



Clutha
Development

ANNUAL MANAGEMENT REPORT



**1 JULY 2024 TO
30 JUNE 2025**

Annual Management Report 1 July 2024 to 30 June 2025

Introduction

Clutha Development is the economic development and regional tourism organisation for the Clutha District. Our vision is to accelerate the Clutha District's success through dynamic economic development and community empowerment.

Our work is not just about supporting economic growth but about enhancing quality of life and ensuring sustainable prosperity for our communities. We believe that strategic economic development is a powerful catalyst for creating vibrant communities, attracting investment, and preparing for future challenges.

Central to our approach are the relationships and partnerships we develop with stakeholders, partners, and communities at local, regional, and national levels.

We thank the Clutha District Council for their continued support of our economic and destination management initiatives, and the Ministry of Social Development for their long-standing support through the Heartland Services contract. We also acknowledge our members and the many community groups and organisations we work with across the district. Together, we continue to shape a district that is a great place to live, work, visit and invest.

This year we have updated our strategic directions to better reflect our evolving focus areas and the changing needs of our communities and economy. These now guide the planning, delivery, and evaluation of our work.

Strategic Directions

1. Enabling thriving communities and local economies
2. Empowering workforce and business growth
3. Attracting people and investment
4. Preparing businesses for the future

Our work continues to be shaped by our values: collaboration, integrity, adaptability, continuous learning, and results-orientation.

Summary of 2024 – 2025 Actions

Enable Thriving Communities and Local Economies

This strategic direction is about creating the environment for communities to flourish. We work alongside residents, stakeholders, community groups, and partner organisations to respond to emerging needs, build resilience, and celebrate the people who make the Clutha District a great place to live. In 2024–2025, this included progressing housing initiatives, supporting community groups and events, and delivering services to connect communities and opportunities.

Housing

Housing development remained a focus throughout the year. The Kaitangata Housing Trust continue to facilitate land and house builds in their community, Council approved the development of a land and house package for Clinton, and there is also interest from Lawrence, and Owaka.

Clutha Development supported these community-led groups including early discussions, identification of potential sections, and next-step planning. We also met with representatives from the Gore District Council to share insights from Clutha's approach. We participated in the Murihiku Southland Housing Forum, a cross-sector hui to explore sustainable housing solutions, aligning with our ongoing scenario planning and housing system insights.

The 'Clutha District Future Scenario Report on Sustainable and Diverse Housing Solutions' report was completed in September 2024. This high-level scoping assessment was to identify the current challenges facing the housing sector in the Clutha District and to provide Clutha Development with recommendations for how we can work alongside stakeholders in the housing sector to deliver sustainable housing outcomes. The potential of investigating a Community Housing Trust (CHT) was identified. Clutha Development completed the Clutha Community Housing Report and hosted a webinar February 2025 to examine three different CHT models and to gauge local interest in establishing a trust in the Clutha District. The next step is to build stakeholder engagement, assess feasibility and identify a clear way forward.

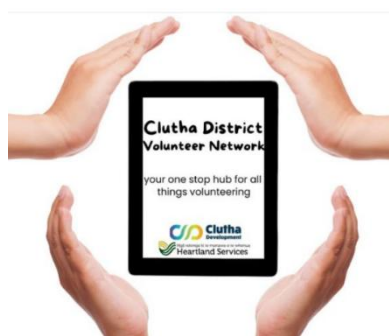
Community Support

In community support, Heartland Services continued to play a vital role in helping people connect with services. From July 2024 to June 2025, we responded to 753 enquiries, supported 26 community groups with meeting facilities. This equated to 1,835 people from around the district connected to services, community groups and activities.



The Clutha District Volunteer Network (CDVN) was established to connect volunteers with opportunities, support local volunteer groups, and raise the profile of volunteering in the Clutha District. Key activities included: researching best practices for volunteer networks; surveying local volunteer groups to identify needs; launching the CDVN Facebook page and a volunteering opportunities tab on the CluthaNZ.com website; and hosting four volunteer networking events in Lawrence, Owaka, Milton and Balclutha.

Clutha Development and Volunteer South have partnered to strengthen volunteering across the Clutha District, working together to support volunteer-involving organisations and community group to encourage people to get involved in their communities. To celebrate National Volunteer Week, we participated in Volunteer South's regional celebration (the first time for the Clutha District). We assisted in selecting the winning stories and organised morning teas to acknowledge and thank those featured for their valuable service.



Supporting newcomers to the Clutha District

The 'Welcome to the Clutha District' booklet has now been translated into Samoan and is available on our website and in print. This initiative supports improved access to key settlement information for our growing Pasifika community. We also engaged with the Clutha District Filipino Society to explore the potential value of a translated version for their community. They advised that due to the many regional dialects and variations in use, a single translated version would not be effective. Most members are comfortable with English, so a translation would not be necessary at this time.

The Bowling Club

Clutha Development, through Heartland Services, from June 2025 is collaborating with The Bowling Club—a recognised community eatery based in Dunedin—to bring their affordable, nutritious meals to Balclutha residents. By leveraging The Bowling Club's existing delivery route to Milton, we facilitate meal collection from our Balclutha office, enhancing food accessibility in our community.



<https://thebowlingclub.co.nz/>



Community Leadership

As part of our commitment to supporting and growing local leaders, Clutha Development partnered with the Clutha Foundation to host a fully subscribed one-day governance course in April 2025. Due to demand, second course is planned for November 2025.

The Sir Ashley Bloomfield ticketed event was held at TPŌMA in March 2025. This was an opportunity for our community to hear his insights and engage in a local conversation about leadership, wellbeing and the future.

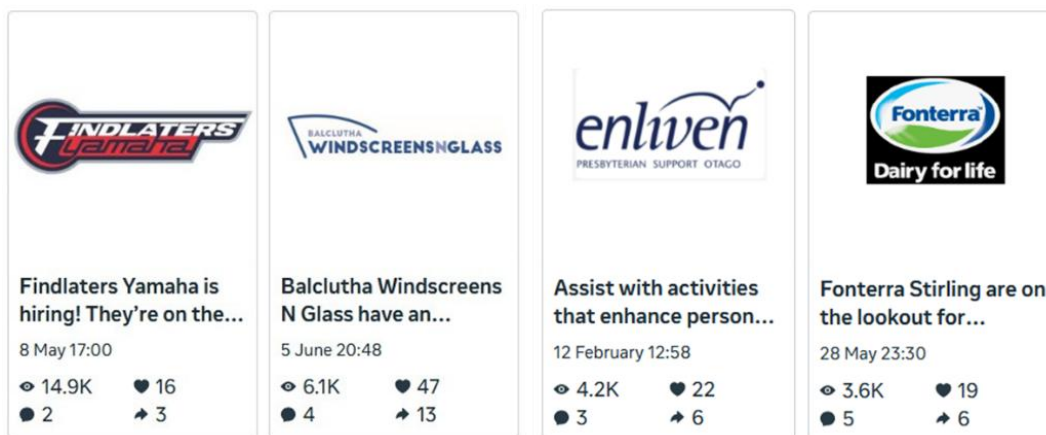


Empowering Workforce and Business Growth

A strong, connected workforce and resilient local businesses are essential for a thriving district. We work alongside employers, job seekers, training providers, and business networks to open pathways to employment, strengthen skills, and build local capability. In 2024–2025, this included delivering recruitment support services, providing targeted business support and engagement, establishing new initiatives, and celebrating success.

Job Connections 2024 – 2025

- CluthaNZ.com Jobs Platform: Total jobs listed from July-September 128 | October – December 97 | January – March 171 | April – June 171 – these jobs are also shared on the Clutha Development-Clutha Live and Work Facebook page. (this includes jobs advertised over consecutive months)
- Clutha District Farm Jobs NZ Facebook page (administered by Clutha Development): A total of 104 jobs advertised for the year (noting that there was a 25% increase in the number of jobs in the last quarter).



- CV Development: Clutha Development continued to support job seekers through CV development and job application assistance. 67 CVs were completed for Work and Income clients and the wider public.
- Jobbortunities: Regular meetings with the team to discuss initiatives and opportunities to work together in addressing employment challenges and opportunities within our district for our young people; supported the Clutha District Pathways breakfast that connected our schools with businesses to promote career pathways.

2024 Clutha District Training and Development Awards

This annual event celebrates individuals who have completed training and recognises businesses that support workplace training and development:

- 28 award recipients; 14 training organisations represented; 16 employers acknowledged; 112 attendees present for the awards dinner.
- Keynote speakers: Kylie Dorr (mum, enduro racer and business owner) and Tim Dickie (Lawrence Fire Chief and Tuapeka Lawrence Community Board).



Clutha District Careers Expo

- This event held at TPŌMA on 29 October 2024 was in collaboration with Work and Income Balclutha.
- There were 27 exhibitors and over 200 people attended with a focus on people unemployed at that time.



Career Compass

This Clutha Development initiative will connect job seekers with real-world learning opportunities through our local businesses to profile the variety of roles and training pathways available across the district

Opportunities available include:

- Workplace learning – Walkthroughs – Mentoring – One-on-one chats – on-the-job training
- Linking to [Career Compass](#) on CluthaNZ.com the pilot set of business profiles are Mike Hurring Logging, Andrew Haulage, Big River Homes and Whānau Manaaki

Business Engagement

In January this year, we implemented a new customer relationship management system with an economic development focus model, consolidating information, measuring engagement, and tracking economic impact and enhancing our ability to deliver measurable outcomes aligned with our strategic priorities. Between January and June 2025, the Clutha Development team recorded a total of 418 business and community engagements. These interactions covered a wide range of

support and services including business visits and referrals, community initiatives, marketing, product and experience development.

Entrepreneurship Programme

Over the past year, Clutha Development has been working to establish and grow an entrepreneurship ecosystem under the Clutha Innovation Programme. This has included key partnerships with Mainland Angels and Coin South, aimed at supporting local entrepreneurs and fostering investment in the district.

- Clutha Development facilitated access to Mainland Angels' pitch evenings, providing local business owners and potential investors the opportunity to engage with early-stage investment opportunities.
- Our partnership with Coin South is to provide Clutha entrepreneurs and business owners with greater access to startup support, mentorship, and business development opportunities. This included promoting Coin South's activator sessions, encouraging participation in their programmes, and Cathy from Coin South also visited Balclutha and Lawrence to promote their services directly.



Stakeholder Engagement

Otago Regional Economic Development (ORED)



Clutha Development is part of the ORED working group that aims to build a strong foundation for collaboration across the region, identifying and advancing economic opportunities to enhance the economic well-being of Otago's residents. This year we have had discussions with MBIE regarding potential projects; opportunities from regional deal proposals; and presented on ORED at the Otago Regional Growth Summit.

Business South

Meetings with various Business South representatives to explore opportunities for collaboration on what initiatives would be beneficial to our businesses including 4Trades, SOREC (Southern Otago Regional Engineering Collective), Business Navigator and the Regional Business Partner Programme. Clutha Development also supported and attended the Clutha Careers Pathway Breakfast.

SIT-Telford

Clutha Development is a member of the Telford Advisory committee that meet quarterly, contributing to the institution's educational strategic direction; promotion and marketing through our CluthaNZ social media channels. We welcome the Government's announcement for SIT including the SIT Telford Campus to operate as an independent vocational education tertiary provider from 1 January 2026. This will enable stronger connections with local communities and programmes that will be tailored to meet the needs of industry in our region

Attracting People and Investment

Showcasing the Clutha District as a place to live, work, visit, and invest is key to sustaining our district's growth and vibrancy. We highlight the district's lifestyle, opportunities, and experiences through targeted campaigns, tourism and destination development and marketing, and collaborative partnerships. In 2024–2025, this included marketing initiatives to attract new residents and visitors, supporting tourism product development, and strengthening our profile in regional and national networks.

Clutha Stay for Good

While many may first experience Clutha as visitors, the initiative encourages them to look beyond a short stay and consider the benefits of living and working here. By showcasing our lifestyle advantages, employment opportunities, and welcoming communities, Clutha Stay for Good supports both population growth and workforce development.

- 'Clutha Stay for Good' video was launched on 20 August 2024 across Facebook, Instagram and Tik Tok reaching a total of 229,302 plays in the first month.
- A 30-second video was also promoted through the Riviera Cinema in October.
- Ongoing content is shared monthly across our social media platforms.
- Voices of the Clutha District Podcast: This series of interviews through telling the stories of local people living and working in the district help showcase CluthaNZ/s lifestyle and employment opportunities in a compelling and personal way. Launched in December 2024, with 6 episodes released to the end of June, and new episodes will be available at the end of the month.

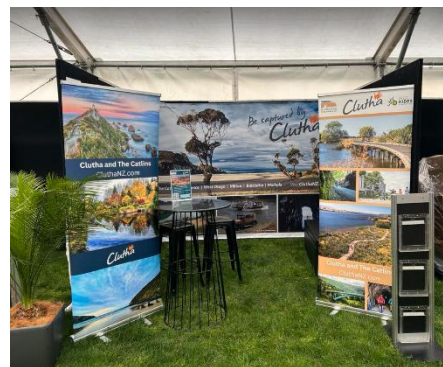


Clutha Stay a While

Our marketing focuses on showcasing the district's unique offerings and creating memorable visitor experiences that inspire longer stays and repeat visits. Behind the scenes, we develop tools and campaigns that highlight what makes our district special, while also positioning it as an attractive place to live and work. Important also is our emphasis on sustainability — encouraging respect for our environment, wildlife, communities, and culture to ensure the district remains welcoming for both visitors and residents.

- Trade Shows and Famils:
 - Attended the Outdoor Expo (September 2024), Christchurch, over 6,000 attendees with huge interest in The Catlins and the Clutha Gold Cycle Trail, followed up with emails to interested parties.

- NZME Famil for an 8-week marketing campaign 'Slow Down and Unwind' November 2024): NZ Herald promoted advertisements including in-stream video, display ads and sponsored link advertising, targeted at audience in Nelson and Christchurch.
- ARE Media famil with Tourism NZ feature 'Off the Beaten Track' was published 25 November 2024 in Women's Day (Australian and New Zealand audience)
- Attended the RTNZ Inbound Operators and Tourism NZ Expos (March 2025): Participated in 12-minute appointments with 60 inbound operators over two days. Positive outcome from our attendance with local attraction Beresford Heights gaining three new trade partners.
- Cheeky Kiwi Travel: Assisted with the development of their hop-on – hop-off daily bus experience (Dunedin to Invercargill).
- Creative Kiwi Travel: Assisted with the development of an itinerary for an 18-person tour, flying into Dunedin and spending two nights in The Catlins.
- Auckland Travel Show: We represented Southern Way at this inaugural event (March 2025) to promote the concept of longer, slower travel across the collective of our eight RTO's.
- Lion Travel (IBO): Helped shape an itinerary through the Clutha District (activities and food, key sites).



- CluthaNZ.com:
Social media weekly/monthly posts across our social media channels impact for the past 12 months:
 - Over 77,000 people visited cluthanz.com for travel tops and local advice and resources
 - Over 682,000 people saw our social media posts across Facebook, Instagram and TikTok
 - Over 225,000 people watched our reels and TikTok
 - We appeared in over 1.5 million search results on Google.

Website upgrade and new imagery and video content captured.



Clutha Development now manage the distribution of the Clutha and The Catlins brochure across NZ.

- Brochures are now available at various retailers and locations around the district e.g., Woolworths, New World and Caltex Balclutha.

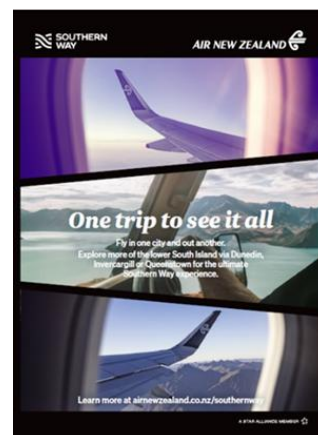
CluthaNZ.com Interactive Map: This section has been refreshed to improve usability and better show off our district's key activities and attractions.

Collaborative Partnerships

By working together with our stakeholders, organisations and partners, we have been able to develop initiatives that benefit our local communities and tourism sector to promote the south as a connected and unforgettable destination.

Southern Way:

- Campaign “One trip to see it all” (July to August 2024) in partnership with 8 regional tourism organisations and the Southern Airport Alliance promoted open-jaw or multistep travel throughout the Southern Way region – fly into one airport, explore multiple regions by rental car, and fly out from another airport. Resulted in a 75% increase in bookings, 40% increase in Southern Way multistep bookings and 280% increase in Budget rental car bookings (compared to the previous year). In recognition of the strength of regional collaboration campaign with Air New Zealand has been named a finalist for the Tourism Collaboration Award at the TIA New Zealand Tourism Awards.
- Southern Way Collaboration successfully secured \$350,000 through the Regional Tourism Boost Fund. This funding supports a joint marketing campaign running between April and July 2025, targeting international visitors—particularly Australians, with a focus on those based on the Gold Coast. The campaign is timed to leverage the new Jetstar direct flight from the Gold Coast into Dunedin and is delivered in alliance with the three southern airports: Dunedin, Queenstown, and Invercargill. A key focus is on promoting open-jaw travel, encouraging visitors to fly into one airport (such as Dunedin) and out of another (like Queenstown), with no fees on one-way rental cars. The initiative aims to drive off-peak visitation during June to September, while supporting regional dispersal across Clutha, Waitaki, Wanaka, Queenstown, Central Otago, Dunedin, Southland, and Fiordland—helping ensure the economic benefits of tourism are shared more evenly throughout the southern regions.



Otago Trails Marketing Group:

We continued to work closely with the Otago Trails Marketing Group, a collaborative initiative between Otago's trail networks and regional tourism organisations, to collectively promote the region's world-class trail experiences. The group's marketing activity focused on four key channels:

digital marketing, visual asset development, Australian consumer campaigns, and industry partnerships.

Over the past year, the Trail Hub website (product of the trails group) attracted 100,000 page views and referred 13,000 visitors to partner websites, while national campaigns such as Stuff sponsored content achieved over 558,000 impressions. Targeted Australian promotion through the Gutsy Girls Film Tour further raised awareness with key audiences. The group also delivered new imagery and video assets, hosted the Otago Trails Forum with 70+ attendees, and supported multi-day itineraries now offered by leading operators. Customer surveys show consistently high satisfaction (average 9.1) and advocacy (Net Promoter Score 83.7), confirming the trails' strong appeal.

MBIE Regional Events Promotion Fund

Clutha Development as the RTO managed the process and funding for applications for up to 50% of organisations existing promotional budget to support enhanced marketing of their events: Round 1 (events planned between 1 July 2024 and 30 June 2025) saw two successful grant applications. Round 2 (events planned between 1 July 2025 and 30 June 2026) saw one successful grant application.

Product Development

StoryMapp:

The project has delivered:

- A self-guided heritage experience that enriches visitor understanding of Gabriel's Gully
- A platform to support increased visitation and longer stays in Lawrence
- Opportunities for community-led involvement and museum engagement through map sales and tour promotion

This initiative supports our goals of:

- Increased visitors spend, job creation, and showcasing cultural narratives, especially from early goldmining and Chinese settlement history.



Clutha Gold Cycle Trail (Ngā Haerenga Great Rides of New Zealand):

The Clutha Gold Cycle Trail now spans 135km from Roxburgh to Waiholā, following the completion of the 62km extension from Lawrence to Waiholā. This addition further enhances the trail's appeal, offering riders an ever-changing landscape and a memorable journey.

To improve visitor insights, new counters were installed at Waiholā, using cellular technology to provide more reliable and up-to-date data. Visitor experience has also been enhanced with the installation of a concrete pad surrounding the frame and selfie-stick podium, creating an ideal spot for riders to capture "the shot."

Further improvements include new wayfinding signage around Lake Waiholā and collaboration with Waiholā Looking Forward to support the relocation of the Whale Fossil information kiosk. These initiatives strengthen both the trail experience and local connections along the route.



Accommodation and Activities:

Confidence in the tourism market continues to grow, reflected in increased investment by operators across the district. This includes the development of new and expanded accommodation options, alongside a rise in on-farm stays and unique visitor experiences. These initiatives not only strengthen the range of offerings available to visitors but also demonstrate the district's appeal as a place where businesses see strong potential and long-term opportunity.

Tokatā/Nugget Point and Rakitāmau/Kākā Point Integrated Master Plan:

Following the completion of the Integrated Master Plan, Boffa Miskell has developed a draft Kāka Point Coastal Trail Feasibility Study and Village Concept for review. This draft outlines options for improved connectivity, visitor experience, and community spaces and facilities, providing a basis for the next stage of community and stakeholder consideration.

Supporting community-led initiatives and projects:

We actively support initiatives that enhance the living and working experience in the Clutha District working alongside groups to bring their ideas to life. This includes supporting community-led projects such as the Lawrence Chinese Camp, Taieri Mouth Amenities Group, Waiholā Looking Forward and the Clutha Gold Trail Trust. By partnering with these organisations, we help strengthen community engagement, preserve local heritage, and create experiences that benefit both residents and visitors.



Preparing Businesses for the Future

Supporting businesses to innovate, adapt, and stay resilient ensures our economy remains strong in a changing world. We work alongside industry, education providers, and regional partners to anticipate future trends, build capability, and encourage sustainable practices. A key part of this work is informed planning, supported by regular data reporting (Infometrics), surveys, visitor research, and feedback from businesses and the wider community. These insights guide our programmes and ensure we remain responsive to both opportunities and challenges.

Business Confidence Survey:

The May 2025 Business Confidence Survey provided a snapshot of business sentiment across the Clutha District at that time. While confidence remained steady overall at that time, responses highlighted areas of pressures felt most strongly by small and rural enterprises. Respondents pointed to challenges around compliance, workforce, and housing as ongoing constraints. These results reinforced the importance of practical support, reducing compliance barriers, and progressing workforce and housing solutions to ensure local businesses remain resilient and well-positioned for the future.

Infometrics Quarterly Economic reports and Regional Annual profile:

Our ongoing subscription to Infometrics provides access to the quarterly Clutha District Economic Monitor reports, the Regional Economic Profile, and the annual visit and update from Infometrics economists. These reports, all available on our website, are a valuable resource for understanding local economic performance. They allow us to measure trends, identify peaks and shifts, and assess the impacts of actions or events on the district economy. This evidence base supports our planning, helping to ensure that our strategies are well-informed and responsive to changing conditions. These reports give us the insights needed to support confident decision-making for the district's future.

Visitor Research and Monitoring

- Clutha District Community Sentiment Survey (May/June 2025):
The 2025 Clutha District Community Sentiment Survey on Tourism marks the third consecutive year of gathering valuable community perspectives on tourism in the region. The survey was designed to capture insights from those with a strong connection to the district, either through

residency or property ownership. Support for tourism remains strong, with 83% of respondents agreeing that tourism is good for the Clutha District and 85% recognising its value to New Zealand. At the same time, concern about tourism's impact is growing, with increases in the proportion of respondents who feel visitors place pressure on infrastructure and the environment.

While respondents continue to acknowledge tourism's benefits—particularly in employment, environmental appreciation, and community vibrancy—issues such as litter, road safety, and infrastructure strain were more commonly reported in 2025 than in previous years.

Looking forward, residents continue to prioritise infrastructure improvement, attracting higher-value visitors, and encouraging sustainable and district-wide travel. Comments reinforce the need for thoughtful planning, equitable cost-sharing, and maintaining community wellbeing alongside tourism growth.

The survey provides important guidance for Clutha's tourism planning, reflecting a community that supports growth but also expects it to be well-managed, sustainable, and aligned with local needs.

- **Data Counters:** New counters installed at Gabriel's Gully and Waihola Boardwalk and Nugget Point are part of our ongoing visitor tracking improvements. Collecting accurate visitation data at key locations provides information for our planning, promotion, and infrastructure support across the district.



This past year has been another period of growth and progress for Clutha Development. We continue to strengthen the delivery of initiatives that make a real difference for our district. I acknowledge the dedication of our staff — Sarah Hayward, Sarah Homer, Laura Baldwin, Sarita Love and Kristin Aarts (a strong and committed team) — whose combined efforts continue to create positive outcomes for our community.

I would like to thank our Board for their ongoing support and guidance with special appreciation to our Chair, Simon Davies. Simon's leadership has guided us through both opportunities and challenges, and as he steps down, his contribution leaves a strong foundation for the future. We also thank Bronwyn Campbell, who has resigned from the board. Her valuable contribution is greatly appreciated., and we wish her all the best in the next chapter of her career. Finally, we acknowledge Cr Alison Ludemann, who is stepping down after three terms as a Councillor and the CDC appointed representative on our committee. Alison has been a dedicated advocate for economic development and a strong supporter of the activities delivered by Clutha Development.

In a challenging and changing political environment, with increasing pressures placed on council, I also want to acknowledge Council Chief Executive Steve Hill for his strategic vision for the district and support for our organisation. His leadership has been invaluable where economic development actions intertwine with wider strategies that support living and working in the Clutha District.

As we look ahead, Clutha Development remains committed to building on the strong foundations created through the dedication of our Board, team, partners, and community.

By working together, we can continue to embrace opportunities, navigate challenges, and ensure the Clutha District is a thriving place to live, work, visit, and invest.

Linda Moore
Chief Executive
Clutha Development Inc
7 October 2025

