



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI



Strategic Tourism Assets Protection Programme

Regional Tourism Organisation Investment Plan Template

June 2020

New Zealand Government

Strategic Tourism Assets Protection Programme: Completing this form

If you need any assistance with completing this form, please contact us at: strategictourismassets@mbie.govt.nz.

Please complete the form electronically, and attach the following:

- Your bank account details and third party verification (such as a bank statement or screenshot of your internet banking)
- Your GST number

Submit your completed investment plan (application) to strategictourismassets@mbie.govt.nz. Proposals must be received by MBIE no later than 5pm on **Friday 3 July, 2020**.

Note: There is a 20MB size limit. For larger applications, please separate them into different emails.

Proposal checklist

When filling out this form please ensure:

- All answers are typed into the space provided for each section in font no smaller than size 10 point.
- You provide the information required for each section.
- You have read and understood the declaration details and have signed the declaration.

Confidentiality: Information that is submitted in this Investment Plan will only be used by MBIE and RTNZ in respect to the Strategic Tourism Assets Protection Programme (STAPP) and will not be shared with other external parties.

Eligibility:

STAPP funding is for Regional Tourism Organisations who as of 1 June 2020 are official members of Regional Tourism New Zealand RTNZ (Incorporated Society).

As the peak body for New Zealand's Regional Tourism Organisations, RTNZ aims to encourage better coordination amongst RTO's as well as ensuring collectively RTO's are engaged in and consulted on issues critical to the development of the regional tourism sector in New Zealand.

Section One: Introduction

As part of the Government's Strategic Tourism Assets Protection Programme (STAPP), up to \$20.2 million is available to the 31 Regional Tourism Organisations (RTOs) across New Zealand because of the impact of COVID-19 on Local Government revenue and the potential flow on effect as primary funders.

RTOs play an important role in supporting the tourism system. The tourism sector depends on capable, secure and adequately resourced RTOs. They lead and coordinate activities alongside the tourism industry, stakeholders, Māori/iwi and communities.

STAPP funding is available to RTOs for the 2020/2021 year that can demonstrate a commitment to:

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

The information provided in this investment plan will be used for assessment and agreement between the RTO and MBIE.

STAPP funding

The STAPP allocation has been developed in consultation with Regional Tourism New Zealand (RTNZ) and calculated based on Local Government contributions. RTOs have been grouped into three categories, small, medium and large and the following funding levels apply:

1. Small-RTOs with a local government contribution of less than \$500,000 are eligible to receive up to \$400,000.
2. Medium-RTOs with a local government contribution of less than \$3 million are eligible to receive up to \$700,000.
3. Large-RTOs with a local government contribution over \$3 million are eligible to receive up to \$1 million.

The scope of this STAPP allocation has been developed in partnership with Tourism New (TNZ) and RTNZ. STAPP funding support is available for a programme of activity across three categories and appropriately scaled to the RTO's needs, priorities and agreed investment plan;

1. Destination Management & Planning
2. Industry Capacity Building and Product Development
3. Domestic Marketing

Where an RTO is a function within an Economic Development Agency (EDA), the funding is only available to support RTO/tourism-focused activity. STAPP funding to RTOs is not a substitution for Local Government funding for tourism activity. The activities should be in addition to existing baselines and activities budgeted for prior to COVID-19.

In Scope

STAPP funding can be used for some or all of the following activities to be delivered by the RTO:

- Tactical domestic marketing activity including creative development, enhancing digital platforms, media buying, and PR activity;
- Engaging specialist support to assist with planning, industry capability building and product development;
- Event and business event promotion (e.g. promotion of venues, events, marketing);
- To provide capacity to implement the work programme across the three categories;
- RTO capability building including participation in MBIE-RTNZ forums and events; and
- Feasibility and business case development (please specify the specific opportunities)

This work could be completed by using RTO staff, or by external capability.

Out of scope

STAPP Funding cannot be used for;

- International marketing because STAPP funding is to support a more resilient and sustainable regional system and to enable RTOs to leverage Tourism New Zealand's domestic marketing investment and resources;
- Capital expenditure and general overheads e.g. computer hardware, office leases, I-sites;
- External business/tourism operator expenditure e.g. leases, salaries
- External organisations e.g. local promotional groups; and
- Events (except event promotion).

Process

Investment plans will need to be completed by the RTO and submitted by **3 July 2020** to MBIE at strategictourismassets@mbie.govt.nz. Please ensure any approvals are completed before the investment plan is submitted – e.g. approval from the RTO Board and/or funding bodies/councils.

Assessment

These Investment plans will be assessed on a case-by-case basis and agreed between the RTO and MBIE. RTNZ will assist with the assessment and TNZ will provide advisory support as required.

Funding Agreement

An agreement will be agreed between the RTO and MBIE for the agreed work programme and expenditure.

Management

For transparency and accountability, RTOs are expected to provide a 6 month and 12 month report against the agreed work programme set out in the funding agreement.

Payment

Payments will be made in three instalments as follows:

- An initial payment of 50% on signing of the funding agreement,
- 30% following satisfactory completion of the 6 month report, and
- 20% following satisfactory completion of a final report at the end of 12 months.

Section Two - Applicant Details

Please provide the details of the applicant organisation/entity requesting funding:

Applicant's key details			
Legal Name of Organisation:	Central Otago District Council		
Entity Type:	Local Authority		
Registered Offices / Place of Business:	1 Dunorling Street, Alexandra		
Organisation's Website:	www.centralotagonz.com		
RTO Staff Numbers	FTE – 5 (4xFT/2xPT)		
Contact Name and Role:	Dylan Rushbrook, General Manager Tourism		
Email Address:	dylan.rushbrook@codc.govt.nz	Telephone:	0212850625

Financial Information

Applicant Budget

Please provide below:

- RTO's current funding sources for the 2019/2020 and 2020/2021 financial years;
- Estimates where revenue is not yet finalised e.g. 2020/2021 campaign activity with tourism operators;
- Background on whether funding has been reduced since COVID-19; and
- Attach a supporting Statement of Intent and Business Plan for the 2020/2021 year to your investment plan.

Current Funding Sources			
Budget	2019/2020	2020/2021	Notes
Parent Organisation (EDA)			
Local Government	\$899,169	\$784,694	235k in 19/20 was one off special projects; Website development and Central Otago Touring Route

			Central Otago District Council remains supportive of RTO funding
Tourism Industry			
Domestic Marketing		\$20,000	Due to COVID-19 impacts forecasting a 50% reduction in this funding stream for 20/21 against original budget
International Marketing			
Business Events Marketing (Convention Bureau)			
Events Marketing			
Grants			
Sponsorship			
Other Income	\$30,417	\$27,500	Due to COVID-19 impacts forecasting a 50% reduction in this funding stream for 20/21 against original budget
Total	\$929,586	\$832,194	\$235k of 19/20 budget was one off special projects as noted above

Section Three - Investment Summary

Please provide below:

- Current budget allocations (note this includes budget allocations that are not in scope with the programme e.g. international marketing);
- How the additional STAPP funding will be allocated based on your RTO category (small, medium or large).

Key areas	Current Budget 2020/2021	STAPP Funding 2020/2021
Destination Management and Planning	\$25,000	\$125,000
Industry Capability	\$10,000	\$60,000
Product Development	\$25,000	\$105,000
Additional Resources (Staff and Specialist Support)		\$75,000 - Destination Management PT contract role \$50,000 – Event Development PT contract role \$50,000 – Cycle Marketing PT contract role
Domestic Marketing	\$155,750	\$235,000
International Marketing	\$46,550	N/A
Business Events		
Event Marketing (major and regional)		
i-SITE Operations (where applicable)		N/A

Other	\$569,894 (Includes wages, overheads and general operating expenses)	N/A
Investment Plan Total	\$832,194	\$700,000
<p>Comments: The 2020/21 current budget remains unconfirmed as this was initially written pre-COVID-19. While the level of funding remains the same, the focus has shifted to marketing. This is not fully represented in the above breakdown.</p>		

Section Three - Key Focus Areas

STAPP funding is available to support a work programme across three areas and RTOs are expected to focus activities and investment across all areas based on the needs of the region.

- 1) Destination Management
- 2) Industry Capability Building and Product Development
- 3) Domestic Marketing

RTOs are encouraged to collaborate and look for greater efficiencies where it is logical to do so. Options to consider;

- Sharing resources to assist with destination management planning, industry capability and product development
- Collaborative marketing across regions where there are shared target markets and objectives e.g. touring holidays for families, hub and spoke itineraries and product bundling/packaging

1. Destination Management and Planning

In January 2020, MBIE released Destination Management Guidelines to assist industry, iwi/Māori, tourism stakeholders and local communities to respond to changing conditions when planning for the future. The guidelines encourage an integrated and holistic approach to Destination Management and considers the social, economic, and environmental risks and opportunities of tourism.

<https://www.mbie.govt.nz/assets/destination-management-guidelines-2020.pdf>

Outline below how you will advance a Destination Management approach for your region, including how you will engage with iwi/Māori, key tourism stakeholders, local government and your community.

Please attach any relevant Destination Management documents to provide further context.

<ul style="list-style-type: none"> □ Destination Management and Planning (refer guidelines) □ <i>Explain your approach and priority focus areas and what the additional funding is expected to achieve.</i> □ <i>Identify collaborations with Treaty Partners and other regions or organisations (e.g. RTO, Council)</i> □ <i>Work programme examples in the table below could include (but are not limited to):</i> □ <i>Complete Destination Management Plan for the region.</i> □ <i>Provide input into relevant local government planning e.g. LTP, CBD improvement plans, infrastructure planning.</i> 	<p>The 2018-28 Central Otago Tourism Strategy calls for a split between destination marketing and destination management. Prior to COVID-19 impacts TCO had been intending on embarking on developing a Destination Management plan and subsequent implementation in 20/21 as part of the delivery of the tourism strategy.</p> <p>Destination Management is an ongoing process in which stakeholders work together in a strong collaborative way to plan for the future as well as to manage the present. The 2018-28 Central Otago Tourism Strategy identifies that the visitor economy of Central Otago must bring value to stakeholders, those stakeholders being; Community, Business, Environment and Visitors. Both residents and visitors use local infrastructure and services so collating their needs and expectations is critical in developing a strong and sustainable destination that brings value to those stakeholder groups.</p> <p>The development of the Central Otago Destination Management Plan will be undertaken with strong reference to MBIE's 'Destination Management Guidelines' and relevant national tourism strategies. Central Otago is fortunate to have a well developed value based regional identity as well as the recent 2018-28 Central Otago Tourism Strategy, 14 community plans, a masterplan for Cromwell and one on the way to being developed for Alexandra, Clyde and the surrounds as well as various regional and council strategies. These include, but are not limited to, our Sustainability Strategy, our Long Term Plan, our Economic Development Strategy, our Infrastructure Strategy, our Outdoor recreation strategy.</p> <p>Our first approach to develop a Destination Management Plan would be to review and analyse information from these various plans and strategies as well as commissioning new research to understand community sentiment and intent towards tourism.</p> <p>Using this information and analysis, Tourism Central Otago will engage with key stakeholders, including but not limited to, DOC, NZTA, Ngai Tahu, Otago Regional Council, LINZ, Contact, our neighbouring councils and RTO's, tourism operators, community and other tourism and non-tourism interested parties. The purpose of this engagement is to identify issues, opportunities, priorities and actions for the destination to continue to meet resident and visitor needs and expectations.</p> <p>Next we would develop the Central Otago Destination Management Plan detailing how we can create, manage and improve visitor experiences and products and services to assist in developing Central Otago as a strong and sustainable destination over the next 20-30 years</p>
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While a significant component of the plan is likely to be developed using outside support. It is recognized that there is a need to have a TCO resource allocated to implementing the plan, and that resource should be part of the construction of the Destination Management Plan. There is capability from within the team to lead the development and implementation, which will lead to better long term outcomes. There will however be a need to backfill their existing role to ensure they have the time and focus this project deserves.

Work Programme – Destination Management and Planning

In the table below outline the work programme you will undertake including milestones, estimated cost, timeframe and key performance indicators.

Note: the information provided in the table below will be used in the funding agreement.

Activity	Milestones	Expected Cost	Timeframe	Performance Indicators
Development of Destination Management Plan for Central Otago	Complete Destination Management Plan for Central Otago.	\$125,000	1 August 2020 – 31 December 2020	Finalised Central Otago Destination Management Plan
Allocate resource to Destination Management	Deploy resource to lead plan development and be responsible for overall implementation of the Central Otago Destination Management Plan	\$75,000	1 August 2020 – 30 June 2021	Implementation of strategic projects from Central Otago Destination Management Plan

2. Industry Capability Building and Product Development

Given the disruption created by COVID-19 and the increased focus on a more productive, sustainable and inclusive tourism sector, outline below how you will work with the tourism industry in your region to be more resilient, innovative and productive.

Include any relevant documentation regarding existing work you are doing in this area.

Industry Capability Building and Product Development

Explain your approach and priority focus areas and what the additional funding is expected to achieve.

Work programme examples in the table below could include (but are not limited to):

- Targeted programme to increase SME digital capability*
- Develop new itineraries for 'food tourism' experience and work with operators to enhance product offering using 'locally sourced' produce*

Identify collaborations with other regions or organisations.

Each of the following strategic priorities or projects have been identified within the 2018-28 Central Otago Tourism Strategy.

Capability Building Series

Our approach:

A strategic priority for TCO is to develop operator capability to ensure businesses connected to the tourism system are contributing to the overall goals of the 2018-28 Central Otago Tourism Strategy.

How:

Deliver a series of workshop style capability building session in partnership with the Otago Chamber of Commerce and CODC Economic Development.

For those unable to attend in person, sessions would be recorded and made available online.

For additional ongoing specialist support operators would be connected to the Tourism Transitions or RBP programs.

A draft overview of the program is attached to this application.

Managing Footprints project

Sustainability at work

Our approach:

Develop and promote positive (and ground-breaking) programmes that demonstrate Central Otago's commitment to sustainability.

How:

Work with industry and key stakeholders to develop programmes on how to incorporate sustainability practises within our visitor industry and businesses.

Develop a series of case studies to enable greater reach of key stories.

Central Otago Tourism Strategy Review

Our approach:

Continue to deliver on our vision for tourism in Central Otago – 'Making a world of difference every day' in a post COVID-19 world.

	<p>How: Undertake an independent review of the 2018-28 Central Otago Tourism Strategy and ensure the strategy and KPIs are valid in a post COVID-19 world.</p> <p>Eventful Central <i>Growing, developing and attracting events to Central Otago</i></p> <p>Our approach: Advance Central Otago as a region that is capable of delivering superb events that deliver value to stakeholders identified in the 2018-28 Central Otago Tourism Strategy.</p> <p>How: Develop a Central Otago Events Strategy and provide a resource to implement the strategy.</p> <p>Key areas of focus would be;</p> <ul style="list-style-type: none"> • Help co-ordinate a diverse and balanced programme of events across our region that everyone can access • Make it easier to run events in Central Otago by developing a toolkit and resource to assist event organizers enhance their event • Enabling the development of improved infrastructure (including capability, resources and venues) to support events • Strengthen Central Otago’s position as a destination to hold international and national events which align to the region’s values and aspirations • Target nationally significant events to attract to the region which align to strategy goals and regional values <p>Visitor experience projects <i>The authentic and unexpected</i></p> <p>Our approach: Deliver on our regional identity - A World of Difference promise; help to create experiences that are signature Central Otago and delivering marketing in a way that resonates with our target segments.</p> <p>How: Work with our operators to develop new and build on current campaigns for Central Otago.</p>
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	<p>Work with our operators to develop product that is authentic to Central Otago and enhances the brand values of A World Of Difference</p> <p>To undertake further deep dive research to understand who our visitors are and why they come to Central Otago and where we best can market to them in the future.</p> <p>Tourism Masterplan <i>Develop a Tourism Masterplan that anticipates growth, investment opportunities and development zones</i></p> <p>Our approach: Enable the development a tourism industry that is sustainable and provides value to its host community.</p> <p>Early stage work in a larger Tourism Masterplan that would identify market opportunities and development business cases to attract investment.</p> <p>How: Identify opportunities for private/public investment in tourism assets that are authentic to Central Otago and deliver on our regional identity - A World of Difference.</p> <p>Work closely with Central Otago District Council and Otago Regional Economic Development resources to create case studies to target private/public investment in tourism product and infrastructure.</p>
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Work Programme – Industry Capability Building and Product Development

In the table below outline the work programme you will undertake including milestones, estimated cost, timeframe and key performance indicators.

Note: the information provided in the table below will be used in the funding agreement.

Activity	Milestones	Expected Cost	Timeframe	Performance Indicators
Industry Capability Building				
Capability Building Series	Deliver a series of workshops to enhance operator capability in Central Otago.	\$25,000	1-August – 30 October 2020	Improved operator capability and engagement with future work programs
Managing our Foot-print	Develop a toolkit of resources to promote programs which ensures the Central Otago visitor economy bring values to the environment it operates within.	\$25,000	1-July 2020 – 30 June 2021	Central Otago recognized as a region for its' commitment to sustainable tourism through operator and RTO led initiatives
Central Otago Tourism Strategy Review	Independent review of Central Otago Tourism Strategy	\$10,000	1 July 2020 – 31 August 2021	Updated Central Otago Tourism Strategy
Product Development				
Eventful Central	Develop a Central Otago Events strategy	\$100,000 for this whole project. (\$50k allocated to PT resource)	1 July 2020 – 30 June 2021	Central Otago Events Strategy developed
Eventful Central cont.	Develop a calendar of events and event attraction opportunities			Central Otago calendar of events developed

Eventful Central cont.	Develop the 'events planner toolkit' to enhance existing events and make the running of events in Central Otago an easy and successful process			Deployment of an events planner toolkit
Eventful Central cont.	Employ resource and undertake actions to implement Central Otago Event Strategy			Implementation of Central Otago Event Strategy
Visitor experience	Undertake deep dive visitor research to support existing visitor persona research. Test the existing data and further understand who and why people visit Central Otago.	\$25,000	1 August – 31 December 2020	Visitor research Report
Visitor experience cont.	Work with operators to develop product and ways of experiencing product that is authentic to Central Otago and enhances the brand values of A World Of Difference	\$10,000	1 July 2020 – 30 June 2021	Enhanced operator engagement and visitor satisfaction
Tourism Masterplan	Conduct research to identify product gaps and opportunities within the existing market Develop series of business investment case studies to attract tourism product and infrastructure investment inline with 2018-28 CO Tourism Strategy	\$20,000	1 July 2020 – 30 June 2021	Enhanced knowledge of market gaps and interest in tourism development

3. Domestic Marketing

With the closure of borders, the tourism sector will be reliant on domestic visitors. Tourism New Zealand is undertaking domestic marketing to stimulate demand and position New Zealand as a holiday choice in the minds of New Zealanders.

Outline below your RTO's domestic marketing strategy, how the STAPP funding will complement your existing strategy and leverage Tourism New Zealand's activities and resources.

Please attach any relevant marketing planning documents.

Domestic Marketing

Explain your approach and priority focus areas and what the additional funding is expected to achieve.

Identify how you will collaborate with TNZ and other regions or organisations.

Work programme examples in the table below could include (but are not limited to):

- Upweight spring marketing campaign including increased media buy and PR activity (include target markets, value proposition)*
- Develop new imagery and digital footage*
- Develop new event collateral – business events and major events.*

All additional funding will be put towards previously identified strategic projects in the 2018-28 Central Otago Tourism Strategy.

Leaders in Cycle Tourism

Our approach:

Leverage the first mover advantage of the Otago Central Rail Trail to develop a co-ordinated approach to the marketing of all regional trails.

How:

Co-invest to establish a dedicated resource and activity budget to enhance the cycle trail story of the region. Leveraging opportunities such as the strong brand of Otago Central Rail Trail and the soon to open Lake Dunstan Trail will enable the region to be the owner of cycle tourism in Australasia.

While locally the approach will be to work with neighbouring RTOs, trail trusts and operators who will provide funding, governance and support to the function. Tourism New Zealand and NZ Cycle Trails had indicated pre-COVID-19 they support such an approach and while not confirmed it would be assumed such an approach would only be further supported in a post-COVID-19 economy.

Cycle tourism is a niche market and provides the ability to target marketing activities to attract a higher yield visitor market. A well implemented marketing strategy would ensure competitiveness in the marketplace and enable Central Otago to best leverage its soon to be four Great Rides. There is clear alignment with the Tourism New Zealand domestic activity.

It is important that once the investment and marketing has been delivered that the user experience matches or exceeds their expectation. This requires a focus on education & training, wayfinding & signage and safe cycling messaging which can be delivered through collaboration with operator groups and trail trusts.

A draft of the collaborative cycle marketing proposal which was issued to stakeholders early 2020 is attached to this investment plan. COVID-19 likely will result in less funding from trails and operators, so the RTOs have picked up a larger portion through their investment plans for year one with a view that in year two limited support be sought from those other stakeholders and for year three and beyond there is a balanced approach across all stakeholders to support this function into the future.

Food and Wine Tourism

Our approach:

Leverage the growth in food and wine tourism and Central Otago's ultra premium positioning in summer fruits, wine and food.

How:

Develop Central Otago's food and wine experiences with support from local producers.

Enhance and develop our 'Artisan Food' storytelling capability through stronger relationships with primary producers, sector associations and Eat New Zealand. Leverage the domestic work of Tourism New Zealand.

Eat.Taste.Central. is TCO's annual signature celebration of food and wine in the region. In the months leading up to Spring a major marketing campaign to promote the month-long regional activation help create interest in Central Otago as a foodie destination in New Zealand. During the competition itself there are various engagement opportunities for businesses, locals and visitors. In previous years the campaign has attracted support from local businesses and national sponsors Mindfood magazine, Air New Zealand and GO Rentals which has enabled longevity of the campaign through highlighting of competition winners in the months following the event. COVID-19 has impacted the financial support available through both local and national supporters.

Develop new Central Otago imagery and video footage

Our approach:

Current video and still library is limited and many of the assets out of date. To maximise opportunities and support interest in the region new creative assets are required.

How:

Contract external creative capability to capture video and still imagery that showcases Central Otago's unique selling propositions. Intent is to use a contractor through the year to give full spectrum of seasons and utilize their skillsets for post-production enhancements.

45 South Marketing Campaign

Our approach:

Collaborate with our neighbours to leverage visitation to Otago and Southland.

How:

Work with Otago and Southland RTOs to develop complimentary product development and marketing opportunities for Otago and Southland.

Work Programme – Domestic Marketing

In the table below outline the work programme you will undertake including milestones, estimated cost, timeframe and key performance indicators.

Note: the information provided in the table below will be used in the funding agreement.

Activity	Milestones	Expected Cost	Timeframe	Performance Indicators
Leaders in cycle tourism	Engage with key stakeholders and neighbouring RTOs to deliver a collaborative approach to cycle tourism marketing Continue to support and promote the development of Central Otago as a cycling destination for a range of cycling disciplines and skills	\$115,000 for this whole project. (\$50k allocated to PT resource)	1 July 2020 – 30 June 2021	Increase in cycling visitors to Otago and associated trails Aligned RTOs and stakeholders seeing value and making future investment in collaborative approach
Food and Wine Tourism	Develop Central Otago's food and wine experiences with support from Central Otago producers Enhance and develop our 'Artisan Food' storytelling capability and enhance relationships with primary producers Support marketing program to promote Eat.Taste.Central. in lieu of loss of financial support from sponsors	\$45,000	1 July 2020 – 30 April 2021	Enhanced alignment between producers and tourism sectors Heightened awareness of Central Otago's food and wine story and connection to place National recognition of ETC campaign
Develop Central Otago imagery and video footage	Develop a comprehensive library of new imagery and video footage for Central Otago	\$100,000	1 July 2020 – 30 June 2021	Comprehensive asset library of current and usable Central Otago footage
45 South collaboration	Investment in 45 South initiatives	\$25,000	1 July 2020 – 30 June 2021	All RTOs within the 45 South collective see value in initiatives

Section Four - Declarations

1. The applicant is compliant and will continue to comply with all applicable laws, regulations, rules and professional codes of conduct or practice including but not limited to health and safety and employment practices. Yes: No:

2. Has the applicant ever been insolvent or subject to an insolvency action, administration or other legal proceedings? Yes: No:

3. Has any individual in the RTO (including the Applicant's Leadership Team, directors, partners, or trustees, or any key members of the RTO) ever been insolvent or subject to an insolvency action, administration or other legal proceedings, or actively involved in any organisation which has? Yes: No:

4. Has any individual in the RTO (including the Applicant's Leadership Team, directors, partners, or trustees, or any key members of the RTO) ever been adjudged bankrupt or is an undischarged bankrupt? Yes: No:

5. Are there any actual, potential or perceived conflicts of interest that the applicant or any of the key personnel have in relation to this STAPP Funding (including, for instance, any contractors that are family members or business partners that will be receiving the STAPP Funding)? Yes: No:

"In a small country like ours, conflicts of interest in our working lives are natural and unavoidable. The existence of a conflict of interest does not necessarily mean that someone has done something wrong, and it need not cause problems. It just needs to be identified and managed carefully..."

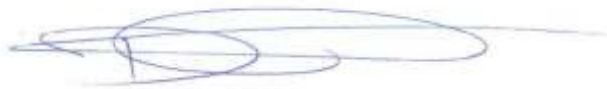
<https://www.oag.govt.nz/2007/conflicts-public-entities>

- ✓ The statements in the application are true and the information provided is complete and correct, and there have been no misleading statements or omissions of any relevant facts nor any misrepresentations made;
- ✓ I have secured all appropriate authorisations to submit the application, to make the statements and to provide the information in the application;
- ✓ I consent to this application being publically released if funding is approved. I have identified the commercially sensitive and personal information.
- ✓ I understand that the falsification of information, supplying misleading information, or the suppression of material information in this application, may result in the application being eliminated from the assessment process and may be grounds for termination of any contract awarded as a result of this application process.
- ✓ The applicant consents to MBIE undertaking due diligence including any third party checks as may be required to fully assess the application.

Full name: Dylan Rushbrook

Title / position: General Manager Tourism

Signature / eSignature:



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Date:

2nd July 2020

Section 5: Attachments

[Attach here, as a PDF, any additional information you consider necessary to support your investment plan. Note that there is a 20MB size limit]

- Statement of Intent and Business Plan for the 2020/2021 year
- Destination Management documentation
- Industry Capability Building and Product Development documentation
- Domestic Marketing documentation
- Anything else that would help us understand your investment plan.