



Clutha Destination Strategy Implementation Plan 2020-2030

Strategic Focus Areas

1. Destination and Experience Development
2. Tourism Infrastructure
3. Industry Capability and Capacity Development
4. Sustainability and Regenerative Tourism
5. Destination Marketing



Destination Planning Ltd

Clutha 

INTRODUCTION

The Clutha Destination Strategy Implementation Plan identifies actions (prioritised from High to Low), potential partners, funding options and a timeline that will work towards achieving the following:

- Increased visitor expenditure by an average of 4% per annum through improved visitor facilities, experience, and marketing
- Improved benefits to the community through the support of new businesses, jobs, facilities, services, and cultural interactions
- Managed tourism growth, environmental and social impacts, retaining what is special about Clutha and The Catlins
- Increased length of stay in the district, from a one-day drive through to a two to three-day experience
- Adopt new Quality of Life indicators relevant to tourism aligning with government, regional and district council indicators

The funding received from Ministry of Business, Innovation and Employment – Strategic Assets Protection Programme (MBIE-STAPP) will advance several of the strategic actions and support the tourism sector affected by Covid-19 over the next 18 months. These are identified across three categories in the table below with more detail provided for some actions in Appendix 1.

	Summary	Estimated Cost
1	Destination Management and Planning	\$125,000
2	Industry Capability Building and Product Development	\$80,000
3	Domestic Marketing	\$195,000
	Total	\$400,000

STAKEHOLDERS AND PARTNERSHIPS

There are multiple stakeholders identified as potential partners collaborating to achieve the strategic outcomes through the delivery of the project actions (some of which are listed below):

CDI – Clutha Development Inc (CDC service level agreement plus project funding)	CDC – Clutha District Council	Private – Private Investment	CC – Catlins Coast Inc.	CGTCT – Clutha Gold Trail Charitable Trust
DOC – Department of Conservation	TLCC – Tuapeka Lawrence Community Co.	CG – Central Government	MBIE-STAPP – 2020-2021 tourism investment	45SouthNZ – 8 southern RTO’s collaborative project
TIF – Tourism Infrastructure Fund	Comm. – Community group funds and fundraising	CD Prom Groups – Clutha District promotions groups	NTT - Ngai Tahu Tourism -	CPT – Clutha Parks Trust
OCTC – Otago Cycle Trail Collaborative Initiative	VC – Visitor/Information Centres	DF – Destination Fiordland	DQ – Destination Queenstown	GS – Great South
ED – Enterprise Dunedin	MBIE-RBP – Regional Business Partners	SSR – Dunedin, Clutha, Southland, Fiordland, Queenstown	RCE – Otago – Regional Centre of Excellence	RTO’s – Regional tourism organisations

CLUTHA DESTINATION STRATEGY IMPLEMENTATION PLAN 2020-2030

1. Destination and Experience Development

Project	Strategy Action	Implementation	Partners	Priority	Funding	Timeline
1.0 Icon Experiences						
1.0a	Establish destination experience management plan for Nugget/Kaka Point	Attract funding to complete the plan. Establish visitor monitoring (link to 4.0a).	DOC CC CDI	High	Central Government DOC	2023
1.0b	Establish destination experience management plan for Cathedral Caves	Attract funding to complete the plan	CC Trust DOC CC CDI	High	Central Government DOC	2023 - 2025
1.0c	Establish destination experience management plan for Gabriel's Gully, Lawrence	Attract funding to complete the plan.	DOC (Dn) Heritage NZ MCH TLCC CDI	High	MBIE-STAPP DOC	2020/2021
1.0d	Wildlife Management - develop expert wildlife guide pool and sustainable commercial Wildlife viewing experience	Liaise with DOC to identify and then promote suitable providers.	DOC	Low	CDI	2021/2022
1.0e	Establish destination experience management plan for Purakaunui Falls	Attract funding to complete the plan.	DOC CC CDI	Med	Central Government DOC	2023 – 2025
1.1 Maori Tourism						
1.1a	Work through the local Runanga to facilitate more inclusion of endorsed Maori heritage stories	Facilitate further meetings and discussion with Runanga.	CDI	High	MBIE-STAPP	2020/2021

	in site interpretation and tour/activity commentaries.		Ngai Tahu Waikoau Runanga			
1.1b	Seek to engage the Ngai Tahu Takiwa Tourism programme to establish Maori owned and operated tourism businesses in Clutha	Facilitate meetings to investigate the Ngai Tahu Takiwa Tourism programme.	CDI	Med	CDI	2028 - 2030
1.2 Accommodation						
1.2a	Encourage the Clutha Licensing Trust to upgrade its accommodation and hospitality properties	Meet regularly with CLT representatives for an update on development plans for the Trust.	CDI CDC CLT	High	CDI	2020 - 2030
1.2b	Encourage Holiday Parks to “winterise” their facilities (more built, insulated and well heated units)	Facilitate discussion with operators and Holiday Park Assn on best practice examples.	CDI Holiday Parks Assn	High	MBIE-STAPP	2021/2022
1.2c	Establish a database and communications programme to better engage the vacation rentals sector in quality enhancement, marketing and efficient booking systems	Investigate options and funding to establish a database and communications programme.	CDI Clutha iSITE	High	CDI	2022 – 2023
1.2d	Promote the opportunities for a luxury lodge/spa retreat and a mid-scale hotel (long term) in Clutha	Attract funding in partnership with Great South to develop a prospectus and/or complete a feasibility study.	CDI GS	Med-Low	CDI	Prospectus 2021/2022 Target establishment 2025– 2030
1.3 Bike and Walking Trails						

1.3a	Ensure successful completion of Clutha Gold Trail and facilitate associated product development and promotion	Funding for trail construction received. Provide support and cycle market insights for product development and promotion.	CGTCT CDI DOC CDC Otago Cycle Trail Collaborative	High	CGTCT CDC - \$1m PGF - \$6.5m NZCTT - \$1.5m OCT - \$500k MBIE-STAPP	2020 – 2022 2021 - 2030
1.3b	Progress the Catlins Coastal Walking Trail by first updating the feasibility study	Prepare an RFP to undertake the feasibility study. Feasibility study to be completed.	CDI CC DOC GS	High	MBIE-STAPP GS	Study complete 2020/2021 Trail target 2023 - 2025
1.3c	Develop a trails strategic framework to prioritise other trail opportunities such as Beaumont-Tuapeka Mouth, Blair Athol extension/enhancement, Taieri Mouth-Waihola, Owaka Coast, Kaka Point Hilltop to Wilsher Bay etc	Develop a trails strategic framework.	CDC DOC CDI	Med	MBIE-STAPP	2021 – 2022
1.3d	Investigate pre-feasibility of a Catlins Rail Trail shared bike and walking path	Attract funding to complete pre-feasibility report.	CDI CDC CC DOC	Med-Low	Central Government CDC	2023 - 2025

1.4 Southern Scenic Route

1.4a	Engage regional partners to establish SSR enhancement action plan covering roading, signage, interpretation and potential, Waka Kotahi (NZTA) endorsed Tourist Drive Branches (eg Crichton-Kaitangata branch	Partner with the SSR collaborative to advance initiatives (brochure, website, marketing plan) – annual membership contribution.	SSR Collaborative	Med	CDI GS ED DF DQ	2020 - 2030
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	and Forgotten Coastal Highway (Taieri Mouth-Toko Mouth-Kaitangata Coastal route)					
1.5 Destination Towns						
1.5a	Continue to work with CDC on the 'Our Place' community plans to prioritise town improvements that benefit both visitors and residents including public toilets, wayfinding and distinctive destination playgrounds	Provide support to initiatives upon request from Council, including visitor market insights and input/writing for funding applications.	CDC CDI CD Prom Groups CPT	Med	CDC	2020 - 2030
1.5b	Establish a programme to engage absentee property owners to encourage occupancy and upgrade/restoration of key main street buildings, especially in Lawrence.	Research models that could be replicated in the district's towns. Support CDC to develop database of target property owners for building/sites that need enhancement.	CDC CDI CD Prom Groups TLCC	Med	CDC CDI	2023 - 2030
1.6 Event Development						
1.6a	Develop a basic event strategy that addresses seasonality, aligns events to destination positioning, delivers positive exposure and visitor spend.	Review and update 2017 draft Events Strategy including funding criteria and decision-making process.	CDI CDC	Med	MBIE Regional Events Fund	2020 - 2023
1.6b	Work with Great South and Enterprise Dunedin to provide best practice event management resources for local event managers	Develop event management Toolkit.	CDI GS ED	Med-Low	CDI	2020/2021

2. Tourism Infrastructure

Project	Strategy Action	Implementation	Responsible	Priority	Funding	Timeline
2.0 Infrastructure to support Responsible Camping (links to 4.1 under Sustainability)						
2.0a	CDC Freedom Camping trial in Owaka	Completed by CDC.	CDC	High	CDC	2019 /2020
2.0b	Investigate other potential Freedom Camping sites: Willsher Bay, Papatowai, and Curio Bay	Support applications for funding.	CDI CDC	Med- High	CDC TIF	2022 – 2023
2.0c	Increase promotion of existing camping sites and maintain ongoing engagement with existing operators	Promote through marketing campaign. Ongoing contact with operators.	CDI CDC	High	CDC CDI MBIE-STAPP	2020 – 2021
2.0d	Encourage upgrades to existing DOC campsites	Include in regular discussions with DOC.	CDI CDC DOC	Med- High	DOC	2021 – 2022
2.0e	Engage with the National Responsible Camping Working Group on policy, vehicle standards and national register for monitoring and enforcement	Keep up to date with progress and provide input as appropriate.	CDC	Med- High	CDC	2021/2022
2.0f	Work with CDC on Responsible Camping Strategy	Develop Responsible Camping Strategy.	CDI CDC	High	MBIE-STAPP	2020/2021
2.1 Core Infrastructure Issues						
2.1a	Private Public Partnership For example: Milton Main Street, and Milton’s Taylor Park upgrades	Explore opportunities to attract funding to support project development.	CDC C D Prom groups	Med- High	CDC LTP/AP Private TIF	2023 – 2030
2.2 Connectivity						

2.2a	Explore IT upgrade opportunities, particularly in regard to mobile broadband and fibre coverage in several areas of the Clutha District	Advocate for improved connectivity to remote areas of the district.	CDC	Med	CDC LTP/AP TIF	2021 – 2023
2.3 Toilets, Amenities and Other Infrastructure						
2.3a	Development of Destination Toilets in Milton and Balclutha	Funding received to complete.	CDC	Med-High	CDC TIF	2020/2021
2.3b	Development of a public dump station in Balclutha	Funding received to complete	CDC	High	CDC TIF	2020/2021
2.3c	Consultation to identify gaps in the placement of toilet facilities at popular spots	Consult with parties and complete the report.	CDC DOC CD Prom Groups	Med-High	CDC LTP/AP TIF	2021 – 2023
2.3d	Partnerships with community groups to drive-forward community-initiated projects such as parks and playgrounds	Identify partnership opportunities and provide support as required.	CDC CD Prom Groups	Med	CDC LTP/AP Central Government	2020 – 2030
2.3e	Increase geographic spread and funded management of rubbish bins and waste stations	Develop a business case to attract funding.	CDC	High	CDC LTP/AP TIF	2020 – 2023
2.4 Access						
2.4a	Explore options to improve roads to cater for increasing tourist volumes – offering easy access to places to stop along the way enhances visitor experiences	Attract funding to include in Infrastructure Plan.	CDC	Med-High	CDC LTP/AP Waka Kotahi (NZTA)	2023 – 2030
2.4b	Electric Vehicle accessibility – charging stations throughout the Clutha District	Identify sites to meet tourism flow needs. Attract funding to increase number of charging stations.	CDC Waka Kotahi (NZTA)	Med-High	Private CDC Waka Kotahi (NZTA)	2022 – 2025

2.4c	Park and Ride opportunities for visitors to access Nugget Point	Include in regular discussions with DOC for feasibility (link to 1.0a).	DOC CDI CDC	High	DOC Central Government TIF	2022 – 2024
2.5 Signage						
2.5a	Establish a Wayfinding Plan - full audit of existing signage and wayfinding, a plan for additions, improvements and an asset management approach to ensuring future budgeting, maintenance and replacement	To develop a Wayfinding Plan (link to 1.4, SSR review).	CDI CDC	Med	MBIE-STAPP	2020/2021

3. Industry Capability and Capacity Development

Project	Strategy Item	Implementation Action	Responsible	Priority	Funding	Timeline
3.0 Partnering with tourism organisations to deliver sustainable business modelling (partnering with Great South and Enterprise Dunedin)						
3.0a	Business planning e.g. customer targets, financial management	Provide business support and referrals (CDI core activity).	CDI	High-Med	MBIE-STAPP CDI RBP	2020 – 2022 2022 – 2030
3.0b	Develop simple marketing plans to reach target markets	Provide business support and referrals (CDI core activity).	CDI	Med-High	MBI-STAPP CDC CDI RBP	2020 – 2022 2021 – 2030
3.0c	Digital Capacity – (website, social media, google business, review management, booking and payment systems)	Deliver digital training workshops and follow up support.	CDI	High	MBIE-STAPP CDI	2020 – 2022

3.0d	Meeting visitor expectations through quality customer experience and service	Facilitate training workshops.	CDI	Med	MBIE-STAPP CDI Private	2020 – 2030
3.0e	Funding and application assistance for Qualmark accreditation	Facilitate and promote businesses to complete accreditation.	CDI	Med	MBIE-TAPP RBP	2020 – 2022
3.0f	Increase the number of operators in Sustainable Tourism Accreditation Programmes	Facilitate and promote businesses to complete accreditation.	CDI DOC RCE Otago	Med	CDI TIA	2022 – 2030
3.0g	Assist commercial operators to become DOC-approved to provide activities and services in conservation areas	Liaise with DOC to work with commercial operators.	CDI DOC	Med	DOC CDI	2021 – 2030

4. Sustainability and Regenerative Tourism

Project	Strategy Item	Implementation	Responsible	Priority	Funding	Timeline
4.0 Trends Analysis - Understanding demand and carrying capacity						
4.0a	Establish robust ongoing visitor counts at key attraction sites (DOC), i-SITE and information centres (CDC) Conduct periodic visitor characteristic and behaviour surveys (CDI)	Develop programme for data capture (this is the first stage for all of the Destination Experience Management Plans in section 1.0).	DOC CDI VC's	High	MBIE-STAPP DOC Otago University Otago Polytechnic	2021 – 2030
4.0b	Investigate options to source quality industry data	Fund annual subscriptions.	CDC CDI	High	CDC MBIE-STAPP GS	2020/2021

4.1 Responsible Camping (links to 2.0 under Infrastructure)						
4.1a	Establish accurate data for existing camping capacity versus demand	Conduct a detailed audit of capacity and occupancy. Research the delivery of live capacity information (eg Rankers, Campermate).	DOC CDI	High	CDI	
4.1b	Work with neighbouring councils, operators and local communities towards a consistent Freedom Camping policy	See 2.0a	CDC	High-Med	CDC	2021 – 2022
4.1c	Increase the Responsible Camping Ranger/Information Officer resource	Funding received to action.	CDC	High	CDC Responsible Camping Fund	2020/2021
4.1d	Quality and effective promotion of Responsible Camping information in print, online, apps and information centres	Funding received to action.	CDC	High-Med	CDC Responsible Camping Fund	2020/2021
4.1e	Identify methods of the economic benefits of Freedom Campers	Assess MBIE-funded FreshInfo national Freedom Camping survey when established. Invest in an economic impact tool.	CDC	Med	CDC CDI	2022 – 2023
4.1f	Investigate possibility of Owaka becoming a NZMCA motorhome friendly town	Complete report on this opportunity.	CDC NZMCA CD Prom Groups	Med	NZMCA CDC	2021 – 2022
4.2 Care Codes						
4.2a	Alignment with the national responsible tourism initiatives by	Raise awareness and advocate for inclusion in projects.	CDI CDC CC	Med	CDI	2020 – 2030

	DOC, TIA and TNZ e.g. Tiaki Promise	Investigate integration of Catlins Code with national codes to simplify message clarity to visitors.				
4.3 Tourism Partnerships with Environmental Programmes						
4.3a	Investigate ecological restoration visitor experiences including voluntourism opportunities	Attract funding to promote and develop opportunities.	CDI DOC Wildlife NGOs	Med	Private CDI DOC Central Government	2025 – 2030
4.4 ‘Slow Tourism’ and Opportunities for offsetting Carbon Emissions						
4.4a	Electric Vehicle accessibility – ensure geographical spread of charging stations across the Clutha District	See 2.4b	CDI CDC	Med		
4.4b	Encourage ‘Slow Travel’ – lengthen stay of the visitor	Development of itineraries included in the marketing plan.	CDI	Med-High	CDI	2020 – 2030
4.4c	Encourage operators to engage in sustainable tourism programmes to reduce waste and emissions and demonstrate their sustainability to customers	See 3.0f	CDI CDC GS	Med-High		
4.5 Waste and Recycling Management						
4.5a	Educate visitors regarding sites without rubbish receptacles and their need to remove waste	Include in promotional material (printed, social, website).	CDI VCs DOC CDC	Med	CDI CDC DOC	2020 – 2030
4.5b	Engage in national initiatives to broaden the range of recyclable	Participate in national initiatives and opportunities.	CDC	Med	CDC TIF	2023 – 2030

	materials and implement recycling stations				Central Government	
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5. Destination Marketing

Project	Strategic Item	Implementation	Responsible	Priority	Funding	Timeline
5.0 Positioning						
5.0a	Define the destination brand and include consistent stories/messaging	Funding received (MBIE-STAPP) 2020 – 2022.	CDI CD Prom Groups CDC	High-Med	MBIE-STAPP CDI	2020 – 2022
5.0b	Audit current printed collateral across the Clutha District	Funding received (MBIE-STAPP) 2020 – 2022.	CDI CD Prom Groups CDC	High	CDI MBIE-STAPP	2020 – 2022
5.1 Content and Digital Channels						
5.1a	Fund content development (video, photo library, special interest fact sheets, how to visit responsibly, suggested itineraries)	Funding received (MBIE-STAPP) 2020 – 2022.	CDI CDC	High	MBIE-STAPP	2020 – 2022
5.1b	Facilitate content distribution via key Third Party Digital Channels (advocating accuracy and comprehensiveness), TNZ, TripAdvisor, Lonely Planet, Southland, Dunedin ...)	Funding received (MBIE-STAPP) 2020 – 2022. Will require continual updating.	CDI	High-Med	MBIE-STAPP CDI	2020 – 2022
5.1c	Enhance the www.cluthanz.com website	Funding received (MBIE-STAPP) 2020 – 2022.	CDI	High	MBIE-STAPP	2020 – 2030

5.1d	Focus Social Media activity on Facebook and Instagram, and explore Asian SM channels	Funding received (MBIE-STAPP) 2020 – 2022.	CDI	Med	MBIE-STAPP CDI	2020 – 2030
5.1e	Explore more coordinated digital representation of individual towns/destinations across Clutha District.	Funding received (MBIE-STAPP) 2020 – 2022. Ongoing relationship development.	CDI CD Prom Groups VC's	Med	MBIE-STAPP CDI	2020 – 2030
5.1f	Coordinate promotion of Clutha Gold Trail with the trail trust including project management of the website redesign, and maintenance of social media channels Otago Cycle Trail Collaborative Initiative	Completed. Trail Manager has been appointed with the CCTT	CDI	High-Med	CDI CGTCT NZCT MBIE-STAPP CDI	2020 2020 – 2022 2022 – 2030
5.2 Printed Collateral						
5.2a	Fund the development and distribution of a more expansive official RTO brochure map for nationwide i-SITE distribution	Funding received (MBIE-STAPP) 2020 – 2022.	CDI	Med	MBIE-STAPP CDI	2020 – 2022 2022 – 2030
5.3 Media and Trade						
5.3a	Develop story ideas and support TNZ, Great South, Dunedin Visiting Media programmes with hosted itineraries	Funding received (MBIE-STAPP) 2020 – 2022.	CDI VC's	Med	MBIE-STAPP	2020 – 2022
5.3b	Carry out Trade education and hosting with Enterprise	Facilitate trade famils with neighbouring regions.	CDI VC's RTO's	Med	CDI RTO's	2020 – 2022

	Dunedin, Great South and TNZ					
5.3c	Develop a database of NZ based tour operators with potential to extend tours in Clutha, identify product needs and facilitate partnerships with local suppliers	Identify NZ based tour operators and explore opportunities for local partnerships.	CDI	Med	CDI	2022/2025
5.4 Implement the recommendations in the Visitor Information Review						
5.4a	Thematic and story integration <ul style="list-style-type: none"> • New display and interpretation panels • Ensure DOC engagement 	Develop display and interpretation panels.	CDI CDC VC's DOC	Med	CDI CDC	2021/2022
5.4b	Marketing and online representation of visitor servicing <ul style="list-style-type: none"> • Print: develop rack card for visitors and local operators • Online: RTO website and third-party websites • Explore revenue growth opportunities – Clutha collateral, online shop 	Funding received (MBIE-STAPP) 2020 – 2022.	CDI CDC VC's	Med	MBIE-STAPP CDI CDC	2022 – 2030