

Notice of Meeting:

I hereby give notice that an ordinary meeting of the Strategy, Planning & Engagement Committee will be held on:

Date: Thursday 20 March 2025
Time: 10.00 am
Venue: Council Chambers, Dunedin Public Art Gallery, The Octagon,
Dunedin

Sandy Graham
Chief Executive Officer

Strategy, Planning & Engagement Committee

PUBLIC AGENDA

MEMBERSHIP

Chairperson Cr Sophie Barker
Deputy Chairperson Cr Kevin Gilbert

Members

Cr Bill Acklin	Cr David Benson-Pope
Mr Matapura Ellison	Cr Christine Garey
Cr Carmen Houlahan	Cr Marie Laufiso
Cr Cherry Lucas	Cr Mandy Mayhem
Cr Jim O'Malley	Ms Megan Potiki
Mayor Jules Radich	Cr Lee Vandervis
Cr Steve Walker	Cr Brent Weatherall
Cr Andrew Whiley	

Senior Officer David Ward, General Manager 3 Waters and Transition

Governance Support Officer Wendy Collard

Wendy Collard
Governance Support Officer

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Note: Reports and recommendations contained in this agenda are not to be considered as Council policy until adopted.

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	The meeting will close with a Karakia Whakamutunga.	

1 KARAKIA TIMATANGA

The meeting will open the meeting with a Karakia Timatanga.

2 PUBLIC FORUM

At the close of the agenda no requests for public forum had been received.

3 APOLOGIES

At the close of the agenda no apologies had been received.

4 CONFIRMATION OF AGENDA

Note: Any additions must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.

DECLARATION OF INTEREST

EXECUTIVE SUMMARY

1. Members are reminded of the need to stand aside from decision-making when a conflict arises between their role as an elected representative and any private or other external interest they might have.
2. Elected members are reminded to update their register of interests as soon as practicable, including amending the register at this meeting if necessary.

RECOMMENDATIONS

That the Committee:

- a) **Notes/Amends** if necessary the Elected Members' Interest Register attached as Attachment A; and
- b) **Confirms/Amends** the proposed management plan for Elected Members' Interests.

Attachments

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Strategy, Planning and Engagement Committee Interest Register 11 March 2025				
Councillors are members of all committees				
Name	Responsibility (i.e. Chairperson etc)	Declaration of Interests	Nature of Potential Interest	Member's Proposed Management Plan
Mayor Jules Radich	Shareholder	Izon Science Limited	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Shareholder	Taurikura Drive Investments Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Shareholder	Golden Block Developments Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director	Cambridge Terrace Properties Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director/Shareholder	Southern Properties (2007) Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director	Arrenway Drive Investments Limited	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director	Golden Centre Holdings Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director/Shareholder	IBMS Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director/Shareholder	Raft Holdings Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director/Shareholder	Otago Business Coaching Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director	Effectivise Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director	Athol Street Investments Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director/Shareholder	Allandale Trustee Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Shareholder	Aberdeen St No2 Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Road Safety Action Plan	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	100% Shareholder/Director	Panorama Developments Limited	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Hospital Local Advisory Group (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Council of Social Services (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Tertiary Precinct Planning Group (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Tertiary Sector Steering Group (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Club	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Local Government New Zealand (Zone 6 Committee) (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.

Name	Responsibility (i.e. Chairperson etc)	Declaration of Interests	Nature of Potential Interest	Member's Proposed Management Plan
	Member	Connecting Dunedin (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Cr Bill Acklin	Shareholder/Director	Dunedin Brokers Limited	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	APRA - AMCOS	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Entertainer	Various functions	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Strath Taieri Community Board (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Casual Employee	Insulmax	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Craigieburn Reserve Committee (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Toitū Otago Settlers Museum Board (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Cr Sophie Barker	Director	Ayrmed Limited	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Shareholder	Various publicly listed companies	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Property Owner	Residential Property Owner - Dunedin	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Beneficiary	Sans Peur Trust (Larnach Castle)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Mentor	Business Mentors NZ	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Volunteer	Blue Penguins Pukekura	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Vegetable Growers Club	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Chairperson	Dunedin Heritage Fund (Council Appointment)	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Gasworks Museum Trust (Council Appointment)	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Otaru Sister City Society (Council Appointment)	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Hereweka Harbour Cone Trust (Council Appointment)	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Deputy Chair	Dunedin Food and Drink Tourism Story Group	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Te Ao Tūroa Partnership (Council Appointment)	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Connecting Dunedin (Council Appointment)	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Institute of Directors	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.

Name	Responsibility (i.e. Chairperson etc)	Declaration of Interests	Nature of Potential Interest	Member's Proposed Management Plan
Cr David Benson-Pope	Owner	Residential Property Ownership in Dunedin	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee and Beneficiary	Blind Investment Trusts	Duty to Trust may conflict with duties of Council Office	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Yellow-eyed Penguin Trust	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	New Zealand Labour Party	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Heritage Fund (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Public Art Gallery Acquisitions Committee (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Otago Museum Trust Board (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Cr Christine Garey	Trustee	Garey Family Trust - Property Ownership - Dunedin	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Women of Ōtepoti	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member (alternate)	Grow Dunedin Partnership (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Otago Museum Trust Board (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Sophia Charter (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Chairperson	Study Dunedin	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	Ashburn Hall Charitable Trust Board	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	St Paul's Cathedral Foundation (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Cr Kevin Gilbert	Member	Theomin Gallery Management Committee (Olveston) (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Owner	Gipfel Limited - Bakery	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	Schlubert Trust - Residential Property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	Schlup Family Trust	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	BNI	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Business South	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Shareholder	Air New Zealand	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	Kevin Gilbert and Esther Gilbert Partnership - Residential Rental Property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.

Name	Responsibility (i.e. Chairperson etc)	Declaration of Interests	Nature of Potential Interest	Member's Proposed Management Plan
	Trustee	Biddies Trust	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Advisors	Ronald McDonald House Supper Club Committee	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Fair Trading Committee (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Local Government New Zealand (Zone 6 Committee) (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member (alternate)	Otago Regional Transport Committee (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Toitū Otago Settlers Museum Board (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Keep Dunedin Beautiful (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Otago Settlers Association (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Saddle Hill Community Board (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Chair	Food Equity and Education Dunedin (FEED) Charitable Trust	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	National Industry Advisors Group Food and Beverage (Workforce Development Council)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Connecting Dunedin (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Cr Carmen Houlahan	Owner	Residential Property - Dunedin	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Owner	Rental Property - North Dunedin	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Part Owner	Adobe Group Ltd, Wanaka	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Rotary Club	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Institute of Directors	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Otago Property Investors Association	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Public Art Gallery Society (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Public Art Gallery Acquisitions Committee (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Creative Dunedin Partnership (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	KBCLR Family Trust	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Otago Theatre Trust (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.

Name	Responsibility (i.e. Chairperson etc)	Declaration of Interests	Nature of Potential Interest	Member's Proposed Management Plan
Cr Marie Laufiso	Property Owner	Residential Property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	Moray Place Community Building Trust - Trust Owner of Property 111 Moray Place	Duty to Trust may conflict with duties of Council Office	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	Otago Mental Health Support Trust	Potential grants applicant which would result in pecuniary interest. Duty to Trust may conflict with duties of Council Office	Do not participate in consideration of grants applications. If the meeting is in public excluded, to leave the room.
	Member	Women of Ōtepoti Recognition Initiative	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Family Member	Staff member a relative	Potential conflict depending on level of staff member involvement	Managed by staff at officer level if a perceived conflict of interest arises.
	Trustee	Corso Ōtepoti Dunedin Trust	Potential grants recipient	Withdraw from discussion and leave the table. If in public excluded leave the room. Seek advice prior to the meeting.
	Dunedin Branch Treasurer	P.A.C.I.F.I.C.A Inc	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Secretary	Dunedin Abrahamic Interfaith Group (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee and Secretary	Refugee Support Group	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Chairperson	Dunedin Former Refugee Steering Committee (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Chairperson	Social Wellbeing Advisory Group (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	The Ōtepoti Community Builders Charitable Trust	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	District Licensing Committee (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Chairperson	Grants Subcommittee (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Cr Cherry Lucas	Trustee	Otago Farmers Market	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Otago A & P Society	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	Henderson Lucas Family Trust - Residential Dunedin Property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	NZ Institute of Chartered Accountants	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Deputy Chair	Otago Museum Trust Board (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Chinese Garden Advisory Board (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Toitū Otago Settlers Museum Board (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Local Government New Zealand (Zone 6 Committee) (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member (alternate)	Grow Dunedin Partnership (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.

Name	Responsibility (i.e. Chairperson etc)	Declaration of Interests	Nature of Potential Interest	Member's Proposed Management Plan
	Member	Taieri Airport Trust (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Mosgiel Taieri Community Board (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Te Poāri a Pukekura Partnership (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Cr Mandy Mayhem	Chairperson	Waitati Hall Society Inc	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Chairperson	Blueskin News Committee	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Co-ordinator	Waitati Market	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Co-ordinator	Emergency response group, Blueskin area	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	FENZ Local Advisory Committee for Otago	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Waitati Music Festival Committee	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Blueskin Bay Amenities Society	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Blueskin A & P Society	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Chairperson	Keep Dunedin Beautiful (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Zone Representative and Board Member	Keep New Zealand Beautiful	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Coastal Community Cycleway Network	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	West Harbour Community Board (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Disability Issues Advisory Group (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Former Refugee Steering Committee (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Music Advisory Panel (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Property Owner	Residential Property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Social Wellbeing Advisory Group (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Cr Jim O'Malley	Owner	Biocentrix Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Owner	Residential Property Dunedin	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Owner	Ayrmed Limited	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Northern AFC	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.

Name	Responsibility (i.e. Chairperson etc)	Declaration of Interests	Nature of Potential Interest	Member's Proposed Management Plan
	Director	Ocho Newco Limited	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Ice Sports Dunedin Incorporated (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Connecting Dunedin (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Hospital Local Advisory Group (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Otago Regional Transport Committee (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Okia Reserve Management Committee (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Tertiary Precinct Planning Group (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Waikouaiti Coast Community Board (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Cr Lee Vandervis	Director	Lee Vandervis, Antonie Alm-Lequeux and Cook Allan Gibson Trustee Company Ltd - Residential Property Ownership - Dunedin	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director	Bunchy Properties Ltd - Residential Property Ownership - Dunedin	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Owner	Vandervision Audio and Lighting - Hire, Sales and Service Business	May contract and provide service to DCC	Withdraw from discussion and leave the table. If the meeting is in public excluded leave the room. Seek advice prior to the meeting.
	Member	District Licensing Committee (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Okia Reserve Management Committee (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Cr Steve Walker	Trustee	Dunedin Wildlife Hospital Trust	Potential grants recipient	Withdraw from discussion and leave the table. If the meeting is in public excluded leave the room. Seek advice prior to the meeting.
	Member	Orokonui Ecosanctuary	Potential grants recipient	Withdraw from discussion and leave the table. If the meeting is in public excluded leave the room. Seek advice prior to the meeting.
	Member	Society of Beer Advocates	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	New Zealand Labour Party	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Port Chalmers Historical Society	Potential grants recipient	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Owner	Residential Property - Dunedin	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Shareholder	Various publicly listed companies	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	NZ Sea Lion Trust	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Edinburgh Sister City Society (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Music Advisory Panel (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.

Name	Responsibility (i.e. Chairperson etc)	Declaration of Interests	Nature of Potential Interest	Member's Proposed Management Plan
	Justice of the Peace		No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	Predator Free Dunedin	No conflict	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Predator Free Dunedin (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Cr Brent Weatherall	Member	Urban Access	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Owner	Residential Property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Owner	Business George Street, Dunedin	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	Brent Weatherall Jeweller Limited	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	Weatherall Trustee Company	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	Residential Rental Properties	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Craigieburn Reserve Committee (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Public Art Gallery Society (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Cr Andrew Whiley	Owner/Operator	Whiley Golf Inc and New Zealand Golf Travel Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director/Shareholder 22 May 2017	Estate of Grace Limited	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	Japek (Family Trust) - Property Ownership - Dunedin	Duties to Trust may conflict with duties of Council Office.	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Otago Golf Club	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin South Rotary Club	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Institute of Directors	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	National Party	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Board Chair	Volunteer South	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	New Zealand PGA (Professional Golf Association)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Chair	Dunedin Community House Executive Committee	Potential grants recipient	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Otago Property Investors Association	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Hereweka Harbour Cone Trust (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Otago Peninsula Community Board (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Shanghai Association (Sister City Society) (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.

Name	Responsibility (i.e. Chairperson etc)	Declaration of Interests	Nature of Potential Interest	Member's Proposed Management Plan
	Member	Grow Dunedin Partnership (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	NZ Masters Games Trust Board (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Puketai Residential Centre Liaison Committee (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Board Member	Dunedin Christmas Charitable Trust	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Matapura Ellison	Chairperson	Kati Huirapa Rūnaka ki Puketeraki	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Runaka Representative	Te Rūnanga ō Ngāi Tahu	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director	Ōtākou Health Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	Waikouaiti Māori Foreshore Trust	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Chairperson	Otago Museum Māori Advisory Committee	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Chairperson	Araiteuru Marae Reservation Trust	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Megan Potiki	Representative	Te Pae	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Te Runaka o Ōtākou	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Contractor	Aukaha Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director	A3K	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Mana Whenua Representative	Local Advisory Group for the New Dunedin Hospital (LAG)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Centre for Research on Colonial Culture University of Otago (CROCC)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Tiramorehu te Taumata	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.

CONFIRMATION OF MINUTES


STRATEGY, PLANNING & ENGAGEMENT COMMITTEE MEETING - 19 FEBRUARY 2025

RECOMMENDATIONS

That the Committee:

- a) **Confirms** the minutes of the Strategy, Planning & Engagement Committee meeting held on 19 February 2025 as a correct record.

Attachments

	Title	Page
A 	Minutes of Strategy, Planning & Engagement Committee meeting held on 19 February 2025	16

Strategy, Planning & Engagement Committee

MINUTES

Minutes of an ordinary meeting of the Strategy, Planning & Engagement Committee held in the Council Chambers, Dunedin Public Art Gallery, The Octagon, Dunedin on Wednesday 19 February 2025, commencing at 10.00 am

PRESENT

Chairperson	Cr Sophie Barker	
Deputy Chairperson	Cr Kevin Gilbert	
Members	Cr David Benson-Pope	Mr Matapura Ellison
	Cr Christine Garey	Cr Carmen Houlahan
	Cr Cherry Lucas	Cr Mandy Mayhem
	Cr Jim O'Malley	Cr Lee Vandervis
	Cr Steve Walker	Cr Brent Weatherall
	Cr Andre Whiley	

IN ATTENDANCE

Nicola Morand (Manahautū - General Manager Policy and Partnerships), David Ward (General Manager 3 Waters and Transition), Jeanette Wikaira (General Manager Arts, Culture and Recreation), Scott MacLean (General Manager Climate and City Growth), Nadia Wesley-Smith (Corporate Policy Manager), Jinty MacTavish (Principal Policy Advisor Sustainability), Paul Freeland (Principal Policy Advisor) and Dr Rula

Governance Support Officer Wendy Collard

1 KARAKIA TIMATANGA

Cr Sophie Barker opened the meeting with a Karakia Timataka.

Crs Sophie Barker, Mandy Mayhem and Carmen Houlahan acknowledged the passing of David Ellison, Upoko of Kāti Huirapa Rūnaka ki Puketeraki. They spoke of his contribution to the community, support for the protection of the environment and support for minority groups.

2 PUBLIC FORUM

There was no Public Forum.

3 APOLOGIES

Apologies were received from Mayor Jules Radich, Crs Bill Acklin, Marie Laufiso and Ms Megan Potiki (for absence) and Cr Christine Garey and Andrew Whiley (for early departure)

Moved (Cr Sophie Barker/Cr Kevin Gilbert):

That the Committee:

Accepts the apologies from Mayor Jules Radich, Crs Bill Acklin and Marie Laufiso and Ms Megan Potiki (for absence) and Cr Christine Garey (for early departure).

Motion carried (SPECC/2025/001)

Cr Vandervis left the meeting at 10.08 am

4 CONFIRMATION OF AGENDA

Moved (Cr Sophie Barker/Cr Kevin Gilbert):

That the Committee:

Confirms the agenda without addition or alteration

Motion carried (SPECC/2025/002)

5 DECLARATIONS OF INTEREST

Members were reminded of the need to stand aside from decision-making when a conflict arose between their role as an elected representative and any private or other external interest they might have.

Moved (Cr Sophie Barker/Cr Kevin Gilbert):

That the Committee:

- a) **Notes** the Elected Members' Interest Register attached; and
- b) **Confirms** the proposed management plan for Elected Members' Interests.

Motion carried (SPECC/2025/003)

PART A REPORTS**6 STRATEGY, PLANNING AND ENGAGEMENT COMMITTEE FORWARD WORK PROGRAMME**

A report from Civic provided an update of the Strategy, Planning and Engagement Committee forward work programme to show areas of activity, progress and expected timeframes for decision making across a range of areas of work.

The Manahautū - General Manager Policy and Partnerships, the General Manager Arts, Culture and Recreation (Jeanette Wikaira), the General Manager City Growth and Climate (Scott MacLean) responded to questions.

Moved (Cr Sophie Barker/Cr Kevin Gilbert):

That the Committee:

- a) **Notes** the Strategy, Planning and Engagement Committee forward work programme..

Motion carried (SPECC/2025/004)

7 SUBMISSION ON RESOURCE MANAGEMENT (CONSENTING AND OTHER SYSTEM CHANGES) AMENDMENT BILL

A report from City Development sought retrospective approval of the draft Dunedin City Council (DCC) submission to the Government's Environment Committee on the Resource Management (Consenting and Other System Changes) Bill.

The General Manager 3 Waters and Transition (David Ward) and the Principal Policy Advisor (Paul Freeland) spoke to the report and responded to questions.

Cr Vandervis entered the meeting at 10.26 am during the debate on the item.

Moved (Cr Sophie Barker/Cr Kevin Gilbert):

That the Committee:

- a) **Approves** the draft Dunedin City Council submission, with any amendments, to the Environment Committee on the Resource Management (Consenting and Other System Changes) Bill.
- b) **Authorises** the Chief Executive to make any minor editorial amendments to the submission.
- c) **Notes** that the Mayor or delegate will speak to any hearings in regard to the submission.

Motion carried (SPECC/2025/005)

8 RESIDENTS' OPINION SURVEY QUARTERLY REPORT OCTOBER-DECEMBER 2024

A report from Corporate Policy provided a summary of the Residents' Opinion Survey (ROS) quarterly results (the Quarterly results) for the October-December 2024/25 quarter.

The Manahautū - General Manager Policy and Partnerships (Nicola Morand) and the Corporate Policy Manager (Nadia Wesley-Smith) spoke to the report and responded to questions.

Moved (Cr Kevin Gilbert/Cr Sophie Barker):

That the Committee:

- a) **Notes** the Residents' Opinion Survey quarterly results for the period of October-December 2024 (Quarter Two 2024/25).
- b) **Notes** the current contract expiry date of 31 August 2025 and the need for a new contract. A new open market procurement plan is underway.

Motion carried (SPECC/2025/006)

9 ZERO CARBON UPDATE

A report from the Sustainability Group provided an update on elements of the Zero Carbon work programme and a report on the DCC's organisational emissions for the 2023/24 financial year. It also provided updates: a cruise emissions baseline for Dunedin, phase 1 findings of a Zero Carbon business support pilot, and the most recent Zero Carbon Alliance Collaboration Group report.

The General Manager Climate and City Growth (Scott MacLean) and the Principal Policy Advisor (Jinty MacTavish) spoke to the report and responded to questions.

Cr Christine Garey left the meeting at 10:43 am.

Moved that the Committee (Cr Sophie Barker/Cr Kevin Gilbert):

Adjourns the meeting.

Motion carried

The meeting adjourned at 11.00 am and reconvened at 11.02 am.

Moved that the Committee (Cr Kevin Gilbert/Cr Cherry Lucas):

Adjourns the meeting.

Motion carried

The meeting adjourned at 11.50 am and reconvened at 11.52 am.

Moved that the Committee (Cr Sophie Barker/Cr Cherry Lucas):

Adjourns the meeting.

Motion carried

The meeting adjourned at 11.54 am and reconvened at 11.55 am.

Moved (Cr Sophie Barker/Cr Kevin Gilbert):

That the Committee:

- a) **Notes** the report
- b) **Notes** the attached reports on Zero Carbon work programme actions, including:
 - i) DCC Inventory Management Report for 2023/24
 - ii) the Ōtepoti Dunedin's Greenhouse Gas Emissions Inventory: Cruise Ship Emissions report
 - iii) the Zero Carbon Alliance Collaboration Group report

Motion carried (SPECC/2025/007) with Cr Lee Vandervis recording his vote against

10 ITEMS FOR CONSIDERATION BY THE CHAIR

Cr David Benson-Pope requested a report which provided an update from the Zero Carbon Plan Advisory Panel on its review of the Zero Carbon Plan implementation and achievement of its targets to be presented to either Strategy, Planning and Engagement Committee or Council.

11 KARAKIA WHAKAMUTUNGA

Cr Sophie Barker closed the meeting with a Karakia Whakamutunga.

The meeting concluded at 12.19 pm.

.....
CHAIRPERSON

PART A REPORTS

STRATEGY, PLANNING AND ENGAGEMENT COMMITTEE FORWARD WORK PROGRAMME

Department: Civic

EXECUTIVE SUMMARY

- 1 The purpose of this report is to provide a regular update of the Strategy, Planning and Engagement Committee forward work programme to show areas of activity, progress and expected timeframes for decision making across a range of areas of work (Attachment A).
- 2 As this is an administrative report only, there are no options or Summary of Considerations.

RECOMMENDATIONS

That the Committee:

- a) **Notes** the Strategy, Planning and Engagement Committee forward work programme as shown in Attachment A.

DISCUSSION

- 3 The forward work programme will be a regular agenda item which shows areas of activity, progress and expected timeframes for decision making across a range of areas of work.
- 4 As an update report, purple highlights show changes to timeframes. New items added to the schedule will be highlighted in yellow. Items that have been completed or updated are shown as bold.

Signatories

Author:	Wendy Collard - Governance Support Officer
Authoriser:	David Ward - General Manager, 3 Waters and Transition

Attachments

	Title	Page
A	Forward Work Programme	22

Key	
New item	
Changes to timeframes	
Completed; progress to date update	Bold

Strategy, Planning and Engagement Committee Forward Work Programme 2025 - March 2025															
Area of Work	Reason for Work	Council role (decision and/or direction)											2026		
			Mar	Apr	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Strategic Refresh	Refreshing the wellbeing strategies to align to align with the 10 year plan.	Ongoing decision making throughout the review process. Progress to date: A report will be presented to Council at its June 2025 meeting.	Ongoing work			Report to Council									
Strategic Refresh Advisory Panel	Establishment of an Advisory Panel to oversee the refresh the four wellbeing strategies	Provide governance oversight of the process for the Strategic Refresh. Progress to date: A report is on the agenda	Report												
Activity Report	To provide an update on the activities.	Activity report Progress to date: A report is on the agenda.	Report			Report									
Resident's Opinion Survey Results	Provide quarterly updates on the Residents Opinion Survey	Consider the quarterly updates of the Residents Opinion Survey Progress to date: A report will be presented quarterly.				Quarterly Report			Annual report to Council						

Strategy, Planning and Engagement Committee Forward Work Programme 2025 - March 2025																
Area of Work	Reason for Work	Council role (decision and/or direction)												2026		
			Mar	Apr	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Te Taki Haruru Implementation Plan	To embed the principles of the Treaty of Waitangi in the work of Council through the operationalisation of Te Taki Haruru (Māori Strategic Framework).	Approve the Implementation Plan following consultation with Mana Whenua via a report presented in Council and Mana Whenua workshops Progress to date: A Project Steering Group has been established and a operational delivery plan for Tū Ake will be developed. An update report has been requested to be presented to Council in May 2025.				Report to Council										
Sustainable Development Framework	Develop a framework based on the United Nations Sustainable Development Goals.	Progress to date: An advisory panel has been established and work is underway to identify UNSDGs that are applicable for DCC. A report on the SDG based Sustainability Framework will be presented to the Council meeting being held on 26 March 2025.	Report to Council													
Submissions to central government and other external parties.	Provide feedback on proposals from central government and other external parties.	Consider and decide on draft submission on central government and other external parties proposals. Progress to date: Four submissions have been considered to date.														
Climate Change Work Programme incorporating:																
Zero Carbon Plan 2030	Development of a work programme to achieve alignment with Council's Zero Carbon 2030 target.	Progress to date: A Zero Carbon High and Medium Investments Options report was presented to Council at its meeting held on 28 January 2025. A general work programme update report was presented to the Strategy, Planning and Engagement Committee held 19 February 2025. Staff are aiming to present 6 month reporting (DCC emissions tracking, and progress against 2024/25 Emissions Reduction Plan and Zero Carbon plan actions) to April council. Staff are preparing additional advice requested by Council for the May council meeting and propose to run a workshop with Councillors ahead of the meeting, pending availability.			Report to Council											

Strategy, Planning and Engagement Committee Forward Work Programme 2025 - March 2025																
Area of Work	Reason for Work	Council role (decision and/or direction)											2026			
			Mar	Apr	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
South Dunedin Future	Working with the community and Otago Regional Council on the future of South Dunedin	<p>Ongoing decision making throughout the process.</p> <p>Progress to date: Technical work on the South Dunedin Risk Assessment and Potential Adaptation Futures for South Dunedin is complete. A workshop with DCC Council was held on 7 March (ORC workshop occurred on 26 February). Reports will be presented to Councils and released publicly on 16/17 March..</p>	Workshop													
Climate Adaptation Plan	Develop a Climate Adaptation Plan	<p>Progress to date: A staged approach to implementing the Citywide Climate Resilience Framework was approved by Council on 28 January 2025. Work has commenced on a desk-top stocktake exercise which will be completed by 30 June using existing resources. Work on the full climate resilience framework will commence 1 July.</p>	Ongoing work													
Second Generation District Plan (2GP) Work Programme																
2GP - Plan Change 1 Minor Improvements	Variations to the 2GP - implement parts of the National Policy Statement - Urban Development, and other minor amendments	<p>Decide on Plan Change 1 (formerly Variation 3) to the 2GP to be notified for consultation purposes. Decision to adopt the variation to the 2GP.</p> <p>Progress to date: Plan Change 1 – Minor improvements to the 2GP was notified on 20 November 2024. The submission and further submission periods have now closed.</p> <p>Two hearings will be held. The hearing on additions to the heritage schedule will start on 19 May 2025. The hearing for non-heritage topics will be held later in 2025.</p>	Consultation on further submissions		Hearing			Hearing								

Strategy, Planning and Engagement Committee Forward Work Programme 2025 - March 2025															
Area of Work	Reason for Work	Council role (decision and/or direction)											2026		
			Mar	Apr	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar
2GP - Heritage and multi-unit development design plan change	Variation to the 2GP - Heritage and multi-unit development design	<p>Decide on Plan Change 2 to the 2GP to be notified for consultation purposes. Decision to adopt the variation to the 2GP.</p> <p>Progress to date: Plan Change 2 - Heritage and Multi-unit Development was initiated by SPEC on 20 August 2024 and councillors were engaged as part of the initial issues and options phase through a workshop on 2 September 2024.</p> <p>Work is ongoing. Staff will seek approval from Council or SPEC to formally notify the change to start the submission and hearing process later in 2025 or early 2026.</p>	Ongoing work												
NPS - Urban Development															
Future Development Strategy Implementation Plan	To prepare a Future Development Strategy Implementation Plan is required under the National Policy Statement on Urban Development	<p>Consider and approve the FDS Implementation Plan.</p> <p>Progress to date: A report on the short term actions was presented to Council at its May 2024 meeting.</p> <p>A joint DCC/ORC Implementation Plan will be presented to Strategy, Planning and Engagement Committee or Council for approval following the 9 year plan.</p>													
Heritage	Develop a Ōtepoti Dunedin Heritage Action Plan Implementation Plan	<p>Heritage Action Plan will inform the 10 year plan 2024-34.</p> <p>Progress to date: Council approved the Terms of Reference for the Ōtepoti Dunedin Heritage Action Plan Advisory Panel on 25 November 2024.</p> <p>A report with funding options to implement the Heritage Action Plan was presented to Council on 30 January 2025. Council agreed to add funding for ‘accelerated support for building owners and actions that require financial investment and support from external consultants’ for public consultation through the 9 year plan.</p>													

Strategy, Planning and Engagement Committee Forward Work Programme 2025 - March 2025															
Area of Work	Reason for Work	Council role (decision and/or direction)											2026		
			Mar	Apr	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Reserve Management Plans															
Reserve Management Plan Review Schedule	Noting the Reserve Management Plan review schedule	Notes the Reserve Management Plan Review Schedule for 2024-2025. Progress to date: This report will be presented annually.									Report				
Reserves Management Plan - General Policies	Adoption of management plan for reserves is required under section 41(6) of the Reserves Act 1977	Approve a Statement of Proposal and consultation process for the Reserves Management Plan, and adopt the final Plan. Progress to date: Public Consultation as required by Section 41(6) of the Reserves Act 1977 was held from 27 January 2025 to 31 March 2025.	Consultation												
Signal Hill Reserve Management Plan	Adoption of management plan for reserves is required under section 41(6) of the Reserves Act 1977	Approve a Statement of Proposal and consultation process for the Reserves Management Plan, and adopt the final Plan. Progress to date: Hearings were held in November 2024 and deliberations on 12 February 2025. Staff are currently working to add additional requested information which will then be reviewed by Aukaha. Once this is completed the Committee will be updated.													
Mosgiel Memorial Reserve Management Plan	Adoption of management plan for reserves is required under section 41(6) of the Reserves Act 1977	Approve a Statement of Proposal and consultation process for the Reserves Management Plan, and adopt the final Plan. Progress to date: Public Consultation as required by Section 41(6) of the Reserves Act 1977 was held from 27 January 2025 to 31 March 2025. Hearings will be held May/June 2025.	Consultation		Hearings										

Strategy, Planning and Engagement Committee Forward Work Programme 2025 - March 2025															
Area of Work	Reason for Work	Council role (decision and/or direction)											2026		
			Mar	Apr	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Logan Park Reserve Management Plan	Adoption of management plan for reserves is required under section 41(6) of the Reserves Act 1977	Approve a Statement of Proposal and consultation process for the Reserve Management Plan, and adopt the final Plan. Progress to date: Public Consultation as required by Section 41(6) of the Reserves Act 1977. Dates for the consultation will consider the university year to ensure that we capture a wide audience													
The Botanic Garden Plan	Adoption of the plan for the Botanic Garden Plan.	Progress to date: Work continues on the finalisation of the Botanic Garden Plan. Staff are working with Aukaha to ensure mana whenua input into the plan.													
Botanic Garden Management Plan	Adoption of management plan for reserves is required under section 41(6) of the Reserves Act 1977	Approve a Statement of Proposal and consultation process for the Reserves Management Plan, and adopt the final Plan. Progress to date: The Botanic Garden Management Plan will be informed by the Botanic Garden Plan. When the Botanic Garden Plan is finalised, staff will begin work on the Botanic Garden Management Plan.													
Dunedin Town Belt Management Plan	Adoption of management plan for reserves is required under section 41(6) of the Reserves Act 1977	Approve a Statement of Proposal and consultation process for the Reserves Management Plan, and adopt the final Plan. Progress to date: Public Consultation as required by Section 41(6) of the Reserves Act 1977 was held from 21 August 2024 t0 23 October 2024. The Hearing was held on 17 February 2025 and deliberations held on 14 March 2025.	Deliberations												
Otago Boat Harbour Reserve Management Plan and Otago Harbour Reserve Management Plan	Adoption of management plan for reserves is required under section 41(6) of the Reserves Act 1977	Approve a Statement of Proposal and consultation process for the Reserves Management Plan, and adopt the final Plan. Progress to date: Public Consultation as required by Section 41(6) of the Reserves Act 1977 is being held from 21 August 2024 t0 23 October 2024. The hearing is scheduled to be held in March 2025.	Hearing												

Strategy, Planning and Engagement Committee Forward Work Programme 2025 - March 2025															
Area of Work	Reason for Work	Council role (decision and/or direction)											2026		
			Mar	Apr	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Ocean Beach Domain Reserve Management Plan	Adoption of management plan for reserves is required under section 41(6) of the Reserves Act 1977	Approve a Statement of Proposal and consultation process for the Reserves Management Plan, and adopt the final Plan. Progress to date: Work is scheduled to commence once advice from the Coastal Planner on the Kettle Park landfill and other remedial projects along the coastline is received.													
Hereweka Reserve Management Plan	Adoption of management plan for reserves is required under section 41(6) of the Reserves Act 1977	Approve a Statement of Proposal and consultation process for the Reserves Management Plan, and adopt the final Plan. Progress to date: A review of the plan is in progress. Approval of a Statement of Proposal for community consultation will be presented to the Council meeting being held in April 2025.		Report											
Sports Ground Reserve Management Plan	Adoption of management plan for reserves is required under section 41(6) of the Reserves Act 1977	Approve a Statement of Proposal and consultation process for the Reserves Management Plan, and adopt the final Plan. Progress to date: A review of the plan is in progress. Approval of a Statement of Proposal for community consultation will be presented in May 2025.				Report									

Work from last schedule:		
Area of Work	Reason for Work	

STRATEGY, PLANNING AND ENGAGEMENT COMMITTEE ACTIVITY REPORT

Department: 3 Waters

EXECUTIVE SUMMARY

- 1 This activity report provides an update on progress towards projects, plans and strategies that sit within the forward work programme of the Strategy, Planning and Engagement Committee for the period 1 September to 28 February 2025 for the following areas:
 - Citywide Climate Adaptation Plan
 - Reserves Management Plans
 - SDG Sustainability Framework
 - Second Generation District Plan (2GP)
 - Future Development Strategy (Implementation Plan)
 - Heritage Action Plan
 - South Dunedin Futures
 - Strategic Refresh
 - St Kilda/St Clair Coastal Plan
 - Te Taki Haruru
 - Zero Carbon
- 2 As this is an administrative report only, there are no Options or Summary of Considerations.

RECOMMENDATIONS

That the Committee:

- a) **Notes** the Strategy, Planning and Engagement Activity Report for 1 September to 28 February 2025.

BACKGROUND

Citywide Climate Adaptation Plan

Citywide Climate Resilience Framework

- 3 Staff will shortly commence work on a stocktake of existing or planned resilience-related activities in each of the four stages of the citywide climate resilience framework. Key elements of this stocktake will then be summarised into an *interim* climate adaptation plan for Dunedin by 30 June 2025. The substantive work on design, establishment, and implementation of the framework will commence from 1 July, utilising additional resources approved by Council, at which time it will become a BaU activity.

Reserves Management Plans

Signal Hill Reserve Management Plan

- 4 Hearings were held in November 2024 and deliberations on the changes to the draft RMP will be held on 12 February 2025.

Dunedin Town Belt Management Plan

- 5 Engagement on the draft RMP has been completed. Hearing were held on 17 February 2025.

Otago Boat Harbour Reserve Management Plan and Otago Harbour Reserve Management Plan

- 6 Engagement on the draft RMP has been completed. Hearing scheduled for 17 March 2025.

Reserves Management Plan - General Policies

- 7 The draft Reserves Management Plan has been written. Currently in stage 2 of engagement which runs from 27 January to 31 March 2025.

Mosgiel Memorial Gardens Reserves Management Plan

- 8 The draft Reserve Management Plan has been written. Currently in stage 2 of engagement which runs from 27 January to 31 March 2025.

Logan Park Management Plan

- 9 Draft Management Plan written. Originally to go out for second stage of engagement 13 May to 15 July 2024 but currently on hold, will be consulted on at an appropriate time to capture all users.

SDG Sustainability Framework

- 10 Analysis of the SDG's and associated targets is underway, focusing on their alignment with DCCs strategic priorities. An update report will be provided to Council on 26 March.

Second Generation District Plan (2GP)

Appeals/ Making 2GP Operative Plan

- 11 Councillor O'Malley (or his delegate) has authority to agree to any mediated resolutions on behalf of Council. 97% of the 2GP appeal points, and 13 of the 16 appeals made on Variation 2, have been resolved or withdrawn. There are six remaining appeals in total. Of these: an Environment Court hearing took place on 11 December 2024 for one appeal and staff are awaiting a decision; an Environment Court hearing is set down for 8/9 July 2025 for two appeals (which relate to the same site), and for the remaining three appeals, DCC is in post-mediation discussions with parties to try to reach an agreed resolution.
- 12 Council made the decision to make the District Plan (2GP) partially operative on 18 August.

Minor improvements Plan Change (Plan Change 1)

- 13 Plan Change 1 – Minor improvements to the 2GP was notified on 20 November 2024. The submission and further submission periods have now closed and the submissions are published on the DCC website.
- 14 Two hearings will be held for any submitters who wish to speak to their submissions or further submissions. The hearing on additions to the heritage schedule will start on 19 May 2025. The hearing for non-heritage topics will be held later in 2025.
- 15 Decisions on submissions will be made by a Hearing Panel consisting of Rob van Voorthuysen (Chair), Cr O'Malley and Cr Barker.

Heritage and Multi-unit Development Plan Change (Plan Change 2)

- 16 Plan Change 2 - Heritage and Multi-unit Development was initiated by SPEC on 20 August 2024 and councillors were engaged as part of the initial issues and options phase through a workshop on 2 September 2024. Staff are now working on preferred options and a further workshop is expected to be scheduled later in the process.
- 17 Key stakeholders and mana whenua are being engaged as part of the plan change, including through two stakeholder advisory groups.
- 18 Staff will seek approval from Council or SPEC to formally notify the change to start the submission and hearing process. Timing is to be confirmed, but is likely to be in late 2025 or early 2026.

Future work programme

- 19 The next plan change topics in the work programme relate to business land and native reserves. The business land plan review is needed to respond the shortfall in industrial land that was highlighted in the last business land capacity assessment. The native reserves plan review was agreed through an appeal resolution. These plan reviews will likely start in 2026.

Future Development Strategy (Implementation Plan)

- 20 The final FDS implementation plan, which is being jointly developed with the Otago Regional Council, will be provided to Council or SPEC after decisions are made on the 9 year plan and will reflect the status of projects in the 9 year plan.

Heritage Action Plan

- 21 The Heritage Action Plan was adopted by Council, with recommended changes, on 12 December 2023 and an update report on the Heritage Action Plan and associated implementation plan was presented to SPEC in June.
- 22 Council approved the Terms of Reference for the Ōtepoti Dunedin Heritage Action Plan Advisory Panel **on 25 November 2025**. A report with funding options to implement the Heritage Action Plan was presented to Council on 30 January 2025. Council agreed to add funding for 'accelerated support for building owners and actions that require financial investment and support from external consultants' in the draft 9 year plan, which is now subject to public consultation.
- 23 The HAP Implementation Plan will be finalised after decisions are made on the 9 year plan and will reflect the 9 year plan budget.

South Dunedin Futures

- 24 A full report on South Dunedin Future will be considered by Council on 18 March.

Strategic Refresh

- 25 A Strategic Refresh Panel update report is included in the SPEC agenda.

St Kilda/St Clair Coastal Plan

- 26 An Update paper will be presented to Council in May 2025.

Te Taki Haruru

- 27 An update to Council is due in May 2025.

Zero Carbon

Reducing Dunedin City's emissions

- 1 The 2024/25 Zero Carbon Implementation Plan was revised and noted by Council.
- 2 Initial investigations into sequestration options was completed.
- 3 A Zero Carbon Plan Advisory Panel meeting was held to inform Zero Carbon investment package development.
- 4 The Zero Carbon team worked with teams across the DCC to understand and document the updated broader climate change mitigation context, identify new or changed opportunities for investment, and develop draft Zero Carbon Plan investment packages. These were reported to Council in January 2025.
- 5 The Zero Carbon team commenced updates to Zero Carbon Plan and DCC Emissions Management and Reduction Plan modelling to reflect Government and Council decisions and other changes in context.
- 6 Zero Carbon Alliance (ZCA) key representatives have continued to meet and advance their collaborative work programme. A Collaboration Group meeting was held in October, with a work programme update included in February 2025 SPEC reporting. The Zero Carbon team also supported DCHL-led Carbon Roadmap work.
- 7 Work to deliver the SME support pilot programme has continued, with phase two launching in February 2025.
- 8 A cruise emissions baseline was finalised and reported to SPEC in February 2025.

Reducing DCC's emissions

- 9 Reporting of the DCC's 2023/24 emissions was externally verified. This confirmed a 29.75% reduction in 2023/24 DCC emissions compared with 2018/19 levels. This was formally reported to SPEC in February 2024.
- 10 The Zero Carbon team has been coordinating six month reporting on DCC emissions and Zero Carbon Plan / Emissions Management and Reduction Plan actions. This will be reported to Council in April.

Implementing the Zero Carbon Policy – embedding emissions reduction into DCC business-as-usual

- 11 The Zero Carbon team worked to include Zero Carbon considerations in 9 Year Plan documentation in line with Office of the Auditor General expectations and Taituarā guidance.

As part of this the climate change significant forecasting assumptions were reviewed, updated and approved by Council.

- 12 An approach to including Zero Carbon considerations in Council reports was researched, developed, and implemented. This includes guidance for staff.
- 13 Work on Zero Carbon considerations in the Project Management Framework was a focus. Opportunities for Zero Carbon considerations to be built into the Organisational Development Programme continued to be explored.
- 14 Zero Carbon team support of other lead teams with key projects, procurement advice, and policy reviews continued.

OPTIONS

- 15 As this is a report for noting, there are no options.

Signatories

Authoriser:	David Ward - General Manager, 3 Waters and Transition
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Attachments

There are no attachments for this report.

STRATEGIC REFRESH PANEL UPDATE REPORT

Department: Corporate Policy

EXECUTIVE SUMMARY

- 1 The purpose of this report is to update the Strategy, Planning and Engagement Committee (SPEC) on the progress in refreshing the Dunedin City Council's (DCC) wellbeing strategies (Ara Toi Ōtepoti, Economic Development Strategy, Social Wellbeing Strategy and Te Ao Tūroa) and to seek approval of the draft strategies progression to community engagement.
- 2 The report covers activity undertaken since the last update report provided to Council at its meeting on 26 February 2025.
- 3 Draft documents for each strategy are attached.
 - Ara Toi Ōtepoti – Attachment A
 - Economic Development Strategy – Attachment B
 - Social Wellbeing Strategy – Attachment C
 - Te Ao Tūroa – Attachment D
- 4 A draft Community engagement plan for the Strategic Refresh is attached for Council's approval (Attachment E).

RECOMMENDATIONS

That the Committee:

- a) **Notes** the content of report.
- b) **Approves** the draft strategies to progress to community engagement.
- c) **Approves** the proposed plan for community engagement.

BACKGROUND

- 5 At its meeting on 13 February 2024 SPEC agreed to establish the Strategic Refresh Advisory Panel (the Panel), to oversee the process of refreshing the DCC's four wellbeing strategies, Ara Toi, The Economic Development Strategy, Social Wellbeing Strategy and Te Ao Tūroa (the strategies).

Moved (Cr Sophie Barker / Cr Cherry Lucas)

That the Committee:

- a) **Establishes** the Strategic Refresh Advisory Panel to oversee the process of refreshing the DCC's four wellbeing strategies with terms of reference as outlined in Attachment A
- b) **Appoints** Councillor Cherry Lucas as Chairperson of the Panel and Councillors Carmen Houlahan, Andrew Whiley, Marie Laufiso and Sophie Barker as members of the Panel.

Motion carried (SPEC/2024/008) with Cr Garey recording her vote against

- 6 Three previous update reports have been provided to SPEC and Council since the establishment of the Panel.
- 7 Discussions at those meetings included:
 - a) Update on the refreshed content within each of the four strategies.
 - b) Incorporating Te Taki Haruru and Sustainability frameworks into the refreshed strategies.
 - c) Discussion on the timeline for completion of the Strategic Refresh Project.
 - d) Discussion on community engagement for the refreshed strategies.

DISCUSSION

- 8 As directed by the Panel, each of the draft strategy documents have utilised the 2013 – 2023 Economic Development Strategy as a template, allowing for a common approach to all four. This demonstrates and recognises an inter-connectedness between all strategies that directly correlate to community outcomes and activity groups. Currently, DCC is also required to report on community outcomes related to wellbeing, under the Local Government Act 2002.
- 9 Each of the strategies have refreshed and updated Dunedin context and situational analysis information, to demonstrate and understand the current environment.
- 10 Common terminology is across all of the draft strategies using “themes and goals” in place of the previously varied terminology. These are positioned under the vision for each strategy. Vision statements for all four strategies, extend on the city vision “Dunedin, one of the world’s great small cities”
- 11 The draft strategies include alignment with Te Taki Haruru (TTH), the DCC’s Māori Strategic Framework. This includes reference to the planned implementation of TTH and demonstrates links between the principles, values and key directions of TTH alongside the themes and goals of each strategy.
- 12 Development of a Sustainability framework continues. This is a gap noted in the documents which will be populated on the adoption of a framework, which is expected in June 2025

- 13 Implementation commentary in each of the documents is high level for this stage of the project. Initial actions common across all strategies are:
- Establishment of Advisory Groups.
 - Development of indicators and measures for themes and goals in each strategy.
 - Development of a Monitoring and Evaluation framework that demonstrates progress and establishes robust reporting back to Council and Dunedin communities in the city.
 - The alignment between each strategy, TTH and the Sustainability framework.
 - A review cycle will be developed across the strategic framework to enable stronger alignment with the long-term planning process.
- 14 Pending approval of the draft strategies, community engagement will take place alongside of the 9 Year Plan (9YP) consultation. Engagement will occur between 31 March and 30 April 2025.
- 15 Feedback from the engagement will be incorporated into the strategies, and final drafts will be presented to Council for adoption at its June 2025 meeting.

OPTIONS

Option One – Approve that the Draft Wellbeing Strategies progress to community engagement and approve the proposed Community Engagement Plan

Impact assessment

- 16 Approval of the draft strategies is sought ahead of proceeding to community engagement.
- 17 To remain within the proposed timeline for completing the Strategic Framework Refresh Project, engagement with the community will need to occur prior to 30 April 2025. This allows time for feedback to be collated and incorporated into each strategy.

Advantages

- Progresses towards completing the DCC Strategic Framework Refresh programme in 2025.
- Engaging with the community to gather feedback for each of the strategies as part of DCC's ongoing engagement.

Disadvantages

- There are no disadvantages.

Option Two – Do not approve the proposed plan for Community Engagement. Do not approve that the draft strategies progress to community engagement.

Impact assessment

- 18 Without approval to proceed with the proposed community engagement, completion of the Strategic Framework Refresh Project will not prior to June 2025

Advantages

- Staff will continue work to refresh and refine each of the strategies.

Disadvantages

- Community Engagement does not occur within the proposed timeline.
- It is unlikely the project can be completed in 2025 if the timeline is extended.

NEXT STEPS

- 19 Proceed with the proposed community engagement between 31 March and 30 April 2025
- 20 Collate and incorporate gathered feedback into final draft strategies.
- 21 Present final draft strategies for adoption at the 24 June 2025 Council meeting.

Signatories

Author:	Nadia Wesley-Smith - Corporate Policy Manager - Acting
Authoriser:	Nicola Morand - Manahautū (General Manager Policy and Partnerships)

Attachments

	Title	Page
↴A	Draft Ara Toi Ōtepoti Strategy	40
↴B	Draft Dunedin Economic Development Strategy	55
↴C	Draft Dunedin's Social Wellbeing Strategy	92
↴D	Draft Te Ao Tūroa Dunedin's Environment Strategy	111
↴E	Strategic Refresh Draft Community Engagement	140

SUMMARY OF CONSIDERATIONS

Fit with purpose of Local Government

This decision enables democratic local decision making and action by, and on behalf of communities. This decision promotes the social, economic, environmental, and cultural well-being of communities in the present and for the future.

Fit with strategic framework

	Contributes	Detracts	Not applicable
Social Wellbeing Strategy	✓	<input type="checkbox"/>	<input type="checkbox"/>
Economic Development Strategy	✓	<input type="checkbox"/>	<input type="checkbox"/>
Environment Strategy	✓	<input type="checkbox"/>	<input type="checkbox"/>
Arts and Culture Strategy	✓	<input type="checkbox"/>	<input type="checkbox"/>
3 Waters Strategy	✓	<input type="checkbox"/>	<input type="checkbox"/>
Future Development Strategy	✓	<input type="checkbox"/>	<input type="checkbox"/>
Integrated Transport Strategy	✓	<input type="checkbox"/>	<input type="checkbox"/>
Parks and Recreation Strategy	✓	<input type="checkbox"/>	<input type="checkbox"/>
Other strategic projects/policies/plans	✓	<input type="checkbox"/>	<input type="checkbox"/>

The refresh of the DCC's four well-being strategies is a critical piece of work that is overseen by the Panel. The four strategies are intrinsically linked with Te Taki Haruru, the DCC's Māori Strategic Framework, and the DCC's commitment to Sustainability. The strategies also connect with other plans and activities currently being undertaken by the DCC, such as the Housing Implementation Plan, the Ōtepoti Live Music Action Plan, and the Zero Carbon Plan.

Māori Impact Statement

Alignment of the four well-being strategies with Te Taki Haruru, the DCC's Māori Strategic Framework is integral to this work. Each refreshed strategy includes directions and action which impact on mana whenua and mātaṃwaka in Ōtepoti Dunedin.

Sustainability

Alignment of the four strategies with Council's commitment to sustainability is integral to this work. The DCC's Sustainability Framework, currently under development, will be incorporated into each refreshed strategy.

Zero carbon

This project is not likely to materially impact city emissions.

LTP/Annual Plan / Financial Strategy /Infrastructure Strategy

There are no implications for current levels of service and/or performance measures. It should be noted that refreshed strategies will help with DCC's future long term planning and annual planning, and that the draft strategies have been aligned with the DCC's long-term planning and this is reflected in the documents.

Financial considerations

The proposed engagement plan is in line with existing budgets

Significance

This decision is considered low in terms of the Council's Significance and Engagement Policy.

SUMMARY OF CONSIDERATIONS

Engagement – external

There has been no external engagement since the last update report. The proposed engagement plan details how staff will engage with the community on the refreshed strategies.

Engagement - internal

Staff have worked with lead staff from Enterprise Dunedin, South Dunedin Future, Creative Partnerships and Community Partnerships to progress each strategy. Further review work will be undertaken alongside of the proposed community engagement.

Risks: Legal / Health and Safety etc.

There are no known risks associated with this report.

Conflict of Interest

There are no conflicts of interest.

Community Boards

Community Boards may want to participate in the community engagement plan proposed to take place in their Community Board areas.

Dunedin's Cultural Strategy 2025-2035

DRAFT

Executive Summary

TBC

Introduction

*Toitū te Kawa, Toitū te Rangatiratanga,
Toitū te Ao Tūroa, Toitū te Kaikokiri, Toitū te iwi.*

Strengthening cultural excellence through sustainability, innovation, and tenacity.

The Dunedin City Council (DCC) acknowledges mana whenua, their histories and stories, and their deep, centuries- old connections to the whenua. It recognises the value of ongoing, respectful relationships between mana whenua and the wider communities of Ōtepoti Dunedin.

As an effective Treaty partner, the DCC supports the upholding of Kāi Tahu cultural traditions (ahi kā) where Māori heritage and culture is visible, celebrated, protected, and future-proofed.

Supporting the cultural and creative diversity of Ōtepoti Dunedin's people, practices, and industries needs strong strategic vision. It allows DCC to bring into sharp focus the city's vibrant creative ecosystem and helps us to identify the best ways to nurture this taoka.

Our great small city is home to kaiako and ākonga, to enthusiastic dabblers and skilled professionals, to performers and audiences. Creative life flourishes in beloved cultural institutions and places of learning. It is found in green spaces, streetscapes, and hidden nooks and crannies. This place is where our current and future memories take form in colour, word, song, and dance.

This strategy sets out how we will cultivate the health and vibrancy of culture and creativity Ōtepoti Dunedin into the future.

Background

Ara Toi Ōtepoti- Our Creative Future: Dunedin's Arts and Culture Strategy was adopted by the DCC in 2015 and was widely welcomed by the community, clients, stakeholders, and the media. At the time, Creative New Zealand called it the "best creative strategy in the country". This was the first time the DCC had made a strategic commitment to support and grow the cultural wellbeing of Ōtepoti Dunedin.

The DCC invested \$240,000 to drive the delivery of the strategy, which then became business as usual for the DCC. This strategy set the direction for arts and culture in Ōtepoti Dunedin over the following years. It formally recognised both the intrinsic value of the arts and the economic value of the creative sector and aspired to have creativity fully integrated into the city's identity. Initiatives and events such as the Dunedin Dream Brokerage, the Dunedin UNESCO City of Literature, and the Puaka Matariki Festival were supported by the strategy's framework. The strategy also provided the impetus for the development and adoption of the DCC's *Public Art Framework 2017-2022* and the *Art and Creativity in Infrastructure Policy*. Ayesha Green's artwork *Ko te Tūhono* in the Octagon, the innovative narratives and design of Te Puna o Whakaehu in Mosgiel, and the refurbished George Street streetscape are enduring outcomes of these policies. The DCC extends its deep appreciation to arts and culture collective Transforming Dunedin and the wider creative community, whose collaborative energy and mahi were integral to the co-creation of the 2015 strategy. The whakapapa of this original document is acknowledged and reflected in the key directions of this updated Strategy.

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The Role of the Cultural Strategy

The Cultural Strategy is a framework designed to sustain the culture and creativity of all Ōtepoti Dunedin residents. It supports the inspired and vibrant practices, people, and spaces that make our city a remarkable place in which to live, play, and work.

The Strategy responds to changing demographics, diversity, and social change in Ōtepoti Dunedin and is underpinned by themes that support strong creative and cultural connections between people, experiences, and places.

The whakapapa and priorities that made the first strategy successful (Identity Pride, Access and Inclusion, Inspired Connections, Creative Economy) are embedded in the refreshed Strategy:

- ensuring our communities are connected and included in cultural experiences
- supporting our community's cultural potential
- ensuring a plentiful number of accessible, vibrant spaces and cultural places.

The DCC will achieve the Strategy's vision with planning, action, and strong and effective partnerships. Through the sharing of information and resources, we will work smartly and efficiently, will measure our progress, and report back to our communities on what is being achieved.

Arts, culture, and creativity play an integral role in the satisfaction and happiness of Ōtepoti Dunedin's residents. Creative New Zealand's 2024 report [*New Zealanders and the Arts \(Otago\)*](#) shows that:

Over half of respondents feel that that arts and culture have a vital role to play in the future of their area and that their community would be poorer without the arts. This positivity extends into the economic benefits of culture and creativity, with 73% agreeing that the arts create jobs in and around the creative industries.

More creative people are working as journalists, performers, musicians, choreographers, and involved in many other arts and cultural pursuits. The biggest employment gains were seen in rising creative contractor numbers and technology-focused businesses. Recent job losses in the creative industries were driven by attrition from traditional media such as radio and print news publishing. Overall local people who earn income through creative industries post-pandemic are nimble, resilient, and innovative. Ōtepoti Dunedin continues to be a place where creative ideas emerge, take shape, and take flight.

For the cultural sector workforce and for a vibrant, inclusive, and diverse cultural sector more broadly, our creative practitioners, audiences, and institutions should reflect the ethnic diversity of New Zealand's population.

The Vision for the Cultural Strategy

Dunedin is one of the world's great small cities with arts and culture at its core.

The Strategy:

- Articulates a vision and goals for culture and creativity in Ōtepoti Dunedin
- Identifies the challenges and opportunities we face in achieving that vision
- Identifies ways that culture and creativity can thrive and grow in Ōtepoti Dunedin

The Strategic Vision

The DCC's current strategic vision and framework was developed through a city-wide engagement process that started in 2011. Developed over a period of approximately eight years, the first of the eight strategies were adopted in 2010 and the last completed in 2017. The strategies are focused on long-term outcomes and the development of Ōtepoti Dunedin.

The DCC's work to achieve its strategic goals is underpinned by Te Taki Haruru, its Māori Strategic Framework and its commitment to Sustainability. The DCC commenced work on its strategic refresh project in 2020 to align with this work, its Long-Term Plan and to build a consistent monitoring and review process into its strategic planning.



Dunedin's advantages

- Strong knowledge base in existing cultural institutions and creative industries
- Availability of cultural and creative education based in Ōtepoti Dunedin
- The DCC's support for cultural and creative activities
- Pride in the city's creative and cultural heritage
- The diversity of cultures, creators, and audiences in Ōtepoti Dunedin
- The sense of community and connection that comes from cultural and creative expression and activities
- Existing creative economy with opportunities for sustainable growth

Dunedin's challenges

Since the development of the first strategy in 2015, local, national, and international events have fundamentally changed the creative ecosystem of Ōtepoti Dunedin.

Locally, the 2018 closure of professional theatre company, Fortune Theatre, led to shrinking professional and creative development opportunities for the city's performing arts sector. The loss of regular central government funding for the theatre left a significant fiscal hole in the broader creative economy of the city.

Two years later, the creative and cultural sectors were shaken to the core by the national measures put in place to manage the spread of Covid 19. Organisations, practitioners, and audiences had to fundamentally change the way cultural and creative activities were produced, presented, and experienced. These Covid impacts linger still.

Creative communities face challenges at local, regional, and national levels:

- Limited availability of public sector funding for cultural and creative activities
- Vulnerability due to a high percentage of self-employment in the creative sector
- Less disposable income affects the size of audiences and numbers of consumers of creative and cultural products
- Difficulty to measure the value of arts, culture, and creativity beyond economics
- Cost-of-living pressures
- Climate change
- Digital exclusion
- Growing unemployment
- Global uncertainty
- Youth disengagement

Themes

- Cultural and Creative Potential
- Culturally Connected People
- Vibrant Spaces and Cultural Places
- Viable Creative Economy

Goals

- People see, explore, and experience stories and histories from Ōtepoti Dunedin and beyond
- People from all communities are included in cultural and creative activities and experiences
- Vibrant spaces and cultural places are accessible and allow people to thrive
- The local creative economy provides viable and sustainable opportunities for all people

	Cultural and Creative Potential	Culturally Connected People	Vibrant Spaces and Cultural Places	Viable Creative Economy
What does this mean?	Our people's individual value and their cultural and creative potential are nourished, celebrated, and supported equitably	Our people are connected when they actively engage in cultural and creative activities and experiences	All people feel nurtured by the spaces and cultural places of Ōtepoti Dunedin	People participate in the local creative economy
What strengths does this theme build on?	Strong knowledge base in existing cultural institutions and creative industries Availability of cultural and creative education based in Ōtepoti Dunedin The DCC's support for cultural and creative activities	The DCC's support for cultural and creative activities The diversity of cultures, creators, and audiences in Ōtepoti Dunedin The cultural vibrancy of Ōtepoti Dunedin Pride in the city's creative and cultural heritage	The DCC's support for cultural and creative activities The cultural vibrancy of Ōtepoti Dunedin The diversity of cultures, creators, and audiences in Ōtepoti Dunedin The sense of community and connection that comes from cultural and creative expression and activities Pride in the city's creative and cultural heritage	Existing creative economy with opportunities for growth The DCC's support for cultural and creative activities Strong knowledge base in existing cultural institutions and creative industries Availability of cultural and creative education based in Ōtepoti Dunedin Pride in the city's creative and cultural heritage
What challenges does this theme address?	Limited availability of public sector funding for cultural and creative activities Vulnerability due to a high percentage of self-employment in the creative sector Youth disengagement	Less disposable income affects the size of audiences and numbers of consumers of creative and cultural products Difficulty to measure the value of arts, culture, and creativity beyond economics	Limited availability of public sector funding for cultural and creative activities Less disposable income affects the size of audiences and numbers of consumers of creative and cultural products	Limited availability of public sector funding for cultural and creative activities Vulnerability due to a high percentage of self-employment in the creative sector Cost-of-living pressures

		Cost-of-living pressures Climate change Digital exclusion Youth disengagement	Climate change Digital exclusion Growing unemployment Global uncertainty Youth disengagement	
What is the relevance of this theme?	People see, explore, and experience stories and histories from Ōtepoti Dunedin and beyond	People from all communities are included in cultural and creative activities and experiences.	Vibrant spaces and cultural places are accessible and allow people to thrive	The local creative economy provides sustainable opportunities for all people
How does this theme fit with other strategies and plans?	Social Strategy, the Ōtepoti Live Music Action Plan, Art and Creativity in Infrastructure Policy, and Heritage Action Plan which have a focus on cultural and creative activities.	Social Strategy, Youth Action Plan, Ōtepoti Live Music Action Plan, and the Festivals and Events Plan which encourage and support participation in the community.	Social Strategy, Disability Strategy, Ōtepoti Live Music Action Plan, Youth Action Plan, Reserves Management Plan, Art and Creativity in Infrastructure Policy, and the Heritage Action Plan which encourage accessibility and participation and celebrate the cultural uniqueness of Ōtepoti Dunedin.	Economic Strategy, Social Strategy, Ōtepoti Live Music Action Plan, Festivals and Events Plan encourage active participation in the economy and communities in Ōtepoti Dunedin.

Te Taki Haruru

In recent years the DCC has taken solid steps toward growing our internal capability and progressing relationships with mana whenua and mātāwaka. Te Taki Haruru, the DCC's Māori Strategic Framework was adopted in September 2023 and is the mechanism in which Council meets its commitment to Te Tiriti o Waitangi/the Treaty of Waitangi, and its partnerships with mana whenua of Te Rūnanga o Ōtākou and Kāti Huirapa Rūnaka ki Puketeraki.

Aligning DCC strategies with Te Taki Haruru highlights this commitment through collaboration and a partnered approach to the work we undertake for Dunedin communities.

The vision of Te Taki Haruru is “Kāika Ōtepoti, Kāika Ora”, which translates to “Thriving Home, Thriving Village”. This vision focuses on making Dunedin fit for the future; to create a future fit for our mokopuna across all areas of DCC – environmental, cultural, social and economic.

Te Taki Haruru has four principles and values established by mana whenua. These principles and values are high-level concepts to help inform the work within DCC. Each principle and value pairing has a key intent statement that provides DCC with a view of what mana whenua see as a thriving village.

Autūroa/Mana:

The principle **Autūroa** is based in the longevity, continued influence, and leadership in the community. **Mana** is the relative value in recognition of the authority of mana whenua in Ōtepoti Dunedin.

Key Intent: Mana whenua are leaders, influencers and partners.

Auora/Mauri

The principle **Auora** is one stemmed in the health and wellbeing of everything in Ōtepoti Dunedin. This extends to people, whenua, and waterways. **Mauri** is the life force of all things, and how we interact with each other and the environment can positively, or negatively, impact that mauri.

Key Intent: The mauri of Ōtepoti is restored and enhanced.

Autaketake/Tapu and Noa

The principle **Autaketake** is heavily steeped in the related values of **tapu** and **noa**. Autaketake is balancing the tapu (restricted) with noa (unrestricted) and how to keep ourselves, and our world, safe; in a practical sense and in a sustainable sense.

Key Intent: Balance is restored, and the future of our people and resources is restored.

Autakata/Whakapapa

The principle **Autakata** highlights the importance of people in te ao Māori. The value **whakapapa** shows the importance of genealogy in te ao Māori, remembering our ancestors in the mahi we do, and ensuring that mahi will allow our mokopuna to thrive.

Key Intent: The traditional authority of mana whenua in Ōtepoti Dunedin is recognised through partnerships based on reciprocity and respect.

Further to the principles and values, key directions of Te Taki Haruru correspond specifically with Ara Toi Ōtepoti

- Māori will participate and demonstrate leadership in the community
- Māori heritage and culture is visible, celebrated, protected and future-proofed.
- Communities, resources, and customary practices are protected through responsible regulatory measures and processes.

- Māori values frameworks are embedded within policy, initiatives, and practices.

To best align Te Taki Haruru with Ara Toi Ōtepoti, both should be viewed in a consistent way to enable closer alignment. This is achieved by placing the vision, themes, goals of Ara Toi Ōtepoti alongside of the vision, principles, values, and key directions of te Taki Haruru.

Vision

Ara Toi Ōtepoti	Taki Haruru
Dunedin is one of the world's great small cities with arts and culture at its core.	Kāika Ōtepoti, Kāika Oraka. Thriving home, thriving village.

Themes, Principles and Values

Ara Toi Ōtepoti	Te Taki Haruru
Cultural and Creative Potential Our people's individual value, their cultural and creative potential are nourished, celebrated, and supported equitably.	Auora/Mauri This key direction highlights the importance of protecting Māori heritage but can apply to across a diverse range of background within Ōtepoti Dunedin. All are worth celebrating, enjoying, and supported to be able to do so.
Culturally connected people Our people are connected when they actively engage in cultural and creative activities and experiences.	Autūroa/Mana This key direction focuses on minimising barriers to participation in culture and artistic activities. Furthermore, it celebrates that <i>all</i> communities will have a chance to connect with each other, engage with the wider community, and celebrate who they are.
Vibrant spaces and cultural places All people feel nurtured by the spaces and cultural places of Ōtepoti Dunedin.	Autaketake/Tapu and Noa It's about the holistic wellbeing of the individual and collective. Tapu and noa allows a practical response that respectfully addresses the management of resources and safeguards cultural, environmental and human health and wellbeing.
Viable creative economy People participate in the local creative economy.	Autakata/Whakapapa To aid in the ability for people to participate in the creative economy, this key direction allows for Māori values frameworks and ways of thinking to be implement that enable the pathways for people to participate. Additionally, these values may highlight what stops people from participating and how we overcome those barriers.

Goals and Key Directions

Ara Toi Ōtepoti - Goals	Te Taki Haruru- Related Key Directions
People see, explore, and experience stories and histories from Ōtepoti Dunedin and beyond.	Māori heritage and culture is visible, celebrated, protected and future-proofed.
People from all communities are included in cultural and creative activities and experiences.	Māori will participate and demonstrate leadership in the community.
Vibrant spaces and cultural places are accessible and allow people to thrive.	Communities, resources and customary practises are protected through responsible regulatory measures and processes.
The local creative economy provides viable and sustainable opportunities for all people.	Māori values frameworks are embedded within policy, initiatives and practices.

The implementation Plan of Te Taki Haruru is due to be rolled out across Council in the coming year. Implementation of the Ara Toi Ōtepoti strategy will include indicators and measures that align directly with Te Taki Haruru.

Sustainability Framework

TBC

DRAFT

Bringing it all together

Vision	Dunedin is one of the world's great small cities			
Cultural Strategy Vision	Dunedin is one of the world's great small cities with arts and culture at its core.			
Themes	Cultural and Creative Potential	Culturally Connected People	Vibrant Spaces and Cultural Places	Viable Creative Economy
Goals	People see, explore, and experience stories and histories from Ōtepoti Dunedin and beyond	People from all communities are included in cultural and creative activities and experiences	Vibrant spaces and cultural places are accessible and allow people to thrive	The local creative economy provides viable and sustainable opportunities for all people
Te Taki Haruru	Māori heritage and culture is visible, celebrated, protected and future-proofed	Māori will participate and demonstrate leadership in the community	Communities, resources and customary practises are protected through responsible regulatory measures and processes	Māori values frameworks are embedded within policy, initiatives and practices.
Sustainability Framework	tbc	tbc	tbc	tbc

Implementation

Implementation plans will be developed for the Cultural Strategy that align with its Themes and Goals.

These plans will be separate from the overarching Cultural Strategy document, allowing them to be updated as implementation progresses and actions are completed.

Development of Indicators: Key indicators and actions will be developed for the Strategy that align with its Themes and Goals. For example, for the Theme “Vibrant Spaces and Cultural Places” which has the Goal “Vibrant spaces and cultural places are accessible and allow people to thrive”, the key indicator could be based on an increase in the positive responses about Festivals and Events collected in the Residents Opinion Survey, and the actions undertaken by the DCC could include “Support performances in outdoor and indoor places where the public congregates”.

The implementation plans will include detail of timelines and resourcing required, both from the DCC and other key stakeholders.

Implementation of the Cultural Strategy will connect with the implementation of Te Taki Haruru, and the DCC’s economic, environmental, and social strategies.

Monitoring Framework

A Monitoring Framework for the implementation of the Cultural Strategy and its related plans will be developed using key indicators and measures for each Goal and any actions included in implementation plans.

The Review Cycle

The strategy has a ten-year lifespan, with its refresh following directly after the previous version expires.

Incoming councils will review the strategy in the first year of the triennium, using an integrated reporting framework and a current situational analysis to inform any changes to the strategy.

Alignment with the Long-Term Plan

The DCC refreshes its key strategies to ensure that they reflect the current aspirations of the community, and align with the DCC's long-term planning. The Cultural Strategy aligns with the following activities in the long-term plan:

Group of activity	Activities
Community recreation	Botanic Garden Parks and reserves
Creative and cultural vibrancy	Creative Partnerships Gallery, Garden and Museum Libraries and City of Literature <u>Olveston Historic Home</u> Otago Museum levy
Treaty Partnership	Māori Partnerships
Vibrant economy	Economic development Events

Advisory Groups

Advisory Groups for the DCC's strategies are to be decided on by Council.

Dunedin's Economic Development Strategy 2025-2033

DRAFT

Executive summary

Background

In 2013, the Dunedin City Council released its Economic Development Strategy, based on the guidance of a group of key economic partners – including the Otago Chamber of Commerce, Otago Southland Employers' Association, Otago Polytechnic, University of Otago and Kāi Tahu.

For over 10 years, this Strategy has driven economic development in the city and provided essential guidance to support growth and prosperity. Alongside our economic partners, we built strong foundations which have been recognized by stakeholders. While carrying forward these achievements, we also acknowledge the evolving economic conditions and new challenges. This led to the updated version of Dunedin's Economic Development Strategy.

What is the purpose of the Economic Development Strategy?

The updated Economic Development Strategy builds on the success of the Economic Development Strategy 2013-2023 while adapting to evolving circumstances. Preserving proven framework will ensure stability and continuity. At the same time, adapting to new market conditions, technological advancements, and changing economic factors will allow for sustained growth and resilience. This balanced approach fosters innovation without discarding valuable foundations, enabling long-term economic success in an ever-changing environment.

The Vision

We aspire to build on Dunedin's unique strengths and character to create a vibrant, innovative, and welcoming place—one of the world's great small cities, renowned as a confident, competitive knowledge centre, a community where enterprise and creativity support a productive and sustainable city. By embracing opportunities, adapting to change, and fostering a strong sense of community, we will ensure a thriving future for all who live, work, and visit here.

Strategic themes

The updated Economic Development Strategy maintain the same strategic themes to ensure continuity and build on the achievements already made. By staying aligned with these core priorities, we provide a familiar and trusted framework for our partners.

The Strategy is built around five strategic themes:

1. Business vitality
2. Alliances for innovation
3. A hub of skills and talent
4. Linkages beyond our borders
5. A compelling destination

What are the Strategy's economic goals?

TBC.

Initial Actions

TBC – advise delete and transfer into the implementation plan to ensure the longevity of the Strategy.

What happens next?

The five strategic themes will be integrated into successive implementation plans that are updated annually and describe related actions. The implementation plans include tasks and timelines, as well as a system for monitoring and evaluating progress.

An extended partnership will oversee the Strategy and report progress to the Council and the public, thus maintaining transparency and building trust.

Engagement with the community will ensure that our implementation plans are not only effective but also responsive to the evolving needs of the community. Adjustments will be made based on feedback and evaluations and reflected in updated implementation plans. This ongoing dialogue helps us stay attuned to the community's priorities and make informed decisions that reflect their perspectives.

This Strategy seeks to instil confidence in Dunedin's economic prospects and galvanise efforts to elevate Dunedin into one of the world's premier small cities.

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Introduction

In recent years, the global economy has faced a multitude of challenges, including inflation, geopolitical tensions, and the ongoing impacts of climate change. These issues have created a complex and often uncertain economic landscape, affecting communities worldwide. Despite these challenges, Dunedin has demonstrated resilience and adaptability, encouraged by the strong foundation laid by the Economic Development Strategy 2013-2023.

This strategy has been instrumental in fostering a robust economic base, characterised by strong partnerships and successful initiatives. Through collaborative efforts with local businesses, educational institutions, and community organisations, Dunedin has cultivated an environment where innovation and enterprise can thrive. These partnerships have not only helped the city navigate recent economic difficulties but have also instilled confidence in its ability to build on this solid foundation for the future.

Building on this, the feedback from stakeholders - gathered through the Business Economic Forum in May 2024, an online survey, and a workshop of the Grow Dunedin Partners in June 2024 – underlines the need for bolder and more ambitious strategy. While acknowledging the significant achievements since the EDS Strategy's inception in 2013 and the relevance of the current strategic themes, stakeholders emphasise the importance of enhancing partnerships and collaboration to achieve shared goals. They advocate for initiatives that make Dunedin an even more desirable place to live, invest, and do business, supported by robust policies and infrastructure. Additionally, a coordinated marketing approach is essential to confidently showcase Dunedin's unique lifestyle, educational opportunities, and business potential. This feedback has informed the update of the Economic Development Strategy.

Dunedin boasts several economic strengths that have been pivotal in its resilience and growth. The city is home to the University of Otago and Otago Polytechnic, which attract students from around the world and foster innovation and research, contributing significantly to the local economy. The presence of Otago's medical and dental schools further strengthens the city's reputation as a centre for education and healthcare.

Furthermore, the growth in the technology sector, supported by initiatives like the Dunedin Tech Precinct, has established the city as a hub for startups and tech companies. Over the past decade, quality entrepreneurs have emerged, playing a crucial role in shaping the local economy. These entrepreneurs have built successful businesses that contribute to employment and economic expansion, while a new wave of entrepreneurs is emerging, ready to drive future growth.

The city's vibrant creative sector, including film, fashion, and music, adds to its economic and cultural appeal. Dunedin's reputation as a UNESCO City of Literature highlights its strong literary culture. Additionally, Dunedin's rich cultural heritage, stunning landscapes, and unique wildlife make it a popular tourist destination, supporting local businesses and creating jobs.

As Dunedin looks ahead to the next decade, it can count on the strengths developed with its economic partners. The city's commitment to fostering a vibrant, sustainable economy ensures that

it is well-positioned to face future challenges and seize new opportunities. With a strong base and a clear vision, Dunedin is ready to continue its journey towards economic prosperity and resilience.

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The Role of the Economic Development Strategy

Dunedin's Economic Development Strategy is a comprehensive framework designed to enhance prosperity in our city. It serves as a roadmap for fostering economic growth, creating jobs, and enhancing the overall standard of living.

By identifying key areas of focus and leveraging available resources, the Economic Development Strategy aims to build a resilient and sustainable economy that can adapt to changing conditions and capitalise on emerging opportunities, whilst recognising challenges and anticipating downturns.

The Strategy:

- Establishes a clear vision and set directions for action through its five strategic themes.
- Identifies Dunedin's economic performance and potential driver for growth.
- Identifies strengths that we can build on and challenges we need to address to foster economic development.
- Incorporates feedback from stakeholder on the implementation of the Economic Development Strategy 2013-2023.
- Embeds the strategic commitments to the Treaty of Waitangi and Sustainability.

An example of how the Economic Development Strategy relates to other strategies

Environmental Strategy – Te Ao Tūroa

TBC

Social Wellbeing Strategy

TBC

Arts and Culture Strategy – Ara Toi

TBC

Māori Strategic Framework – Te Taki Haruru

Te Taki Haruru embeds the principles of the Treaty of Waitangi at an operational level. This framework aims to support the cultural, social, economic, and environmental wellbeing of Māori in Dunedin. It emphasises collaboration and partnership with mana whenua and Māori in Dunedin, ensuring that they have meaningful opportunities to contribute to decision-making processes. The framework is a significant step towards fostering a more inclusive and equitable community in Dunedin.

Sustainability Framework

TBC

Zero Carbon Plan

The Dunedin City Council's Zero Carbon Plan 2030 aims to make Dunedin a zero-carbon city by 2030. The plan outlines key shifts and action areas to reduce carbon emissions and address climate change. It includes strategies for sustainable transport, energy efficiency, waste reduction, and community engagement. The plan also emphasises the importance of collaboration with local businesses, organisations, and residents to achieve these ambitious goals.

Partnership

Partnerships play a crucial role in the success of Dunedin's Economic Development Strategy. Partners, whilst retaining their own strategies adapted to their organisation, they take ownership of the Economic Development Strategy's vision and goals to help ensure Dunedin reaches its economic potential.

This collaboration allows to achieve a more comprehensive and inclusive approach. Partnerships enable the pooling of resources, expertise, and networks, which can lead to more innovative solutions and efficient implementation of projects. Partnerships foster trust and cooperation among different sectors, ensuring that the benefits of economic growth are widely shared.

Dunedin City Council

The Dunedin City Council (DCC) can help encourage local economic prosperity through:

- **Advocacy:** the DCC presents Ōtepoti Dunedin as a compelling destination to study, visit, settle, work, and start or develop a business.
- **Facilitation:** the DCC connects people with the information, expertise and resources needed to make informed decisions for their economic wellness.
- **Enablement:** the DCC empowers people by providing tools and knowledge for them to achieve their objectives.
- **Partnership:** the DCC collaborates with local stakeholders to create a supportive and thriving economic environment.
- **Involvement:** the DCC participates in the local economy through its procurement process and its investments in new and existing infrastructure.

Business South Inc

Business South Inc. is a cornerstone of business support and advocacy in the Otago region, formed from the merger of the Otago Chamber of Commerce and the Otago Southland Employers' Association.

The Otago Chamber of Commerce, established in 1861, played a pivotal role in promoting business growth and opportunity throughout the region for over 160 years.

The Otago Southland Employers' Association, a founding member of the BusinessNZ network, also contributed significantly to the region's economic landscape by providing essential support and advocacy for employers.

The merger, finalised in 2021, brought together the strengths of both organisations to create a unified body dedicated to fostering a thriving business environment in the southern region of New Zealand. Business South Inc. continues to build on this legacy, supporting businesses from the

Waitaki River to Rakiura/Stewart Island, ensuring they have the resources and expertise needed to succeed in a dynamic economic landscape.

As a partner in economic development strategy, Business South Inc. offers in-depth local knowledge, extensive networks, and a proven track record of driving regional growth. The organisation plays a key role in business development by providing tailored support, professional development training, mentorship programs, and access to funding opportunities. Through these initiatives, Business South Inc. empowers businesses to navigate challenges, seize new opportunities, and contribute to a thriving regional economy.

Otago Polytechnic / Te Kura Matatini ki Otago

Otago Polytechnic is a leading educational institution, recognized for its high-quality education, innovation, and strong community connections.

Otago Polytechnic's focus on applied research and knowledge transfer enhances productivity and innovation within local organizations supports the broader economic and social success of the region.

Its priorities, including sustainability, educational excellence, and active community engagement, make it a valuable partner in driving economic development.

University of Otago / Ōtākou Whakaihu Waka

The University of Otago plays a pivotal role in Dunedin's economic development by being a major employer, a centre for skills and innovation, and a significant contributor to the local and national economy.

The University of Otago is a key driver of Dunedin's economy, contributing \$1.13 billion annually and employing around 4,044 full-time staff. It is one of Dunedin's largest employers.

As a hub for skills and innovation, it supports research and development through its Centre for Innovation and Otago Innovation Limited. This focus on research and development drives innovation and attracts investment and talent to the region.

Ngāi Tahu

The takata whenua (people of the land) of the Dunedin area originate from the Waitaha, Kāti Māmoe and Kāi Tahu tribes who, over time, through conquest, marriage and peace alliances, largely merged and are generally referred to now as Ngāi Tahu (Kāi Tahu in the southern dialect). The wider Dunedin region was the site of many settlements, and today the traditional settlement areas for Kāi Tahu are located at Ōtākou (Otago Peninsula) and Puketeraki (Karitāne), within close proximity of the traditional pā of former times, Pukekura (Taiaroa Head) and Huriawa (Karitāne).

Kāi Tahu signed the Treaty of Waitangi at Pukekura (Taiaroa Head), at the entrance of the Otago Harbour.

The business community

Businesses are the backbone of Dunedin's Economic Development Strategy, playing an indispensable role in job creation, innovation, and economic stability. The business community is where Dunedin's economic future is at play, ensuring the city remains dynamic and prosperous.

The Strategy is designed to empower these businesses, providing them with the support and resources needed to thrive.

Neighbouring districts, regions and central Government agencies

Economic development is a joint effort. Regional collaboration and partnerships are crucial to create a cohesive economic landscape. By working together, these areas can share resources, expertise, and opportunities, leading to mutual growth and development.

Central government agencies play a vital role in supporting Dunedin's economic initiatives, by providing funding, policy support, and guidance to ensure that the city's economic goals align with national priorities.

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Dunedin's Economic Performance

The decade from 2013 to 2023 marked a period of more dynamic economic activity for Dunedin. The city's GDP grew at an average annual rate of 2.6%, significantly higher than the previous decade. Employment growth was more robust, with the number of jobs increasing by over 7,000 from 2013 to 2020 alone. This growth was driven by sectors such as health, education, and technology, reflecting the city's strategic focus on becoming a knowledge and innovation hub.

Consumer spending saw a notable increase, aligning with the national trend. The housing market experienced substantial growth, with property values rising by an average of 5% per year. Tourism became a more significant contributor to the economy, with increased international visitor numbers and higher tourism expenditure. Population growth was more pronounced, supported by higher levels of international migration and a growing student population.

However, Dunedin's economic performance has shown mixed results in recent times, reflecting broader national trends. Employment in the city has faced challenges, particularly in the construction, professional services, and public administration sectors, leading to a rise in the unemployment rate to 4.6%. However, the health industry continues to be a bright spot, with strong employment growth. Consumer spending in Dunedin rose modestly, closely aligning with national growth rates. The housing market continued to show strength, with house values increasing, contrary to the national trend of a slight decline. Finally, tourism expenditure growth was modest, and guest nights at commercial accommodations decreased.

Population growth also slowed, largely due to a significant reduction in international net migration. This deceleration, coupled with weaker employment figures, contributed to softer consumer spending. The proportion of the working-age population receiving Jobseeker Support benefits also rose slightly above the national average.

Indicator	Dunedin	New Zealand	Average growth rate in Dunedin (per annum)*	Average growth rate in New Zealand (per annum)*	Performance relative to NZ
GDP (2023 \$million)	\$7,757	\$420,000	2.6%	3.0%	↓
GDP per capita (2023)	\$57,000	\$83,000	1.5%	1.8%	↓
Median household income (2023)	\$75,000	\$85,000	4.5%	5.0%	↓
Population (2023)	136,000	5,200,000	0.5%	1.2%	↓
Employment (FTEs)	60,000	2,916,000	2.0%	2.5%	↓
Productivity (GDP per FTE, 2023\$)	\$115,129	\$137,196	1.0%	1.2%	↓

Source: Infometrics

*Note: The average growth rates are based on the most recent decade (2013-2023) data.

Dunedin's strengths

Dunedin is a city that blends economic potential, cultural vibrancy, and a welcoming environment, making it an attractive place to live, work, and invest. Dunedin has four significant strengths.

Innovation and knowledge hub

Dunedin is a thriving research and innovation hub, driven by its world-class academic institutions and a strong culture of collaboration between education, industry, and government. The University of Otago, New Zealand's first university, is internationally recognised for its research across health sciences, biotechnology, environmental sustainability, and emerging technologies like artificial intelligence and augmented reality. Otago Polytechnic further strengthens the city's innovation ecosystem with its expertise in applied research, product development, and industry partnerships. The city's research strengths are complemented by innovation incubators, such as the Centre for Innovation and Startup Dunedin, which support entrepreneurs and high-tech startups.

The development of a robust high-tech sector is also central to Dunedin's recent development. The city has experienced significant growth in this area, with the Otago-Southland region recognized as New Zealand's fastest-growing tech sector, achieving a remarkable 26.1% increase, equating to \$103 million. Dunedin's reputation as a leading research hub further bolsters its tech landscape, particularly in emerging fields such as virtual and augmented reality.

With a highly skilled workforce, a dynamic knowledge economy, and a commitment to research-led development, Dunedin continues to attract talent and investment, positioning itself as a leader in innovation both nationally and globally.

Wide Array of High-Quality Amenities

Dunedin stands out in New Zealand for its exceptional cultural, leisure, public, and natural amenities. The city is also strongly committed to environmental sustainability and urban resilience. Key strengths include:

- The highest amount of green space per capita among New Zealand cities, set within a breathtaking natural landscape
- New Zealand's most extensive collection of heritage buildings in the city centre
- A diverse range of theatres, galleries, churches, and community facilities
- Renowned architectural design, with award-winning buildings
- Access to high-quality public and private healthcare services
- A relatively low crime rate, contributing to a safe urban environment
- An outstanding selection of recreational and leisure facilities, including parks, reserves, the Otago Peninsula, walking tracks, and cycleways
- World-class venues such as Moana Pool, Forsyth Barr Stadium, and the Edgar Centre
- A well-maintained, high-standard infrastructure

Vibrant living and Well-being

Dunedin is renowned for its rich cultural scene and high quality of life. The city has a thriving arts and heritage sector, with numerous galleries, theatres, and live music venues contributing to its vibrant atmosphere. Its well-preserved historic architecture and cultural festivals reflect a strong sense of identity and community pride. Additionally, Dunedin offers a range of venues for events, conferences, and entertainment, reinforcing its position as a cultural and social hub.

According to the 2024 Quality of Life Survey, Dunedin ranked high (83% of respondents rate their quality of life good or very good), affirming its status as one of the happiest cities in the country. Its low crime rate contributes to overall economic stability and investor confidence. The city also retains affordable housing options providing an attractive proposition for families and professionals, ensuring that living costs remain manageable while still benefiting from the city's amenities and services. These factors, combined with a strong sense of community, help to foster a productive workforce and stable local economy.

Natural Heritage

Dunedin is a city deeply connected to its natural surroundings, offering residents and visitors a wealth of outdoor experiences. Its numerous parks and reserves provide green spaces for relaxation and recreation, while the city continues to invest in sustainable transport solutions, including an extensive network of cycleways. Dunedin is also known for its rich biodiversity and commitment to conservation, with unique local wildlife and eco-tourism opportunities drawing visitors from around the world. Its coastal and forested areas serve as key natural attractions, ensuring that environmental preservation remains at the heart of its development.

Dunedin's challenges

Over the past decade, Dunedin has navigated a complex landscape of economic development challenges. While the city has made significant strides in various areas, it continues to face hurdles that require strategic intervention and innovative solutions.

We face fluctuations in economic activity and employment.

While there have been periods of growth in the past decade, the city has faced challenges, particularly in sectors such as construction, due to factors such as reduced investment and project delays¹. The unemployment rate has varied, with recent data showing an increase to 4.6% in 2024. The proportion of people receiving Jobseeker Support benefits has also increased.

We experience inconsistent population growth and migration.

While there was a notable increase in population growth up to 2023, recent years have seen a slowdown to 0.5% in the year to June 2024. This slowdown is partly due to a significant reduction in international net migration, reflecting national trends. The city continues to attract a relatively low proportion of New Zealand's permanent migrants. This trend poses challenges for workforce availability and economic dynamism, as fewer new residents mean less consumer spending and a smaller talent pool for local businesses.

We struggle with weak international connections and trade.

While a significant proportion of New Zealand's exports exit through Dunedin's ports, the majority are not produced or manufactured locally. Economic diversification remains a critical challenge, with a need to broaden the economic base to ensure long-term resilience and growth. Enhancing international connections and trade relationships is essential for accessing new markets and attracting foreign investment. The current reliance on a few key sectors makes the economy vulnerable to external shocks.

We face persistent youth unemployment and deprivation.

The city had the highest proportion of unemployment benefits paid to recipients aged 18–24 in the June 2024 quarter. Additionally, 26% of Dunedin's population lives in areas that are most deprived. These figures highlight significant economic inequalities and the need for targeted interventions. High youth unemployment can lead to long-term social and economic consequences, including increased crime rates and reduced lifetime earnings. Addressing this issue requires comprehensive strategies, including education and training programs, job creation initiatives, and support services for disadvantaged communities.

Overall, while Dunedin has made significant strides in economic performance, particularly in the decade from 2013 to 2023, addressing these ongoing challenges will be crucial for future prosperity. Efforts to enhance employment opportunities, attract international migrants, and diversify the economy will be key to sustaining and building on the city's economic strengths.

¹ Infometrics – Quarterly Economic Monitor

The economic role of small cities and drivers of growth

In today's rapidly changing world, making choices that suit the characteristics and economic environment of our small city is crucial. In the previous Economic Development Strategy 2013-2023, we proactively avoided the pitfalls of trying to emulate larger cities and instead adapting strategies that suit Dunedin's size and unique characteristics. Pursuing on that path will be key to ongoing success.

Small cities offer several distinct advantages in terms of economic development compared to larger cities. One of the primary benefits is the quality of life they provide, which often includes less congestion, lower crime rates, and a stronger sense of community. These factors can attract individuals and families seeking a more balanced lifestyle. Additionally, small cities typically have lower costs of living and doing business, which can be appealing to entrepreneurs and small businesses. The close-knit nature of small communities also fosters collaboration and innovation, as local businesses and institutions are more likely to work together to achieve common goals.

Looking at successful examples from around the world, we can see how small cities have capitalised on these advantages:

- *Boulder, Colorado*, has thrived by focusing on education and technology. Home to the University of Colorado Boulder, the city attracts a highly educated workforce and fosters a thriving startup ecosystem. Boulder's emphasis on sustainability and outdoor recreation also draws tourists and new residents, contributing to its economic vitality.
- *Heidelberg, Germany*, has leveraged its prestigious university and research institutions to drive economic growth. The city's healthcare sector and historic architecture attract both academics and tourists, creating a diverse and resilient economy.
- *Launceston, Tasmania*, has successfully diversified its economy by leveraging its educational institutions, natural beauty, and agricultural strengths. The University of Tasmania's northern campus attracts a diverse student population, contributing to the city's vibrant atmosphere. Launceston's economy benefits from its beautiful natural surroundings, including Cataract Gorge and the Tamar Valley, which draw tourists. Additionally, the city has a strong agricultural base, with key sectors including wine production, dairy farming, and horticulture.

Dunedin can learn from these examples. First, fostering cross-sector partnerships between educational institutions, local businesses, and government agencies will drive innovation and support local enterprises. By creating a supportive environment for startups and small businesses, Dunedin can attract and retain talent, fostering a culture of entrepreneurship. Additionally, investing in tourism infrastructure and strategic marketing can highlight Dunedin's unique cultural and natural attractions, drawing more visitors and boosting the local economy.

Diversification of the economy is also crucial for long-term resilience. By expanding into sectors such as technology, healthcare, manufacturing, engineering, and sustainable industries, Dunedin can reduce its reliance on any single industry and create a more stable economic base. Encouraging the development of new industries and supporting existing ones through targeted policies and incentives can help achieve this diversification.

What factors will drive Dunedin's economic performance?

Dunedin's economic performance and potential key factors that have remained consistent over the past decade. By maintaining our focus on these key drivers, we can leverage previous achievements to foster ongoing economic growth and prosperity.

These are based on:

- People
- Infrastructure
- Capital
- Land and natural environment
- Education, research and local government institutions
- The quality and degree of complementarity between these resources

In combination, and when mutually supporting, these resources can create sources of economic advantage. These include having high quality built, natural and business environments, innovation and knowledge bases, connectivity, image and identity, amenities and industrial mix.

Dunedin's performance across each of these drivers has been assessed to identify our value proposition and the most likely drivers of growth, as well as key challenges that need to be addressed.

Built environment: Attractive and accessible properties, housing and land, which contribute to the functionality of the city and encourage people to live and work in Dunedin.

Business environment: A place where it is easy to do business, through relevant and responsive bylaws, efficient planning and resource management processes and building regulations.

Innovation and knowledge base: The capability to develop new and innovative products, services, processes and markets, underpinned by strong networks and connections between business, education and research organisations.

Connectivity: Many and quality links within the city, nationally and internationally, by digital infrastructure, road, rail, sea and air - to enable the transfer of goods, services, people, knowledge, technology and investment.

Image and identity: A high quality lifestyle and distinctive image and authentic identity, which attract and retain people and businesses.

Industrial mix: A diverse industrial base, but with specialisation in key sectors or economic functions.

Natural environment: A protected and enhanced natural environment that continues to develop economic advantage.

Strategic Vision and Strategic Themes

Vision:

Dunedin is one of the world's great small cities. We are renowned as a confident, competitive knowledge centre, a community where enterprise and creativity support a productive and sustainable city.

This vision encapsulates Dunedin's aspiration to be a leading small city by focusing on education, innovation, and sustainability. The city leverages its universities and research institutions to drive knowledge and creativity, fostering a vibrant business environment. Sustainability is a key priority, not only to protect natural resources but also to enhance the city's resilience, making it more resistant to economic and environmental shocks.

By attracting talent and investment, the city positions itself competitively on the global stage, creating a dynamic and resilient urban environment.

Strategic Theme 1: Business Vitality

This theme is about maintaining the dynamism and adaptability necessary for businesses to thrive in a fast-changing business environment. Focusing on business vitality means fostering an ecosystem where businesses can continuously innovate, adapt, and grow.

Maintaining the ease of doing business

The DCC works alongside the business community to support its performance and make sure the Dunedin economy remains dynamic and attractive to investments. The DCC will be keep working on providing clear guidelines and support for compliance and make sure processes are efficient, therefore encouraging more entrepreneurs to set up a business.

The DCC will continue advocating for fit-for-purpose regulations which enables economic development, as well as respond to other social, cultural and environmental outcome.

Supporting businesses in sustaining their growth

The DCC recognises adaptability and resilience are equally important components of business vitality. Adaptability allows businesses to pivot and adjust their strategies in response to market changes, technological advancements, and unforeseen challenges. Resilience, on the other hand, equips businesses with the capacity to withstand economic shocks and recover quickly. Together, these qualities enable businesses to navigate uncertainties and maintain their momentum even in the face of adversity.

Focus on the creative and innovative sector

Dunedin has a rich tradition of creativity and innovation, making it well-positioned to further develop and grow its creative and innovative sectors. Dunedin is already known for its high-quality research and education, particularly through institutions like the University of Otago and the New Zealand Centre of Digital Excellence (CODE). The creative economy is a significant driver of economic growth, generating substantial income, job creation, and export earnings.

Strategic Theme 2: Alliances for Innovation

This theme is about enhancing collaboration among diverse stakeholders, and from this collective effort fostering effective problem-solving and innovation and attracting both domestic and international investments. By creating a vibrant innovation ecosystem, Dunedin can diversify its local economy, reducing reliance on traditional sectors and enhancing economic resilience. Additionally, a thriving innovation environment helps attract and retain skilled professionals, contributing to a more dynamic and competitive workforce.

Making the most of our research hub

Dunedin can leverage its strengths in high-quality research and education to foster innovation. Collaborating with institutions like the University of Otago and the New Zealand Centre of Digital Excellence (CODE) can drive advancements in professional, scientific, and digital sectors. These alliances can lead to the development of creative and innovative sectors, further enhancing the city's economic landscape.

Facilitating interactions

The DCC contributes to this by facilitating partnerships among businesses, universities, and research institutions through networking events, workshops, and collaborative projects. Providing funding and resources, such as grants and co-working spaces, can support innovative projects and startups.

Collaborating rather than competing

Collaboration over competition with regional and national partners can significantly enhance profitability and attract more investment for Dunedin. By working together with neighbouring regions and national entities, Dunedin can pool resources, share expertise, and leverage each other's strengths to create a more compelling value proposition for investors.

Strategic Theme 3: A hub of skills and talent

This theme focuses on attracting and retaining a skilled and adaptable workforce, without whom businesses can't survive and thrive.

Attracting and retaining talent

This is crucial for fostering innovation and entrepreneurship. A skills and talent hub aims to draw skilled professionals to the area and keep local talent from moving away. This influx of talent can lead to the creation of new businesses and the growth of existing ones, driving economic development.

Enhancing workforce competitiveness

Workforce competitiveness creates an attractive environment for businesses and investments. By developing a skilled workforce, the local economy becomes more attractive to companies looking for a capable and adaptable labour pool. This can lead to increased business activity and job creation, further boosting the local economy.

Promoting lifelong learning

Lifelong learning ensures that the workforce remains adaptable to changing economic conditions and technological advancements. Encouraging continuous education and skill development helps individuals stay competitive in the job market and allows businesses to benefit from a more knowledgeable and skilled workforce.

Strategic Theme 4: Linkages beyond our borders

Dunedin may be on the edge of the world, but isolation is not an option. Expanding Dunedin's reach beyond its borders is crucial for attracting investment and talent.

Air Linkages

Enhancing air linkage can significantly impact the city's economic development by improving accessibility, attracting investment, and fostering tourism.

China and Sister Cities

Dunedin has formal international links through the sister cities program, including Edinburgh (Scotland), Otaru (Japan), Shanghai (China), and Portsmouth (USA). There is an opportunity to explore how greater economic value can be extracted, particularly through trade and investment relationships facilitated by flight access.

The Dunedin-Shanghai relationship is strong culturally and politically. This provides a strong platform for building trade and investment relationships with the financial capital of China and China's largest port of entry for goods and services.

Regional Linkages

Dunedin may be small, but there are ample opportunities to scale up by collaborating with neighbouring regions and other cities in New Zealand. Partnerships are already in place with Auckland, Hamilton, Tauranga, Wellington, and Christchurch to explore complementary strengths and joint opportunities.

Closer to home, the Southland, Queenstown Lakes District, and wider Otago regions present opportunities for collaboration. While healthy competition exists, it's crucial to collaborate to compete on the global stage rather than among ourselves.

Strategic Theme 5: A compelling destination

Dunedin is more than just a place on the map; it is a vibrant hub that attracts visitors, investors, students and residents alike. Making sure our great lifestyle opportunities are known not only boosts the local economy but also enhances the quality of life for residents.

Changing Perceptions

Creating a strong brand identity is crucial for Dunedin, for it to stand out in the minds of potential visitors and residents, making it more attractive. We must make sure our positive reputation spreads and that Dunedin is always promoted as a confident, competitive, knowledge centre, and a community where enterprise and creativity support a productive and sustainable city and where residents achieve a great work/life balance and safe lifestyle.

Building on tourism growth

Dunedin's tourism has flourished over the past decade, making it an attractive destination for visitors who might want to stay longer and invest in the area. To capitalise on this growth, enhancing the visitor experience is crucial. This involves developing unique attractions that highlight Dunedin's natural beauty and culture, improving infrastructure to handle increased visitor numbers, and offering a diverse range of activities. Effective marketing and promotion, including targeted campaigns and seasonal events, can attract more tourists and encourage longer stays.

Goals

TBC

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	Business vitality	Alliances for innovation	A hub of skills and talent	Linkages beyond our borders	A compelling destination
What does this mean?	This theme is about ensuring Dunedin is an easy place to do business and that enterprises can anticipate and adapt to resource scarcity and consumer pressures.	This theme is about ensuring Dunedin uses its industrial and research strengths to its advantage. This means building scale in existing industry and research strengths through partnerships, as well as ensuring the research and science base helps build commercial opportunities.	This theme is about ensuring we build and retain the skills and knowledge of existing residents, as well as attracting the talent we need to Dunedin. This includes creating job and training opportunities, attracting migrants, and encouraging our labour force to continually up-skill.	This theme is about increasing our scale and opportunities for growth by working with others beyond Dunedin. It means attracting investment, making better international connections through our diaspora, linking Dunedin internationally, and playing our part in supporting the wider South Island.	This theme is about showcasing Dunedin's value proposition, revitalising the city centre, leveraging tourism and events and taking other steps to maintain a high quality of life, including ensuring environmental sustainability.
What strength does this theme build on?	<ul style="list-style-type: none"> ➤ High Quality Amenities ➤ Innovation and knowledge hub 	<ul style="list-style-type: none"> ➤ Innovation and knowledge hub ➤ High-Quality Amenities 	<ul style="list-style-type: none"> ➤ Innovation and knowledge base ➤ High-Quality Amenities ➤ Natural Heritage 	<ul style="list-style-type: none"> ➤ High Quality Amenities ➤ Innovation and knowledge hub ➤ Vibrant living and Well-being 	<ul style="list-style-type: none"> ➤ Natural Heritage ➤ Vibrant living and Well-being

What challenges does this theme address?	<ul style="list-style-type: none"> ➤ Fluctuations in economic activity and employment ➤ International connections and trade ➤ Youth unemployment and deprivation 	<ul style="list-style-type: none"> ➤ Fluctuations in economic activity and employment ➤ International connections and trade 	<ul style="list-style-type: none"> ➤ Inconsistent population growth ➤ Fluctuations in economic activity and employment ➤ Youth unemployment and deprivation 	<ul style="list-style-type: none"> ➤ Fluctuations in economic activity and employment ➤ International connections and trade 	<ul style="list-style-type: none"> ➤ Inconsistent population growth ➤ International connections and trade
What is the relevance of this theme?	It emphasises the growth and sustainability of local businesses, which are essential for job creation and economic resilience. This approach tackles the challenge of economic fluctuations and employment instability.	It promotes collaboration between businesses, educational institutions, and research organisations to drive technological advancements, enhance skill development, and create a robust ecosystem for innovation.	It focuses on developing and attracting a highly skilled workforce. By investing in education, training, and professional development, Dunedin can ensure that its residents are equipped with the skills needed for the future.	It emphasises the importance of international connections and collaborations. By fostering relationships with global markets, Dunedin can enhance trade opportunities, attract foreign investments, and share knowledge and innovation.	It highlights the city's unique attractions and vibrant culture. By promoting Dunedin as an appealing place to live, work, and visit, the city can attract tourists, new residents, and businesses.

How does this theme fit with other strategies and plans?	<p>The Future Development Strategy (FDS) ensures sufficient business land, strategic infrastructure, and sustainable growth. It integrates with long-term city plans to create a stable, business-friendly environment that aligns with broader economic and environmental goals.</p> <p>The Procurement Strategy aims to facilitate access to contract for small and local businesses.</p>	<p>The Future Development Strategy (FDS) encourages collaboration by integrating planning decisions with infrastructure and funding. The FDS also emphasizes the importance of sustainable growth, which includes supporting innovative projects and research initiatives that align with Dunedin's environmental and social goals.</p>	<p>The Ōtepoti Dunedin Youth Vision focuses on providing quality education and support, creating youth-friendly spaces, encouraging community involvement, and fostering collaboration among stakeholders. These efforts help young people develop their skills and talents, contributing to a vibrant and capable future workforce.</p>	<p>The Future Development Strategy (FDS) supports infrastructure projects that enhance connectivity, such as improved transportation networks and digital infrastructure. These improvements make it easier for local businesses to engage with international markets and for foreign companies to establish a presence in Dunedin.</p>	<p>The Ōtepoti Dunedin Destination Management Plan (ODDMP) promotes sustainable tourism, involving the community, and highlighting unique local experiences. It also focuses on collaborative efforts and effective marketing to position Dunedin as a must-visit destination.</p>
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Māori Strategic Framework | Te Taki Haruru

In recent years the DCC has taken solid steps toward growing our internal capability and progressing relationships with mana whenua and mātāwaka. Te Taki Haruru, the DCC's Māori Strategic Framework was adopted in September 2023 and is the mechanism in which Council meets its commitment to Te Tiriti o Waitangi/the Treaty of Waitangi, and its partnerships with mana whenua of Te Rūnanga o Ōtākou and Kāti Huirapa Rūnaka ki Puketeraki.

Aligning DCC strategies with Te Taki Haruru highlights this commitment through collaboration and a partnered approach to the work we undertake for Dunedin communities.

The vision of Te Taki Haruru is "Kāika Ōtepoti, Kāika Ora", which translates to "Thriving Home, Thriving Village". This vision focuses on making Dunedin fit for the future; to create a future fit for our mokopuna across all areas of DCC – environmental, cultural, social and economic.

Te Taki Haruru has four principles and values established by mana whenua. These principles and values are high-level concepts to help inform the work within DCC. Each principle and value pairing has a key intent statement that provides DCC with a view of how mana whenua envision a thriving village.

Autūroa/Mana:

The principle **Autūroa** is based in the longevity, continued influence, and leadership in the community. **Mana** is the relative value in recognition of the authority of mana whenua in Ōtepoti Dunedin.

Key Intent: Mana whenua are leaders, influencers and partners.

Auora/Mauri

The principle **Auora** is one stemmed in the health and wellbeing of everything in Ōtepoti Dunedin. This extends to people, whenua, and waterways. **Mauri** is the life force of all things, and how we interact with each other and the environment can positively, or negatively, impact that mauri.

Key Intent: The mauri of Ōtepoti is restored and enhanced.

Autaketake/Tapu and Noa

The principle **Autaketake** is heavily steeped in the related values of **tapu** and **noa**. Autaketake is balancing the tapu (restricted) with noa (unrestricted) and how to keep ourselves, and our world, safe; in a practical sense and in a sustainable sense.

Key Intent: Balance is restored, and the future of our people and resources is restored.

Autakata/Whakapapa

The principle **Autakata** highlights the importance of people in te ao Māori. The value **whakapapa** shows the importance of genealogy in te ao Māori, remembering our ancestors in the mahi we do, and ensuring that mahi will allow our mokopuna to thrive.

Key Intent: The traditional authority of mana whenua in Ōtepoti Dunedin is recognised through partnerships based on reciprocity and respect.

Further to the principles and values, key directions of Te Taki Haruru correspond specifically with the Economic Development Strategy

- Māori are active across all sectors of the economy.
- Economic directions consistently enhance outcomes and equality for Māori.
- The Māori economy is recognised as a critical part of our collective wellbeing.

- Māori networks are well-connected and supported to build a prosperous future.

To best align Te Taki Haruru with the Economic Development Strategy, both should be viewed in a consistent way to enable closer alignment. This is achieved by placing the vision, themes, goals of the Strategy alongside of the vision, principles, values, and key directions of Te Taki Haruru.

Vision

Economic Development Strategy	Te Taki Haruru
Dunedin is one of the world's greatest small cities. We are renowned as a confident, competitive knowledge centre, a community where enterprise and creativity support a productive and sustainable city.	Kāika Ōtepoti, Kāika Oraka. Thriving home, thriving village

Themes, Principles and Values

Economic Development Strategy	Te Taki Haruru
Business Vitality This theme is about ensuring Dunedin is an easy place to do business and that enterprises can anticipate and adapt to resource scarcity and consumer pressures. We need land and office space available for commercial endeavours, support for entrepreneurs to establish enterprises and for our business to grow, DCC policies and processes that encourage business, infrastructure that supports business growth and adaptability, and businesses with the right know how and aspirations to compete internationally.	Autūroa/Mana Being grounded in existence and the energy or life force that maintains business world. Mana refers to collective power and authority drawn from ancestral whakapapa, inspiration stemming from Dunedin's rich business and banking history - adding in reference to research - University and Polytech.

<p>Alliances for Innovation</p> <p>This theme focuses on ensuring Dunedin uses its industrial and research strengths to its advantage. This means building scale in existing industry and research strengths through partnerships, as well as ensuring the research and science base helps build commercial opportunities.</p>	<p>Auora/Mauri</p> <p>Life force that is interconnected and reliance to build on partnerships across the city for the economic health of the city.</p>
<p>A hub for skills and talent</p> <p>This theme highlights the need to build and retain the skills and knowledge of existing residents, as well as attracting the talent we need to Dunedin. This includes creating job and training opportunities for youth, reducing economic inequality, retaining skilled students as workers, attracting migrants to Dunedin, maintaining the relatively high knowledge and skills base that exists, and encouraging our labour force to continually upskill.</p>	<p>Autakata/Whakapapa</p> <p>Is the foundation from which everything is explained. Grounded in knowing who we are and where we belong is pivotal to unlocking the barriers to retaining skills and recent graduands.</p>
<p>Linkages beyond our borders</p> <p>This theme discusses increasing our scale and opportunities for growth by working with others beyond Dunedin. It means attracting investment, making better international connections through our diaspora, linking Dunedin internationally and playing our part in supporting the wider South Island.</p>	<p>Autakata/Whakapapa</p> <p>It's about acknowledging mana whenua as the original inhabitants at an international level, so they are communicated, engaged, and worked with as such.</p>
<p>A compelling destination</p> <p>This theme emphasises showcasing Dunedin's value proposition, revitalising the city centre, leveraging tourism and events and taking other steps to maintain a high quality of life, including ensuring environmental sustainability. It also means leveraging our sport, public art, cultural, leisure and recreational amenities to improve wellbeing and attract visitors, residents and commercial opportunities.</p>	<p>Autaketake/Tapu and Noa</p> <p>Allows a practical response that can respectfully address the management of resources and safeguard cultural, environmental and human health and wellbeing. It is the balance to achieve all these elements that will create a compelling destination.</p>

Goals and Key Directions

Economic Development Strategy – Goals	Te Taki Haruru – Related Key Directions
Improve ease of doing business. Grow the value of exports.	Māori are active across all sectors of the economy.
Improve linkages between industry and research. Increase scale in innovative and tradeable sectors.	Economic directions consistently enhance outcomes and equality for Māori.
Increase retention of graduates. Build the skills base. Grow migrant numbers.	Māori networks are well connected and supported to build a prosperous future.
Increase international investment. Establish strategic projects with other cities.	Māori networks are well connected and supported to build a prosperous future.
Enhance the city centre and environments. Increase the value derived from tourism and events. Improve the understanding of Dunedin's advantages.	The Māori economy is recognised as a critical part of our collective wellbeing.

The implementation Plan of Te Taki Haruru is due to be rolled out across Council in the coming year. Implementation of the Economic Development strategy will include indicators and measures that align directly with Te Taki Haruru.

Sustainability Framework | United Nations Sustainable Development Goals (SDGs)

TBC

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Bringing it all together

Vision	Dunedin is one of the world's great small cities. We are renowned as a confident, competitive knowledge centre, a community where enterprise and creativity support a productive and sustainable city.				
Strategic themes	Business vitality	Alliances for Innovation	A hub of skills and talent	Linkages beyond our borders	A compelling destination
Goals Nb: current goals of the EDS 2013-2023 to refine	Improve ease of doing business Grow the value of exports	Improve linkages between industry and research Increase scale in innovative and tradeable sectors	Increase retention of graduate Build the skills base. Grow migrant numbers	Increase international investment Establish strategic projects with other cities	Enhance the city centre and environment Increase the value derived from tourism and events Improve the understanding of Dunedin's advantages
Actions	TBC	TBC	TBC	TBC	TBC

<p>Key Indicators</p> <p>Nb: current indicators of the EDS 2013-2023 to refine</p>	<p>Satisfaction with the DCC,</p> <p>Uptake and availability of land and property,</p> <p>Percentage of exporting businesses and value of exports</p>	<p>Business expenditure on R&D</p> <p>Employment in knowledge-intensive and high-tech sectors</p> <p>Number of business and industry-research collaborations</p>	<p>Graduate retention rate</p> <p>Qualifications of residents</p> <p>Percentage of New Zealand's recent migrants</p>	<p>Number and value of foreign investment projects</p> <p>Increased linkages with diaspora</p>	<p>Value of export education</p> <p>Length of visitor stay</p> <p>Visitor expenditure</p>
<p>Alignment with Te Taki Haruru Principles/Values</p>	<p>Autūroa / Mana: being grounded in existence and the energy or life force that maintains business world. Mana refers to collective power and authority drawn from ancestral whakapapa, inspiration stemming from Dunedin's rich business and banking history - adding in reference to research - university and polytechnic.</p>	<p>Auora / mauri: life force that is interconnected and reliance to build on partnerships across the city for the economic health of the city.</p>	<p>Autakata / whakapapa: is the foundation from which everything is explained. Grounded in knowing who we are and where we belong is pivotal to unlocking the barriers to retaining skills and recent graduands</p>	<p>Autakata / whakapapa: it's about acknowledging mana whenua as the original inhabitants at an international level so they are communicated, engaged, and worked with as such.</p>	<p>Autaketake / tapu and noa: allows a practical response that can respectfully address the management of resources and safeguard cultural, environmental and human health and wellbeing. It is the balance to achieve all these elements that will create a compelling destination.</p>

<p>Alignment with Te Taki Haruru</p>	<p>This theme is about ensuring Dunedin is an easy place to do business and that enterprises can anticipate and adapt to resource scarcity and consumer pressures. We need land and office space available for commercial endeavours, support for entrepreneurs to establish enterprises and for our business to grow, DCC policies and processes that encourage business, infrastructure that supports business growth and adaptability, and businesses with the right know how and aspirations to compete internationally.</p>	<p>This theme is about ensuring Dunedin uses its industrial and research strengths to its advantage. This means building scale in existing industry and research strengths through partnerships, as well as ensuring the research and science base helps build commercial opportunities.</p>	<p>This theme is about ensuring we build and retain the skills and knowledge of existing residents, as well as attracting the talent we need to Dunedin. This includes creating job and training opportunities for youth, reducing economic inequality, retaining skilled students as workers, attracting migrants to Dunedin, maintaining the relatively high knowledge and skills base that exists, and encouraging our labour force to continually upskill.</p>	<p>This theme is about increasing our scale and opportunities for growth by working with others beyond Dunedin. It means attracting investment, making better international connections through our diaspora, linking Dunedin internationally and playing our part in supporting the wider South Island.</p>	<p>This theme is about showcasing Dunedin's value proposition, revitalising the city centre, leveraging tourism and events and taking other steps to maintain a high quality of life, including ensuring environmental sustainability. It also means leveraging our sport, public art, cultural, leisure and recreational amenities to improve wellbeing and attract visitors, residents, and commercial opportunities.</p>
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Alignment with the Sustainability Framework UN SDG Alignment	TBC	TBC	TBC	TBC	TBC
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Advisory Groups

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Implementation

Implementation plans will be developed in relation to the goals and high-level actions under each strategic theme. These implementation plans will be regularly updated as the strategies adapt and respond to changing environments, informed by periodic reviews and ongoing developments in their execution.

The implementation plans will provide clarity about how the high-level actions will be delivered, by whom, and over what timeframe. They will help prioritise the actions, liaise with stakeholders and others involved in the delivery of the actions, and monitor and evaluate progress against them.

Implementation plans will include detailed timelines, measures, resourcing (including allocation of resources by the DCC and/or others).

Initial Actions

INITIAL ACTIONS			
Action	Description	Establishment Date of the Advisory Group	Status
E.g./Export education uplift	Identifying and targeting opportunities to attract international students into Dunedin and to boost the provision of education products and services offshore.	Between Jun-Oct 2025	In progress

Advisory groups from key delivery organisations will be formed to develop implementation plans for the Actions under each strategic theme, with clear milestones. These plans will provide clarity on how each Action will be delivered, by whom, and within what timeframe.

Some Actions may be implemented relatively quickly, while others may require feasibility studies or business cases to determine the best approach for execution.

We are not alone in delivering and implementing this strategy. Learning from the successes—and challenges—of others is essential. We will draw on expertise from outside the region and, where necessary, from national and international sources.

The advisory groups will contribute to prioritising Actions, engage with stakeholders involved in delivery, and monitor and evaluate progress.

The Economic Development Strategy provides both the strategic direction and a framework for implementation. As part of this, a detailed implementation plan will outline timelines, measures, and resource allocation in collaboration with key partners. This plan will be publicly released in the next phase of work, ensuring alignment with the strategy's objectives.

Reviewing Process

The Strategy will be reviewed in the first year of each Council term to inform the Long-Term Plan process in a timely manner, especially if any significant changes to the Strategy are made.

Key review areas will likely focus on updating the environmental scan and situation analysis sections to ensure that the strategic themes, goals and high-level actions are relevant, which in turn will inform the more detailed implementation plans.

Following this review process, evaluations will complement the review by facilitating discussions on the Strategy's performance, outputs, and alignment with its objectives and the Strategic Framework.

Monitoring

Effective monitoring is essential to ensuring that strategic goals are met and intended outcomes are achieved. A structured approach will allow us to assess progress, identify areas for improvement, and celebrate successes. Monitoring of the Strategy will be part of the implementation plan's measures and indicators, building on any key indicators noted in the Strategy. These can be updated from both periodic reviews of the strategy and as they evolve from the implementation plan being carried out.

To effectively monitor progress, we have identified a set of measures aligned with the strategic themes. These measures will **serve as benchmarks to track achievements**, identify trends, and assess the effectiveness of key initiatives. The final set of measures and targets will be detailed in the monitoring framework and made publicly available.

References

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Dunedin's Social Strategy 2025-2033

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Introduction

He aha te mea nui o te ao?

He tangata! He tangata! He tangata!

What is the most important thing in the world?

It is people! It is people! It is people!

We are a city with connected people, cohesive communities and quality lifestyles for all.

This strategy has been informed by qualitative and quantitative research, such as the biennial Quality of Life survey of residents in Ōtepoti Dunedin undertaken by the Dunedin City Council (DCC), the DCC's Residents Opinion Survey, data from the New Zealand Census, and community engagement.

The aim of the strategy is to ensure Ōtepoti Dunedin residents have what they need to survive and thrive, now and into the future. This can be understood as: people are safe, healthy, connected and valued, and can access resources and systems that support their sense of health and happiness.

The Treasury's Living Standards Framework has also helped shape this strategy. It speaks of an equitable community, where everyone is included in the full benefits of society. In such a community, people are treated with fairness and justice and empowered to participate fully in social, cultural, and economic life.

The DCC plays a key role in supporting Ōtepoti Dunedin residents in their everyday lives, through providing essential services, programmes, facilities, and opportunities to actively participate in our community.

Background

This refreshed strategy builds on Dunedin's Social Wellbeing Strategy 2013-2023, which was developed by the Dunedin City Council, with community wide consultation and a range of stakeholder agencies during 2011-2012. This consultation process identified a vision and priority areas for action in Ōtepoti Dunedin in the following years.

The DCC's Social Wellbeing Advisory Group was responsible for overseeing Dunedin's Social Wellbeing Strategy 2013-2023. This refresh has been informed through a workshop with this group of stakeholders. They have highlighted the importance of continuing to include priority groups in this strategy.

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The Role of the Social Strategy

The Social Strategy is a framework designed to support the health, safety, and happiness of all Ōtepoti Dunedin residents. It supports the initiatives and actions undertaken to make sure our people are connected in the community, have warm and healthy homes, a good standard of living, and a high quality of life.

The Strategy responds to changing demographics, diversity, and social change in Ōtepoti Dunedin and is underpinned by themes that support wellness and social connections between people in our communities.

The whakapapa and priorities that made the first strategy successful (Connected People, Vibrant and Cohesive communities, Healthy and safe people, A reasonable standard of living for all, and Affordable and healthy homes) are embedded in the refreshed strategy:

ensuring our communities are connected and inclusive

ensuring our people are healthy and safe

helping our people to have a good quality of life.

The refreshed strategy expands Civil Defence and Emergency Management and participation in city-wide affairs, which were previously priorities, into goals.

The DCC will achieve the strategy's vision with planning, action, and strong and effective partnerships. Through the sharing of information and resources, we will work smartly and efficiently, will measure our progress, and report back to our communities on what is being achieved.

The Vision for the Social Strategy

We are a city with connected people, cohesive communities and quality lifestyles for all.

The Strategy:

- Articulates a vision and goals for health and happiness in Ōtepoti Dunedin
- Identifies the challenges and opportunities we face in achieving that vision
- Identifies ways that people and communities can thrive and in Ōtepoti Dunedin

The Strategic Vision

The DCC's current strategic vision and framework was developed through a city-wide engagement process that started in 2011. Developed over a period of approximately eight years, the first of the eight strategies was adopted in 2010 and the last completed in 2017. The strategies are focused on long-term outcomes and the development of Ōtepoti Dunedin.

The DCC's work to achieve its strategic goals is underpinned by Te Taki Haruru, its Māori Strategic Framework and its commitment to Sustainability. The DCC commenced work on its strategic refresh project in 2020 to align with this work, its Long Term Plan and to build a consistent monitoring and review process into its strategic planning.



Dunedin's advantages

- Strong sense of community connection already in place as a base for continuous improvement
- The DCC's support for community activities and events
- The DCC's dedicated resourcing and commitment to community partnerships
- The DCC's dedicated resourcing and commitment to healthy and suitable housing
- Commitment to positive community outcomes by central government agencies based in Ōtepoti Dunedin
- The city's size and communications mechanisms allow issues to be identified and addressed quickly and effectively
- A sense of civic pride contributes to a desire to make Ōtepoti Dunedin a healthy and safe place to live
- A sense of community pride in Ōtepoti Dunedin offers opportunities for equity, diversity, and inclusiveness.

Dunedin's challenges

Many of the social challenges when the first Strategy was developed are still relevant today such as:

- An ageing population and demographic pressure
- Low-income levels and cost of living pressures
- Housing stock is old, lacking major and minor maintenance, and of poor quality
- Pressure on local responses due to the withdrawal or depletion of central Government services and funding

Current challenges have been identified as:

- Demographic pressures: large number of residents aged between 15-24 years
- Ageing community not valued
- Youth disengagement
- Global uncertainty
- Climate Change
- Digital exclusion
- Ongoing effects of Covid 19 pandemic: disproportionate impact on vulnerable people, and its effect on social cohesion
- Food resilience (access, affordability, ability to feed ourselves)
- Energy security (access and affordability)
- Growing unemployment

The Strategy demonstrates how the DCC – in close collaboration with partners and stakeholders city-wide – will deliver on the identified goals, Achieving positive outcomes will require us to remove barriers and extending the range of opportunities and choices available for people to participate in ways they value. It also involves building people's capabilities to make the most of opportunities available to them.

We must work in ways that acknowledge, mitigate, and redress inequitable outcomes. We must prioritise support for the most vulnerable members of society and direct resources to where they will have the greatest impact.

Key social indicators point to significant inequalities between population groups in New Zealand. These inequalities are not new; they are persistent and entrenched. Additionally, inequalities disproportionately affect some populations. This strategy prioritises the following member of our community:

- Children and young people
- Older people
- Mana whenua/Mātā waka
- Pāsifika communities
- People with disabilities
- People on low incomes
- Multi Ethnic
- Former Refugees/New Migrants

Themes

- Our People are Connected People
- Our people experience vibrant and cohesive communities
- Our people are healthy, well, safe and kind
- Our people have what they need to make their own economic choices and enjoy a high quality of life
- Our people live in healthy, accessible, and affordable homes
- Our people participate in city-wide affairs
- Ōtepoti Dunedin is prepared for adverse events, civil defence emergencies and social emergencies

Goals

- People have a sense of community and partnership is valued
- Culture and diversity are celebrated, and collaboration is encouraged
- People enjoy good physical and mental health and feel safe in Ōtepoti Dunedin
- People can afford to exercise genuine choices and have access to life-enhancing opportunities
- Homes in Ōtepoti Dunedin are healthy, sustainable, and resilient
- People participate in the democratic process and are involved in local decision-making, and trust local government
- Civil Defence and Emergency Management planning and activities are undertaken in an effective and timely manner

	Our People are Connected People	Our people experience vibrant and cohesive communities	Our people are healthy, well, safe and kind.	Our people have what they need to make their own economic choices and enjoy a high quality of life.	Our people live in healthy, accessible, and affordable homes	Our people participate in city-wide affairs	Ōtepoti Dunedin is prepared for adverse events, civil defence emergencies and social emergencies.
What does this mean?	A sense of community: Identities are accepted and valued (me, we, and others); People have connections with iwi, hapū and marae; Volunteering is valued and celebrated	A sense of community: People can participate, perform, and attend activities or groups that celebrate culture; Increased cross sector collaboration and sharing of information in encouraged; A culture of creativity and innovation is integrated into the social, economic, and sustainable development of Ōtepoti Dunedin	The quality of physical and mental health, education and social services is maintained and improved; Residents can develop healthy and active lifestyles with access to quality community, sport and recreation facilities	Ōtepoti Dunedin offers opportunities for education, employment and experiences that contribute to residents' high quality of life; Ōtepoti Dunedin people can afford to exercise genuine choices and have a great work/life balance; Talent and businesses are attracted to and retained in Ōtepoti Dunedin where it is easy to start, develop skills, innovate, and grow	People have access to affordable, good quality and resilient homes in Ōtepoti Dunedin	People participate in the democratic process, are involved local decision-making, and trust local government	Civil Defence and Emergency Management activities are undertaken in a timely and effective manner Emergency management plans and services contribute to the promotion of personal health and public safety in Ōtepoti Dunedin

What advantages does this theme build on?	Strong sense of community connection already in place as a basis for continuous improvement	Strong sense of community connection already in place as a basis for continuous improvement	A sense of civic pride contributes to a desire to make Ōtepoti Dunedin a healthy and safe place to live	Strong sense of community connection already in place as a base for continuous improvement	The DCC's dedicated resourcing and commitment to healthy and suitable housing	Strong sense of community connection already in place as a basis for continuous improvement	The city's size and communications mechanisms allow issues to be identified and addressed quickly and effectively
	The DCC's support for community activities and events The DCC's dedicated resourcing and commitment to community partnerships A sense of community pride in Ōtepoti Dunedin offers opportunities for equity, diversity, and inclusiveness.	The DCC's support for community activities and events The DCC's dedicated resourcing and commitment to community partnerships A sense of community pride in Ōtepoti Dunedin offers opportunities for equity, diversity, and inclusiveness.	The DCC's dedicated resourcing and commitment to healthy and suitable housing The city's size and communications mechanisms allow issues to be identified and addressed quickly and effectively	The DCC's dedicated resourcing and commitment to healthy and suitable housing Commitment to positive community outcomes by central government agencies based in Ōtepoti Dunedin The city's size and communications mechanisms allow issues to be identified and addressed quickly and effectively The DCC's dedicated resourcing and commitment to community partnerships	Commitment to positive community outcomes by central government agencies based in Ōtepoti Dunedin A sense of civic pride contributes to a desire to make Ōtepoti Dunedin a healthy and safe place to live The city's size and communications mechanisms allow issues to be identified and addressed quickly and effectively		A sense of civic pride contributes to a desire to make Ōtepoti Dunedin a healthy and safe place to live

<p>What challenges does this theme address?</p>	<p>Ageing community not valued</p> <p>Youth disengagement</p> <p>Digital exclusion</p> <p>Ongoing effects of Covid-19 pandemic: disproportionate impact on vulnerable people, and its effect on social cohesion</p>	<p>Pressure on local responses due to the withdrawal or depletion of central Government services and funding</p> <p>Ageing community not valued</p> <p>Youth disengagement</p> <p>Ongoing effects of Covid-19 pandemic: disproportionate impact on vulnerable people, and its effect on social cohesion</p> <p>Digital exclusion</p>	<p>Growing unemployment</p> <p>Low-income levels and cost of living pressures</p> <p>Housing stock is old, lacking major and minor maintenance, and of poor quality</p> <p>Pressure on local responses due to the withdrawal or depletion of central Government services and funding</p> <p>Food resilience (access, affordability, ability to feed ourselves)</p> <p>Energy security (access and affordability)</p>	<p>Growing unemployment</p> <p>Low-income levels and cost of living pressures</p> <p>Digital exclusion</p>	<p>Housing stock is old, lacking major and minor maintenance, and of poor quality</p> <p>Low-income levels and cost of living pressures</p>	<p>Youth disengagement</p> <p>Digital exclusion</p>	<p>Digital exclusion</p> <p>Climate Change</p> <p>Ongoing effects of Covid-19 pandemic: disproportionate impact on vulnerable people, and its effect on social cohesion</p>
<p>What is the relevance of this theme?</p>	<p>People have a sense of community and partnership is valued</p>	<p>Culture and diversity are celebrated, and collaboration is encouraged</p>	<p>People enjoy good physical and mental health and feel safe in Ōtepoti Dunedin</p>	<p>People can afford to exercise genuine choices and have access to life-enhancing opportunities</p>	<p>Homes in Ōtepoti Dunedin are healthy, sustainable, and resilient</p>		<p>Civil Defence and Emergency Management planning and activities are undertaken in an effective and timely manner</p>

How does this theme fit with other strategies and plans?	Cultural Strategy, Youth Action Plan, Ōtepoti Live Music Action Plan, Parks and Recreation Strategy, and the Festivals and Events Plan which encourage and support participation in the community.	Economic Strategy, Cultural Strategy, Youth Action Plan, Ōtepoti Live Music Action Plan, Parks and Recreation Strategy, and the Festivals and Events Plan which encourage and support participation in the community.	Economic Strategy, Cultural Strategy, Environmental Strategy Youth Action Plan, Parks and Recreation Strategy, which encourage and support participation in the community and the environs of Ōtepoti Dunedin.	Economic Strategy, Cultural Strategy, Environmental Strategy, Housing Plan Youth Action Plan, Parks and Recreation Strategy, which encourage and support the quality of life in Ōtepoti Dunedin.	Housing Implementation Plan, Disability Strategy, which include actions focused on improving housing in Ōtepoti Dunedin and a commitment to accessibility		The CDEM Group Plan for Otago, Social Strategy, South Dunedin Future Programme, and the Zero Carbon Plan all contribute to Ōtepoti Dunedin's planning and management for adverse events and emergencies
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Te Taki Haruru

In recent years the DCC has taken solid steps toward growing our internal capability and progressing relationships with mana whenua and mātāwaka. Te Taki Haruru, the DCC's Māori Strategic Framework was adopted in September 2023 and is the mechanism in which Council meets its commitment to Te Tiriti o Waitangi/the Treaty of Waitangi, and its partnerships with mana whenua of Te Rūnanga o Ōtākou and Kāti Huirapa Rūnaka ki Puketeraki.

Aligning DCC strategies with Te Taki Haruru highlights this commitment through collaboration and a partnered approach to the work we undertake for Dunedin communities.

The vision of Te Taki Haruru is "Kāika Ōtepoti, Kāika Ora", which translates to "Thriving Home, Thriving Village". This vision focuses on making Dunedin fit for the future; to create a future fit for our mokopuna across all areas of DCC – environmental, cultural, social and economic.

Te Taki Haruru has four principles and values established by mana whenua. These principles and values are high-level concepts to help inform the work within DCC. Each principle and value pairing has a key intent statement that provides DCC with a view of what mana whenua see as a thriving village.

Autūroa/Mana:

The principle **Autūroa** is based in the longevity, continued influence, and leadership in the community. **Mana** is the relative value in recognition of the authority of mana whenua in Ōtepoti Dunedin.

Key Intent: Mana whenua are leaders, influencers and partners.

Auora/Mauri

The principle **Auora** is one stemmed in the health and wellbeing of everything in Ōtepoti Dunedin. This extends to people, whenua, and waterways. **Mauri** is the life force of all things, and how we interact with each other and the environment can positively, or negatively, impact that mauri.

Key Intent: The mauri of Ōtepoti is restored and enhanced.

Autaketake/Tapu and Noa

The principle **Autaketake** is heavily steeped in the related values of **tapu** and **noa**. Autaketake is balancing the tapu (restricted) with noa (unrestricted) and how to keep ourselves, and our world, safe; in a practical sense and in a sustainable sense.

Key Intent: Balance is restored, and the future of our people and resources is restored.

Autakata/Whakapapa

The principle **Autakata** highlights the importance of people in te ao Māori. The value **whakapapa** shows the importance of genealogy in te ao Māori, remembering our ancestors in the mahi we do, and ensuring that mahi will allow our mokopuna to thrive.

Key Intent: The traditional authority of mana whenua in Ōtepoti Dunedin is recognised through partnerships based on reciprocity and respect.

Further to the principles and values, key directions of Te Taki Haruru correspond specifically with the Social Wellbeing Strategy

- Māori will have access to opportunities that enable social equity. (Autūroa/Mana)
- Whānau are thriving and connected. (Auora/Mauri)
- We are guided by tikaka and kawa (protocols) for the wellbeing of our whanau and wider community. (Autaketake/Tapu and Noa)

- Public facilities and services meet the cultural needs, practices and values of Māori.
(Autakata/Whakapapa)

To best align Te Taki Haruru with the Social Wellbeing Strategy, both should be viewed in a consistent way to enable closer alignment. This is achieved by placing the vision, themes, goals of the Social Wellbeing Strategy alongside of the vision, principles, values, and key directions of te Taki Haruru.

Vision

Social Wellbeing Strategy	Te Taki Haruru
Dunedin is one of the world's great small cities, we are a city with connected people, cohesive communities and quality lifestyles for all.	Kāika Ōtepoti, Kāika Oraka. Thriving home, thriving village.

Themes, Principles and Values

Social Wellbeing Strategy	Te Taki Haruru
Connected people In our city, making people feel connected and involved in community and city affairs contributes strongly to social wellbeing. While there will always be some who prefer to be alone and not participate in wider society, this should never be a situation that people fall into unwillingly.	Auora/Mauri This is about the need to respect and care for all people in our communities and ensuring they all have the ability to participate within their communities.
Vibrant and cohesive communities Our city will flourish as we build better communities, both at a local level and also those communities of interest that exist across the city.	Autakata/Whakapapa Whakapapa is the foundation in which everything is connected. It is central within te ao Māori and needs to be clearly seen throughout the city. It is about knowing who we are and where we fit within all our communities.
Healthy and safe people All aspects of health (physical, mental, emotional and spiritual) are core contributors to our social wellbeing, as is the need to both feel, and actually be, safe.	Autaketake/Tapu and noa This principle recognises that one aspect alone does not contribute to social wellbeing. It is a balance of all parts coming together as a whole and allows a practical response to respectfully address management of resources and safeguard and acknowledge cultural, environmental and human health, encapsulating the physical, mental, emotional and spiritual.
A reasonable standard of living for all	Autūroa/Mana

As well as the more obvious economic benefits, an adequate standard of living strongly promotes social wellbeing. The negative effects of inadequate economic circumstances can be severe and wide-ranging, affecting health and mental wellbeing, and potentially leading to social isolation, low self-esteem and crime.	Where our leaders in the community gather and work together to ensure those who elect or look to those leaders feel their needs are being met by them.
Affordable and healthy homes Access to adequate housing is a fundamental human right. Poor housing quality can lead to a range of negative impacts, whether economic, health related or other social factors. The city's reputation and attractiveness are also influenced by the quality of its homes.	Autūroa/Mana Autakata/Whakapapa It's important that our leaders have a say in the housing of all people in Ōtepoti Dunedin to ensure those most at risk of the adverse effects of poor housing (e.g., Māori, Pasifika, those with disabilities, etc.) are not subjected to poor living conditions.

Goals and Key Directions

Social Wellbeing Strategy - Goals	Te Taki Haruru- Related Key Directions
Dunedin people feel included in their local communities and the wider city. Dunedin people are connected to the places they need to go by safe, affordable, and user-friendly transport options. Dunedin people participate in community and city-wide affairs. Dunedin people have access to lifelong learning opportunities.	Whānau are thriving and connected.
Dunedin is comprised of strong, vibrant neighbourhoods and communities. Dunedin celebrates its identity and cultural diversity. Dunedin communities are resilient and have good access to information and resources.	Public facilities and services meet the cultural needs, practises and values of Māori.
All people have good access to health services. There are high levels of participation in recreation and leisure activities. People are safe and feel safe in their homes, neighbourhoods and public places.	We are guided by tikaka and kawa for the wellbeing of our whānau and wider community.
Dunedin has a range of employment opportunities for all. Dunedin people can afford to exercise genuine choices. Dunedin people have a great work/life balance.	Māori will have access to opportunities that enable social equality.
Dunedin people live in warm and healthy homes. Affordable housing options are available to all.	Māori will have access to opportunities that enable social equality.

	Public facilities and services meet the cultural needs, practises and values of Māori.
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The implementation Plan of Te Taki Haruru is due to be rolled out across Council in the coming year. Implementation of the Social Wellbeing strategy will include indicators and measures that align directly with Te Taki Haruru.

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Sustainability Framework

TBC

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Bringing it all together

Vision	Dunedin is one of the world's great small cities						
Social Strategy Vision	<i>We are a city with connected people, cohesive communities and quality lifestyles for all</i>						
Themes	Our People are Connected People	Our people experience vibrant and cohesive communities	Our people are healthy, well, safe and kind	Our people have what they need to make their own economic choices and enjoy a high quality of life	Our people live in healthy, accessible and affordable homes	Our people participate in city-wide affairs	Ōtepoti Dunedin is prepared for adverse events, civil defence and social emergencies
Goals	People have a sense of community and partnership is valued	Culture and diversity are celebrated, and collaboration is encouraged	People enjoy good physical and mental health and feel safe in Ōtepoti Dunedin	People can afford to exercise genuine choices and have access to life-enhancing opportunities	Homes in Ōtepoti Dunedin are healthy, sustainable and resilient	People participate in the democratic process and are involved in local decision-making, and trust local government	Civil Defence and Emergency Management planning and activities are undertaken in an effective and timely manner
Te Taki Haruru	The need to respect and care for all people in our communities and ensuring they all have the ability to participate within their communities	Whakapapa is the foundation in which everything is connected. It is central within te ao Māori and needs to be clearly seen throughout the city. It is about knowing who we are and where we fit within all our communities	A balance of all parts coming together as a whole and allows a practical response to address managing resources and to safeguard all aspects of human health in a respectful way	Our leaders in the community gather and work together to ensure those who elect or look to those leaders feel their needs are being met	Our leaders have a say in the housing of all people in Ōtepoti Dunedin to ensure those most at risk of the adverse effects of poor housing conditions.	Whānau are thriving and connected Our leaders in the community gather and work together to ensure those who elect or look to those leaders feel their needs are being met	Our leaders in the community gather and work together to ensure those who elect or look to those leaders feel their needs are being met Whānau are thriving and connected
Sustainability Framework	TBC for each Theme and Goal						

Implementation

Implementation plans will be developed for the Cultural Strategy that align with its Themes and Goals.

These plans will be separate from the overarching Cultural Strategy document, allowing them to be updated as implementation progresses and actions are completed.

Development of Indicators: Key indicators and actions will be developed for the Strategy that align with the Themes and Goals. For example, for the Theme “Our people live in healthy, accessible, and affordable homes” which has the Goal “Homes in Ōtepoti Dunedin are healthy, sustainable, and resilient”, the Key Indicator could be based on an increase in the positive responses about Housing collected in the Quality of Life survey, and the actions undertaken by the DCC could include “Investigate Ways to Increase the Quality of our Housing”.

The implementation plans will include detail of timelines and resourcing required, both from the DCC and other key stakeholders.

Implementation of the Social Strategy will connect with the implementation of Te Taki Haruru, and the DCC’s economic, environmental, and cultural strategies.

Monitoring Framework

A Monitoring Framework for the implementation of the Social Strategy and its related plans will be developed using key indicators and measures for each Goal and any actions included in implementation plans.

The Review Cycle

The strategy has a ten-year lifespan, with its refresh following directly after the previous version expires.

Incoming councils will review the strategy in the first year of the triennium, using an integrated reporting framework and a current situational analysis to inform any changes to the strategy.

Alignment with the Long Term Plan

The DCC refreshes its key strategies to ensure that they reflect the current aspirations of the community, and align with the DCC’s long term planning. The Social Strategy aligns with the following activities in the long-term plan:

Group of activity	Activities
City properties	Community housing
Community recreation	Aquatic services Botanic Garden Parks and reserves
Creative and cultural vibrancy	Creative Partnerships Gallery, Garden and Museum Libraries and City of Literature <u>Olveston Historic Home</u> Otago Museum levy
Governance and support services	Civic and governance Council Communications and marketing Customer services
Regulatory services	Animal Services Alcohol licensing Building services Environmental health Resource consents
Treaty Partnership	Māori Partnerships
Vibrant economy	Economic development Events
Waste minimisation	Waste and environmental solutions

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Te Ao Tūroa – Dunedin’s Environment Strategy 2026-2036

Te Ao Tūroa – The Natural World

DRAFT

Executive Summary

Background

Te Ao Tūroa – Environment Strategy (the Strategy) was initially developed in 2016 as a city-wide environment strategy for Ōtepoti Dunedin after assessing the community's existing environmental priorities at the time. The Dunedin City Council (DCC) received over 11,000 submissions from consultation processes conducted between 2009 to 2015 back then.

In 2019 the DCC declared a state of climate emergency, before embarking on an overhaul of the Strategic Framework for the DCC that identified the need to embed the DCC's commitment to the Treaty of Waitangi and sustainability into the strategic framework. The DCC started to refresh the four Strategies: Te Ao Tūroa (Environment Strategy), Economic Development Strategy, Social Wellbeing Strategy, and Ara Toi (Arts and Culture Strategy).

The refresh of Te Ao Tūroa - Environment Strategy is based on the existing partnerships across Ōtepoti Dunedin and involved several active partners' input to reflect the growing challenges and opportunities for the environment globally, nationally, and locally. The refresh also incorporates Te Taki Haruru - the DCC Māori Strategic Framework and aligns the Strategy with the United Nations Sustainable Development Goals and relevant targets to the DCC.

Purpose

Te Ao Tūroa is a guiding document designed to set a clear direction for the Dunedin City Council on advancing the current initiatives aimed at creating balance and harmony between the people of Ōtepoti Dunedin and their natural environment. The Strategy intertwines the economic, social, and cultural prosperity of our communities with the health of the environment and the two are mutually reinforcing. The Strategy first and foremost responds to the aspirations of the Council and our partners in working collaboratively to:

- create a future resilient to climate change impacts, ensuring safety for the next generations
- achieve the community outcome of "a sustainable city" for the people of Dunedin, fostering a sense of connection to and stewardship of the environment
- improve the health of Dunedin's natural environment now and for future generations

With this clear direction, the DCC will respond with proper planning and effective partnership to the growing pressures on our environment so people can enjoy, connect, and give back to the environment. The DCC workstreams have impacts on our ecosystem and we are committed to action and implement the strategy in ways that ensure the health of the environment is at the centre of what we do. We are committed to sustainability and honouring the principles of the Treaty of Waitangi, and we aim to foster a thriving ecosystem with a community that is deeply connected to and responsible for its natural surroundings.

The Vision

"Dunedin is one of the world's great small cities with a thriving environment that we look after, respect, and enjoy".

Strategic themes

The Strategy forwards several community outcomes that guide the long-term planning efforts of the Dunedin City Council. In their roles as a provider, funder, regulator, advocate, facilitator, and partner, the Council ensures that these outcomes are central to their strategic initiatives and decision-making processes. In particular, **the Strategy links directly to the Long-Term Plan Community Outcome, “A sustainable city with healthy and treasured natural environments”.**

The Environment Strategy aims to advance the current DCC work on creating balance and harmony between the people of Ōtepoti Dunedin and the natural environment. There are three strategic themes that will guide the environment goals, actions, and indicators for success:

1. Dunedin is resilient and a zero-carbon city
2. Dunedin has a healthy environment
3. Dunedin People care for the natural world

The Strategy’s environment goals

Each strategic theme has three specific goals:

Theme 1: Dunedin is resilient and a zero carbon city (*Mō tātou, ā, mō kā uri, ā muri ake nei*)

- Impact positively on the global environment
- Plan for and adapt to climate change
- Manage natural resources sustainably.

Theme 2: Dunedin has a healthy environment (*He ao tūroa, he ao hauora*)

- Sustain ecosystem services
- Increase indigenous biodiversity
- Restore areas of ecological value.

Theme 3: Dunedin people care for the natural world (*Tiakitaka*)

- Enjoy, connect to, and celebrate the natural world
- Increase understanding of the natural world
- Champion the natural world

Initial Actions

TBC

What happens next?

Our work towards the three strategic themes will be summarised in a comprehensive implementation plan that outlines the actions and how we are going to achieve each goal. The implementation plan will be updated annually and include a clear monitoring framework that keeps the implementation on track.

Council will establish an advisory group to contribute to prioritising actions, engaging with stakeholders involved in delivery of the Strategy’s goals, and contribute to the State of the Environment report, which is an annual reporting document that assess the health of our environment.

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Foreword (Mayor/CEO/Chair of Te Ao Tūroa Partnership)

TBC

Signature

We need to safeguard what we have and strive to improve the health of our environment where it has become degraded.

Our wellbeing depends on this, and as guardians of the environment, we have a responsibility to leave it in a better condition for future generations.

Introduction

Ōtepoti Dunedin people are proud of our city's natural beauty. We treasure its uniqueness and value the easy access to clean beaches, natural spaces, and wildlife. These aspects are a big part of our city's identity and its people's sense of place in the world. We cannot take that for granted, thus one of the aims of this strategy is to capture the intergenerational aspirations of our people and set the direction for protecting, restoring, and enhancing our natural environment now and into the future. We realise the interconnectedness of thriving communities and a healthy environment.

To significantly reduce the risks and impacts of climate change, governments at the United Nations Convention in Paris 2015 agreed an aim to limit the global average temperature increase to well below 2°C above pre-industrial levels, while pursuing efforts to limit the increase to 1.5°C. They also called for zero net anthropogenic (human-caused or influenced) greenhouse gas emissions, now with a clear timeline. The Intergovernmental Panel on Climate Change (IPCC) indicates that to limit warming to 1.5°, global emissions must peak before 2025 and decline by 43% by 2030.

In 2015 Dunedin joined the Compact of Mayors. Launched at the 2014 United Nations Climate Summit, the Compact of Mayors is the world's largest coalition of city leaders addressing climate change by pledging to reduce their greenhouse gas emissions, enhance climate resilience, and track their progress. Currently over 12,500 cities and local governments from 144 countries have committed to the Compact of Mayors, representing more than 1 billion people.

We are experiencing and will continue to experience the impacts of climate change. The Dunedin City Council declared a climate emergency in 2019, setting a goal for Ōtepoti Dunedin to become a Zero Carbon city by the year 2030. As part of its commitment to the Compact of Mayors and the Ōtepoti Dunedin's Zero Carbon Policy, adopted in 2022, the DCC is working towards net zero carbon by 2030 (excluding biogenic methane), and reducing Dunedin's overall biogenic emissions, report on progress, and deliver a climate action and adaptation plan. As a city we want to understand our impacts on the environment and do what we can do to mitigate them.

Te Ao Tūroa is a city-wide strategy. We will work together to achieve the Strategy's vision through integrated planning and action, and strong and effective partnerships with everyone who has a role to play in protecting the environment. This includes Kāi Tahu, central government agencies, non-profit organisations, community groups, businesses, and citizens. We will work smartly and efficiently by sharing our information and resources. Working together we can make Dunedin one of the world's great small cities with a thriving environment we look after, respect, and enjoy.

The Role of the Environment Strategy

The strategy's definition of environment is based on the Resource Management Act's definition of environment, which includes ecosystems and their constituent parts, including people and communities; all natural and physical resources; amenity values; and the social, economic, aesthetic, and cultural conditions of those ecosystems, natural resources, and amenity values (Resource Management Act 1991).

Te Ao Tūroa takes a broad view of what constitutes the natural world, including, but not restricted to, indigenous flora and fauna; areas of special conservation value, the conservation estate and covenants; the sea, coastline and waterways; farms; forests (native and exotic); botanic, domestic and market gardens; parks, reserves and sports-grounds; street frontages, road reserves, vacant lots, and open spaces at or near workplaces – in other words, anywhere there is plant and animal life. While many of these areas have been modified by human activity, they are places where people connect with nature. The health of these places is essential for the health of our city and our people. We ensure our survival and wellbeing and the survival of future generations when we look after the natural world.

Te Toiora ā Taiao | Environmental health is experienced when Ōtepoti Dunedin individuals, families, whānau, hapū, iwi, and all communities (our people) live in harmony and balance with a healthy, natural environment that we look after, respect, and enjoy. In this holistic view, environmental health is anchored in a holistic interconnected relationship between a healthy natural environment and people who care for and safeguard the life-supporting force (mauri) which, in return, uplifts and supports our people to live well and thrive.

Te Ao Tūroa, Ōtepoti Dunedin's Environment Strategy, adopted in 2016, and refreshed in 2025, sets the strategic direction for improving the health of Dunedin's environment and people now and in the future. The Strategy takes the view that people are inherently part of the natural world and recognises that we thrive when we care and protect our environment from the impacts of climate change and our economic and social footprint. We are all part of the Ōtepoti Dunedin ecosystem, and we all need a healthy natural environment to provide us with food, shelter, water, and clean air. Kāi Tahu are the kaitiaki of the whenua (land) of Ōtepoti Dunedin and this role is extended to all those who work on protecting the collective taiao. We are all the guardians of the environment, and we have a responsibility to look after and leave it in a better condition for future generations.

The Strategy's role:

Te Ao Tūroa's role is to function as a guiding document that sets a clear direction for the Dunedin City Council on advancing the current initiatives aimed at creating balance and harmony between the people of Ōtepoti Dunedin and their natural environment. The Strategy bonds the economic, social, and cultural prosperity of our communities with the health of the environment and the two are mutually reinforcing. The Strategy acts on the aspirations of the Council and our partners in working collaboratively to:

- create a future resilient to climate change impacts, ensuring safety for the next generations
- achieve the community outcome of "a sustainable city" for the people of Dunedin, fostering a sense of connection to and stewardship of the environment
- improve the health of Dunedin's natural environment now and for future generations

The Strategy offers a clear direction for the DCC to respond with proper planning and effective partnership to the growing pressures on our environment so people can enjoy, connect, and give

back to the environment. The DCC works toward supporting thriving communities; however, our workstreams have impacts on our ecosystem and we are committed to action and implement the Strategy in ways that ensure the health of the environment is at the centre of what we do.

The Strategy channels our commitment to sustainability and honouring the principles of the Treaty of Waitangi, and we aim to foster a thriving ecosystem with a community that is deeply connected to and responsible for its natural surroundings.

How the Te Ao Tūroa relates to other strategies

Environmental Strategy – Te Ao Tūroa

TBC

Social Wellbeing Strategy

TBC

Arts and Culture Strategy – Ara Toi

TBC

Māori Strategic Framework – Te Taki Haruru

Te Taki Haruru embeds the principles of the Treaty of Waitangi at an operational level. This framework aims to support the cultural, social, economic, and environmental wellbeing of Māori in Dunedin. It emphasises collaboration and partnership with mana whenua and Māori in Dunedin, ensuring that they have meaningful opportunities to contribute to decision-making processes. The framework is a significant step towards fostering a more inclusive and equitable community in Dunedin.

Sustainability Framework

TBC

Zero Carbon Plan

TBC

Partnership

Dunedin's State of the Environment

Since the adoption of the first Te Ao Tūroa – Environment Strategy in 2016 as a city-wide strategy for Dunedin, collaborations amongst the environmental partners provided a lever to help increase focus on addressing environmental issues. It continued to offer a platform for a coordinated effort between the DCC and mana whenua, and demonstrated the commitment to holistic, city-wide environmental ambitions.

The state of the environment in Dunedin is monitored and reported by the Otago Regional Council (ORC), including key environmental assessment on air quality, water quality, biodiversity, land use, and climate change. This monitoring and reporting process requires partners to work together to ensure we are working towards Te Ao Tūroa's strategic themes and goals.

The Dunedin City Council declared a climate emergency and set the Zero Carbon 2030 target. The DCC then adopted the Zero Carbon Policy – a refresh of the Carbon Management Policy, then adopted the first emissions reduction plan: the Zero Carbon Plan 2030.

Dunedin has also committed to several key initiatives to address climate change, including the Greenhouse Gas Emissions Inventory, Climate Action Plan, Community Engagement, and Resilience Building.

Dunedin's strengths

Dunedin's ecosystems

Dunedin's natural environment is unique, from the Rock and Pillar Range to the Aramoana Saltmarsh. The harbour, hinterland, coast, islands, rivers, wetlands and streams provide a magnificent setting for the region's distinctive flora and fauna.

The natural environment has ancestral, spiritual and cultural value to Kāi Tahu, and provides the places and resources that sustain cultural traditions and practices. The Council recognises and supports the importance of mahika kai to mana whenua and its place at the heart of Kāi Tahu values.

Within our city's boundary there are natural habitats that are home to numerous native plant and animal species, 30 of which are found only in Dunedin. These habitats provide a wide range of important ecosystem services that sustain us and our health and wellbeing by providing food, clean air and water, and healthy soil. Some of Dunedin's ecosystems provide other services such as storm water cleaning swales, regenerating woody vegetation that absorbs carbon dioxide, and water-producing tussock grasslands. We will continue to work with landowners to help sustain the ecosystem services that benefit the whole community.

Research shows that being exposed to the natural environment has direct positive effects on physical and mental wellbeing¹. The sense of identity we experience when we connect to local natural places has positive effects. It is part of what is called the "biophilia hypothesis" – the instinctive bond between human beings and other living things.

Dunedin's communities

¹ Blaschke, P (2013) *Health and wellbeing benefits of conservation in New Zealand*

Many landholders, organisations, community groups and individuals are doing great work for Dunedin's natural environment. Local environmental champions include schoolchildren, teachers, farmers, gardeners, conservationists, scientists, volunteers and iwi. The Council has a strong relationship with the two Kāi Tahu rūnaka in Dunedin and works with them to protect places of particular importance. We value the people who work hard to protect, restore and enhance Dunedin's natural environment. Their work benefits everyone and as a city we want to recognise and celebrate their achievements.

Special places

Dunedin has an abundance of special natural places. The Otago Peninsula's wildlife has led to Dunedin being dubbed the 'Wildlife Capital' of New Zealand. It is home to world-famous species, including hoiho (yellow-eyed penguins), little blue penguins, sea lions, and the only royal albatross colony located on a mainland. In 2010, Lonely Planet named Otago Peninsula one of the top ten destinations in the world for "twitchers" (birdwatchers). The Orokonui Ecosanctuary, between Port Chalmers and Waitati, is a predator-fenced forested valley where threatened species are being reintroduced, including kiwi, robin, tuatara and the Otago skink.

The entire Dunedin city area is a wāhi tūpuna (ancestral landscape) as it was used and valued by mana whenua. Wāhi tūpuna sites include, but are not limited to, settlements, battle sites, burial places, wāhi tapu and wāhi taoka sites, mahika kai areas and resources, trails, and significant landscape features such as peaks, ridgelines and views.

An Open Space covenant is a legal agreement between a private landowner and the Queen Elizabeth II National Trust and is registered on the title to the land. The agreement is voluntary and binds current and subsequent landowners in perpetuity. There are 66 registered QEII covenants in the Dunedin area (with more in the pipeline) protecting a total of 672ha of land with special conservation value. Stat TBC in final copy.

Regenerative Tourism

The New Zealand Tourism Strategy recognises a sustainable tourism sector cannot be achieved in isolation, and we need to develop a whole of New Zealand environmental management plan that demonstrates our commitment as a nation to a clear, coordinated response to environmental issues.² We want our special places and natural resources to be accessible to locals and visitors, but we also want to protect these places from damage and unsustainable use. Careful management is needed to protect Dunedin's natural environment for future generations to use and enjoy. As we continue to protect, restore, and enhance Dunedin's ecosystems, we will build on the city's nature and wildlife reputation, and help strengthen the local economy.

The Dunedin City Council has been working towards regenerative tourism by aiming to restore and enhance the natural, social, and economic environments of Dunedin as a tourist destination. There are some key areas of focus for the DCC that include reducing carbon emissions, local supply chain innovations through encouraging the use of local products and produce in our tourism sector, enhancing the skills of the local workforce and investing in community infrastructure.

As the world emerged out of the global health crisis of Covid 19, tourism across New Zealand started to recover, with Dunedin attracting a significant number of visitors. In 2024, New Zealand welcomed a total of 3.3 million overseas visitor, with Dunedin regaining its popularity as a destination known for its unique wildlife, historic architecture, and vibrant cultural scene. Stats TBC.

² New Zealand Tourism Strategy 2015 ALL REFERENCES TBC

Dunedin's challenges

A changing climate

The Council is working towards a future resilient to the impacts of climate change and plan for climate change adaptation. The DCC, in collaboration with the ORC, has developed initiatives to address climate change impacts, particularly for vulnerable areas like South Dunedin. The South Dunedin Future programme is a key part of these efforts, focusing on responding to flooding, climate change, and other natural hazards.

Responding to these challenges is one of the main objectives of Te Ao Tūroa. As the responsibility of planning for sea level rise rests primarily with local government, the Council is developing options for areas at risk of inundation and saltwater intrusion and will engage with communities as this work progresses.

Climate change impacts in Dunedin mean more extreme rainfall events, storms, floods, droughts, fires, and extreme winds. Rising sea levels and ground water in low lying areas are seen as the biggest risks.³ In parts of Dunedin the water table is very close to the surface and is connected to the sea, increasing the risks of inundation and salination. The Parliamentary Commissioner for the Environment found that the St Kilda and South Dunedin floods in 2015 were made worse by a high water table, which prevented water from prolonged heavy rainfall and high tides from draining away.⁴

Indigenous animal and plant species are most at risk from climate change. Major changes are expected in all groups of vegetation. Rising sea levels increase salt water intrusion in river flows, and warmer temperatures alter the species composition of freshwater habitats.

Sea level rise is a result of sea water warming and expanding, mountain glaciers retreating, and polar ice sheets shrinking.

People and the environment

Human activity changes the natural environment. People's daily decisions and actions have impacts – both positive and negative – on vegetation, animals, soil, water, landform, and climate. We recognise that it takes a lot of work just to maintain the status quo of the environment's health. Unless we take collective responsibility and action, environmental degradation is the likely result. However, people can also have a positive effect when we learn what to do to minimise or eliminate the negative impacts our decisions and actions have on the environment.

Biodiversity

For several hundred years, Dunedin's natural resources have been used for the survival of the people who have travelled and settled here. While there were some human-induced losses, the region prior to European arrival was still covered in diverse vegetation types, from coastal scrub and wet forest to inland dry forest and tussockland, and alpine and sub-alpine vegetation at higher altitudes. Following European settlement these areas were converted for large-scale agriculture and urban development. Most natural habitats were lost and many indigenous species disappeared. The loss has been compounded by introduced plant and animal pests.

³ Fitzharris, B. (2010) *Climate Change Impacts for Dunedin*

⁴ Parliamentary Commissioner for the Environment (2015) *Preparing New Zealand for rising seas: Certainty and Uncertainty*

Dunedin's biodiversity continues to face risk from land clearance and modification, pest animals and plants, and fragmented vegetation and animal populations. There are many organisations and individuals working hard to help reverse biodiversity loss.

In 2007 the Council set up the Biodiversity Fund to support landowners wanting to protect, restore and enhance indigenous biodiversity on their land. Between 2020 to 2024, the Council approved more than \$340,000 to support 52 biodiversity projects on private land.

Resource use

The natural environment supports and sustains us and is essential to our wellbeing. However, the natural resources our environment provides are limited and must be managed sustainably to ensure our future survival. Across the Dunedin region, the effects of climate change will increase the seasonality of rainfall, with longer, drier periods, and water supply will need to be managed accordingly. Local food production is already adapting to a changing environment, and to the demand for more sustainable farming methods.

In 2024, Dunedin residents generated an average of 500 kg of waste per person per year, with organic waste being the most common type. This is a drop by more than 250 kg of waste per person per year from 2015. Material heading to landfill could be reduced by up to 30% per person within five years if the DCC's waste minimisation plan accomplishes its goals.

One of the aims of Te Ao Tūroa is to minimise waste to help reduce greenhouse gas emissions and to use resources sustainably. Te Ao Tūroa reinforces our aspiration of a zero-waste city, which is being taken forward through Dunedin's Waste Management and Minimisation Plan.

New Zealand enjoys a large amount of electricity generated from renewable sources, but we also import a significant amount of non-renewable energy, with oil making up over half of total consumer energy. Dunedin's high rate of car ownership and dependence correlates with increasing vehicle travel, oil usage and carbon emissions.⁵

Being forward-looking when it comes to energy is essential if we are to meet the city's aims to have healthy people in warm homes, reduce our reliance on non-renewable energy sources, and explore how to make more use of our own renewable energy sources. The Energy Plan, which is about the city taking action to address these and other energy issues, reinforces the goals of Te Ao Tūroa.⁶

⁵ Dunedin City Integrated Transport Strategy 2013

⁶ The Energy Plan 1.0

Strategic Vision and Themes

Vision

Dunedin is one of the world's great small cities with a thriving environment that we look after, respect, and enjoy.

The vision reflects the Council's commitment to maintaining balance between growth and environmental stewardship. By looking after, respecting, and enjoying the natural surroundings, our communities lead the creation of a sustainable and vibrant city for both residents and visitors now and for future generations.

Strategic Theme 1 - Dunedin is resilient and a zero-carbon city

Mō tātou, ā, mō kā uri, ā muri ake nei

Dunedin people have always faced environmental changes and extreme weather events. We will do our part as members of the global community to reduce the causes and severity of climate change by reducing our local emissions (mitigation). We will also develop ways to increase our resilience to withstand and recover from the adverse effects of a changing climate and environment (adaptation). We will take an intergenerational approach to looking after the environment by considering future generations in everything we do, and we will manage our natural resources sustainably for Dunedin's long-term health, growth, and prosperity.

Strategic Theme 2 - Dunedin has a healthy environment

He ao tūroa, he ao hauora

Dunedin has a diverse range of flora and fauna on public and private land, and in urban, rural, freshwater, and coastal areas. We will take collective action in a holistic way that draws on science, mātauraka Māori, and good environmental practice to maintain, improve, and measure biodiversity values, ecosystem services, and the overall health of our environment.

Strategic Theme 3 - Dunedin people care for the natural world

Tiakitaka

We are the guardians of the environment, and we are responsible for looking after it, for our generation and generations after us. We will foster understanding and connections between people and nature. Dunedin is a place where people team up to look after, respect, and enjoy the natural environment.

Goals

There are three goals identified under each of the Strategy's themes as detailed below.

Strategic Theme 1 - Dunedin is resilient and a zero-carbon city

Mō tātou, ā, mō kā uri, ā muri ake nei

- Impact positively on the global environment
- Plan for and adapt to climate change
- Manage natural resources sustainably.

Strategic Theme 2 - Dunedin has a healthy environment

He ao tūroa, he ao hauora

- Sustain ecosystem services
- Increase indigenous biodiversity
- Restore areas of ecological value.

Strategic Theme 3 - Dunedin people care for the natural world

Tiakitaka

- Enjoy, connect to, and celebrate the natural world
- Increase understanding of the natural world
- Champion the natural world

Strategic Framework

National context

A range of national legislation, strategies and policy documents set the broader strategic context for protecting and enhancing Dunedin's natural environment, including the New Zealand Biodiversity Strategy, the New Zealand Coastal Policy Statement, the New Zealand Emissions Trading Scheme and the Resource Management Act 1991.

Regional context

The Kāi Tahu ki Otago Natural Resources Management Plan 2005 outlines the natural resource values, concerns, and issues of Kāi Tahu in Otago. The Otago Regional Council's Regional Policy Statement provides a high level policy framework for sustainably managing Otago's resources, and identifies regionally significant issues.

Local context

With the community and stakeholders, the Council has developed a strategic framework to deliver on Dunedin's vision to be one of the world's great small cities. The Council identifies the city's strategic priorities and agrees on resourcing to deliver on these priorities through the three-yearly Long Term Plan process, and within the parameters of the Financial Strategy.



The work of the Council is underpinned by two overarching commitments to the Treaty of Waitangi and Sustainability. To meet our **commitment to the Treaty of Waitangi**, the Council adopted Te Taki Haruru – Māori Strategic Framework which operationalises the treaty partnership between mana whenua and the Council. Te Taki Haruru is an important strategic step in strengthening Council's partnership with mana whenua.

The implementation of Te Taki Haruru provides a pathway to incorporating national legislation, strategies, and policies, as well as those from Aukaha, with further commentary on meeting both sustainability and the Treaty of Waitangi obligations, to a rūnaka level. This extends to community feedback from Kāi Tahu on the Environment Strategy (2015). Te Ao Tūroa, throughout all its goals, advocates for strong future planning and working with Kāi Tahu.

Sustainability – the Council takes a sustainable development approach that considers the environmental, social, economic, and cultural interests of Dunedin's people and communities, maintaining and enhancing the quality of the natural environment and the needs of future generations. To meet our **commitment to Sustainability**, the DCC is developing a UN Sustainable Development Goals (SDGs)-based framework that adapts to our local context and recognise mana whenua mātauraka and leadership throughout the community. The SDGs-based framework will articulate and embed the sustainability overarching commitment into the DCC's operations, making positive changes in our communities– including iwi.

The Treaty of Waitangi – the Council values its relationship with the two local rūnaka, Te Rūnanga o Ōtākou and Kāti Huirapa Rūnaka ki Puketeraki and operates under Te Taki Haruru - Māori Strategic Framework for the DCC that ensures our commitment to the Treaty of Waitangi and with regard to Kāi Tahu environmental aspirations. The Council acknowledges that this partnership is essential to achieving the goals and objectives of Te Ao Tūroa.

Simple

Māori Strategic Framework – Te Taki Haruru

Te Taki Haruru

In recent years the DCC has taken solid steps toward growing our internal capability and progressing relationships with mana whenua and mātāwaka. Te Taki Haruru, the DCC's Māori Strategic Framework was adopted in September 2023 and is the mechanism in which Council meets its commitment to Te Tiriti o Waitangi/the Treaty of Waitangi, and its partnerships with mana whenua of Te Rūnanga o Ōtākou and Kāti Huirapa Rūnaka ki Puketeraki.

Aligning the DCC strategies with Te Taki Haruru highlights this commitment through collaboration and a partnered approach to the work we undertake for Dunedin communities.

The vision of Te Taki Haruru is “Kāika Ōtepoti, Kāika Ora”, which translates to “Thriving Home, Thriving Village”. This vision focuses on making Dunedin fit for the future; to create a future fit for our mokopuna across all areas of DCC – environmental, cultural, social and economic.

Te Taki Haruru has four principles and values established by mana whenua. These principles and values are high-level concepts to help inform the work within DCC.

Each principle and value pairing has a key intent statement that provides DCC with a view of what mana whenua see as a thriving village.

Autūroa/Mana:

The principle **Autūroa** is based in the longevity, continued influence, and leadership in the community. **Mana** is the relative value in recognition of the authority of mana whenua in Ōtepoti Dunedin.

Key Intent: Mana whenua are leaders, influencers and partners.

Auora/Mauri

The principle **Auora** is one stemmed in the health and wellbeing of everything in Ōtepoti Dunedin. This extends to people, whenua, and waterways. **Mauri** is the life force of all things, and how we interact with each other and the environment can positively, or negatively, impact that mauri.

Key Intent: The mauri of Ōtepoti is restored and enhanced.

Autaketake/Tapu and Noa

The principle **Autaketake** is heavily steeped in the related values of **tapu** and **noa**. Autaketake is balancing the tapu (restricted) with noa (unrestricted) and how to keep ourselves, and our world, safe; in a practical sense and in a sustainable sense.

Key Intent: Balance is restored, and the future of our people and resources is restored.

Autakata/Whakapapa

The principle **Autakata** highlights the importance of people in te ao Māori. The value **whakapapa** shows the importance of genealogy in te ao Māori, remembering our ancestors in the mahi we do, and ensuring that mahi will allow our mokopuna to thrive.

Key Intent: The traditional authority of mana whenua in Ōtepoti Dunedin is recognised through partnerships based on reciprocity and respect.

Further to the principles and values, key directions of Te Taki Haruru correspond specifically with Te Ao Tūroa.

- Māori are leaders in the management of our natural resources and built environment.

- Mātauraka is incorporated through the co-design and co-management of our environment and resources.
- The environment is regenerated, and a sustainable future is secured.
- Te ao Māori informs policy, planning and decision-making.

To best align Te Taki Haruru with Te Ao Tūroa, both should be viewed in a consistent way to enable closer alignment. This is achieved by placing the vision, themes, goals of Te Ao Tūroa alongside of the vision, principles, values, and key directions of Te Taki Haruru.

Vision

Te Ao Tūroa	Te Taki Haruru
Dunedin is one of the world's great small cities with a thriving environment we look after, respect and enjoy.	Kāika Ōtepoti, Kāika Oraka. Thriving home, thriving village.

Themes, Principles, and Values

Te Ao Tūroa	Te Taki Haruru
Dunedin is resilient and a zero carbon city. We will do our part as members of a global community to reduce the causes and severity of climate change by reducing our local emissions (mitigation). Developing ways to increase our resilience to withstand and recover from the adverse effects of a changing climate and environment (adaptation). We will take an intergenerational approach to looking after the environment by considering future generations in everything we do; managing our natural resources sustainably for Dunedin's long-term health, wellbeing and prosperity.	Auora/Mauri This principle is about the lifeforces of Dunedin and teaches us about the need to respect and care for all things. It makes us equal to our natural surroundings and acknowledges interconnectedness with each other and with our surroundings. This is about recognising we need to take responsibility for emissions, to respect our whenua for us and for our mokopuna
Dunedin has a healthy environment Dunedin has a diverse range of flora and fauna on public and private land within urban, rural, freshwater, and coastal areas. We will take collective action in a holistic way that draws on science, mātauraka Māori and good environmental practice to maintain, improve and measure biodiversity values, ecosystem services and the overall health of our environment.	Autaketake/Tapu and Noa This principle highlights the importance of achieving balance of resources and mitigating the impact of the interface between people and the environment.

<p>Dunedin people care for the natural world</p> <p>We are the guardians of the environment, and we are responsible for looking after it for our generations and generations after us. We will foster understanding of how to care for our environment and focus on the importance of strong connections between people and nature. Dunedin is a place where people collaborate to look after, respect and enjoy the natural environment.</p>	<p>Autūroa/Mana</p> <p>Autakata/Whakapapa</p> <p>Combining these two principles shows the involvement expected from mana whenua to ensure their mātauraka is woven throughout plans and projects moving forward to look after our environment in Ōtepoti Dunedin.</p>
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Goals and Key Directions

Te Ao Tūroa - Goals	Te Taki Haruru – Related Key Direction
<p>Impact positively on the global environment.</p> <p>Plan for and adapt to climate change.</p> <p>Manage natural resources sustainably.</p>	<p>Mātauraka is incorporated through the co-design and co-management of our environment and resources.</p>
<p>Sustain ecosystem services.</p> <p>Increase indigenous biodiversity.</p> <p>Restore areas of ecological value.</p>	<p>The environment is regenerated, and a sustainable future is secured.</p>
<p>Enjoy, connect to and celebrate the natural world.</p> <p>Increase understanding of the natural world.</p> <p>Champion the natural world.</p>	<p>Māori are leaders in the management of our natural resources and built environment.</p> <p>Te Ao Māori informs policy, planning and decision making.</p>

The implementation Plan of Te Taki Haruru is due to be rolled out across Council in the coming year. Implementation of the Te Ao Tūroa strategy will include indicators and measures that align directly with Te Taki Haruru.

Sustainability Framework | United Nations Sustainable Development Goals (SDGs)

TBC

Zero Carbon Plan

The Dunedin City Council's Zero Carbon Plan 2030 aims to make Dunedin a zero-carbon city by 2030. The plan outlines key shifts and action areas to reduce carbon emissions and address climate change. It includes strategies for sustainable transport, energy efficiency, waste reduction, and community engagement. The plan also emphasizes the importance of collaboration with local businesses, organizations, and residents to achieve these ambitious goals.

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Bringing it all together

TE AO TŪROA – THE NATURAL WORLD: STRATEGY AT A GLANCE

Te Ao Tūroa is structured around three high level themes: Dunedin is resilient and a zero-carbon city; Dunedin has a healthy environment; and Dunedin people care for the natural world. This framework outlines the Strategy's themes and goals and how the DCC – in close collaboration with partners and stakeholders city-wide – will deliver on the Strategy's purpose.

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TE AO TŪROA – THE NATURAL WORLD – STRATEGY AT A GLANCE

Vision	Dunedin is one of the world's great small cities with a thriving environment we look after, respect, and enjoy								
Strategic Themes	Dunedin is resilient and a zero-carbon city <i>Mō tātou, ā, mō kā uri, ā muri ake nei [for us and for our children after us]</i>			Dunedin has a healthy environment <i>He ao tūroa, he ao hauora [a natural world, a healthy world]</i>			Dunedin people care for the natural world <i>Tiakitaka [guardianship]</i>		
Goals	Impact positively on the global environment	Plan for and adapt to climate change	Manage natural resources sustainably	Sustain ecosystem services	Increase indigenous biodiversity	Restore areas of ecological value	Enjoy, connect to, and celebrate the natural world	Increase understanding of the natural world	Champion the natural world
Actions TBC	<ul style="list-style-type: none">• reduce greenhouse gas emissions• be energy efficient• investigate innovative renewable energy solutions• minimise waste• deliver a low carbon transport system• make sure our infrastructure supports positive environmental outcomes• develop resilient and sustainable supply chains• use natural resources with future generations in mind• implement appropriate climate change mitigation and adaptation responses.• Contribute to maintaining cleaner rivers and streams			<ul style="list-style-type: none">• safeguard the life-supporting capacity (mauri) of indigenous and taoka species' habitats• protect important ecological areas• restore areas of ecological value• protect areas of importance to Kāi Tahu• take a landscape-scale approach to protecting ecosystems and increasing biodiversity• reduce wastewater overflows• reduce polluting discharges to the land, air and water• draw on science, Mātauraka Māori, and good environmental practice• use the best technology available for managing pests.			<ul style="list-style-type: none">• honour and support the kaitiaki role of Kāi Tahu• empower the Dunedin youth to partake in environmental initiatives• build on the systems of knowledge that our diverse communities bring• improve access to our special places and spaces• promote active learning about Dunedin's natural environments• advocate and collaborate for better environmental outcomes• monitor environmental changes and environmental health• support conservation volunteering efforts and initiatives• support a diverse range of opportunities for volunteers to engage with the environment.		
Initial actions	<p>Compact of Mayors Progress work as part of the Compact of Mayors commitment to measure city greenhouse gas emissions, set emission reduction targets, and develop and deliver an action plan to reduce emissions.</p> <p>Climate Change Adaptation Implement our broader <i>climate change adaptation plan</i>, and focused effort through the <i>South Dunedin Future</i> programme which addresses areas affected or threatened by rising sea levels, increased flooding, and other climate-related risks.</p> <p>Delivering on Existing Commitments Deliver key city commitments and continue work already underway that contributes to this goal (notably the Energy Plan 1.0, the Integrated Transport Strategy, the 3 Waters Strategic Direction Statement, and the Waste Management and Minimisation Plan).</p>			<p>Managing Pests Continue to implement our comprehensive pest management plan that focuses on protecting native vegetation and fauna from various pests.</p> <p>Ecosystem Health Boost Identify and protect areas of ecological significance; establish biodiversity and ecosystem health measures; and establish integrated planning on key environmental areas including air, water and soil standards.</p> <p>Productive Landscapes Work with landowners to integrate biodiversity into productive environments and to help sustain ecosystem services.</p>			<p>Wildlife Best Practice Develop and use best practice guidelines for managing wildlife sites and nearby adjacent areas in a consistent way to get better outcomes when protecting wildlife.</p> <p>City Know-how Take a city approach to public education and awareness-raising initiatives for topics like protecting penguins on beaches, making use of existing education initiatives.</p> <p>Volunteer Conservation Increase volunteer opportunities through communicating and prioritising conservation projects and supporting communities to deliver projects; and develop a way to track the volunteer conservation contribution and outcomes.</p> <p>Visitor Management Deliver on our <i>Ōtepoti Dunedin Destination management Plan</i> to continue develop and manage Dunedin as a sustainable and attractive destination for visitors and protect Dunedin's special places.</p> <p>Empower youth to lead environmental projects Develop the <i>Ōtepoti Youth Action Plan</i> that listens to the leaders of the future and their aspirations in preserving the environment.</p>		
Implementation	Annual check-in with Kāi Tahu, key stakeholders, community, and business to provide qualitative data on how we're tracking towards achieving the goals of Te Ao Tūroa, and to ensure the strategic direction is still right								
Key Indicators TBC Annual 'State of the Environment' report	<ul style="list-style-type: none">• City greenhouse gas emissions• Non-landfill city greenhouse gas emissions• Percentage of Dunedin census respondents who cycle, walk or take public transport to work• Number of Dunedin people vulnerable to climate change impacts			<ul style="list-style-type: none">• Air quality, with performance benchmarked against National Environmental Standards (NES) air standard of PM₁₀• Soil contamination assessments, with performance benchmarked against the NES standards• The water quality of Dunedin's lakes and rivers, including coastal and recreational risk, using Land Air Water Aotearoa (LAWA) measures• Dunedin's natural ecosystems benefitting from pest management (DoC measure)• Biodiversity and ecosystem health			<ul style="list-style-type: none">• Percentage of Dunedin people surveyed through the Residents' Opinion Survey (ROS) and/or Quality of Life Survey (QoL) who feel connected to the natural world• Percentage of Dunedin people surveyed through the ROS and/or QoL who have the opportunity to engage with the natural world• Volunteer conservation contribution• Increased level of participation amongst youth in environmental initiatives		
Alignment with Te Taki Haruru Principles/Values	<p>Auora/Mauri</p> <p>This principle is about the lifeforces of Dunedin and teaches us about the need to respect and care for all things. It makes us equal to our natural surroundings and acknowledges interconnectedness with each other and with our surroundings. This is about recognising we need to take responsibility for emissions, to respect our whenua for us and for our mokopuna</p>			<p>Autaketake/Tapu and Noa</p> <p>This principle highlights the importance of achieving balance of resources and mitigating the impact of the interface between people and the environment.</p>			<p>Autūroa/Mana Autakata/Whakapapa</p> <p>Combining these two principles shows the involvement expected from mana whenua to ensure their mātauraka is woven throughout plans and projects moving forward to look after our environment in Ōtepoti Dunedin.</p>		
Alignment with the Sustainability Framework \ UN SDG Alignment	TBC			TBC			TBC		

Advisory group

- TBC: Second step to building implementation plans, new governance structures to be proposed.

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Implementation

Delivering on the Strategy's goals

Te Ao Tūroa sets the strategic direction for improving and balancing the health of Dunedin's communities and the environment. Delivering on the Strategy's objectives requires a long-term, collaborative, and concerted effort from us all. Some work is already underway in existing projects and plans. New ideas will come forward as work progresses and our thinking develops. "Flagship" projects, involving organisations and individuals dedicated to protecting, restoring, and enhancing Dunedin's natural environment, will be planned, and implemented as part of that process.

The implementation plan will be developed to encompass all the actions that lead to achieving the Strategy's goals and high-level actions under each strategic theme. It will identify how we will deliver, by whom, and the lifespan for each of those actions. The plan will also liaise with stakeholders and partners who are leading the delivery of some of those actions.

Initial Actions

INITIAL ACTIONS [EXAMPLE] TBC			
Action	Description	Establishment Date of the Advisory Group	Status
Climate Change Adaptation	Implement our broader <i>climate change adaptation plan</i> , and focused effort through the <i>South Dunedin Future</i> programme which addresses areas affected or threatened by rising sea levels, increased flooding, and other climate-related risks.	Between June and October 2025	Ongoing

We are not alone in delivering and implementing this Strategy. Learning from the successes—and challenges—of others is essential. We will draw on expertise from outside the region and, where necessary, from national and international sources.

The Environment Strategy sets the **strategic direction** but is **not an implementation plan**. A separate detailed implementation plan will be developed in collaboration with key partners. This plan will be publicly released as part of the next phase of work.

Reviewing of the Strategy

A review of the Strategy will take place every first year of each Council term to timely inform the Long-Term Plan process. The review will likely focus on updating the environmental scan and situation analysis to ensure the strategic direction is relevant and the goals and action are useful. This review will inform the detailed implementation plan.

Monitoring of Implementation

A monitoring tool is an integral part to the implementation plan and will detail timelines, indicators of success, and allocation of resources by the DCC and or partners. A State of the Environment (SOE) report could be utilised as a monitoring tool for the implementation of the Environment Strategy. The report will need to expand to include the health of communities.

The State of the Environment (SOE) report is a national statement on how our environment is performing and a data reporting tool in accordance with the National Environmental Standards for Air Quality (NESAQ) and the Resource Management Act (RMA). The Otago Regional Council operates an SOE air quality monitoring network.

The Council will receive an annual progress report on the Strategy's delivery. The wider community will be involved in tracking progress on Te Ao Tūroa through:

- a community event each year where an annual 'State of the Environment' report is presented, celebrated and discussed.
- a triennial hui to examine progress and review the Strategy's direction to ensure it remains fresh and relevant.

The triennial hui will be an opportunity to evaluate the Strategy's progress and highlight any areas where the objectives are no longer fit for purpose. This process will feed into a formal evaluation of the Strategy and any revisions needed to keep the Strategy relevant and current.

Glossary

Advocate: when the DCC appeals to other agencies such as central government and the Otago Regional Council to promote and achieve environmental outcomes. This is part of the DCC's role.

Anthropogenic: caused or influenced by humans.

Areas of special conservation value (ASCV): recognised areas of indigenous vegetation and fauna on public or private land protected by the District Plan.

Biodiversity: the variety of plant and animal life in a particular habitat.

Biomass: biological material derived from living, or recently living organisms. In the context of biomass for energy it is often used to mean plant-based material (such as woodchip), but biomass can equally apply to both animal and vegetable derived material.

Biophilia hypothesis: the theory of the instinctive bond between human beings and other living systems.

Carbon emissions: carbon dioxide and carbon monoxide in the atmosphere, produced by vehicles and industrial processes.

Ecosystem: a biological community of interacting organisms and their physical environment.

Ecosystem services: the benefits provided by ecosystems that make human life possible (e.g. clean air, soil and water).

Environment: ecosystems and their constituent parts, including people and communities; all natural and physical resources; amenity values; and the social, economic, aesthetic, and cultural conditions which affect or are affected by the factors listed (this definition is based on the Resource Management Act 1991).

Funder: when the Council provides funding to another organisation or community group towards providing a service or facility (e.g. Biodiversity Fund).

Greenhouse gas: any gas that absorbs infrared radiation in the atmosphere, including carbon dioxide, methane, nitrous oxide, ozone, chlorofluorocarbons, hydrochlorofluorocarbons, hydrofluorocarbons, perfluorocarbons, and sulfur hexafluoride (www3.epa.gov).

He ao tūroa, he ao hauora: a natural world, a healthy world [Strategic Theme 2].

Kaitiaki: guardian.

Kaitiakitaka: the exercise of customary custodianship in a manner that incorporates spiritual matters by takata whenua who hold mana whenua status for a particular area or resource. The concept of kaitiakitaka evolved as mana whenua responded to their impact on the natural environment.

Landscape-scale conservation: a holistic approach to conservation that in addition to biodiversity, considers local economies and agriculture, eco-tourism, geodiversity, and the health and social benefits of the environment.

Mahika kai: the customary gathering of food or natural materials, and the places where those resources are gathered.

Mātauraka Māori: Māori knowledge or wisdom.

Mana whenua: those who exercise customary authority or rakatirataka (chieftainship or decision-making rights).

Mō tātou, ā, mō kā uri, ā muri ake nei: for us and for our children after us [Strategic Theme 1].

Promoter/Facilitator: when the DCC undertakes promotional activity and educational programmes, or brings together other organisations or community groups to work towards positive environmental outcomes (e.g. EnviroSchools and Keep Dunedin Beautiful).

Provider: when the DCC provides a service, facility or infrastructure (e.g. Green Island landfill).

Queen Elizabeth II (QEII) covenant: a legally binding and permanent protection agreement which is registered on the title of land to protect its special natural and cultural features.

Regulator/Planner: when the DCC enforces government legislation and develops its own bylaws and plans (e.g. District Plan).

Resilient: able to withstand or recover quickly from unexpected or difficult conditions.

Supply chain: a system of organisations, people, activities, information, and resources involved in moving goods or services from suppliers to consumers.

Takata whenua: the iwi (tribe) or hapū (sub-tribe) that holds mana whenua in a particular area.

Taoka: a treasure, a thing of great value.

Te Tiriti o Waitangi: The Treaty of Waitangi.

Tiakitaka: the act of guarding or keeping [Strategic Theme 3].

Tikaka: customary values and practices.

Wāhi taoka: resources, places and sites treasured by mana whenua.

Wāhi tapu: places sacred to takata whenua.

Wāhi tūpuna: the landscapes that embody the ancestral, spiritual and religious traditions of all the generations prior to European settlement.

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References

Te Ao Turoa – 2025-2030

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Strategic Refresh: Cultural, Environmental, Social and Economic Strategies

Draft Community Engagement Plan

- 1 This document outlines a proposed approach for Community engagement on the refresh of Ara Toi Ōtepoti, Te Ao Tūroa, Social Wellbeing, and Cultural strategies. It sets out the objectives of the process, and the engagement tools to be utilised.
- 2 The objective of the public engagement is to provide opportunity to engage in the refresh of the four named strategies.
- 3 Engagement will occur alongside of the 9YP consultation between 31 March and 30 April 2025.
- 4 Engagement will take the form of one survey and one externally facilitated workshop per strategy.
- 5 Targeted stakeholder and partner groups who will be invited to participate in engagement workshops are listed in Table 1.

Table 1: Summary of engagement methods, objectives, and targeted audience.

#	Engagement methods	Objective	Targeted audience
1	9YP consultation document	Inform	All residents
2	Four engagement workshops on the four strategies	Inform and seek feedback	Partner and stakeholder groups
3	Four online surveys on the four strategies	Seek feedback	All residents

- 6 Engagement content will be centred around three topics:
 - a. Role of the strategy, including vision. have we captured this correctly?
 - b. Implementation and actions per strategic theme- discussion on the development of indicators and measures.
 - c. Monitoring and evaluation – how we report back.
- 7 We will use the following measures of success to create a baseline measure of engagement on the Strategic Framework over time.
 - a. Number of participants attending engagement workshops
 - b. Quantity of survey responses
 - c. Diversity of respondents
- 8 The delivery of the engagement plan will require staff resourcing and workshop collateral.
Table 2 proposes a list of proposed stakeholders and partners for the engagement workshops.

	Cultural	Environmental	Social	Economic
Facilitator	Alex Booth	Alex Booth	Alex Booth	Alex Booth
Who needs to be involved (DCC)?	Corporate Policy	Corporate Policy	Corporate Policy	Corporate Policy
Staff will be needed to support the facilitation and for note taking.	Subject matter experts from: Māori Partnerships, Community Partnerships, Creative Partnerships and events	Subject matter experts from: Māori Partnerships, Parks and Recs, Three Waters, Transport, City Development, South Dunedin Futures, Sustainability, Waste and Environmental Solutions and Zero Carbon	Subject matter experts from: Māori Partnerships, Community Partnerships, Creative Partnerships, Events, Housing, Building Services Parks and Planning	Subject matter experts from: Māori Partnerships, Enterprise Dunedin, City Development.
Who needs to be in the room (targeted)?	Mana whenua / rūnaka reps Pacific Trust Otago Dunedin Multi-cultural Council Dunedin Youth Council Disability Advisory Groups Otago University Students' Association Otago Polytech Students' Association Otago Regional Council Otago Community Trust Save Dunedin Live Music University of Otago Te Pūkenga / Otago Polytech Te Wānanga o Aotearoa	Mana whenua / rūnaka reps Pacific Trust Otago Dunedin Multi-cultural Council Dunedin Youth Council Disability Advisory Groups Otago University Students' Association Otago Polytech Students' Association Otago Regional Council Community Boards Royal Forest and Bird Protection Society NZ Otago Peninsula Biodiversity Group Sustainable Peninsula Keep Dunedin Beautiful Predator Free Dunedin Department of Conservation Federated Farmers Business South Senior Climate Action Network University of Otago (Office of Sustainability) Te Pūkenga / Otago Polytech Te Wānanga o Aotearoa Te Whatu Ora/WellSouth	Mana whenua / rūnaka reps Pacific Trust Otago Dunedin Multi-cultural Council Dunedin Youth Council Disability Advisory Groups Otago University Students' Association Otago Polytech Students' Association Otago Regional Council Otago Community Trust Age Concern Otago University of Otago Te Pūkenga / Otago Polytech Te Wānanga o Aotearoa Te Whatu Ora / WellSouth	Mana whenua / rūnaka reps Pacific Trust Otago Dunedin Multi-cultural Council Dunedin Youth Council Disability Advisory Groups Otago University Students' Association Otago Polytech Students' Association Otago Regional Council Otago Community Trust Business South University of Otago Te Pūkenga / Otago Polytech Te Wānanga o Aotearoa

ITEMS FOR CONSIDERATION BY THE CHAIR

Any items for consideration by the Chair.