

Application for Funding

About this form

This form enables you to make an application for funding under any of the three investment tiers for the Provincial Growth Fund:

- Regional Projects and Capability;
- Sector Investments; and
- Enabling infrastructure projects.

The information you provide will help us to assess and evaluate eligible projects and investment opportunities.

Next steps

We will review your application to further test suitability and risk and to make a decision on suitability for funding. We will be in contact where further information is required and we may provide you advice and support (i.e. from regional advisors) where necessary throughout this next stage of the process.

Instructions

Please complete the 'Application Form' section below, which is compulsory. In addition, please complete the parts of this application form that are relevant to your proposal. If the answer box is not big enough, please attach a document that provides the answer/s when you submit the form.

Please provide as much detail as you are able to, as appropriate to the size and complexity of your proposal.

If compulsory or relevant information is missing, this may slow down the application process as we will need to contact you.

You can find the terms and conditions of applying for Provincial Growth Fund investment in **Appendix 1**. You must agree to those terms and conditions as part of submitting this application.

We also attach a copy of the Eligibility and Assessment criteria in **Appendix 2** to provide further context.

Submitting your application

Please email your completed form to PGF@mbie.govt.nz.

A. Application Form (Compulsory section)

1. Proposal Name:

Omaka Aviation Heritage Centre Extension

2. Please provide the name of applicant organisation/entity:

The New Zealand Aviation Museum Trust (NZAMT), trading as Omaka Aviation Heritage Centre (Omaka AHC)

3. What is the physical address of the applicant's organisation?

79 Aerodrome Road, Blenheim 7272

4. Please provide the contact details for the applicant's organisation (including a specific person as a point of contact):

Jane Orphan, Chief Executive. T: Privacy of natural persons Email: Privacy of natural persons Post: PO Box 641, Blenheim, 7240.

5. Please describe the principal role or activity of the applicant organisation.

The New Zealand Aviation Museum Trust is a charitable trust, formed with the intention of creating an aviation museum and hub of heritage flying activity, that would fascinate, educate and inspire visitors of all ages. The resulting Omaka Aviation Heritage Centre was conceived as a multi-stage development, to be accomplished over time as funds would allow. Two of the museum stages have been built, beginning in 2006 with Knights of the Sky, featuring Sir Peter Jackson's WW1 collection and adding the WW2 Dangerous Skies exhibition in 2016.

With the operation and marketing of these two dramatic exhibitions, the Omaka Aviation Heritage Centre has established itself as Marlborough's leading visitor attraction. It has also been the catalyst for a surge in aviation activity based around Omaka Airfield, particularly through its major fundraising event, the biennial Classic Fighters air show and the sites it has made available for new hangars and businesses to be established in its adjacent Airpark.

6. Please provide a brief summary description of the project, including its location, purpose and history.

The project is an expansion of the Omaka Aviation Heritage Centre, designed to grow and better service tourism and business events in Marlborough, while also stimulating the aviation sector.

Essentially the project comprises a major extension to the frontage building and creation of a northern display hall, in line with the overall Masterplan. This will enable the facility to attract and cater for greater numbers of tourists and provide higher value services, thereby creating more local employment and business opportunities. The space created will be sufficiently flexible to provide a larger venue for business events, which Marlborough is currently lacking.

7. Please describe (or re-affirm) which industry or sector/s the proposal is relevant to.

Tourism, which contributes \$196.5Million GDP for Marlborough and Aviation which contributes \$73.5 million GDP.

8. In what location/region/s is the proposal to be based? What is the name of the relevant District as detailed on the Local Government New Zealand website: <http://www.lgnz.co.nz/nzs-local-government/new-zealands-councils/>

Marlborough District Council

9. Please provide full names of the project's leadership team, including your chief executive, directors and trustees (as appropriate).

Chief Executive: Jane Orphan. Chairman: Brian Greenall. Treasurer: Wendy Sadd, Logical Business Solutions and the following trustees (3-4 of whom are expected to join the Project Team): Commercial Information

10. If different from the applicant, who would be the 'contracting party' with the Crown under any successful contract?
Please provide the full name.

Same as applicant.

11. Are there any other Partners within this project? (i.e construction, design or other significant partners).
If so, please provide their names.

No

12. Is the applicant or the contracting entity insolvent or subject to any insolvency action, administration or other legal proceedings?

No

13. Is any individual involved in the application, the proposed contracting entity or the project an undischarged bankrupt?

No

14. Is any individual under investigation for, or has any individual been convicted of, any offence that has a bearing on the operation of the project?

Comments

No

PROACTIVELY RELEASED

15. Conflicts of Interest: Please detail any actual, potential or perceived conflict of interest that the applicant(s) or any of the key personnel have in relation to this project.

"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>

Comments

Privacy of natural persons

PROACTIVELY RELEASED

5. Strategic Case and Regional Alignment

1. How does the project propose to act as a catalyst to lift the productivity potential of the region where the project is based?

1. Tourism is a key driver in the Marlborough economy and Omaka Aviation Heritage Centre is the single most visited tourist attraction in the region. It has many partners within the industry, providing transport, tours and accommodation who grow when Omaka grows. A larger attraction will lead to increased & longer visits, adding to the reasons to 'stay another day' in Marlborough.

2. Conferences and Business Events in Marlborough will be boosted by the increased capacity at Omaka, lifting the effective cap on numbers that currently exists. This will benefit not only Omaka, but also those we partner with to attract conventions to the region, such as the Marlborough Convention Centre, coach transport companies, caterers, food & beverage suppliers and accommodation suppliers. In addition there is the general retail spin-off and higher tourism profile which comes from attracting conference delegates to a region, all of which generates new business opportunities.

3. Omaka Airfield as a heritage aviation hub will be boosted, attracting business, skilled employment, training and new people/investment to the region.

4. Community groups /schools benefit with the theatre, classroom & meeting spaces, increasing the educational resources available and highlighting aviation-related career choices.

2. How does the project align with the objectives of the Provincial Growth Fund:
- More permanent jobs;
 - Benefits to the community and different groups in the community;
 - Increased use and returns for Māori from their asset base (where applicable).

The project itself will require work in engineering, construction, design, research, writing, graphics, interior design, lighting & AV, which all supports employment in the local community. Once built, the following areas will see more permanent jobs:

* Employment at Omaka AHC: at least two chefs plus kitchen staff for a 7-day a week cafe/restaurant operation, plus multiple wait staff and guides to manage the new exhibition space. We intend to employ an archivist and an education specialist on a part time basis.

* Contracted work: more hours for contractors associated with the maintenance of the museum, such as lighting/AV technician, cleaning services. Catering, wait staff and security for evening events. Increased joyflights sold through the museum require pilot and engineering work to support them.

* External companies who benefit from our expansion will have pressure to employ more staff. They include tour companies that bring their clients to Omaka, transport providers especially coaches for conference events, accommodation providers, retail product suppliers and nearby attractions such as Omaka Classic Cars and Omaka Marae. Using the marae's Manaaki range in our cafe, catered events and retail will benefit the Omaka Marae. A boost in aviation activity will lead to more hangars being built in the airpark, which is in turn dependant on qualified enginners and pilot training.

3. Please provide a detailed description of the project, including the objectives and business need.

Please see the attached document.

4. Please provide a description of how the project aligns to the Government's additionality objective under the Provincial Growth Fund (including infrastructure, Māori assets/development, sustainability, investment tiers and regional development plans).

This project is an expansion of an established facility, building on what has been demonstrated to be a highly successful and original concept. It showcases heritage aircraft, (static & airworthy) in elaborate dioramas telling stories from aviation history, using lifelike mannequins from award-winning Weta Workshop and creative sets designed to give meaning and context. There are few aviation museum worldwide which can rival these displays and Omaka AHC's reputation is internationally recognised. However it is not a large museum and although it houses one of the most world's significant Great War collections and a number of rare WW2 aircraft, the focus of the museum is comparatively narrow. Nor does it have the capacity and facilities to accommodate the growing numbers of visitors it is attracting, which is a weakness and potential threat to its sustainability. The proposal goes a long way to address these issues.

5. What benefits will the region get from the Crown's investment?

- The region will gain an enhanced tourist attraction, increasing tourist spending in Marlborough.
- The new museum exhibitions will be there for Marlburians themselves to visit and enjoy.
- The local investment in the Marlborough Convention Centre will be supported, as Omaka will lift the existing cap on delegate numbers for dinner functions, opening the way for larger conferences into Marlborough.
- The restaurant will provide a new lunchtime option for local residents.
- The extended retail section will offer opportunities to showcase local products.
- Meeting rooms and private dining space will be available for hire by community groups and businesses.
- A classroom and theatre will be available for schools and community groups.
- Caterers and tour operators who partner with Omaka AHC will benefit from greater volume of business.
- New employment opportunities will be created.

6. Please describe the current state of the proposal, and why the project has not been done before.

The Masterplan for the ongoing development of Omaka AHC was carried out in 2013. Since then we have added the WW2 exhibition in keeping with this Plan. Further stages are intended to be built as funds allow. Although we can sustain our daily operation through admission sales, accumulating finances sufficient to undertake major capital works would take decades to achieve. The Provincial Growth Fund has raised the possibility of moving ahead and completing some key, income-generating areas.

7. Please provide a description, and evidence where applicable, of any local support for the project either through existing regional development mechanisms, or another relevant body, such as a council, iwi or other representative group (or reason for any lack of support).

Support for the project has come from:

Commercial Information

[Redacted text]

8. Please provide a description of any consultation required.

Further general consultation is intended to help us fine tune the detailed plans.

Commercial Information

[Redacted text]

9. Please demonstrate how this project will fit in with wider assets or infrastructure, projects and benefits in the region.

Omaka AHC is a prime attraction for Cruise Ships and the greater capacity and enhanced exhibitions will support Port Marlborough with its investments in Picton and Shakespeare Bay.
The Marlborough Conference Centre is a significant asset for Marlborough and with the expansion of Omaka, Marlborough's appeal to conferences will be enhanced, further supporting the MCC and bringing more conference revenue into the province.
Investment has also been made in transport with the Marlborough Flyer steam train between Picton and Blenheim and the Hop-on-hop-off bus which calls in at Omaka. Also extending the narrow gauge railway out to 'Omaka Station'. This line begins in the CBD, passes through the heritage precinct of Brayshaw Park to terminate at Omaka AHC.
Omaka AHC is located alongside Omaka Aerodrome, a major asset to the region and generator of skilled employment.

10. Has the project been discussed with a regional economic development governance group? If so, what was the outcome of the discussion?

Marlborough District Council is working towards forming this group, so discussions are yet to be held. Individual discussions have been held with Council executive, who have been encouraging. Omaka AHC was founded on the basis of supporting two of the four pillars of the Marlborough economy: tourism, aviation, viticulture and aquaculture. These pillars remain.

11. Please provide evidence of Iwi consultation.

Letters advising of our application, together with a concept drawing of the planned expansion, have been sent to the following local Iwi: Ngāti Apa, Ngāti Toa, Rangitāne and Ngāti Rārua. In addition, we held a hui with the managers of nearby Omaka Marae, Kiley and Donna Nepia to discuss retailing their Manaaki range of products in our catering and retail areas. We also discussed ways we could work more closely with the marae and also how we could convey to visitors some of the Maori history and mythology associated with the Omaka name and environs.

12. Please provide evidence of compliance with international obligations (where relevant).

Not applicable.

C. Project costs, economics and benefits

1. Please provide details of the wider benefits, over and above those described in the above Strategic Case and Regional Alignment section.

Adjacent to the museum is the Omaka Airpark, also administered by the NZAMT. **Commercial Information**

[Redacted text]

2. Please provide a detailed breakdown of the benefits that will be enabled by the delivery of this project and the timeframes in which those benefits will be achieved/realised.

Application for a Feasibility Study

Timeframe: **Commercial Inform**

- Completing the Feasibility Study will provide the NZAMT with a comprehensive expansion plan that has been verified by engineering specialists, along with consultations with stakeholders to ensure it is fit for purpose.
- In addition, the Feasibility Study will consult over the exhibition fit-out, both for the 1920-30s hall and the WW2 addition. This will determine the narrative of the exhibitions and identify the subject aircraft available or to be secured. Particularly important in this is consultation with **Privacy of natural persons**.
- A Fundraising Plan will be developed to assist with financing the NZAMT's intended 1/3 contribution to the build project.
- With the Feasibility Study complete, we will be in a position to progress to the second application, the design phase.

4. Please provide a cost breakdown covering the following:

- Total project cost breakdown (including contingency);
- Total funding sought from the Provincial Growth Fund;
- Type of funding sought (i.e grant, loan or other);
- Description and breakdown of funding sought from elsewhere (approached/approved/declined) and what funding has been committed;
- Details of ongoing costs and financial viability;
- Required timing of costs; and
- Maintenance costs and funding sources

Feasibility Study: \$**Commercial Int**

- Funding sought from PGF: \$60,000
- Type of funding: Grant
- Committed from Omaka Aviation Heritage Centre: \$**Commercial Int**

Please see the attached Cost Estimates document, which outlines the costs for the total project, which is being broken into three applications. 1. Feasibility Study; 2. Detailed Design; 3. Construction and Fit-out.

5. Please provide a demonstration of the impact the project will have on the applicant's balance sheet.

This will be determined in the Feasibility Study

6. Please provide a demonstration of how you will ensure that your project represents good value for money

Our architect, who was previously chosen through a submission process to design our masterplan, will employ only qualified, specialist engineers to review services, structural and fire engineering. A professional Quantity Surveyor will assess the construction costs, while financial budgets and forecasting also will be produced professionally. Market research and consultations will be undertaken by in-house professionals, who know the product, have extensive experience and contacts within the industry. The CEO and Board of Trustess will provide oversight.

7. If applicable, is there a financial model, financial forecasts, or a Cost Benefit Analysis which can be provided?
(If so, please attach to this application.)

To come from the Feasibility Study and reviewed during the Design Stage.

D. Project Plan

1. Please provide a project management plan covering the following:
 - Delivery methodology
 - Roles and responsibilities (including who will be managing/delivering the project and key contractors)
 - Timeline
 - Procurement
 - Constraints and dependencies
 - Risks associated with project
 - Risk management methodology
 - Governance arrangements (including using existing credible local and community input, funding, commercial and non-commercial partners)
 - Project delivery gates
 - Exit gates and stop/go points.

To be determined in the Feasibility Study and subsequent application stages.

2. Please provide any feasibility assessment which has been conducted for the project.

A Feasibility Study is the subject of this application.

3. Please provide details of the key risks associated with the project, as well as how they will be managed.

A Project Risk Profile will be developed within the Design phase.
This will address risks associated with major changes to the building plan, budget over run, late delivery of building, late delivery of fit-out, material damage/injury, results not as expected.

4. Please provide detail of any alternative project delivery options which have been considered and ruled out.

NA

5. Has the project plan been independently tested, or developed with assistance of a project management professional? If so, by whom?

NA

E. Commercial Viability

1. Please provide an overview of the applicant's track record in delivering projects of this nature.

The establishment of the Omaka Aviation Heritage Centre and two major exhibitions were created previously. Both construction projects were completed on time and within budget. Fit out for the WW1 'Knights of the Sky' was carried out by Sir Peter Jackson's team, with the office/reception areas managed by Omaka AHC's Project Manager and Chief Executive. This project was completed in Dec 2006 and comprised 3000sqm of exhibition space. The second project was the WW2 'Dangerous Skies', in which a further 1500sqm was added and fitted out. It opened in November 2016. This time the fit-out was designed and constructed by an entirely local, Marlborough team, in which key personnel at Omaka were heavily involved and gained valuable experience.

2. Please provide any demand analysis (customers and growth/utilisation forecasts) which has been conducted.

To come as part of the Feasibility Study.

3. Please describe how the market has been, or will be, tested and engaged (if required) to assist in the delivery of this project.

To come as part of the Feasibility Study.

4. Please describe what will happen upon delivery of the project, including the maintenance plan and plan for ownership of the asset.

Completion of the Feasibility Study will determine the scope and viability of the overall project, and allow us to move to the next phase, which is an application for detailed design. The project, including the initial Feasibility Study, remains the property of the NZ Aviation Museum Trust. Should the expansion go ahead, the resulting buildings and fit-out will be integrated into the Omaka AHC Site and Exhibition Management Plans.

5. Please describe how the project will be sustainable beyond the term of the Provincial Growth Fund investment.

Omaka Aviation Heritage Centre is an established museum attraction, which supports its day to day operation without subsidy. The PGF grant is to enable capital expansion that will not be a burden, but instead will enhance the earning capability of the facility.

6. Please outline why Crown funding is required?

The Omaka AHC is managed as a not for profit Charitable Trust. It sustains its daily operations through ticket sales but for capital projects, must look to grants, sponsors and its own fundraising through its biennial Classic Fighters airshow. A fundraising plan will be developed to seek new sponsors and grants, and it is hoped that Classic Fighters 2019 will contribute well now that State Highway 1 is open. However, Omaka cannot hope to fulfil its potential without substantial capital investment from Government grants such as this.

F. Declaration by lead applicant

By completing the details below, the applicant makes the following declaration about its application for PGF funding for the

project ("application"):

- A. I have read, understand and agree to the Terms and Conditions of applying for PGF funding which are attached as Appendix 1;
- B. 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;
- C. I have secured all appropriate authorisations to submit the application, to make the statements and to provide the information in the application;
- D. The applicant warrants that it has no actual, potential or perceived conflict of interest (except any already declared in the application) in submitting the application, or entering into a contract to carry out the project. Where a conflict of interest arises during the application or assessment process, the applicant will report it immediately to the PGF by emailing PGF@mbie.govt.nz; and
- E. 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.

Signature

Privacy of natural persons

Full name:

Kathryn Jane Orphan

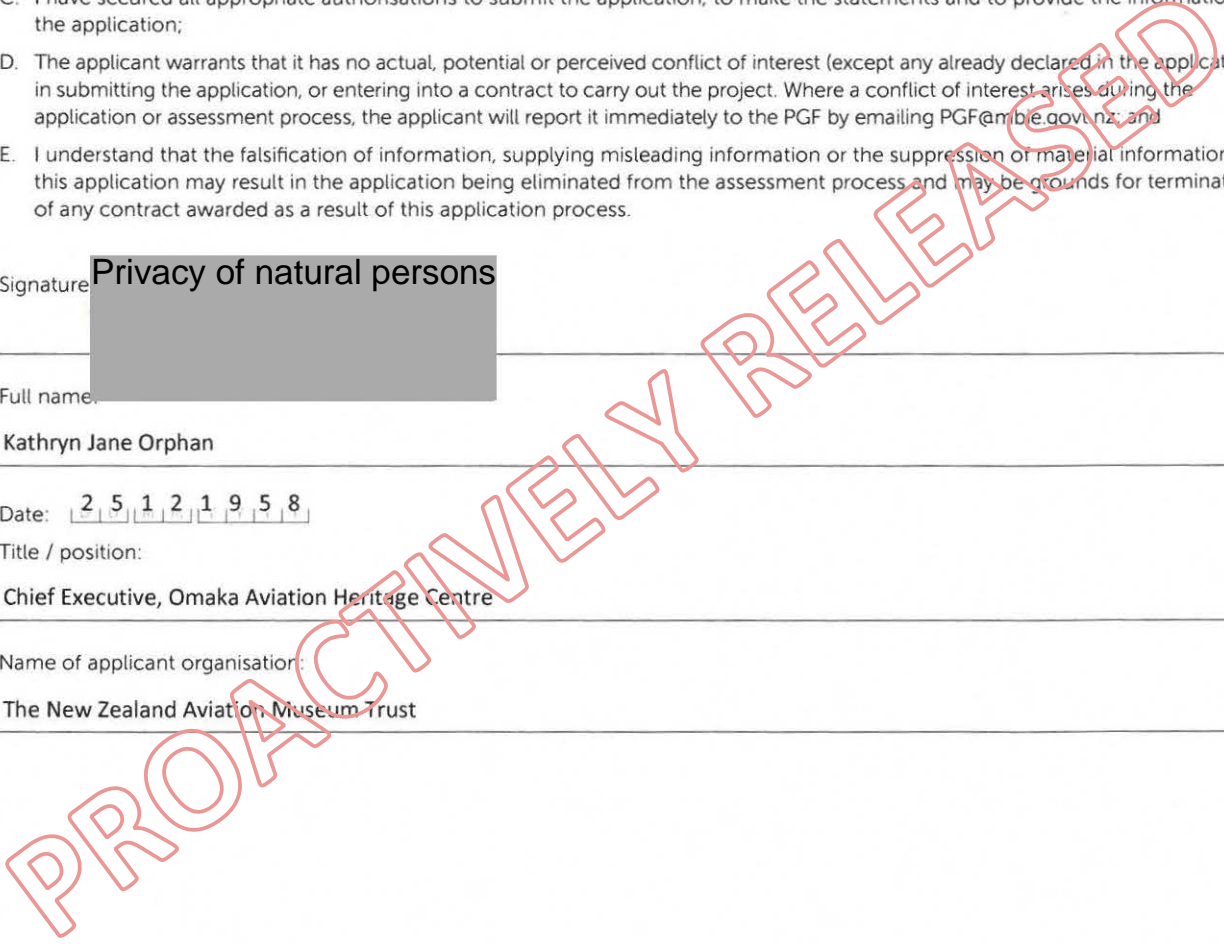
Date: 2 5 1 2 1 9 5 8

Title / position:

Chief Executive, Omaka Aviation Heritage Centre

Name of applicant organisation:

The New Zealand Aviation Museum Trust



Appendix 1 - Terms and Conditions of applying for the Provincial Growth Fund

General

The terms and conditions are non-negotiable and do not require a response. Each applicant that submits a request for Provincial Growth Fund ("PGF") funding (each an "application") will be deemed to have agreed to these terms and conditions without reservation or variation.

The Provincial Growth Fund is a government initiative which is administered by the Provincial Development Unit, a unit within the Ministry of Business, Innovation and Employment. Any reference to the Provincial Development Unit in these terms and conditions, is a reference to MBIE on behalf of the Crown.

Reliance by Provincial Development Unit

The Provincial Development Unit may rely upon all statements made by any applicant in an application and in correspondence or negotiations with the Provincial Development Unit or its representatives. If an application is approved for funding, any such statements may be included in the contract.

Each applicant must ensure all information provided to the Provincial Development Unit is complete and accurate. The Provincial Development Unit is under no obligation to check any application for errors, omissions, or inaccuracies. Each applicant will notify the Provincial Development Unit promptly upon becoming aware of any errors, omissions, or inaccuracies in its application or in any additional information provided by the applicant.

Ownership and intellectual property

Ownership of the intellectual property rights in an application does not pass to the Provincial Development Unit. However, in submitting an application, each applicant grants the Provincial Development Unit a non-exclusive, transferable, perpetual licence to use, disclose, and copy its application for any purpose related to the PGF application process. Any application or documentation supplied by you to the Provincial Development Unit will become the property of the Provincial Development Unit and may not be returned to you.

By submitting an application, each applicant warrants that the provision of that information to the Provincial Development Unit, and the use of it by the Provincial Development Unit for the evaluation of the application and for any resulting negotiation, will not breach any third-party intellectual property rights.

Confidentiality

The Provincial Development Unit is bound by the *Official Information Act 1982* ("OIA"), the Privacy Act 1993, parliamentary and constitutional convention and any other obligations imposed by law. While the Provincial Development Unit intends to treat your information as confidential, the information can be requested by third parties and the Provincial Development Unit must provide that information if required by law. If the Provincial Development Unit receives an OIA request that relates to your confidential information, where possible, the Provincial Development Unit will consult with you and may ask you to advise whether the information is considered by you to be confidential or commercially sensitive, and if so, to explain why.

The Provincial Development Unit may disclose any application and any related documents or information provided by the applicant, to any person who is directly involved in the PGF application and assessment process on its behalf including the Independent Advisory Panel ("IAP"), officers, employees, consultants, contractors and professional advisors of the Provincial Development Unit or of any government agency. The disclosed information will only be used for the purpose of participating in the PGF application and assessment process, which will include carrying out due diligence.

Limitation of Advice

Any advice given by the Provincial Development Unit, any other government agency, their officers, employees, advisers, other representatives, or the IAP about the content of your application does not commit the decision maker (it may be Senior Regional Officials, Ministers or Cabinet depending on the level of funding requested and the nature of the project) to make a decision about your application.

This limitation includes individual members of the IAP. The IAP's recommendations and advice are made by the IAP in its formal sessions and any views expressed by individual members of the IAP outside of these do not commit the IAP to make any recommendation.

No contractual obligations created

No contract or other legal obligations arise between the Provincial Development Unit and any applicant out of, or in relation to, the application and assessment process, until a formal written contract (if any) is signed by both the Provincial Development Unit and a successful applicant.

No process contract

The PGF application and assessment process does not legally oblige or otherwise commit the Provincial Development Unit to proceed with that process or to assess any particular applicant's application or enter into any negotiations or contractual arrangements with any applicant. For the avoidance of doubt, this application and assessment process does not give rise to a process contract.

Costs and expenses

The Provincial Development Unit is not responsible for any costs or expenses incurred by you in the preparation of an application.

Exclusion of liability

Neither the Provincial Development Unit or any other government agency, nor their officers, employees, advisers or other representatives, nor the IAP or its members will be liable (in contract or tort, including negligence, or otherwise) for any direct or indirect damage, expense, loss or cost (including legal costs) incurred or suffered by any applicant, its affiliates or other person in connection with this application and assessment process, including without limitation:

- a) the assessment process
- b) the preparation of any application
- c) any investigations of or by any applicant
- d) concluding any contract
- e) the acceptance or rejection of any application, or
- g) any information given or not given to any applicant(s).

By participating in this application and assessment process, each applicant waives any rights that it may have to make any claim against the Provincial Development Unit. To the extent that legal relations between the Provincial Development Unit and any applicant cannot be excluded as a matter of law, the liability of the Provincial Development Unit is limited to \$1.

Nothing contained or implied in or arising out of the PGF documentation or any other communications to any applicant shall be construed as legal, financial, or other advice of any kind.

Inducements

You must not directly or indirectly provide any form of inducement or reward to any IAP member, officer, employee, advisor, or other representative of the Provincial Development Unit or any other government agency in connection with this application and assessment process.

Governing law and jurisdiction

The PGF application and assessment process will be construed according to, and governed by, New Zealand law and you agree to submit to the exclusive jurisdiction of New Zealand courts in any dispute concerning your application.

Public statements

The Provincial Development Unit or any other government agency, or any relevant Minister, may make public the following information:

- the name of the applicant(s)
- the application title
- a high-level description of the proposed project/activity
- the total amount of funding and the period of time for which funding has been approved
- the region and/or sector to which the project relates

The Provincial Development Unit asks applicants not to release any media statement or other information relating to the submission or approval of any application to any public medium without prior agreement of the Provincial Development Unit.

Appendix 2 - Proposed operational criteria for all tiers of the Fund

Link to Fund and government outcomes

- Demonstrate the ways in which the project will contribute to lifting the productivity potential of the region
- Demonstrate how the project contributes to the Fund's objectives of:
 - more permanent jobs
 - benefits to the community and different groups in the community
 - increased utilisation and returns for Māori from their asset base (where applicable)
 - sustainability of natural assets (e.g. water, soil integrity, the health and ecological functioning of natural habitats)
 - mitigating or adapting to climate change effects, including transitioning to a low emissions economy
- Clear evidence of public benefits (i.e. benefits other than increased profitability for the applicant)
- Are in a Government priority region or sector

Additionality

- Project is not already underway, does not involve maintenance of core infrastructure or assets (except for rail and transport resilience initiatives), and does not cover activities the applicant is already funded for (funding could be considered to increase the scale of existing projects or re-start stalled projects)
- Demonstrated benefit of central Government investment or support
- Detail of any supporting third party funding (and any funding sought unsuccessfully)
- Acts as a catalyst to unlock a region's productivity potential
- Demonstrated links to other tiers of the Fund and related projects, to maximise value of Government investment

Connected to regional stakeholders and frameworks

- Evidence of relevant regional and local support, either through existing regional development mechanisms, or through another relevant body such as a council, iwi or other representative group (or reasons for any lack of local support)
- Has been raised and discussed with the region's economic development governance group
- Alignment with, or support for the outcomes of, any relevant regional development plan, Māori development strategy or similar document (whether regional or national)
- Demonstrated improvement in regional connectedness (within and between regions)
- Leverage credible local and community input, funding, commercial and non-commercial partners
- Utilise existing local, regional or iwi/Māori governance mechanisms

Governance, risk management and project execution

- Evidence of robust project governance, risk identification/management and decision-making systems and an implementation plan appropriate to the size, scale and nature of the project
- Future ownership options for capital projects, including responsibility for maintenance, further development, and other relevant matters
- Benefits and risks clearly identified and quantified, depending on the scale of the initiative
- Evidence of potential exit gates and stop/go points, and a clear exit strategy
- Clearly identifies whole of life costs (capital and operating)
- Dependencies with other related projects are identified
- Evidence of sustainability after conclusion of PGF funding
- Adequacy of asset management capability (for capital projects)
- Compliance with international obligations (where relevant)