



## Clutha Development Incorporated Annual Management Report 1 July 2018 to 30 June 2019

### Executive Summary

Clutha Development (CD) is the economic development agency and the regional tourism organisation for the Clutha District. We initiate and facilitate activities that will support the district's economy to become more productive, resilient and sustainable.

Our priority areas of focus are (Clutha District Economic Development Strategy):

1. Business Development: Encourage investment in our district to create businesses and jobs
2. Workforce Skills: Build an environment that attracts and retains skilled and talented people in the District
3. Living and Working: Ensure that the District's towns have the social infrastructure to support and encourage growth (including medical and education facilities and housing)

Clutha District Highlights from 2018/2019:

- Housing: Kaitangata Land and House package continues to attract investment; investigation into first-home buyer purchase options for Balclutha/Kaitangata through the Kiwibuild "Buying off the Plans" programme; worker accommodation options explored
- Provincial Growth Fund: Investment in the extension of the Clutha Gold Cycle Trail, SH1-Rosebank Industrial Estate Slip Lane
- Tourism Infrastructure Fund: Investment in Destination Toilets (Milton, Balclutha), Dump Station, Balclutha
- Promotion of Jobs in the Clutha District: [www.cluthanz.com](http://www.cluthanz.com) advertises an average of 60 jobs per month
- Consultation and planning for the development of the Tourism Infrastructure Priority Plan and the Clutha Destination Strategy
- Development of the Otago Regional Economic Development Strategic Framework

Clutha Development is pleased to be a proactive partner in working together on opportunities that will improve the well-being of our communities, making the Clutha District a great place to live, work, invest and visit.

### Business Development

#### Investment Support

*The Provincial Growth Fund (PGF):*

The PGF provided the opportunity for investment into community projects and other developments. With the support of Clutha Development and other partners successful applications were submitted for the extension of the Clutha Gold Cycle trail and Council received funding for the Rosebank Industrial Estate Slip Lane.



The official announcement was made by Minister Shane Jones at Revolution Hills in May 2019.

Work continues with supporting applications for the development of the Clutha Community Hub, the Tokomairiro High School/Toko Training Forestry Skills Course and the pilot programme for Mike Hurring Forestry Specialised Training Facility.

#### *Tourism Infrastructure Fund:*

Clutha Development completed two successful applications to the fund on behalf of the Clutha District Council for destination toilets in Milton and Balclutha - \$468,500 and for a Dump Station in Balclutha - \$82,525.

### **Business Support**

During the year we provided information, advice, administrative support, referrals to other services and training workshops that included:

*Business Start-Up Enquiries:* 5

*Business Visits:* 131

*Training Workshops (funded and subsidised by CD):*

Governance 101; Social Media training for the tourism sector; the Employment Law workshop was cancelled due to low registrations

*Otago Chamber Workshops (held at CDI):*

Presentation Skills; the social media workshop was cancelled due to low registrations

*Business Information and Referral Enquiries:*

Facilitated a survey of local businesses to ascertain the potential use of the proposed Clutha Community Hub facility; assisted the Naish Park coordinating group to set up their legal structure to incorporate as a Trust (Clutha Parks Trust)

*Clutha Stakeholder Survey (First Retail Group):*

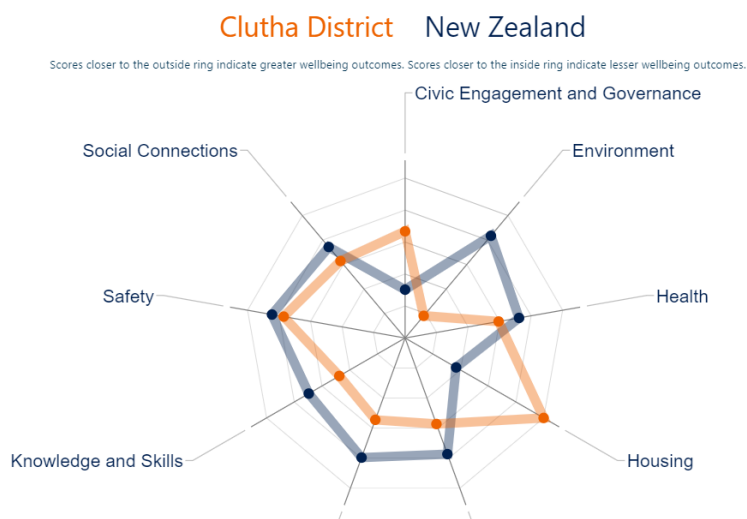
Earlier in the year we explored the option to host an economic summit with businesses to help us identify and confirm priorities for the district's growth. Investigating a similar model in Gore facilitated by First Retail, we chose to undertake a district wide stakeholder survey in June. The following themes were identified and support our current areas of focus:

1. Skills and Labour Market
2. Housing
3. Compliance
4. Town Centre Offer
5. Tourism

The feedback received will provide a valuable foundation for Clutha Development to consider future priorities and initiatives.

### **Economic Data**

Through our annual subscription to Infometrics we receive quarterly and annual reports on the economic performance of the Clutha District. A new Wellbeing reporting parameter has also been developed that is based on Treasury's Living Standards framework (Natural, Social, Human, Financial and Physical Capital). We attended an EDNZ Training workshop 'Exploring Data



Measures Beyond GDP' that was specifically in line with the Living Standards Framework.

Indicators from the quarterly economic profile to June 2019 included:

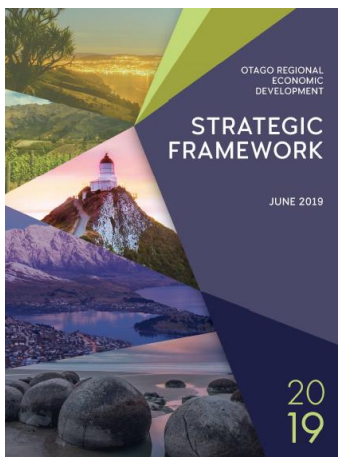
- Clutha's economy grew by a strong 3.4% in the year to June 2019, ahead of national average of 2.5%, according to Infometrics provisional GDP estimates. Growth was higher than in New Zealand (2.5%) and higher than in Otago Region (3.1%).
- GDP (provisional) was \$840 million in Clutha District for the year to June 2019 (2010 prices).
- Clutha's tourism sector has performed well over the past year, with visitor expenditure up by 3.3%pa, in line with trends for Otago and New Zealand. Guest nights in commercial accommodation grew very strongly, up by 8.1%pa compared to flat growth regionally and nationally.
- Clutha's housing market has been firing on all cylinders with strong residential consents, value and sales growth. Residential consents were up by 28.1% for the year to June, largely due to a bumper June quarter. House sales were up by 9.9% for the year, leading to house value growth of 11.1%. Growth outperformed relative to New Zealand, where prices increased by 1.4%.
- Non-residential building consents have been very strong in Clutha over the past year, reaching an annual value of \$19.9m compared to \$9.2m in the year prior. This mainly comprises industrial buildings, but also educational facilities.
- Consumer spending in the district is strong, up by 5.5%pa compared to a national increase of 4.0%. This will predominantly be driven by the confidence of existing residents, as population growth was a modest 0.6%pa.

## Business Networks

Clutha Development as the facilitator continues to support a number of networks that connect people, business and industry:

- *HR Network*: Meet quarterly
- *Clutha Women in Business*: Business Mentors NZ Training workshop (September)
- *New Business*: Invited businesses to morning tea to meet the new owners of Balclutha Bookshop
- *After Five*: Balclutha Rotary will be hosting business networking functions throughout the year and CD will assist with their promotion and registrations

## Otago Regional Economic Development (ORED)



Since 2018 the project team of economic development managers from across the Otago region have been working with the Ministry of Business, Innovation and Employment (MBIE) on the development of an Otago Regional Economic Strategic Framework. The framework was endorsed by Chief Executives and Mayors in May 2019 followed by the sharing of the framework with the region's councils for noting in August and is centred around four high level outcomes:

- Our people – improved wellbeing for all
- Our communities – more vibrant, prosperous and resilient communities
- Our environment – improved environmental sustainability
- Our culture – stronger, more productive partnerships with Ngāi Tahu

ORED continue to engage as a group regularly and also with advisors from the Provincial Development Unit (MBIE) via fortnightly teleconference calls and face to face meetings every 6 – 8 weeks.

MBIE funding has also been approved for the group to appoint two advisors (Coastal Otago, and Inland Otago) for two years to continue to build capacity, portfolio manage and support Provincial Growth Fund (PGF) activities across the Otago region.

## Primary Sector Support

### Resource Consent Support – Working in Waterways:

*Consents granted:* 11

*Consent Applications Being Processed:* 24

The process of preparing and processing resource consents through to the granting of land use consent for working in waterways has slowed down considerably in the last 12 months. This isn't due to the number of consents in the pipeline but changes to the terms of effects and conditions put in place by the various parties involved. This has slowed down the process but meetings have been ongoing with affected parties and the regional council to discuss options and solutions that will meet expectations and allow farmers to carry on normal farm operations in relation to drainage and working in waterways.

### Partnerships with other organisations:

*Beef and Lamb NZ Action Network Programme:* As part of this programme we hosted a presentation in October by Graham Shepherd, Soil Scientist/Agricultural Advisor BioAgriNomics Ltd who spoke on soil carbon – it's relevance and coming importance to farmers. 73 attended the event.

*Ian Mitchell-Innes - Holistic Management Instructor:* In February this year CD was also a co-sponsor of the 'Pasture Walk with Ian Mitchell-Innes attended by 80 farmers

*Agri Women's Development Trust:* CD assisted with the promotion of the 'Understanding your farming business' workshops that has seen 4 workshops registered in the district (Clydevale, Owaka, Lawrence and Tapanui).

## Living and Working

### District Marketing – Management – Development

Investment in the development of the *Tourism Infrastructure Priority Plan* prepared by Steven Finlay (Equip) and the *Clutha Destination Strategy* prepared by Rob McIntyre (Destination Planning Ltd) has been a priority focus. CD has conducted visitor surveys at key tourist attractions, created a district operator/attraction database and organised the itinerary to meet with stakeholders across the district. The Tourism Infrastructure Priority Plan as well as the iSITE/Information Centres review will feed into the Clutha Destination Strategy. The strategy will provide a framework to:

- Leverage maximum visitor economy benefit for the community and local businesses
- Manage tourism growth, environmental and social impacts
- Improve the destination experience that visitors have
- Promote the Clutha District

*Cluthanz.com:*

Continued improvements of content

Development of Clutha Foundation and Otago South River Care web pages

*Media – Marketing:*

AA Marketing Campaign: "Must Do" campaign – provided a prize donated by Catlins Kayak and Adventures

Air NZ Regional Brand Toolkit: Review and update of the publication

Life and Leisure Insider's Guide to NZ (2020): Assisted editor through West Otago/Lawrence area

### Tourism Activity Bi-monthly reports

Information is collated from the CAM (Commercial Accommodation Monitor), MRTE (monthly Regional Tourism Expenditure), Infometrics quarterly report, Clutha District iSITE/Information Centre



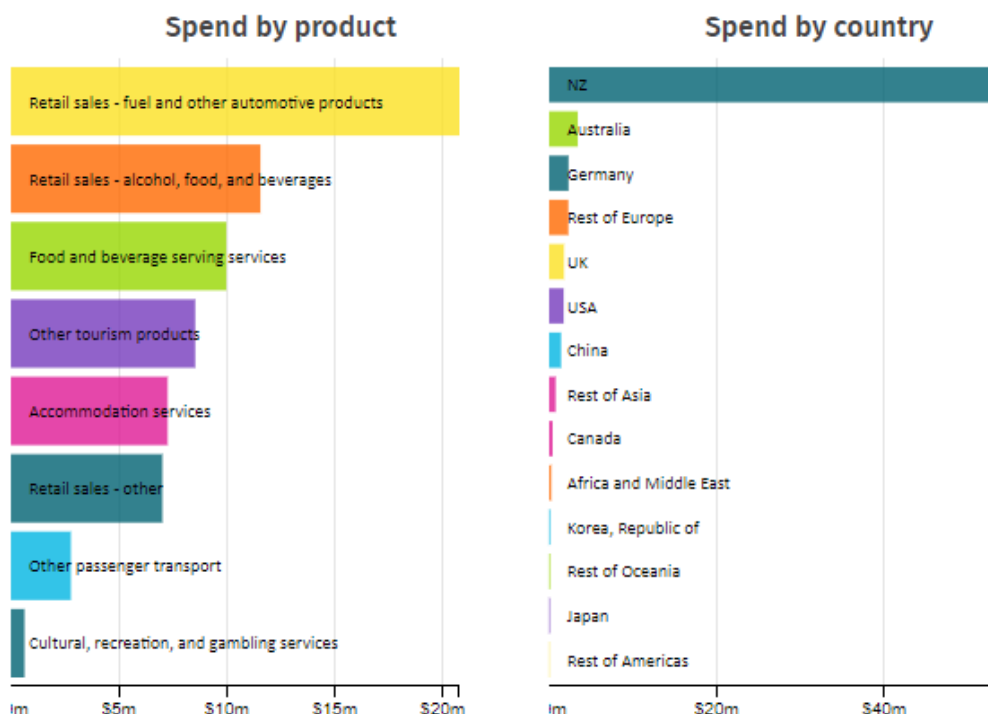
monthly statistics; Google analytics of cluthanz.com, Facebook insights, and the CamperMate and other GeoZone apps.

For the year ended June 2019 compared with the previous year:

- Guest nights rose 8.1 % to 95,506
- International guest nights rose 7.9 % to 35,871
- Domestic guest nights rose 8.2 % to 59,635
- The average length of stay rose from 1.61 nights to 1.83 nights
- The overall occupancy rate rose from 22.3% to 27.1%
- Accommodation capacity, excluding holiday parks, rose 0.7 %

Regional Tourism Organisation (RTO)	Annual Spending
• <b>Destination Clutha</b>	<b>\$69m</b>
• Enterprise Dunedin	\$772m
• Venture Southland	\$432m
• Destination Fiordland	\$235m
• Tourism Central Otago	\$210m
• Tourism Waitaki	\$186m

The annual Regional Tourism estimate of spend for the Clutha RTO to June 2019 is **\$69 million**, up 3.0% compared to Year Ending June 2018 (\$67 million). The product and country of origin breakdowns are detailed in the tables below, along with the historical total spending for year to June 2019.



### Stakeholder Relationships – Activities:

Clutha Development is part of several networks and involved in partnerships that are important to the promotion and development of the Clutha District as a destination. We want to ensure that the



visitor expectations are met but at the same time are managed in a sustainable way respecting our communities and our environment.

*Venture Southland (Great South):* Member of the Murihiku Destination Strategy Advisory group in the development of the strategy, with particular reference to The Catlins; attended the opening of Tumo Toka CurioScape

*Southern Scenic Route:* Update of Clutha information, content and imagery for website

*Lower South Campaign (Dunedin Airport):* Lower South marketing MOU signed with RTO's and partners; led by Dunedin Airport marketing campaign targets South East Queensland through the direct flight from Brisbane to Dunedin; CDI provides content for their website and Facebook page

*Regional Tourism NZ (RTNZ):* Annual benchmarking survey completed; attended annual RTNZ meeting in Queenstown

*Tourism NZ:* People and place campaign (partnered with Great South); attended roadshow in Dunedin (June); monthly industry conference calls, attended presentation of NZ Tourism Strategy

*South Island Destination Strategy:* Mayoral forum is leading this project funded by MBIE being delivered by the Stafford Group; CD attended a workshop in Christchurch and Invercargill highlighting the initial findings and common themes discussed across South Island RTO's

*Tourism Industry Aotearoa (TIA):* CD is a member; TIA manage the annual TRENZ trade show; the annual Tourism Summit Aotearoa and

*NZ Walking Access Commission:* Working with them to upload website content for walking tracks in the Clutha District

*International Marketing Alliance:* Lower South Island Trade Show (August 2019) – attending alongside Enterprise Dunedin (no operators attending from Clutha)

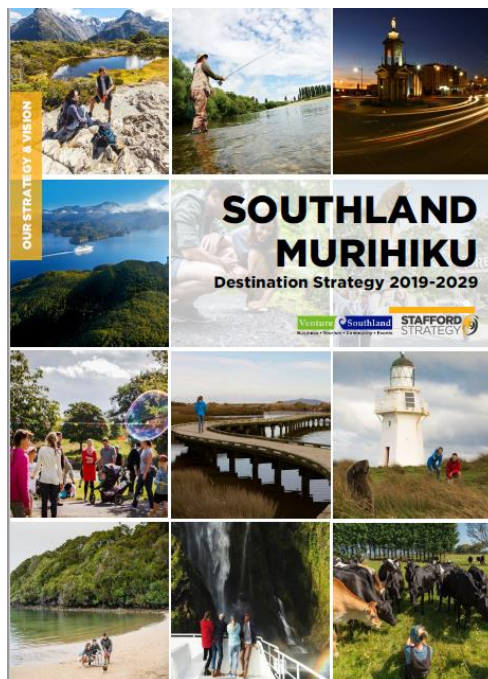
*I-SITE/Information Centres:* Attended annual meeting in Tapanui; CD hosted Famil for Clutha i-SITE and information centre staff and volunteers in October (9 attendees); planning for i-SITE famil with neighbouring regions i-SITE staff for September 2019; 6-weekly catch-up meetings with Vicki Darling, John Scott, Angela Anderson

*Catlins Coast:* Attend meetings regularly and provide a monthly report

*Roxburgh Gorge and Clutha Gold Trail Operators Group:* Was formed to look at promotional and marketing opportunities for the trails; little interest from operators and no progress made with this group

*Clutha Gold Trail Charitable Trust:* Discussion on marketing plan for the Clutha Gold Trail and CD to prepare a proposal for discussion; CD have taken over the management of the Facebook page

*The Catlins Opportunities Group:* Collaboration scoping meeting planned for July 2019 hosted by CD, Great South and DOC and stakeholders



*Trade Product Development:* CD provided support to adventure activity businesses and there was also interest in looking at agritourism opportunities; Clutha Gold Cycle Trail – management of facebook page, banner for PGF announcement

*Famil/Presentations:* Telford Taster Week (July/October) – tour of The Catlins; tourism presentation to Tokomairiro High School students at Tautuku Forest and Bird Cabins'; presentation to Rotary Exchange group from Tasmania

*Training and Development:* Tourism and Hospitality workshop 11 Oct (Website, social media, digital and online marketing) – 6 attendees

## **Social infrastructure to support and encourage growth**

The accommodation shortage and lack of housing options in the district has been a focus throughout the year.

### **Worker Accommodation Shortage**

Initially CD worked with some of the bigger employers to find a potential solution that would fit, particularly for fixed term seasonal workers.

We also explored opportunities with accommodation providers, businesses, property developers, container housing companies, potential funding partners on supply and demand issues and to explore options for the provision of single worker accommodation:

*The Property Group:* Report commissioned on investment opportunities and potential investors for provision of worker accommodation in the Clutha District

*Otago Corrections:* Discussion on transitional housing and community housing providers initiatives

*Social Agencies:* CD attended meeting along with social agencies and other interested parties to discuss current situation and areas of need

### **Housing**

*Clutha Housing Strategy:* During the accommodation discussions, it was clear that a district wide strategy for housing would identify and ensure a constant and productive approach to this growing issue and possible solutions. In partnership with GHC Consulting a draft strategy has been developed for discussion by Council.

*Kaitangata Land and House Package (Kaitangata Promotions):*

Prospectus updated (note cluthanz.com still receives weekly enquires from people interested in living and working in Clutha; Group worked with the community for the inclusion of 5 sections in the Kiwibuild proposal

*Kiwibuild – Invitation to Participate (ITP) programme:*

Council has been extremely supportive of opportunities to assist in the expansion of new home builds in the Clutha District and agreed in principal to explore the opportunity that KiwiBuild could offer to the district, particularly Balclutha and Kaitangata in the first instance.

On behalf of Council, CD explored options for expanding the residential offering for new and existing residents through the Invitation to Participate application for the KiwiBuild "Buying off the Plans" programme for housing in both Balclutha (5) and Kaitangata (5). This was a large project developed during the last twelve months. This included site selection, the EOI process for local builders and review of proposals, consultation with the KiwiBuild Unit, Council, local real estate agents and the Kaitangata Promotions Group. The conclusion was that the KiwiBuild model was not a feasible option. The costs associated with the dwellings made them prohibitive especially for first home buyers which is the target of the KiwiBuild programme.

## My Little Local Clutha App

CD partners with My Little Local Ltd for the delivery of the My Little Local Clutha app (Everything Clutha all in one place) that was launched in August 2018.

Year 1 Highlights:

- 42% population has the app (between 16-60 years) – largest online news outlet in the District
- Total of 4,290 downloads
- 390K page views
- 84 local businesses are advertising on the app
- Facebook page – 2,500 followers (promotes the app)
- News, sport, notifications and lifestyle are most popular buttons

## THE APP TEAM

Nicola Law

Sales & Writer | Clutha



Francis Parker

Sports Editor



Shay Dewey

Editor



Martha Dewey

Events | Writer | Admin



## Clutha Foundation

Clutha Development has provided administration services and funded an operational budget for the establishment of the Clutha Foundation in Year 1.

The Clutha Foundation (a registered charity) was launched on 17 August 2018. A member of the Community Foundation of New Zealand the foundation is building a local fund (through the generosity of donors) that will benefit residents and communities of the Clutha District.

To date cash donations of \$27,000 have been received, further pledges totalling \$353,000 and pass through funding from the Otago Community Trust of \$250,000 to be distributed over five years.

The Foundation has also been accepted into the CFNZ Milestone programme for funding towards the first five years operational costs and received an operational grant from Council for 2019/2020.

The Trustees will now focus on increasing awareness of the aims and objectives and plan to appoint an Executive Officer in the coming months. Clutha Development will continue to support the Foundation by providing office space and mentoring support to the Executive Officer.





## Heartland Services

Clutha Development has a contract with the Ministry of Social Development to for this service that provides our communities throughout the Clutha District with access to government and community services. 2018/2019 saw 606 enquiries (majority for immigration NZ and IRD). The weekly JP service saw 321 people access this service. Agencies, Literacy Aotearoa and counselling services are now meeting with clients weekly/fortnightly. Administration support services continue to be provided to the Clutha District Emergency Services Trust.

## Encouraging Community Leadership – Project Clutha

Project Clutha is a voluntary group established to provide a platform for residents of the Clutha District to come together and engage in activities that enhance their sense of place and belonging in the area.

*Community:* Big River Raft Race and Big River Festival 9 Feb 2019 (17 rafts); 'Waste Free Sarah' evening at SOTCC (Aug)

*Social:* July – Winter Mixer; May – Kimberly Beckett, DIA Community Advisor (guest speaker)

*Progress:* Met with trustees from the Clutha Foundation; executive committee (workshop on volunteering with Kimberly Beckett-DIA); executive committee attended the governance training workshop



## Workforce Skills

A priority area for the Clutha District, Clutha Development supports businesses and initiatives that will attract and retain skilled and talented people in the District.

### Attraction and Retention/Job Opportunities:

*Number of Jobs listed on the cluthanz.com website:* 617

*Curriculum Vitae Support and development:* 49

*Job Seeker support:* 81

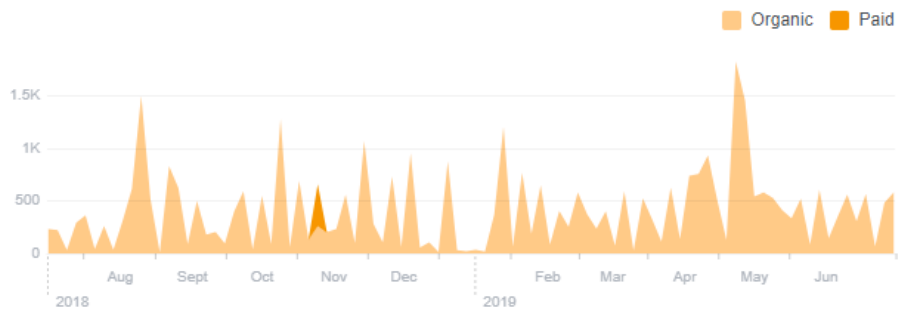
*Job Seeker Enquiries from overseas:* We continue to receive enquires for jobs (April-June 2019 – 159 enquiries)

*People supported directly into jobs:* 30 – there has been a drop-off in the number of job seekers that Clutha Development have met with over the past six months – one of the focus areas planned is the development of the 'Job Package', working with employers to attract workers and focusing on promoting the job – the business – the Clutha District

*Marketing and Promotion:* Job listings shared on Live and Work Facebook page; Jobs listed on cluthanz.com; Dairy industry job promotion (July 2018) – received 24 applications that were referred on to the jobs available

## Total reach

The number of people who had any content from your Page or about your Page enter their screen. This number is an estimate.



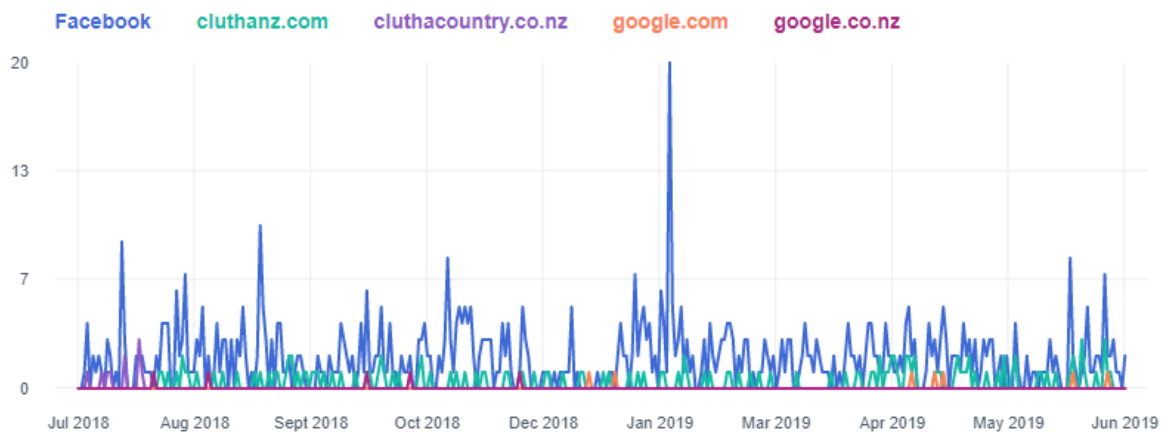
### BENCHMARK

Compare your average performance over time.

Organic

Paid

## Top sources



## Events

### Clutha Training and Development Awards

- Celebrating graduates and their employers – 7 November 2018 (76 attendees)
- 17 graduates and 12 businesses were presented with awards
- Guest Speaker: Ruth Ratcliffe



## Clutha Career Pathway Expo

- Saturday 10 November (24 businesses attended), held at the Cross Recreation Centre
- Focus was on the opportunity for people to connect with local businesses and learn about different career pathways (not specifically about jobs available)



## Businesses and Stakeholders:

*Immigration NZ:* Sector and skills discussions, understanding workplace diversity and support for businesses; newcomer network and migrant support discussions

*Otago Workforce Development Committee:* Focus of the group is 'to address the labour potential, for the projects in Otago (focus on Dunedin hospital build; understand the local workforce capacity and look to support people development

*Otago Corrections Employer Open Day:* CD attended and promoted to the businesses in the district

## Business and Education Sector Opportunities

Our role is to also look for opportunities to connect our businesses with students and potential job opportunities. We support a number of initiatives that will profile career and industry employment pathways.

*Cluthanz Connect:* Student mock interviews with Year 12 students from South Otago High School; job seeker support for 4 students from Blue Mountain College

*Toko Training (Tokonairiro High School):* PGF application for pre-employment forestry course (2 days a week over 32 weeks); available to students in Otago/Southland; application is currently being reviewed

*Mike Hurring Logging, Competenz, Forestry Companies, Southern Wood Council:* Pilot training scheme apprentices (Lower South Island) building on the current 5-week block course that has been developed and delivered out of Mike Hurring Logging Barnego site; application has been submitted by Competenz to MPI for Te Uru Rakau 1 Billion Tree Fund; CD is part of the working group

## Natural Resources

### Community Initiatives

**Clutha Gold Trail Charitable Trust – Extension of Cycle Trail from Lawrence to Waihola**





Clutha Development has supported the working group and the Trust on this initiative, and it was fantastic to be present at the PGF funding announcement that will see the Clutha Gold Cycle Trail extended from Lawrence to Lake Waihola. Eion Mills was employed by CD until 31 May 2019 and will now continue in the role of land access, site negotiation and construction monitoring with Southern Land who are managing the trail build.

Clutha Development will continue to support the Trust through the management of the Clutha Gold Trail Facebook page and assisting with the planning and development of the marketing and management of the trail.



### **Lawrence Community Wetland**

Clutha Development has invested in supporting the Working Party in the development of a community wetlands in Lawrence through providing a facilitation role, funding and resources. Community leadership and support is now required to manage and progress the project to the next phase of development

### **Clutha Parks Trust**

Clutha Development assisted the Naish/Centennial Park coordinating group to set up the legal structure to incorporate as a charitable trust

### **Otago South River Care (OSCR) - Clutha Water Quality Project**

*Vision: To engage our communities to protect and enhance water quality now and for future generations*

The review of this project in 2018 saw a change of focus to encourage and support the development of farmer-led catchment groups throughout the Clutha District. An Advisory Committee has been established to oversee the project and to provide support to Lloyd McCall (M90 Farm Solutions) who is contracted as the Manager for this project.

Six catchment groups have been established (Lower Clutha, Owaka, Tokomairiro, Tuapeka/Waitahuna, Lake Tuakitoto and Waiwera-Kaihiku) and each has developed an action plan.

Otago South River Care is funded by the farmers and receives additional funding support from Ministry for Primary Industries Sustainable Farming Fund, Otago Regional Council Eco Fund and sponsor Shand Thomson.

*Summary of Activities:*

*Field Days Held:* Owaka, Waiwera, Tokomairiro/Lake Tuakitoto, Lawrence Information evening

*Water Discharge Testing Programme:* Farmers have completed 300 plus water tests this year



*In stream testing:* 22 sites have been identified to monitor water quality and these sites will be monitored three times a year with Otago Regional Council staff assisting with the collection of samples

*Good Management Practices:* Developing information and guidelines on good management practices to be circulated to farmers

*Community Education – Water Health Education and Riparian Planting:* School and community sites have been established at Tokomairiro High, Waiwera South, Clutha Valley, Waitahuna; programmes facilitated by Landcare Trust for students to learn about stream health care (assessment, habitat chemistry, macroinvertebrates and monitoring); also planting riparian plants as part of stream restoration

*Promotion:* Established both an OSRC web page on cluthanz.com and a facebook page

*Events:* Two stakeholder meetings have been held and the Waiwera Catchment group are hosting the Women's Enviro Evening.



## General

2018/2019 has been another year of continued growth for Clutha Development and commitment to supporting the sustainability and growth of the district through the delivery of our initiatives.

I would like to acknowledge and thank the governance committee for their contribution and support for what has been a year of change.



Rob Hewett retired as Chair and from the Executive Committee in June this year. Success comes from the vision of a strong governance team. An organisation that under Rob's leadership and guidance has grown from strength to strength since its inception in 2012. We wish Rob all the very best for whatever comes next. We are also excited to work alongside our new Chair, Bridget Tweed and the positive dynamic that she will bring to our discussions.



I am extremely proud of the 'Clutha Development Team' and their ability (and flexibility) to be able to successfully respond to the challenges and opportunities of the wide range of projects that are presented to us.

Karla McPhee left in May and was influential in the development of the Living and Working initiatives and the management of connecting job seekers with job opportunities. Eion Mills also moved to work for Southern Land at the end of May. Eion for the past four years has project managed the cycle trail extension focussed on landowner engagement and the development of the trail route. Joining Sarah, Hamish, Nicola, Lloyd, Shelley and I in 2019 were Libby Hindmarsh, Sarah Homer and Laura Baldwin who bring a new level of energy and experience to the team.

We all play our part in actioning the vision that has and will continue to make a real difference to where all of us have a strong passion for where we have chosen to live and work.



Libby



Sarah



Laura

**Linda Moore**  
**Chief Executive**  
**Clutha Development Inc**

**9 October 2019**