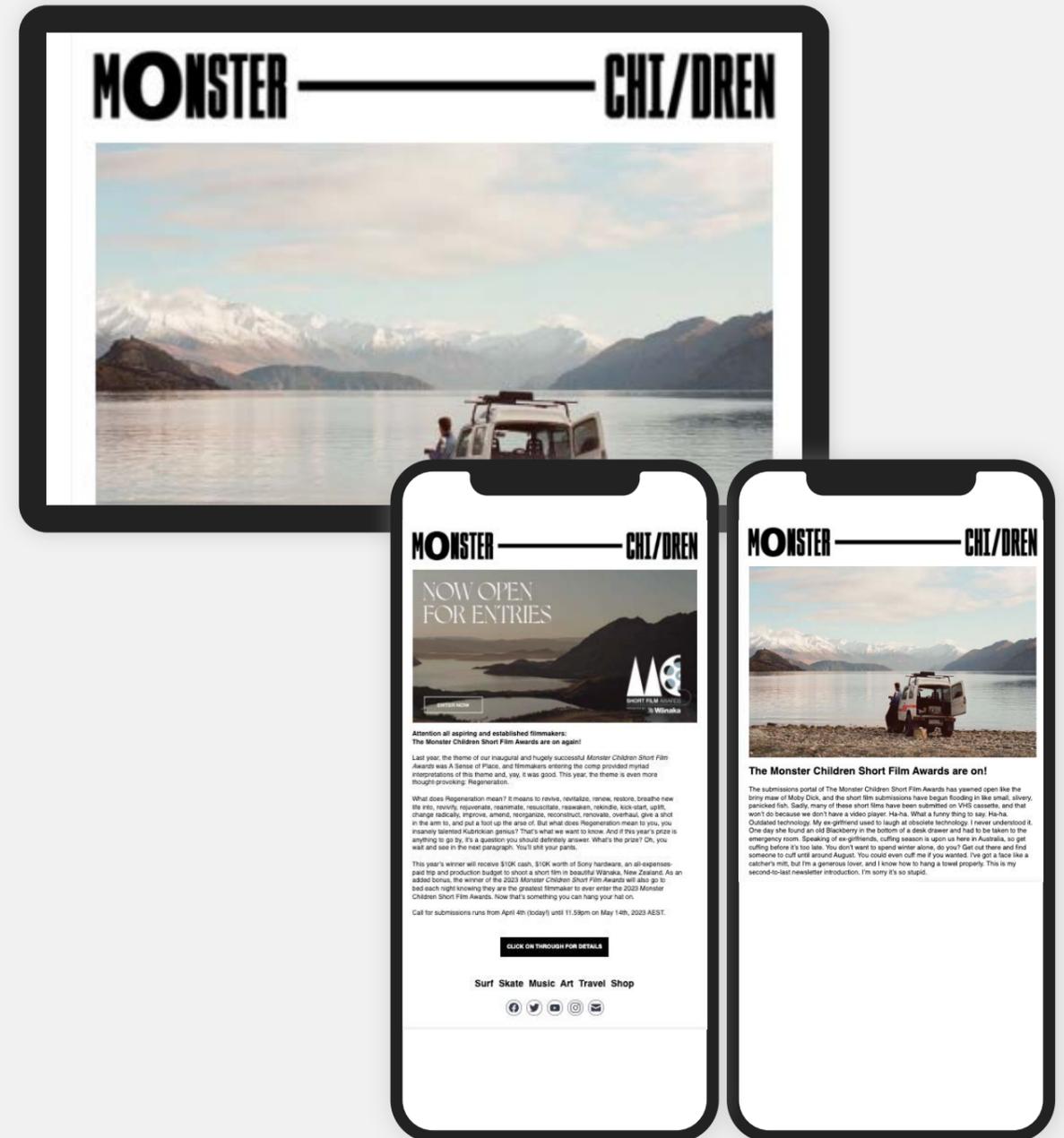
In summary:

A six-month partnership delivered multiple co-branded media & content assets, 1000's of minutes of contextual video content, robust reach and significant value and saw LWT shortlisted as a finalist in the highly competitive Mumbrella Marketing Awards for Best Brand Partnership.

- » 5.5M impressions
- » 2.4M partnership reach
- » 18 x pieces of co-branded editorial
- » 232 x film entries submitted. 5 x industry guest judges
- » 1 x custom microsite 1 x hero film
- » \$1.870M in value
- » 3.9M social impressions

This was a bespoke initiative that delivered on the following objectives:

- » Tells the Wānaka story authentically, vividly, and powerfully and conveys a 'strong sense of place.'
- » Demonstrates that Wānaka supports and celebrates creativity.
- » Is in line with a new approach to the development of content that is unique, supportive, and collaborative in line with our organisational values and that of the wider region.
- » Aligns with Queenstown Lakes District Council (QLDC)'s Economic Development Unit (EDU) framework.



MBIE Tourism Support, Recovery and Re-Set (cont'd)

Key Activity

Destination Marketing

Way South

Showcasing the unrivalled beauty of Wānaka while embracing diversity and challenging the status quo, Way South is a short film directed by New Zealand creative Benn Jae for LWT, that edges a little bit closer towards a future that is truly inclusive. With a cast all representative of the LGBTQI+ community and the wonderful tapestry that is Aotearoa, it is a small but important step towards making the minority a majority way of thinking for the travel industry.

As we continue to rebuild, there is an opportunity to reimagine a world where everyone is welcomed equally, and differences are celebrated. Way South ran in independent cinemas throughout New Zealand and Australia with the response from Val Morgan advertising companies overwhelming in their appraisal of the piece.

While on you tube it is our most viewed piece of content ever with 400k+ views and 93% completion rates. With the work shortlisted for as a finalist in the hotly contended Award for Bravery and Innovation category at the Mumbrella Marketing Awards.

Most importantly this piece stimulated much-needed conversations around values; that if we are inclusive of everyone who visits, respectful of difference and appreciative of the diversity of people who live in and visit our place, this then needs to be reflected in the work we produce and the people we partner with.



Embracing diversity and
challenging the status quo

The Wānaka isite

This last year has been exciting for us all. Having our international visitors coming back in and wanting to explore our beautiful place, as well as reinforcing who and what the role the isite is for our visitors and community.

We have an incredible team that are dedicated to building connection, welcoming people in with a generous spirit, inspiring and helping them to get out experience this place.

It was a record-breaking winter last year with such fabulous snow that saw the isite record top sales through Cardrona and Treble cone.

This was the first time though that we really felt shoulder season again with spring and especially May and June being incredibly quiet with kiwis travelling overseas and a lot of operators taking a well-deserved break for a couple of months or more. With not as many activities on offer, coupled with what felt like a never-ending inversion it all added up to very quiet Wānaka towards the end of our financial year. Luckily this was off the back of a long hot summer that created the perfect conditions to get people out exploring.

The isite brand relaunched this year with a new look and feel after much research in our overseas and domestic market about the relevance of visitor centres. It was a clear and resounding yes that visitors love and need a central place. One that can inspire and connect everyone to our people, place and activities.

This rebrand coincided perfectly with the launch of the Love Wānaka initiative which saw the isite become one of the main hubs where we can share the Love Wānaka story with visitors and they can be part of the journey of looking after our people and place by buying merchandise, volunteering and donating.

We are always looking at different ways we can enhance our visitor journey more deeply and uniquely and looking forward to another year of connecting guests to you all and setting them off fully equipped. From information to inspiration. Here anytime for any questions.

Liz Hill
Wānaka isite Manager

Statement of Financial Performance

Wharf Development Limited (isite)
For the year ended 30 June 2023

Account	2023	2022
Revenue		
Revenue from providing goods or services	431,910	205,464
Interest, dividends and other investment revenue	23,791	10,434
Other revenue	9,538	47,377
Total Revenue	263,275	263,275
Expenses		
Volunteer and employee related costs	220,295	173,991
Costs related to providing goods or service	263,007	188,452
Other expenses	6,668	8,182
Total Expenses	489,970	370,625
Surplus/(Deficit) for the Year	(24,731)	(107,350)



Walk in a visitor.
Leave an explorer.

The Team

Tim Barke
Chief Executive Officer

Gizelle Regan
Marketing and Communications Manager

Molly Hope
Destination Development Lead

Andi Throssell
Web, Content & Social Media Executive

Ash Bickleya
Love Wānaka / Love Queenstown
Community Fund Coordinator

Elaine Kelly
Administration and Business support

Liz Hills
Operations Manager Wānaka isite

Kirby Rainbow
Sales Wānaka isite

Lingwei Chiang
Sales Wānaka isite

Emily-Rose James
Sales Wānaka isite

Hil Kiersow
Sales Wānaka isite

Carlene Cram
Accounts Wānaka isite

The Board

Calum MacLeod
Chair

Andrea Kendrick
Deputy Chair

Ramash Swamy
Board Member

Stef Zeestraten
Board Member

Samantha Tregold
Board Member

Brona Parson
Board Member

Tania Delahunty
Treasurer

Quentin Smith
QLDC Council representative

Financial Summary 2022-23

Notes to the Performance Report for the year ended 30 June 2023

Account	Parent 2023	Parent 2022	Group 2023	Group 2022
1. Analysis of Revenue				
Member Contributions - via QLDC	1,173,728	1,140,222	1,173,728	1,140,222
MBIE Restart Funding	606,744	393,256	606,744	393,256
STAPP Funding	69,246	136,204	69,246	136,204
Other Revenue	138,639	107,363	523,887	213,368
Total Interest, dividends and other investment revenue	11,779	985	35,616	11,419
Total Revenue	2,000,136	1,778,030	2,409,221	1,894,469
2. Analysis of Expenses				
Operational	245,367	189,620	381,969	287,432
Marketing & Trade	1,530,576	1,153,699	1,530,659	1,154,593
Transfer of Website Costs to Capital	(78,366)	(220,850)	(78,366)	(220,850)
Transfer of Plant & Equipment Costs to Capital	(74,123)	0	(74,123)	0
Total Volunteer and Employee Related Costs	529,671	421,368	780,857	554,439
Total Other expenses	0	103	44,693	(7,997)
Total Expenses	2,153,124	1,543,939	2,585,688	1,767,616
Surplus/(Deficit for the year)	(152,988)	234,091	(176,467)	126,852
3. Analysis of Assets				
Bank accounts and cash	475,771	1,323,325	780,454	1,575,297
Debtors and Prepayments	94,359	23,659	56,446	33,751
Other Non-Current Assets	11,510	9,798	4,731	10,774
Term Investments	0	0	644,483	622,934
Property, Plant and Equipment	313,458	174,998	390,325	257,531
Total Assets	895,099	1,531,780	1,876,439	2,500,287
4. Analysis of Liabilities				
Creditors and Accrued Expenses	241,529	49,271	226,469	78,952
Employee Entitlements	44,249	29,288	51,536	49,412
MBIE & STAPP Funding Unspent	0	675,990	0	675,990
Unmatched and Unredeemed Vouchers	0	0	137,531	58,439
Other Current Liabilities	2,438	17,359	49,727	49,850
Total Liabilities	288,216	771,909	465,263	912,644
Total Assets less Total Liabilities (Net Assets)	606,883	759,871	1,411,176	1,587,643



