



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



Tourism Support, Recovery and Re-Set

**Regional Tourism Organisation
Investment Plan Template**

May 2021

New Zealand Government

Completing this form

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

Submit your completed investment plan to RTO@mbie.govt.nz. Proposals must be received by MBIE between **11 May 2021** and no later than close of play **Sunday 20 June, 2021**.

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 Tourism Support, Recovery and Re-Set and will not be shared with other external parties.

Eligibility:

Funding is for Regional Tourism Organisations who as of **7 April 2021** 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 Tourism Support, Recovery and Re-Set, up to \$26 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.

This funding is available to RTOs for the 2021/2022 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, iwi and stakeholders to plan for the future, supporting industry capability and product development opportunities; and
- d. Marketing activity that complements Tourism New Zealand's marketing activities.

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

RTO funding

The allocation has been developed in consultation with Regional Tourism New Zealand (RTNZ) and calculated based on Local Government contributions. RTOs have been grouped into four categories, small, medium, medium-large 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 \$500,000 - \$1 million are eligible to receive up to \$700,000.
3. Medium-Large RTOs with a local government contribution of \$1 million to \$3 million are eligible to receive up to \$1 million.
4. Large-RTOs with a local government contribution over \$3 million are eligible to receive up to \$1.5 million.

The scope of this allocation has been developed in partnership with Tourism New Zealand (TNZ) and RTNZ. This 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 and International Marketing.

Where an RTO is a function within an Economic Development Agency (EDA), the funding is only available to support RTO/tourism-focused activity. This 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 in annual plans.

In Scope

This 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;
- Tactical international marketing activity that complements Tourism New Zealand's marketing activities 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

This Funding cannot be used for;

- International marketing that is not coordinated with Tourism New Zealand's marketing activities – need to ensure scale, consistency and alignment with Brand New Zealand
- International travel – RTOs can continue to use their existing budgets to fund such activities;
- 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 between **11 May 2021** and close of play **Sunday 20 June, 2021** to MBIE at RTO@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 may assist with the assessment and TNZ may provide advisory support as required.

Funding Agreement

Your existing funding agreement will be varied including any significant changes highlighted in your Six-Monthly STAPP report and agreed between the RTO and MBIE for the updated 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 up front and on signing the variation to the existing funding agreement. This is a consistent approach to the STAPP RTO funding.

Section Two - Applicant Details

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

Applicant's key details – Only update if this has changed			
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		
Contact Name and Role:	Dylan Rushbrook, General Manager		
Email Address:	Dylan.rushbrook@codc.govt.nz	Telephone:	0212850625

Financial Information

Applicant Budget

Please provide below:

- RTO's current funding sources for the 2020/2021 and 2021/2022 financial years;
- Estimates where revenue is not yet finalised e.g. 2021/2022 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 2021/2022 year to your investment plan.

Current Funding Sources			
Budget	2020/2021	2021/2022	Notes
Parent Organisation (EDA)			
Local Government (RTO)	879,694	846,339	RTO has budget small decrease due to forecast decrease in operator contributions
(Regional Identity)	170,548	217,289	Regional Identity budget increased to build on key projects such as DMP
Total	1,050,242	1,063,628	

Section Three - Investment Summary

Please provide below:

- Current 2021/2022 budget allocations (note this includes budget allocations that are not in scope with the programme e.g. i-site operations);
- How the additional funding through STAPP and the Support, Recovery and Re-Set will be allocated based on your RTO category (small, medium, medium-large or large).
- It is recommended this section is completed after you have completed Appendix 1.

Key areas	STAPP 2020/2021	Current RTO Budget 2021/2022 (excluding STAPP)	Support, Recovery and Re-Set 2021/2022
Destination Management and Planning	200,000	310,289	297,500
Industry Capability	60,000	20,000	180,000
Product Development	155,000	50,000	285,000
Domestic Marketing	285,000	80,800	237,500
International Marketing	N/A	63,000	
i-SITE Operations (where applicable)	N/A	239,938	N/A
Other	N/A	539,539	N/A
Investment Plan Total	700,000	1,303,563	1,000,000
<p>Comments: Last year in the rush to get plans together the Regional Identity (RI) funding was not recognized as 'tourism' funding in the investment case. This year it is acknowledged the RI program is a critical part of 'tourism's' DM work. This is explained further below.</p>			

Section Four - Key Focus Areas

This 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 and International 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, international airports 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.

<p>Destination Management and Planning (refer guidelines)</p> <p><i>Explain your approach and priority focus areas and what the additional funding is expected to achieve.</i></p> <p><i>Identify collaborations with Treaty Partners and other regions or organisations (e.g. RTO, Council)</i></p> <p><i>Work programme examples in the table below could include (but are not limited to):</i></p> <ul style="list-style-type: none"> • <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>Central Otago’s destination management planning is built on ‘A World of Difference’ which is also known as our Regional Identity program. Back in 2005 the program was a destination management plan, but due to budget constraints the work program primarily ended up as a set of values both our visitors and residents can see and sense throughout the district. The 20/21 STAPP funding enabled us to reinvigorate the destination management plan part of the work program, which brings those values to life.</p> <p>Across Central Otago there are 14 community plans, all with a Regional Identity lens applied across each. Each community has their own aspirations for what the visitor economy of their area should be, and so our destination management planning brings to life those aspirations and ensures we align our development planning for the future.</p> <p>Continue work in refining and then implementing our destination management plan. This work while driven by Tourism Central Otago is a collaboration between Central Otago District Council and Aukaha as direct stakeholders, and other indirect stakeholders such as cycle trail trusts, community boards, Otago Regional Council.</p> <p>Practical applications of destination management will be</p> <ul style="list-style-type: none"> • Input into local government planning and environment regulations • Developing a framework for identifying the type of tourism businesses that align to regional values and community aspirations, which would therefore be supported by the RTO and council • Regular workshops, updates and one on one trainings across the district with tourism operators to ensure they understand how they can partake and champion destination management • Assisting the visitor economy of Central Otago to achieving our goal of carbon neutral by 2027 • Investment in research to give a baseline figure for the community sentiment towards tourism which will allow for annual checkins
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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.

Continued rollout and delivery of the 2018-28 Central Otago Tourism Strategy which identifies a number of key projects and priorities to see the visitor economy of Central Otago deliver value to it's stakeholders.

- Toolkits, workshops and one on one training to build up base knowledge of entire tourism system and how operators and communities can develop their capability. While digital capability will be a function of this workstream, it will be wider than the digital capability work carried out in 20/21
- Research and data development into the value of visitors to the region, flows, spend and overall visitor experience
- Further investment in business cases to show potential investors
- Develop deep dive assets under the Regional Identity program that define Central Otago, its' key sectors of interest which will attract visitors, and give an opportunity to turn visitors into residents
- Develop 'Central's Got Talent' workstream to tackle workforce issues with industry and education sectors, anticipating this program will be collaborative across Queenstown, Wanaka and Central Otago through the RTOs and Economic Development teams
- Training and upskilling of RTO staff to ensure they have the capability to deliver work streams

3. Marketing

With borders starting to open to Quarantine Free Travel Zones, the tourism sector will be reliant on those markets as they come on stream and the domestic visitors. Tourism New Zealand is undertaking international marketing to position New Zealand as a holiday choice in the minds of New Zealanders and other markets around the world.

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

Marketing (domestic and international)

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.*
- *In market campaigns for Australia in partnership with TNZ and other RTOs.*

The New Zealand domestic market remains the priority market for Central Otago over the next 12-18 months. While there will be some limited activity in the Australian market this will only occur in partnerships with other stakeholders such as neighbouring RTOs or Tourism New Zealand.

Intention is to keep developing the Food and Wine project and story telling capability to become a year round story, with Eat.Taste.Central the marquee celebration of all that Central Otago produces. Key partners are back onboard again this year with MindFood, Air New Zealand and Central Otago Wine Association all committed to this year's event. Additional marketing funds will enable greater promotion of the events around Eat.Taste.Central while also enabling the creation of year round story content.

Trails marketing will also be a priority focus in partnership with Enterprise Dunedin and Development Clutha who are committed to cofounding a marketing role and activity.

Continued support for establishing 45 South regional marketing and development opportunities such as touring routes.

Domestic marketing campaigns to consolidate Central Otago's position as an aspirational place to visit, work and play.

INVESTMENT PLAN

The tables below will be used to vary your existing funding agreement (Appendix 1). Please include:

- An updated STAPP work programme ending August 2021 including the significant changes set out in your 6-monthly report; and
- The proposed work programme ending August 2022 for the Support, Recovery and Re-Set funding.

1. Destination Management and Planning

Activity	Milestones	Timeframe	Performance Indicators	Total Expected Cost	STAPP Total 2020/21 (up to August 2021)	Support, Recovery and Re-Set Total (up to August 2022)
Develop destination management plan	Develop DMP Consultation phase Draft DMP delivered DMP approved by council and adopted	1 September 2020 – 31 December 2021	Finalised Central Otago DMP delivered	125,000	125,000	
Allocate resources to support Destination Management	Retain and add additional resources to lead DMP development and manage implementation	1 September 2020 – 30 August 2022	Implementation of strategic projects from Central Otago Destination Management Plan	177,500	75,000	102,500
Implementation of DMP with stakeholders	Rollout DMP with stakeholder sessions via workshop, community engagement session, online training and one on one sessions	1 October 2021 – 30 August 2022	<ul style="list-style-type: none"> • Develop operator toolkits • Deliver roadshow/workshops on DMP • Advance Footprint project goals of Carbon Neutral visitor economy by 2027 	100,000		100,000

			<ul style="list-style-type: none"> • Enhance Iwi engagement • RTO staff upskilling 			
Develop data metrics and undertake key research to measure visitor economy impacts as part of DMP implementation	Run refresh of data sets to understand changes over time	1 September 2021 – 30 August 2022	<ul style="list-style-type: none"> • Develop dashboards for better understanding and visibility of data • Visitor lifetime value research in partnership with DQ, LWT, QLDC & CODC • Tourism sentiment research 	95,000		95,000

2. Industry Capability Building and Product Development

Activity	Milestones	Timeframe	Performance Indicators	Total Expected Cost	STAPP Total 2020/21 (up to August 2021)	Support, Recovery and Re-Set Total (up to August 2022)
Capability development toolkit/resources	<p>Digital capability training carried out across region</p> <p>Tourism 'system' training carried out across region</p>	1 September 2020 – 30 April 2022	<ul style="list-style-type: none"> Greater tourism systems knowledge and awareness within Central Otago Enhanced digital capability of operators 	45,000	25,000	20,000
Visitor experience investment cases	Series of investment cases with range of product and location offerings developed	1 September 2020 – 30 April 2022	<ul style="list-style-type: none"> Assets utilised by business brokers, economic and tourism development teams to attract appropriate investment into the region 	30,000	20,000	10,000
Develop Central Otago imagery and video footage	Develop a comprehensive library of new imagery and video footage for Central Otago to round out destination themes	1 September 2020 – 30 August 2022	<ul style="list-style-type: none"> Comprehensive asset library developed Operators using regional brand footage to enhance their messaging and create consistent 'Central Otago' story 	130,000	100,000	30,000

			<ul style="list-style-type: none"> • Retain services of visual content creator 			
Food & Wine project	Leverage the growth in food and wine tourism and Central Otago's ultra premium positioning in summer fruits, wine and food.	1 September 2021 – 30 August 2022	<ul style="list-style-type: none"> • Product development opportunities realised • Enhanced storytelling and understanding from Food & Wine sector in relation to tourism and their role in Central Otago's visitor economy 	60,000		60,000
Central's Got Talent	Recognition of Central Otago's risk profile in relation to attracting and retaining talent in the region to support tourism sector	1 September 2021 – 30 August 2022	<ul style="list-style-type: none"> • Develop attraction and retention strategies of talent in the region • Explore partnership opportunities with ED teams from CODC, QLDC, DCC and respective RTOs 	25,000		25,000
Regional Identity content development	Further develop assets to expand the Central Otago 'A World of Difference' message beyond existing themes	1 September 2021 – 30 August 2022	<ul style="list-style-type: none"> • Enhanced creative assets to support RI program • Create visual assets to support RI themes 	50,000		50,000

Eden Hore Central Otago visitor experience development	Provide tourism industry support and project management resourcing to Eden Hore Central Otago (EHCO) visitor experience. Bringing historic fashion collection to life while giving sense of connection to the people and place of the Maniototo	1 August 2021 – 30 August 2022	<ul style="list-style-type: none"> • Retain support of key partners including Te Papa, The Dowse, fashion community and Maniototo communities • On ground in region visitor experience developed in partnership with CODC and EHCO trust 	100,000		100,000
Eventful Central project	Develop a Central Otago Events strategy Develop a calendar of events and event attraction opportunities	1 September 2020 – 30 April 2022	<ul style="list-style-type: none"> • Develop localised event strategy • Toolkits for event organisers • Workshops and upskilling of local event organisers • Develop assets to promote Central Otago as an events destination in alignment with strategy target markets 	110,000	100,000	10,000
Managing our Footprint project	Rollout of project to align to DMP implementation	1 September 2020 – 30 November 2020	<ul style="list-style-type: none"> • ILM process complete, key objectives identified 	25,000	25,000	

			<ul style="list-style-type: none"> • Central Otago visitor economy to be carbon neutral by 2027 • Central Otago recognized as a region for its' commitment to sustainable tourism through operator and RTO led initiatives 			
Research to support destination development	Develop baseline data sets	1 May 2021 – 30 August 2021	<ul style="list-style-type: none"> • Visitor experience research • Tourism master planning 	25,000	25,000	
Central Otago Tourism strategy review	Independent review of 2018-28 Central Otago Tourism Strategy	1 July 2020 – 31 December 2021	<ul style="list-style-type: none"> • Awaiting DMP plan adoption to finalise review and any required changes 	10,000	10,000	
Visitor experience development	Develop product and ways of experiencing product that is true to the values of A World of Difference	1 April 2021 – 30 June 2021	<ul style="list-style-type: none"> • Project management role developed to build Eden Hore Central Otago project plan 	10,000	10,000	
Destination Development resources	Add resources into the RTO team to support destination development	1 September 2021 – 30 August 2022	<ul style="list-style-type: none"> • Destination development manager • Destination development co-ordinator 	160,000		160,000

			<ul style="list-style-type: none">• Visual content creator			
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3. Domestic and International Marketing

Activity	Milestones	Timeframe	Performance Indicators	Total Expected Cost	STAPP Total 2020/21 (up to August 2021)	Support, Recovery and Re-Set Total (up to August 2022)
Trails marketing collaboration	<p>Engage with key stakeholders and neighbouring RTOs to deliver a collaborative approach to cycle tourism marketing</p> <p>Continue to support and promote the development of Central Otago as a cycling destination for a range of cycling disciplines and skills</p>	1 November 2020 – 30 August 2022	<ul style="list-style-type: none"> • Collaborative marketing function to promote trails across region with support from Enterprise Dunedin and Development Clutha • Trails marketing executive role funded • MOU signed by stakeholders • Aligned RTOs and stakeholders seeing value and making future investment in collaborative approach 	230,000	115,000	115,000
Collaborative regional marketing	Support collaborative product development and promotional opportunities across 45 South group of RTOs	1 August 2021 – 30 August 2022	Ongoing collaboration of 45 South group	60,000	25,000	35,000
Domestic marketing activity	Grow awareness of the Central Otago offering to the domestic visitor market as a place to visit, live, work and play	1 September 2021 – 30 August 2022	<p>Small break domestic campaigns;</p> <ul style="list-style-type: none"> • Eventful Central 	60,000		60,000

			<ul style="list-style-type: none"> • Seasonal working holidays • Eat.Taste.Central • Central Lifestyles 			
Marketing support resource	Support role within the marketing team to get messages to market and on message	1 September 2021 – 30 August 2022	<ul style="list-style-type: none"> • Appoint part-time Marketing co-ordinator 	27,500		27,500
Food & Wine Tourism	<p>Develop Central Otago’s food and wine experiences with support from Central Otago producers</p> <p>Enhance and develop our ‘Artisan Food’ storytelling capability and enhance relationships with primary producers</p> <p>Support marketing program to promote Eat.Taste.Central. in lieu of loss of financial support from sponsors</p>	1 September 2020 – 30 August 2021	<ul style="list-style-type: none"> • Develop food and wine tourism profile and project to raise awareness of Central Otago’s artisan producers and tourism offering • Identify product development opportunities • Support promotional activity of Eat.Taste.Central event 	45,000	45,000	

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.

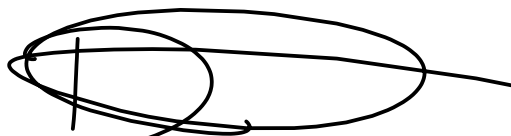
Full name:

Dylan Rushbrook

Title / position:

General Manager Tourism

Signature / eSignature:



Date:

14 June 2021

Section 5: Attachments

[Attach here, as a PDF, any additional information you consider necessary to support your investment plan (**if updated from July 2020**). Note that there is a 20MB size limit]

- Statement of Intent and Business Plan for the 2021/2022 year
- Destination Management documentation
- Industry Capability Building and Product Development documentation
- Marketing documentation (if any)
- Anything else that would help us understand your investment plan.