



Venture Southland Business Plan 2017/18 Work Programme

“Empowering the Region”

What is Venture Southland?

Established in 2001, Venture Southland is a joint committee of councils. This unique model is known throughout New Zealand as a positive example of regional co-ordination and co-operation. We promote the benefits of an integrated approach with community organisations working together, and leveraging support and resources. The business, destination marketing, events and conferences, and community development teams collaborate on many projects to maximise benefits.

Venture Southland is funded through contributions from our stakeholders Invercargill City, Southland District and Gore District Councils and from contributions from Community Trust of Southland and Environment Southland. As a regionally coordinated body, Venture Southland is able to access significant external project funding not normally available to local authorities.

Mission Statement

Working with people and organisations to enhance the prosperity and quality of life of Southlanders.

Executive Summary

This document outlines the 2017-18 programme of work for Venture Southland. It is in response to the three council stakeholders' priorities and specific projects that contribute to making Southland one of the most attractive and prosperous areas in New Zealand. This document provides detail on what initiatives are to be undertaken, how it is to be resourced and the benefits for Southland and its people.

This document comprises the following major initiatives which summarise the areas of work:

Regional Strategies, Assessments and Advocacy

As Venture Southland is a joint committee of Invercargill City, Southland District and Gore District Councils the focus is on the region in its entirety, providing a voice for the region. A key to providing this voice is the relationships Venture Southland has been able to build with Central Government, international and national bodies, funding organisations, industries and communities. Focus projects for 2017-18 relate to the Southland Visitor Strategy 2017-2022 and Southland Digital Strategy. The update of the Southland Visitor Strategy will provide overall direction for the development of tourism for Southland and ensure opportunities are maximised. Work on the Southland Digital Strategy is to ensure Southland gets sufficient resources allocated to improve connectivity including cellular coverage, and rural and urban broadband.

Destination Development

This is a new section in the 2017-18 work programme. Its inclusion recognises the importance of developing Southland as a destination for tourists, students, prospective migrants and investors, without overlooking the need to retain Southland's current residents. Key areas are the implementation of the Southland Cycling and Cruise Strategies which seek to increase visitors to the region, and the development of the Curio Bay Tumu Toka Natural Heritage Centre. The Curio Bay Tumu Toka Natural Heritage Centre is a key project within the Catlins Tourism Strategy and seeks to add trade commissionable product to the Catlin's area.

Diversification of Southland's Economy

Venture Southland identifies opportunities to diversify Southland's economy, investigate its potential and where applicable, seek investment to make it happen. The opportunities must complement what is already here. Some areas of focus are the continued development of the Awarua Satellite Tracking Station, where Venture Southland coordinates Earth observation contracts with international partners. The interpretation of the aerial magnetic survey, which mapped the region in 2016 will allow new and existing businesses to make informed decisions.

Business Services, Efficiency and Competitiveness

Venture Southland provides support and services to the Southland business community to encourage efficient practices. This ranges from the coordination of Lean Manufacturing and Dairy Lean (Farm Tune) to the delivery of the Regional Business Partner Programme, and the Business Mentors Programme. These programmes provide access to New Zealand Trade & Enterprise capability training vouchers on a matched basis. Workshops on innovation and innovative processes will be developed and delivered in 2017-18, building on previous programmes. These are critical for Southland businesses to be competitive. Venture Southland also coordinates research and development projects through Callaghan Innovation.

Attracting and Retaining a Skilled Workforce

In 2015, the organisation commissioned the Southland Regional Labour Market Assessment in order to best predict the region's workforce requirements up until 2031. The assessment indicated that the region would require 12,000 additional employees by 2031. In 2016 Venture Southland signed a memorandum of understanding with the Ministry of Business, Innovation and Employment to build on current strategies to attract and retain skilled workers. This includes the Southland Youth Futures programme which has now been operating for three years. Southland Youth Futures focuses on putting Southland youth into primary sector employment. Workforce activities will focus on utilising local workforce where possible, but will include a domestic and international attraction programme through marketing Southland to visitors, which is included in Destination Promotion.

International Education

Venture Southland works in partnership with Southland schools and the Southern Institute of Technology as part of the Southern Education Alliance to promote Southland as a quality educational destination to education agents, parents and students. In 2016 Venture Southland became the contracted agency responsible to deliver the Regional Partner Programme with Education New Zealand, which will set key goals for the development and implementation of the Southern International Education Strategy. A large part of the attraction of International Students is through marketing Southland to visitors, which is included in Destination Promotion.

Destination Promotion

Venture Southland and Destination Fiordland (as the region's Regional Tourism Organisations) are focused on maximising the benefits of increasing the number of visitors to the region by undertaking various promotional initiatives including digital material, brochures; trade, special interest, and local campaigns; and events.

Destination attraction focuses on identifying diverse markets and local product offerings to attract visitors, which includes groups such as leisure travellers, corporate travellers, students, migrants, special interest travellers, cruise passengers, event and conference attendees.

Relationships with industry, other regions through International Marketing Alliances, Tourism New Zealand, the Regional Tourism Organisation network (RTONZ), Tourism Industry Association New Zealand, Tourism Export Council and i-SITE network activities are critical to ensuring Southland is promoted nationally and internationally.

Events

Southland has many quality events in the region which add diversity, vibrancy and lift community spirit. Venture Southland coordinates and supports numerous events of all sizes throughout the region including ILT Kidzone, Southland Festival of the Arts, Southland District Council Holiday Programme and provides support to the annual Burt Munro Challenge. A focus for the 2017-18 year is to develop an approach and platform to align planning, coordinating and funding for events in Southland.

Community Development

Southland has strong and thriving rural communities which contribute towards a quality of life. Venture Southland supports the Southland District Council to provide assistance and support for these communities through a varied range of projects and initiatives. The organisation conducts stakeholder engagement, administrates funds on behalf of SDC, Southland Regional Heritage Committee, and others and also provides support for local community groups with community funding planning and advice. Many of the key projects for 2017-18 are yet to be scoped fully but aim to build capability and capacity in the community.

Information

All activities included in the 2017-18 work programme are subject to change based on changing priorities or direction from Venture Southland's stakeholders. This includes the implementation of the Southland Regional Development Strategy.

All activities included in the work programme include staff time. This has not been allocated to each specific activity due to the considerable number of initiatives that overlap and some initiatives are not fully scoped.

Cost allocations beside each initiatives below do not include overheads of the organisation. The amount allocated to each initiative are shown as a separate line in the budget section of the initiative.

The work programme is accurate at the time of preparation based on the indicative regional priority areas in the joint letter of expectation received 21 December 2016, but is subject to change.

Financial Information

Budgeted Statement of Financial Performance for the 2017/18 Year

	\$000's		
Income	Budget		
Invercargill City Council	1,806		
Southland District Council	1,742		
Gore District Council	58		
Environment Southland	20		
Total Stakeholder Funding	3,626		
Other Income			
Other Income	1,413		
Interest	48		
Invercargill i-SITE	131		
Total Other Income	1,592		
Total Income	5,218		
Expenses		External funding	Council Contribution
Community Development	798	63	735
Tourism	1,567	239	1,328
Events	935	452	483
Business Development	1,893	788	1,105
Regional Strategies & Assessments	80	50	30
Total Expenses	5,273	1,592	3,681
Net Surplus/(Deficit)	(55)	Nil	(55)

Budgeted Statement of Comprehensive Revenue and Expenditure

	2015/16 Actual \$000's	2016/17 Budget \$000's	2017/18 Budget \$000's
Income			
Council Funding	3,478	3,569	3,606
Grants	50	-	-
Project Revenue	474	495	381
Other Income	1,048	969	1,183
Interest	40	30	48
Total Operating Income	5,090	5,063	5,218
Expenses			
Project Expenditure	303	285	226
Operating Expenditure	4,731	4,775	5,047
Exchange Loss	4	-	-
Total Expenses	5,038	5,060	5,273
Net Surplus/(Deficit)	52	3	(55)

Budgeted Statement of Financial Position

	2015/16 Actual \$000's	2016/17 Budget \$000's	2017/18 Budget \$000's
Equity and Reserves			
Accumulated Funds	1,049	430	543
Total Equity	1,049	430	543
Assets			
Current Assets			
Cash and cash equivalents	729	1,423	184
Trade and other receivables	330	300	300
Prepayments	62	7	7
Inventories	5	5	5
Investments	1,500	-	1,250
Total Current Assets	2,626	1,735	1,746
Non Current Assets			
Property, plant and equipment	187	65	180
Intangible assets	7	20	7
Total Non Current Assets	194	85	187
Total Assets	2,820	1,820	1,933
Liabilities			
Current Liabilities			
Trade and other payables	720	440	440
Employee entitlements	226	200	200
Income in advance	825	750	750
Total Liabilities	1,771	1,390	1,390
Net Assets	1,049	430	543

1. Regional Strategies, Assessments and Advocacy

Venture Southland is uniquely positioned as it is not confined by traditional council boundaries and is tasked to look at the regional picture. This includes the planning and development of strategies and ensuring that there is a clear pathway forward for the region aligning with local and central government and the wider industry and community.

Prioritisation of key projects across the region allows for efficient and appropriate allocation of resource as well as successful implementation.

Venture Southland advocates on behalf of the region and continues to work closely with central government and the wider community and industry for the benefit of Southland.

Note: This section only includes the preparation of strategies. Where the implementation of a strategy transitions into business as usual, it is presented on the appropriate section of the work programme, such as Southland Cycling Strategy, Southland Cruise Strategy, Southland Energy Strategy, and the Southland Labour Market Strategy.

Budget information

\$80,000 of expenditure is budgeted for this initiative, offset by \$50,000 of revenue.

Summarised as follows:

- Direct expenditure*¹ \$30,000
- Investigation, Assessment and Impetus*² \$50,000 (expenditure and revenue)
- Staff time and overheads for Regional Strategies, Assessments and Advocacy are included under the specific initiatives throughout this work programme.

*¹ shown in funding column below

*² Expenditure is budgeted to be allocated from the \$200,000 funding received from the Community Trust of Southland for the internally contestable Investigation, Assessment and Impetus fund. This is for budgeting purposes only, and will depend on project funding approved by the Joint Committee throughout the year. It is offset by the corresponding revenue of an equal amount.

	Description	Work Programme 2017/18	Timeframe	Funding/Resource	Aim/Measure
1.1	Maintain and develop key relationships	<p>Venture has relationships with many local, national and international organisations. These include:</p> <ul style="list-style-type: none"> • Invercargill City Council • Southland District Council • Gore District Council • Community Trust of Southland • Environment Southland • Local MP's • Southland Chamber of Commerce • Southern Scenic Route Steering Committee • Regional Tourism Organisations New Zealand (RTONZ) • New Zealand Trade and Enterprise • Immigration New Zealand • Business Mentors New Zealand • Maitauro Licensing Trust • Murihiku Arts Incubator • Ngāi Tahu • Otago Southland Employers Association • Creative New Zealand • Clutha District Council • Ministry of Business, Innovation and Employment • Callaghan Innovation • Education New Zealand • Invercargill Licensing Trust • Local Government New Zealand • Tourism New Zealand • i-SITE New Zealand • Destination Fiordland • International Marketing Alliances • Air New Zealand • Lotteries Commission • International Space agencies • Southern Institute of Technology • Dairy NZ • Federated Farmers • Cruise NZ 	Ongoing	Staff time only	Develop key relationships to ensure cohesive planning and make sure Southland is well represented at a national level.

		<ul style="list-style-type: none"> • Southland Regional Heritage Committee • Economic Development Association New Zealand • Tourism In Aotearoa (TIA) Conference Incentive NZ • Film Otago Southland Trust 			
1.2	Support the implementation of the Southland Regional Development Strategy Action Plan	Details of support required to be advised by Council. This may result in some other planned activities being replaced, scoped differently or priorities changed.	Ongoing	Staff time and within existing budgets or additional funding will be sought	These will be determined as details of the projects are finalised
1.3	Southland Visitor Strategy 2017-2022	Work alongside industry, community, Councils and stakeholders to update the current visitor strategy. This will provide overall direction for the development of tourism for Southland and will align with other planning documents such as Council plans, marketing plans, Catlins, Cruise, Cycling, Heritage and Events Strategies.	June 2018	Staff time and \$40,000 funding approved from internal Investigation, Impetus and Assessment Fund. Potentially additional Central Government funding	Strategy completed Implementation plan developed which will identify priorities and resource required.
1.4	Southland Digital Strategy	Maintain an advocacy role to ensure Southland is allocated sufficient resource to improve connectivity. Continue to seek improvement of mobile cellular coverage, and rural and urban broadband deployment.	Ongoing	Staff time only	n/a

1.5	Southland Regional Heritage	Support the Southland Regional Heritage Committee to plan, promote and develop heritage regionally. Key projects include the investigation of a regional heritage storage facility and support the review of the Heads of Agreement and heritage rate.	Ongoing	Staff time only	Support provided
1.6	Regional advocacy	Advocate on behalf of Southland, for example: <ul style="list-style-type: none"> • electricity pricing methodology; • digital connectivity; • rural broadband initiative; • sufficient road taxation distribution for infrastructure upkeep and enhancement • other national issues related to tourism and community 	Ongoing	Staff time only	Advocacy provided as required
1.7	Regional response to Central Government tenders and submissions	Proactively monitor the need for additional strategies or assessments to ensure Southland is represented at a national level.	Ongoing	Staff time only	Number of opportunities identified and responses made
1.8	Invercargill Central Business District	Prioritise objectives set by the Councils for the redevelopment of the Invercargill central business district (CBD) in collaboration with other stakeholders. Integrate current initiatives for business support programmes to local businesses.	Ongoing	Staff time only	TBC
1.9	Statistics	Provide statistics to assist Venture Southland's stakeholders to make informed decisions	Ongoing	Staff time and \$30,000	Timely and appropriate information is available internally and for Venture Southland's stakeholders

2. Destination Development

There are a number of exciting new projects and initiatives which will contribute to Southland’s goal of attracting 10,000 new people by 2025. One of the areas of focus is developing Southland as a destination for tourists, students, prospective migrants and investors, without overlooking the need to retain Southland’s current residents.

The Destination Development section of the business plan overlaps with almost all other sections and truly reflects the integrated approach of Venture Southland. It consists of a number of projects which will aim to develop Southland as a destination, including international education, attraction and retention of a skilled workforce and commissionable trade tourism products.

Venture Southland has been and will continue to be instrumental in laying the foundations for a number of tourism projects, contributing in a number of ways from facilitating feasibility studies and investigation (including the provision of market insights and data) through to project planning and working alongside community and central government funders to attract external funding and investment.

International Education and Attraction and Retention of a Skilled Workforce are shown as separate sections due to the scale of these activities.

Budget information

\$425,000 of expenditure is budgeted for this initiative, offset by \$37,000 of revenue.

Summarised as follows:

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|---|------------------------------------|
| • Staff time and staff related overheads | \$218,000 |
| • Direct expenditure* ¹ | \$1,000 |
| • Allocation of indirect overheads* ² | \$173,000 |
| • Investigation, Assessment and Impetus* ³ | \$33,000 (expenditure and revenue) |
| • Other revenue | \$4,000 |

*¹ This is a general budget to be used for incidental expenditure as the need arises and therefore isn’t shown on the table below

*² This is an allocation for budgeting purposes of the organisation-wide overheads including rent, computer costs, and administration staff. These costs are mostly fixed and do not vary as priorities change.

*³ Expenditure is budgeted to be allocated from the \$200,000 funding received from the Community Trust of Southland for the internally contestable Investigation, Assessment and Impetus fund. This is for budgeting purposes only, and will depend on project funding approved by the Joint Committee throughout the year. It is offset by the corresponding revenue of an equal amount.

	Description	Work Programme 2017/18	Timeframe	Funding/Resource	Aim/Measure
2.1	Market analysis and statistics	<p>Work alongside Statistics New Zealand and Ministry of Business, Innovation and Employment to source and interpret statistics and market insights which assist with encouraging investment and new business opportunities as well as sourcing external funding for projects (e.g. through Tourism Growth Partnership funding applications)</p> <p>These include:</p> <ul style="list-style-type: none"> Visitor satisfaction social media monitoring Visitor flows including stop over locations and destination of travellers. Other visitor monitoring 	Ongoing	Staff time and \$30,000 is budgeted for statistics under Regional strategies, Assessments and Advocacy that overlap with this section	<p>Information provided as required to allow informed decision making</p> <p>Quarterly economic indicators report.</p> <p>Monthly tourism key market indicators report.</p>
2.2	Market Insights Data Project	Work alongside Air New Zealand, Ministry of Business, Innovation and Employment to identify and test key regional themes for Southland Identity.	Ongoing	Staff time and external funding from the Ministry of Business, Innovation and Employment	Summary report with recommendations on how to integrate destination development and attraction initiatives
2.3	International education	This is a significant area of focus and is therefore shown as a separate section.	Ongoing	See Section 6: International Education	See Section 6: International Education
2.4	Attraction and retention of a skilled workforce	This is a significant area of focus and is therefore shown as a separate section.	Ongoing	See Section 5: Attraction and	See Section 5: Attraction and

				Retention of a skilled workforce	Retention of a skilled workforce
2.5	Regional Event Strategy and development	This is a significant area of focus and is therefore shown as a separate section.	Ongoing	See Section 8: Events	See Section 8: Events
2.6	CBD Redevelopment	Assist Invercargill City Council with the inner city rejuvenation project including making Invercargill more campervan friendly.	Ongoing	Staff time only	Support as required
2.7	Southland Cycling Strategy	Support the implementation of the findings and key projects determined from the strategy alongside Councils and the wider community. Note this overlaps with the Around the Mountains Cycle Trail, Cycle Fiordland and Gore Cycling Project	Ongoing	Staff time only	Establish implementation framework and priorities alongside Councils
2.8	Southern NZ Cruise Strategy	Review regional impact and growth forecasts Support the implementation of the cruise strategy alongside key stakeholders. This strategy aims to not only attract more cruise ships and gain more value from their visit but also looks at it as an opportunity to attract visitors to return to Southland for future visits. The provision of appropriate infrastructure is also a key focus.	Ongoing	Staff time only	Complete regional impact assessment Establish regional cruise forum Work with Southland District Council to evaluate infrastructure provisions
2.9	Catlins Tourism Strategy 2016-2026	Work alongside Catlins Coast Inc, the wider community, Clutha and Southland District Councils, DOC and iwi to implement the key findings of this strategy and ensure that this area is developed appropriately according to what the community and environment can handle.	Ongoing	Staff time only	Assist in the appointment of project coordinator and the implementation

					of prioritised projects
2.10	Curio Bay Tumu Toka Natural Heritage Centre	Continue providing integral support with facilitating the implementation of the Curio Bay Tumu Toka Vision, including the Natural Heritage Centre development, camp ground upgrade, DOC and Southland District Council infrastructure upgrades. Support includes business advice, project planning and management, support to access funding, financial advice and support, and project development support	Ongoing	Staff time only	Support provided to South Catlins Development Trust
2.11	Southland Museum and Art Gallery	Support the Invercargill City Council and Southland Museum Art Gallery Board to investigate options for the Southland Museum and Art Gallery including tourism trade commissionable product development opportunities related to a potential Kakaporium, Tuatarium and natural life museum redevelopment and a new art gallery facility.	Ongoing	Staff time only	Feasibility assessment(s) undertaken for projects including potential funding sources
2.12	Anderson Park	Work alongside Invercargill City Council to implement findings from the feasibility study undertaken in 2016 which aim to identify future opportunities for this facility.	June 2018	Staff time only	Support provided
2.13	Tourism industry capability building	Continue to provide training and resources to up-skill the tourism sector in specific tourism disciplines including digital marketing, trade channel management, event delivery and product development	Ongoing	Staff time only	Hold 4 workshops building capability of current and future tourism operators
2.14	MBIE Regional Mid-Sized Tourism Facilities Fund	Assist council staff to prepare and support applications for this fund in its two funding rounds per annum – aligns with overall goal to develop sustainable infrastructure to support a growing tourism industry.	Ongoing	Staff time only	Support two applications

2.15	MBIE Tourism Growth Partnership Fund	Work alongside industry, key stakeholders and Councils to identify projects which may be eligible for this fund and assist with the preparation of funding applications and business plans.	Ongoing	Staff time only	Support applications (number dependent on operator applications)
2.16	Around the Mountains Cycle Trail operational requirements	Act as Southland District Council agent in delivering marketing and promotion support, coordinating the Official Partner Programme in the community and supporting event delivery and promotion on the trail.	Ongoing	Staff time only	Market the Around the Mountains Cycle Trail as part of destination promotion
2.17	Around the Mountains Cycle Trail interpretation project	Work alongside Southland District Council and the local community to develop interpretation alongside the trail which aims to educate cyclists and enhance their overall experience.	June 2018	Staff time and \$50,000 (funded Southland District Council)	Implementation of interpretation plan

3. Diversification of Southland's Economy

Venture Southland works to identify opportunities for investment which are complementary with the regional economy and ensure they are promoted to relevant domestic and international markets. Venture Southland's role is to investigate the potential of these opportunities to broaden Southland's economic base.

This area is significant to reduce Southland's dependency on a narrow range of industries. This also creates jobs through the formation of new industries and within the support services.

Some of the projects are ongoing. It is important to have relevant and up to date information available so that when the time is right, an investor will take up the opportunity.

Budget information

\$609,000 of expenditure is budgeted for this initiative, offset by \$207,000 of revenue.

Summarised as follows:

• Staff time and staff related overheads	\$356,000
• Direct expenditure ^{*1}	\$65,000
• Allocation of indirect overheads ^{*2}	\$171,000
• Revenue relating to Awarua and Lochiel Ground Stations	\$180,000
• Investigation, Assessment and Impetus ^{*3}	\$17,000 (expenditure and revenue)
• Other revenue	\$10,000

*1 Shown in funding column below

*2 This is an allocation for budgeting purposes of the organisation-wide overheads including rent, computer costs, and administration staff. These costs are mostly fixed and do not vary as priorities change.

*3 Expenditure is budgeted to be allocated from the \$200,000 funding received from the Community Trust of Southland for the internally contestable Investigation, Assessment and Impetus fund. This is for budgeting purposes only, and will depend on project funding approved by the Joint Committee throughout the year. It is offset by the corresponding revenue of an equal amount.

	Description	Work Programme 2017/18	Timeframe	Funding/Resource	Aim/Measure
3.1	Aeromagnetic Geological Survey	<p>Finalise the interpretation of data for council, industry and community to provide information to make informed decisions.</p> <p>Review the potential to reduce the earthquake risk profile in areas of Southland. This has implications for the insurance and risk costs of Southlanders.</p> <p>Provide detailed mapping of Southland's deep water aquifers, minerals and geographic structures.</p>	December 2017	Staff time and \$50,000 allocated from Venture Southland's reserves but not included in the 2017/18 budget, and \$50,000 from the internally contestable Investigation, Impetus and Assessment fund in prior years	<p>Completion of the interpretation</p> <p>Information is accessible, able to be used to make decisions</p>
3.2	Awarua and Lochiel Ground stations	<p>Manage the Awarua and Lochiel Ground stations</p> <p>Promote the services offered to satellite and space organisations to expand opportunities</p> <p>Promote Southland business as contractors with the necessary skills to assist international partners of the earth observation station.</p>	Ongoing	Staff time and \$180,000 of revenue offset by \$25,000 of expenditure.	Deliver services to five satellite and space organisations
3.3	Identify film opportunities for the region	Continue to support the Film Otago-Southland Trust to promote and develop local film industry opportunities, capacity and capability.	Ongoing	Staff time and \$20,000	<p>Identify additional film opportunities for Southland</p> <p>Aim for 52 production days for the year.</p>

3.4	Promote opportunities for investment	<p>Promote opportunities for investment in Southland.</p> <p>Examples include health and wellness foods, minerals, aquaculture, value added production and digital infrastructure. Some of these are investment ready.</p> <p>Venture Southland continues to maintain ongoing monitoring of potential investment opportunities</p>	Ongoing	Staff time and \$20,000	Facilitate six significant investment opportunities.
3.5	Tourism product development	<p>Provide advice and support to develop tourism product including the implementation of strategies such as the Southland Cruise Strategy, Catlins Tourism, Around the Mountains Cycle Trail business and marketing plan</p> <p>Provide advice and support to develop tourism channels</p> <p>See Destination Development and Regional Strategies, Assessments and Advocacy sections</p>	Ongoing	See Section 7. Destination Development and Regional Strategies, Assessments and Advocacy sections	<p>New tourism products identified, evaluated and discussed with businesses and communities.</p> <p>Assist in bringing eight new tourism products to the market</p>

4. Business Service Efficiency and Competitiveness

Venture Southland offers business services to Southland businesses, such as business advice referral services, funding support, and facilitating mentoring services as part of the national Regional Business Partner Programme with New Zealand Trade and Enterprise, Callaghan Innovation and Business Mentors New Zealand.

This support ensures Southland businesses are operating as efficiently as possible, and are therefore competitive in the marketplace. Venture Southland has a range of services including Lean Manufacturing, Lean Dairy (Farm Tune) and workshops to drive efficiency. This is especially important given the labour market challenges highlighted in the Southland Labour Market Strategy.

Innovation and the development of innovative processes are critical to the ongoing competitiveness of Southland businesses. Venture Southland is able to support businesses through the Callaghan Research and Development funding. Processes and programmes will continue to be developed to support Southland businesses with innovation and development.

Budget information

\$617,000 of expenditure is budgeted for this initiative, offset by \$352,000 of revenue.

Summarised as follows:

• Staff time and staff related overheads	\$266,000
• Direct expenditure ^{*1}	\$103,000
• Allocation of indirect overheads ^{*2}	\$248,000
• Regional Business Partner Programme revenue	\$206,000
• Lean Manufacturing and Dairy programme revenue	\$141,000
• Other revenue	\$5,000

^{*1} shown in funding column below

^{*2} this is an allocation for budgeting purposes of the organisation-wide overheads including rent, computer costs, and administration staff. These costs are mostly fixed and do not vary as priorities change.

	Description	Work Programme 2017/18	Timeframe	Funding/Resource	Aim/Measure
4.1	Facilitate the Regional Business Partner Programme	Facilitate the New Zealand Trade and Enterprise capability training vouchers on a 50/50 matched basis	Ongoing	Staff time and \$10,000 of expenditure offset by income generated of \$206,000	\$200,000 in funding allocated to Southland businesses
		Business mentor training and promotion Venture Southland recruits and trains mentors who pass on their experiences and advice to matched business operators	Ongoing		50 mentor client matches Train 50 mentors
		Callaghan Innovation Research and Development fund	Ongoing		\$250,000 allocated
		Business assessments	Ongoing		Complete 140 client assessments
4.2	Innovation support and programmes	Develop and deliver a range of workshops and programmes designed to assist businesses to implement innovative thinking and new product development	Ongoing	Staff time only	Deliver workshops as a need is identified
4.3	Business training and support	Training and support is provided to business and not for profit groups. Focus areas include: <ul style="list-style-type: none"> • Retail • Digital enablement • Export market development 	Ongoing	Staff time only	Deliver training as a need is identified
4.4	Business survey analysis	Assess business confidence and challenges businesses faced from the information collected in the 2016/17 survey Venture Southland uses the information collected to determine priority areas that require attention	Ongoing	Staff time only	Survey completed with a confidence level of 95% +/- 4% Completed by May 2018

		and resource allocation within the Southland business community			
4.5	Coordinate and promote business efficiency through Lean Management and Lean Dairy in Southland	Promote Lean methodology and facilitate workshops to improve the efficiency of Southland businesses	Ongoing	Staff time and \$93,000 of expenditure, offset by Income generated \$141,000	<p>Deliver Lean Management training to seven businesses</p> <p>Deliver Dairy Lean to 12 farms</p> <p>30 Businesses attend other Lean support initiatives including site-visits, networking and the Southland Lean Forum</p>
4.6	Methane recovery	<p>Continue to investigate the opportunity for capturing methane from effluent ponds and converting it to energy.</p> <p>Continue methane recovery trial on a Southland dairy farm</p> <p>Measure and assess the biological, thermal, electrical and economic benefits</p>	Ongoing	Staff time only	<p>Complete the trial of methane and report performance.</p> <p>Once completed, promote the system to farmers and process industries to support the wider uptake of these technologies</p>

5. Attracting and Retaining a Skilled Workforce

Southland, like other regions, is facing a workforce shortage due to an aging population. For business to grow, skilled staff are required. Venture Southland is active in attracting migrants to the region, and also ensuring the skilled workers remain in the region. Without people, new businesses and new industries cannot develop, and existing industries cannot be extended.

Venture Southland signed a memorandum of understanding in 2016 with the Ministry of Business, Innovation and Employment, and Immigration New Zealand based on prior initiatives and collaboration to build on regional migrant settlement and retention strategies. This memorandum of understanding assists in the implementation of the Southland Labour Market Strategy.

Budget information

\$196,000 of expenditure is budgeted for this initiative, offset by \$92,000 of revenue.

Summarised as follows:

• Staff time and staff related overheads ^{*1}	\$89,000
• Direct expenditure ^{*2}	\$20,000
• Allocation of indirect overheads ^{*3}	\$70,000
• Funding from MBIE for Southland Youth Futures	\$70,000
• Investigation, Assessment and Impetus ^{*4}	\$17,000 (expenditure and revenue)
• Other revenue	\$5,000

*1 Shown in funding column below

*2 Funding out of Venture Southland reserves, which was approved in 2016 hasn't been included in the 2017/18 budget. This funding covers a labour market staff position until December 2016.

*3 this is an allocation for budgeting purposes of the organisation-wide overheads including rent, computer costs, and administration staff. These costs are mostly fixed and do not vary as priorities change.

*4 Expenditure is budgeted to be allocated from the \$200,000 funding received from the Community Trust of Southland for the internally contestable Investigation, Assessment and Impetus fund. This is for budgeting purposes only, and will depend on project funding approved by the Joint Committee throughout the year. It is offset by the corresponding revenue of an equal amount.

	Description	Work Programme 2017/18	Timeframe	Funding/Resource	Aim/Measure
5.1	Implement Southland Labour Market Strategy	<p>Develop programmes to:</p> <ul style="list-style-type: none"> • Utilise existing work force skills • Up-skill existing and future work force • Retain skills within the community • Attract skills as required <p>With particular focus on:</p> <ul style="list-style-type: none"> • Increasing female participation in the workforce • Increasing workforce participation of those over 55 years • Migration – both domestic and international <p>Work with the Ministry of Business, Innovation and Employment, and Immigration New Zealand to implement the Southland Labour Market Strategy</p> <p>Map future job requirements to align tertiary education, secondary schools and other training organisations</p> <p>Assess and review promotional material</p>	Ongoing	<p>Staff time and \$20,000</p> <p>Funding for staff has been confirmed until December 2017, and additional funding is to be sourced</p>	<p>Link Southlanders with employment opportunities within the region</p> <p>Link employment opportunities to migrant attraction programmes</p> <p>Programmes and initiatives undertaken to promote Southland to potential migrants (domestic and international)</p> <p>Investigation undertaken to assess future job requirements for Southland</p> <p>Source additional funding to allow the continuation of this programme</p>

5.2	Southland Youth Futures – Invest in Youth	<p>Encourage employers to employ youth and youth to consider primary sector employment through the Invest in Youth Campaign</p> <p>Organise a range of events for employers to present to schools to raise student awareness of employment opportunities in Southland</p> <p>Work with employers to ensure they provide an environment that provides the best opportunities for youth to succeed in the workplace via the Employer Excellence programme, including mentoring and training</p> <p>Continue to work with employers to develop pathways for youth employment, this includes supporting existing programmes and develop new ones as required.</p>	Ongoing	\$70,000pa external funding received from the Ministry of Business, Innovation and Employment to cover staff and other costs (funding secured for two years)	<p>Deliver in-school programmes to over 1200 secondary students across Southland</p> <p>Deliver 12 site visit days allowing students to experience a variety of industries and workplaces</p> <p>Have over 30 'youth friendly' employers in the region</p>
5.3	Build partnerships to drive migrant attraction and retention	<p>Identify with employers, industry groups and Immigration New Zealand (Ministry of Business, Innovation and Employment) initiatives to support migrant attraction and retention</p> <p>Work with the Relationship Manager at Ministry of Business, Innovation and Employment to assist with joint initiatives for migrant retention</p> <p>Work with MBIE and businesses to develop a retention programme aimed at assisting the successful settlement of accompanying spouses.</p>	Ongoing	Staff time only	Liaise with Ministry of Business, Innovation and Employment to develop programmes to meet regional need
			Ongoing	Staff time only	
			Ongoing	Staff time only	
5.4	Rural migrant working and newcomers project – also see Community Development	Work with Southland District Council to develop a rural Southland networking and community support initiative. (Brief and scope to be determined)	TBC	TBC	Brief to be scoped and objectives determined

5.5	Promote migration to visitors	Undertake a pilot project in partnership with Ministry of Business, Innovation and Employment, to investigate the potential to transition visitors into migrants using the i-Site network	Ongoing	Funding to be sourced	Pilot programme undertaken
5.6	Pathways to employment	Work with Education New Zealand, local education providers and industries to provide pathways for graduating international students into employment. Attracting and retaining a skilled workforce is one of the six key strategic goals identified in the Southern Regional International Education Strategy in order to contribute to the key shortages in Southland and New Zealand's workforce. Employment will provide opportunities for international students to create a new home in Southland for themselves and their families.	Ongoing	Staff time only	Programmes developed to meet regional need

6. International Education

Venture Southland administers the Education New Zealand Regional Partnership Programme for Southland. This is designed to support the development and growth of international education in selected regions of New Zealand. It is a partnership and collaboration between international education providers, local educational groups, local government, economic development agencies, and the international education industry. Over the past decade the international education sector in Southland has developed increasingly with significant investment, relationship building, direct marketing and delegations overseas. These initiatives have resulted in a steady growth in international student numbers in the Southland region.

Budget information

\$157,000 of expenditure is budgeted for this initiative, offset by \$100,000 of revenue.

Summarised as follows:

- Staff time and staff related overheads \$78,000
- Direct expenditure*¹ \$20,000
- Allocation of indirect overheads *² \$59,000
- Funding from Education New Zealand \$100,000

*¹ shown in funding column below

*² this is an allocation for budgeting purposes of the organisation-wide overheads including rent, computer costs, and administration staff. These costs are mostly fixed and do not vary as priorities change.

	Description	Work Programme 2017/18	Timeframe	Funding/Resource	Aim/Measure
6.1	Support Southland education providers	Partner with Education New Zealand (ENZ) to develop the implementation phase of the Southern Education Strategy. Administration of the strategy to be provided by Venture Southland	Ongoing	\$100,000 pa of external funding from Education New Zealand. This includes funding to employ a person to administer the strategy. (funding for three years)	Establish the overarching regional organisation – Southern Education Alliance (SEA) – which any education provider can be part of.

		<p>Establish the Southern Education Alliance (SEA) Governance group which will be influential in providing direction on the implementation of the strategy</p> <p>Set targets for the region based on current market trends</p>			<p>Appointment of an International Co-ordinator located within Venture Southland.</p> <p>SEA Governance Group is formally established in the region.</p> <p>Develop targets for the next twelve months and report to governance group quarterly.</p> <p>Achieve targets and growth.</p>
		<p>Promote Southland as a destination for students. This incorporates the Destination Development and Destination Promotion sections of this work programme.</p> <p>Develop generic marketing collateral, aligned to the Southland Visitor Strategy and Southland Labour Market Strategy</p>	Ongoing	Part of the \$100,000 above will be applied to marketing. For budget purposes this is \$20,000 but is to be confirmed.	<p>Develop marketing collateral for the education sector</p> <p>Facilitate the development Southern Education Alliance website</p> <p>Develop branding for Southern Education Alliance.</p>

7. Destination Promotion

Venture Southland is focused on maximising the regional benefits of increasing the number of tourists for the region. Promotion of the region nationally and internationally through consistent marketing and communication to strengthen the Southland brand is essential to drive demand, alongside product development which gives reasons to spend more and stay longer. Venture Southland will continue to build Southland as a destination and the evolution of the Southland identity to market to New Zealand and the world, which in turn attracts visitors that support the private and public operations in the region.

Partnerships that have been developed over numerous years are essential to promote Southland. This is through marketing alliances where different organisations or regions pool financial and human resources to leverage greater promotional opportunities, or through relationships developed at a national level within entities that include Tourism New Zealand, Tourism in Aotearoa, Air New Zealand, Cruise New Zealand, RTONZ, CINZ, and DOC.

Destination promotion within Venture Southland includes Attraction and Retention of a Skilled Workforce and International Education. However, as these are significant areas of focus, these are presented in sections 5 and 6 respectively.

Budget information

\$1,455,000 of expenditure is budgeted for this initiative, offset by \$239,000 of revenue.

Summarised as follows:

• Staff time and staff related overheads	\$239,000 (excludes Invercargill i-SITE and Destination Fiordland)
• Direct expenditure* ¹	\$311,000
• Allocation of indirect overheads* ²	\$383,000
• Invercargill i-SITE (includes staff) * ¹	\$254,000
• Destination Fiordland (includes staff) * ¹	\$235,000
• Revenue from the Invercargill i-SITE	\$130,000
• Recoveries from Destination Fiordland	\$66,000
• Investigation, Assessment and Impetus* ³	\$33,000 (expenditure and revenue)
• Other revenue	\$10,000

*¹ Shown in funding column below

*² This is an allocation for budgeting purposes of the organisation-wide overheads including rent, computer costs, and administration staff. These costs are mostly fixed and do not vary as priorities change.

*³ Expenditure is budgeted to be allocated from the \$200,000 funding received from the Community Trust of Southland for the internally contestable Investigation, Assessment and Impetus fund. This is for budgeting purposes only, and will depend on project funding approved by the Joint Committee throughout the year. It is offset by the corresponding revenue of an equal amount.

	Description	Work Programme 2017/18	Timeframe	Funding/Resource	Aim/Measure
7.1	Marketing and promotional campaigns	<p>Develop and deliver promotion activities using integrated tools (brand, digital, print and broadcast) with specifically defined target audiences. Activities include:</p> <ul style="list-style-type: none"> • On Your Doorstep promotions • National campaign (to be determined) • Social influencers promotions • Tourism New Zealand promotions • Southern Scenic Route • Pure Southern Lands/Generous Southern Coast promotions • Air NZ Partnership promotions • Event promotions • Southland Visitor Guide • Brochure distributions • Electronic distribution marketing • Around the Mountains Cycle Trail promotions and official partner programme <p>See details of specific media, trade and digital promotions below</p>	Ongoing	Staff time and \$241,000	18 campaigns facilitated as part of annual programme
7.2	Tourism publicity and media engagement	<p>Develop relationships and opportunities with media to market Southland via constructive media commentary in print, digital and broadcast. Partners include:</p> <ul style="list-style-type: none"> • Tourism New Zealand Media Programme 	Ongoing	Staff time and \$10,000	<p>Generate 96 media pieces</p> <p>Coordinate 18 media famils</p>

		<ul style="list-style-type: none"> • TVNZ, Sky, Fairfax Media, NZME & MediaWorks • Specialised media channels for target markets (particularly web, blog, social media and magazines) 			
7.3	Tourism supply and trade development	<p>Develop relationships and opportunities with tourism trade channel partners and connect with local operators.</p> <p>Key trade programmes include:</p> <ul style="list-style-type: none"> • New Zealand and offshore Inbound operators • Cruise New Zealand • Conference and Incentives New Zealand • i-SITE network • Tourism Industry Association trade (including TRENZ) • Tourism New Zealand trade • Regional Tourism Organisations New Zealand (RTONZ) trade • Christchurch International Airport Ltd (SOUTH) trade 	Ongoing	Staff time and \$18,000	<p>Engage with 200 agents</p> <p>Attend minimum of four trade shows</p> <p>Present regional profile and product offerings of 70 Southland operators</p> <p>Coordinate 10 trade famils</p> <p>Participate in eight international marketing alliance activities</p> <p>Develop three trade itineraries</p>
7.4	Digital Marketing	<p>Maintain and develop the regional profile of Southland via platform and content management:</p> <ul style="list-style-type: none"> • Southland NZ websites (including Gore NZ, Invercargill NZ and Southern Scenic Route) 	Ongoing	Included in marketing and promotional campaigns	Top three ranking for regional searches

		<ul style="list-style-type: none"> • Search engine optimisation • Southland NZ social media platforms and engagement • Third party digital platforms (including newzealand.com and other sector channels) • Consumer, trade and industry affiliates database management for electronic marketing initiatives • Content acquisition and distribution 			<p>Growth of website traffic (+10%)</p> <p>Growth of operator listing on Southlandnz to 420 (+19%)</p> <p>Growth of consumer/trade/industry databases (+8%)</p> <p>Growth of social media engagement (+12%)</p>
7.5	Marketing via Destination Fiordland	Venture Southland provides staff and operational funding for Destination Fiordland, who generate their marketing budget from their members.	Ongoing	Expenditure of \$235,000 is offset by reimbursements from Destination Fiordland of \$66,000	n/a
7.6	Southland promotional merchandise	Design, sourcing and distribution of Southland merchandise for promotion, including gifts for dignitaries, trade partners and regional events and activities	Ongoing	Staff time and \$10,000	n/a
7.7	Visitor Information	<p>Manage the Invercargill i-SITE including implementing the review undertaken in 2016/17</p> <p>Promote the regions attractions, events, accommodation and activities to visitors</p>	Ongoing	Revenue of \$130,000 offset by \$254,000 of expenses	Grow revenue 8%

		<p>Generate revenue via commission, retail and advertising sales</p> <p>Investigate role as information service for students and migrants</p>			
7.8	Promote Southland as a conference destination and support potential conferences	<p>Develop relationships with national conference sector (including Professional Conference Organisers) and local conference sector providers</p> <p>Provision of bid support information</p> <p>Coordinate the conference incentive fund</p>	Ongoing	Staff time and \$32,000	<p>Prospect 50 conference opportunities, undertaking 12 bids to attract six additional Conferences</p> <p>Represent the region through four events, activities and industry channels</p>

8. Events

Southland is known for high quality events which add diversity, vibrancy and a sense of well-being to the region's residents and ratepayers. Venture Southland believes that events are an important aspect of our approach to develop and promote Southland as an attractive place to live, study, work and visit.

In 2016 Venture Southland developed an events strategy which identified the need to look at events from a regional perspective and this is reflected in this year's work programme. For example, different events have specific benefits so there will be more focus on scheduling and clustering events together and on how to inform the public when they are on. Other areas from the events strategy are included in the work programme below.

Budget information

\$935,000 of expenditure is budgeted for this initiative, offset by \$452,000 of revenue.

Summarised as follows:

• Staff time and staff related overheads	\$280,000
• Direct expenditure ^{*1}	\$421,000
• Allocation of indirect overheads ^{*2}	\$234,000
• Funding and ticket sales ^{*1}	\$440,000
• Other revenue	\$12,000

^{*1} Shown in funding column below. Budgets for each event are subject to change as further details are known. All events aim to break-even. All figures relating to events are indicative only.

^{*2} This is an allocation for budgeting purposes of the organisation-wide overheads including rent, computer costs, and administration staff. These costs are mostly fixed and do not vary as priorities change.

	Description	Work Programme 2017/18	Timeframe	Funding/Resource	Aim/Measure
8.1	Delivery and support of events	<p>Examples of these include those listed below, but other significant events may arise through the year.</p> <ul style="list-style-type: none"> • ILT Kidzone Festival • Burt Munro Challenge • Southland Festival of the Arts • Matariki Festival • Southland District Council Holiday Programme • Summer Sounds and Waitangi Day Concert • Southland Buskers Festival • Shakespeare in the Park • KidsCan Santa Run <p>Venture will continue to support a number of groups holding their own events in order to build capability</p>	Ongoing	<p>Staff time and \$382,000 of event management and support costs, offset by revenue of \$440,000 offset</p> <p>creative projects support of \$15,000</p> <p>Note: All events aim to break-even by sourcing external funding.</p>	Generate spectatorship in excess of 40,000 per annum
8.2	Grow and promote the Southland events calendar	<p>Work alongside council, event organisers and community groups to identify new events, and assist with the development and implementation (where resource allows)</p> <p>Ensure regular communication and promotion of the regional events calendar at southlandnz.com and an industry events calendar</p> <p>Undertake event promotion for iconic and significant events</p>	Ongoing	Staff time only	<p>Develop new events in the Southland Region</p> <p>Regular distribution and promotion of the newsletter</p> <p>Provide marketing support to 32 events</p>

8.3	Events funding	Develop an approach and platform for aligning, planning, coordinating and funding events in the region	Ongoing	Staff time only	Approach and process identified and implemented
8.4	Facilitate event capability development	Support event organisers to build capacity within the events sector	Ongoing	Staff time only	Provide support to 12 regional events
8.5	Economic and social impact assessment	Work with key stakeholders to establish a process to identify and prioritise key events to be evaluated in order to understand the economic and social impact.	Ongoing	Staff time plus tools which are budgeted under statistics	Economic and/or social impact assessments to be completed where a need is identified
8.6	Building event capability	Support event organisers on a range of events to build capability within the events sector. This includes event planning, sponsorship, delivery advice, and marketing support (through marketing initiatives such as website, social media and competitions)	Ongoing	Staff time and \$24,000	Provide marketing support to 32 events 52 promotional opportunities undertaken Advice and support to a wide range of events

9. Community Development

Southland is known for its strong and vibrant communities which contribute to a quality of life. Venture Southland supports the Southland District Council in supporting local communities to maintain a proud Southland community spirit, particularly in rural areas. The approach is twofold and relies on a relationship approach of working alongside local people and groups and partnering with Councils, community funders and other stakeholders on a range of projects and initiatives.

There is a close relationship between the Southland District Council Community and Futures group and Venture Southland's Community Development team. Venture Southland's Community Development team helps to deliver Southland District Council's priorities and support Council on a range of projects and initiatives.

The 2017-18 work programme builds on key projects completed in the previous year and detailed briefs for new projects listed below are yet to be fully scoped. Scoping of these projects will be undertaken alongside the Southland District Council to establish objectives, timeframes and resource requirements. Note: Depending on the scope of these projects, some priorities may change

Budget information

\$798,000 of expenditure is budgeted for this initiative, offset by \$63,000 of revenue.

Summarised as follows:

• Staff time and staff related overheads	\$408,000
• Direct expenditure* ¹	\$36,000
• Allocation of indirect overheads* ²	\$304,000
• Investigation, Assessment and Impetus* ³	\$50,000 (expenditure and revenue)
• Other revenue	\$13,000

*¹ shown in funding column below

*² This is an allocation for budgeting purposes of the organisation-wide overheads including rent, computer costs, and administration staff. These costs are mostly fixed and do not vary as priorities change.

*³ Expenditure is budgeted to be allocated from the \$200,000 funding received from the Community Trust of Southland for the internally contestable Investigation, Assessment and Impetus fund. This is for budgeting purposes only, and will depend on project funding approved by the Joint Committee throughout the year. It is offset by the corresponding revenue of an equal amount.

Community Development is split into the following sections:

Community Capacity and Capability Building \$10,000

	Description	Work Programme 2017/18	Timeframe	Funding/Resource	Aim/Measure
9.1	Community Organisation and Volunteer Sector project	Southland District Council to develop the project brief and confirm the scope this project. The project aims to prioritise and implement the key findings determined from the research undertaken in 2016-2017	By June 2018	Staff time plus a share of \$10,000	Key findings prioritised and implemented
9.2	Community Facilities Project	Southland District Council to develop the project brief and confirm the scope this project. The project aims to prioritise and implement the key findings determined from the research undertaken in 2016-2017.	By June 2018	Staff time plus a share of \$10,000	Key findings prioritised and implemented

Community Planning

\$10,000

	Description	Work Programme 2017/18	Timeframe	Funding/Resource	Aim/Measure
9.3	Southland District local community sustainability strategic approach	Southland District Council to develop the project brief and confirm the scope of this project. The project aims to develop and deliver a district wide approach to community	By June 2018	Staff time plus a share of \$10,000	Approach successfully developed and delivered

		projects prioritisation, community organisation support, funding prioritisation and community partnership delivery of services approach.			
9.4	Community futures and community leadership plans	Southland District Council to develop the project brief and confirm the scope of this project. The project aims to support the Southland District Council Community Partnership leaders with the development and preparation of these plans for each Community Board and CDA Sub Committee	By June 2018	Staff time plus a share of \$10,000	Plans successfully developed
9.5	Community Education	Deliver a series of workshops to be held throughout Southland to educate the local community about a relevant issue or topic	By June 2018	Staff time plus a share of \$10,000	Successful delivery of a series of workshops

Local Initiatives

\$16,000

	Description	Work Programme 2017/18	Timeframe	Funding/Resource	Aim/Measure
9.6	Local Community Project Support	Support for local communities and their projects provided. Note that many of these projects are identified in regional plans and strategies and a range of support is	Ongoing	Staff time plus a share of \$16,000	A minimum of 100 community groups assisted to support and lead their own community

		provided (funding advice; project planning, support and coordination) as required and as resources allow			projects which align with District priorities and regional and national initiatives.
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Please note that there are four projects as outlined in the Southland District Council Letter of Expectation which are detailed in other sections of this Business Plan.

Project/Initiative

Rural Migrant Worker and Newcomers Project
 MBIE Regional Mid-Sized Tourism Facilities Fund
 Cycle Strategy Implementation
 Around the Mountains Cycle Trail Operational Requirements

Section

Attraction and Retention of a Skilled Workforce
 Destination Development
 Destination Development
 Destination Development and Destination Promotion