

**Notice of Meeting:**

I hereby give notice that an ordinary meeting of the Dunedin City Council will be held on:

**Date:** Monday 26 May 2025  
**Time:** 9:00 a.m.  
**Venue:** Council Chamber, Dunedin Public Art Gallery, The Octagon,  
Dunedin

Sandy Graham  
Chief Executive Officer

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**Council**  
**SUPPLEMENTARY AGENDA**

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**MEMBERSHIP**

**Mayor**  
**Deputy Mayor**

Mayor Jules Radich  
Cr Cherry Lucas

**Members**

Cr Bill Acklin	Cr Sophie Barker
Cr David Benson-Pope	Cr Christine Garey
Cr Kevin Gilbert	Cr Carmen Houlahan
Cr Marie Laufiso	Cr Mandy Mayhem
Cr Jim O'Malley	Cr Lee Vandervis
Cr Steve Walker	Cr Brent Weatherall
Cr Andrew Whiley	

**Senior Officer**

Sandy Graham, Chief Executive Officer

**Governance Support Officer**

Lynne Adamson

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Lynne Adamson  
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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## REPORTS

### TE TAKI HARURU IMPLEMENTATION UPDATE - 9 YEAR PLAN 2025-2034

Department: Corporate Policy

#### EXECUTIVE SUMMARY

- 1 This report provides an update on community feedback received through the 9 year plan consultation period on the topic of “working with mana whenua”.
- 2 It also provides an update of progress on each of the three implementation programmes provided for in the Te Taki Haruru Implementation Plan that was adopted by the Strategy, Planning and Engagement Committee on 16 October 2024.

#### RECOMMENDATIONS

That the Council:

- a) **Notes** the Te Taki Haruru Implementation Update – 9 year plan 2025-2034 report

#### BACKGROUND

- 3 Te Taki Haruru is the Māori Strategic Framework for the Dunedin City Council (DCC). It was created through collaboration between Māori Partnerships and mana whenua in Ōtepoti Dunedin as a mechanism for the DCC to meet its commitment to the Treaty of Waitangi (te Tiriti).
- 4 Te Taki Haruru was adopted by Council in September 2023.
- 5 The implementation plan for Te Taki Haruru was adopted by the Strategy, Planning and Engagement on the 16 October 2024 (Attachment A).
- 6 At its meeting on 28 January 2025 Council resolved:

*Moved (Cr Cherry Lucas/Cr Kevin Gilbert):*

*That the Council:*

- a) **Adopts** for the purposes of developing the 9 year plan 2025-34 and consulting with the community



- i) *The draft operating budgets and funding impact statement for Treaty Partnership as shown/amended at Attachments A, B and C of the report.*

**Motion carried (CNL/2025/001)** with Cr Lee Vandervis recording his vote against.

*Moved (Cr Cherry Lucas/Cr Kevin Gilbert):*

*That the Council:*

- b) **Requests** a report on the implementation of Te Taki Haruru in time for deliberations on the 9 year plan.

**Division**

*The Council voted by division*

*For: Crs Bill Acklin, Kevin Gilbert, Carmen Houlahan, Cherry Lucas, Jim O'Malley, Brent Weatherall, Andrew Whiley and Mayor Jules Radich (8).*

*Against: Crs David Benson-Pope, Christine Garey, Marie Laufiso, Mandy Mayhem, Lee Vandervis and Steve Walker (6).*

*Abstained: Nil*

*The division was declared CARRIED by 8 votes to 6*

**Motion carried (CNL/2025/002)**

**DISCUSSION**

**Summary of 9 year plan consultation feedback**

- 7 The Council received 21 submissions under the topic of 'Working with mana whenua'. This topic encompassed feedback relating to engagement with mana whenua, Te Pae Māori, Te Taki Haruru, and The Treaty of Waitangi.
- 8 Overall, there was strong community support for Council's kaupapa (work), with 19 submissions in support, one neutral, and one opposed. Submissions included the following:
- Nine submissions supported greater engagement with mana whenua and mātāwaka, with five calling for strengthened partnerships and representation in council decision-making.
  - Six submissions endorsed the implementation of Te Taki Haruru.
  - Four submissions supported Te Pae Māori.
  - Three submissions emphasised the importance of aligning council processes with The Treaty of Waitangi.

## Progress on Implementing the Te Taki Haruru Implementation Plan

- 9 The table below summaries the actions contained within the Te Taki Haruru (TTH) Implementation Plan and their status.

Programme of work	Tasks 2025/26	Timeline	Status
<b>Te Pae Māori</b>	Review terms of reference and membership	Draft by March 2025	Underway
	Meet as outlined in the terms of reference	Following adoption of Terms of Reference	Not started
<b>Project Steering Group</b>	Appoint the Project Steering Group	1 month post adoption of the Implementation Plan.	Completed
<b>Tū Ake</b>	Embed TTH into the organisation through operational mechanisms	From 1 July 2025	Not started
	Identify mana whenua priorities and align the partnership agreement	From 1 July 2025	Not started
	Improve and create pathways for the Māori community to engage in annual long-term planning	From 1 July 2025	Not started
	Build a framework that measures outcomes for the Māori community	From 1 July 2025	Not started
	Report on outcomes	From 1 July 2025	Not started
<b>Tū Kotahi</b>	Build cultural capability among staff and governors to understand their Treaty obligations	Underway for staff Post elections through Councillor induction	Underway
	Foster collaboration with Treaty Partners	Underway	Underway
<b>Tū Hono</b>	Develop and provide supplementary resources to guide staff	From 1 July 2025, by December 2025	Not started

### Te Pae Māori

- 10 Te Pae Māori met four times since its inception in December 2022. A review of the Terms of Reference was scheduled for the end of 2025 and this is now underway. A draft Terms of Reference was presented to Te Pae Māori members at their most recent hui (meeting) on 25 March 2025.
- 11 It was noted that the four represented groups—Council, Te Rūnanga o Ōtākou, Kāti Huirapa Rūnaka ki Puketeraki, and Araiteuru Marae—would review the current terms of reference individually, discuss any proposed amendments, and submit their recommendations to the Chief Executive for collating and referral to all current members.

### **Project Steering Group**

- 12 A Project Steering Group is in place to oversee the work programme. The primary role of the group is to oversee the implementation and ensure its alignment to the Intent statements and Key Directions of Te Taki Haruru.

### **Tū Ake**

- 13 A Kaiwhakahaere (Manager) was appointed in mid-April, filling a vacancy that had been unfilled for several months. With this appointment, Te Taki Haruru now has dedicated resource to progress the development of the Tū Ake programme.
- 14 As part of developing the programme and establishing robust engagement processes, a review of the partnership model is underway. This aims to ensure operational transparency in the services the Council receives and to confirm alignment with both mana whenua and Council priorities.
- 15 Tū Ake will support staff to embed Te Taki Haruru across the Council's existing work programmes and projects. It will include measurable outcomes and indicators to track our effectiveness and progress in meeting our commitments to Te Tiriti.

### **Tū Kotahi**

- 16 The Tū Kotahi programme continues to offer staff opportunities to gain cultural capability and confidence to partner with mana whenua, work with the Māori Community and embed Te Taki Haruru into BAU practices throughout council. Tū Kotahi is seeing continual interest from staff from across the council to increase their knowledge in te ao Māori.
- 17 In 2024, approximately 200 staff took part in the Tū Kotahi across three programmes:
- Whakaohoo Programme – 145 participants.
  - Treaty and Equity Workshops – 63 participants.
  - Kaiāwhina Programme – 23 participants.
- 18 Participation from council staff remains strong in 2025, with approximately 150 staff participating in Tū Kotahi across four programmes:
- Whakaohoo Programme – 76 participants (for first half of 2025).
  - Treaty and Equity Workshops – 22 participants.
  - He Toka Tū Moana (WLT) – 24 participants.
  - Kaiāwhina Programme – 24 participants.

### **Draft Budget for 2025/26**

- 19 Following the adoption of the Te Taki Haruru Implementation Plan on 16 October 2024, an operating budget was developed for the 9 year plan, to provide the resource needed to progress the implementation programme.

20 This activity had previously been partially funded by Better Off Funding, but with its redirection, to continue with the implementation, a rates budget of \$921k is required, being an increase of \$349k on the 2024/25 year.

21 The budget provides for the following resources:

**Kaiwhakahaere (Manager)**

- Provides leadership, strategic direction, and oversight of the Mana Ruruku team.
- Ensures successful delivery of *Te Taki Haruru*.
- Works with senior leadership to integrate Treaty commitments across the Council.
- Supports and coordinates team performance and collaboration.

**Policy Analyst Māori**

- Offers expert Māori policy advice and ensures *Te Tiriti o Waitangi* principles are reflected in policy-making.
- Collaborates with the Corporate Policy team and across departments.
- Key contributor to *Tū Ake* and *Tū Hono* workstreams.
- Ensures alignment of Council policies with Māori aspirations and values.

**Pou Ārahi**

- Leads Council's internal Māori cultural capability efforts.
- Leads the *Tū Kotahi* workstream
- Designs and delivers training on tikanga Māori and Māori engagement best practices.
- Acts as a cultural advisor across departments to support responsive service delivery.

**Kaiawhina**

- Provides support for cultural training and capability programmes.
- Key contributor to the *Tū Kotahi* workstream
- Assists with research, resource development, event coordination, and administration.
- Supports the DCC team's educational initiatives and promotes understanding of *te ao Māori* across Council.

22 A budget of \$250k is provided for a Service Level Agreement with Aukaha. As explained above in paragraph 14 the partnership funding model with Aukaha is currently under review.

- 23 A budget of \$101k is provided for consultancy and general costs to support the Tū Kotahi, Tū Ake, and Te Pae Māori programmes.

24 A budget of \$79k is provided for three annual grants payments of \$26.3k to support the local marae capacity to engage with the community:

- Kati Huirapa Runanga
- Te Runanga o Otakou
- Araiteuru Marae Council Inc

### OPTIONS

25 As this report is for noting there are no options.

### NEXT STEPS

26 Work will continue to undertake Council's commitment to implementing Te Taki Haruru.

### Signatories

Authoriser:	Nicola Morand - Manahautū (General Manager Policy and Partnerships)
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### Attachments

	Title	Page
<a href="#">↓A</a>	Implmentation Plan Te Taki Haruru	13

## SUMMARY OF CONSIDERATIONS

### ***Fit with purpose of Local Government***

The implementation of Te Taki Haruru and embedding it on an operational level provides an opportunity for the principles and values of mana whenua, found within Te Taki Haruru, to be actively woven throughout the workplan of all teams across the DCC. This decision enables democratic local decision making and action by, and on behalf of, communities. This decision promotes the social, economic, environmental, and cultural wellbeing 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"/>

Te Taki Haruru is Council's commitment to the Treaty of Waitangi. It is intended to be embedded into all council strategies, projects policies and plans where appropriate. The decision to implement Te Taki Haruru on an operational level directly relates to all areas of the DCC's Strategic Framework and its eight strategies, and so that the DCC, as a collective, meets its Treaty obligations.

### ***Māori Impact Statement***

Te Taki Haruru has positive impacts for the Māori community. Mana whenua and mātāwaka were integral to the development of TTH and the implementation plan.

### ***Sustainability***

The aim of Te Taki Haruru is to have positive impacts on sustainability across all Council strategies. The alignment with the sustainability commitment of the strategic framework will strengthen the relationship with mana whenua and mātāwaka by ensuring their needs and goals are considered in the work across all departments at the DCC. It also provides an opportunity for staff from different workstreams to explore and utilise mātauraka Māori (Māori knowledge) on sustainability in their work

### ***Zero carbon***

Te Taki Haruru supports positive impacts to the environment but as a programme of work in itself, there are likely to be no implications to DCC emissions

### ***LTP/Annual Plan / Financial Strategy /Infrastructure Strategy***

The implementation of Te Taki Haruru into future and under-review strategies/ policies/plans is expected to bring greater clarity to how the commitment to the Treaty is fulfilled across current and future corporate planning functions.

## SUMMARY OF CONSIDERATIONS

### ***Financial considerations***

The financial investment through rates funding for the delivery of the adopted implementation plan is required to embed Te Taki Haruru into the everyday work at the DCC. The cost is proposed within Long-term Plan budgets.

### ***Significance***

The decision to implement Te Taki Haruru is considered to be of low significance in terms of the Significance and Engagement Policy (minimum impact on the existing LoS, current and future generational needs, and low cost of implementation). The decision to adopt the Māori Strategic Framework was made in 2023 and the decision to implement it in October 2024. The implementation will be consistent with other strategies and policies.

### ***Engagement – external***

Mana whenua and mātāwaka Māori have been engaged with throughout the development of the Te Taki Haruru implementation plan and have expressed their strong support for this plan. Te Taki Haruru has been introduced to at a number of community hui at their request and strong support for the initiative has been evident and well received.

### ***Engagement - internal***

Approximately 350 staff have engaged in the cultural capability programme and teams throughout the organisation have engaged with the framework as resourcing allows.

### ***Risks: Legal / Health and Safety etc.***

No known risks

### ***Conflict of Interest***

No known conflicts, if any arise they will be declared and managed appropriately

### ***Community Boards***

The Implementation of Te Taki Haruru is expected to offer clarity and positively change the way the DCC conducts its business-as-usual practices to meet its obligations to the Treaty. This change for the DCC may also have a ripple effect and carry over to support Community Boards in their work with local communities to ensure their work reflects the DCC's commitment to the Treaty.



## TE TAKI HARURU | Implementation Plan

### Objective:

Te Taki Haruru (TTH) is a framework designed to guide the Council in partnering with mana whenua and fulfilling its obligations under the Treaty of Waitangi. It envisions a future for Ōtepoti Dunedin that ensures the wellbeing of future generations and the sustainability of the environment from a Te Ao Māori perspective.

### Desired Outcomes:

1. The cultural capability of Dunedin City Council (DCC) is lifted.
2. Council Officers understand the importance of their treaty obligations and are enabled to meet them.
3. Our partnership with mana whenua is enhanced.

This plan outlines the strategic and operational steps needed to successfully implement Te Taki Haruru, ensuring cultural alignment with our Treaty of Waitangi obligations and fostering a strong and enduring partnership with mana whenua.



**Kāika Ōtepoti, Kāika Oraka**

## Te Taki Haruru and our commitment to mana whenua

### Key intent

- Mana whenua are leaders, influencers, and partners.
- The Mauri of Ōtepoti is restored and enhanced.
- Balance is restored and the future of our people and resources are protected.
- The traditional authority of mana whenua in Ōtepoti is recognised through partnerships based on reciprocity.

## What that means

### Environmental Wellbeing

- 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.

### Cultural Wellbeing

- Māori participate and demonstrate leadership in the community.
- Māori heritage and culture is visible, celebrated 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.

### Social Wellbeing

- Māori will have access to opportunities that enable social equity.
- Whānau are thriving and connected.
- We are guided by tikaka and kawa for the wellbeing of our whānau and wider community.
- Public facilities and services meet the cultural needs, practices, and values of Māori.

### Economic Wellbeing

- Māori are active across all sectors of the economy.
- Economic directions consistently enhance outcomes and equality for Māori.
- The Māori economy is recognized as a critical part of our collective wellbeing.
- Māori networks are well connected and supported to build a prosperous future.

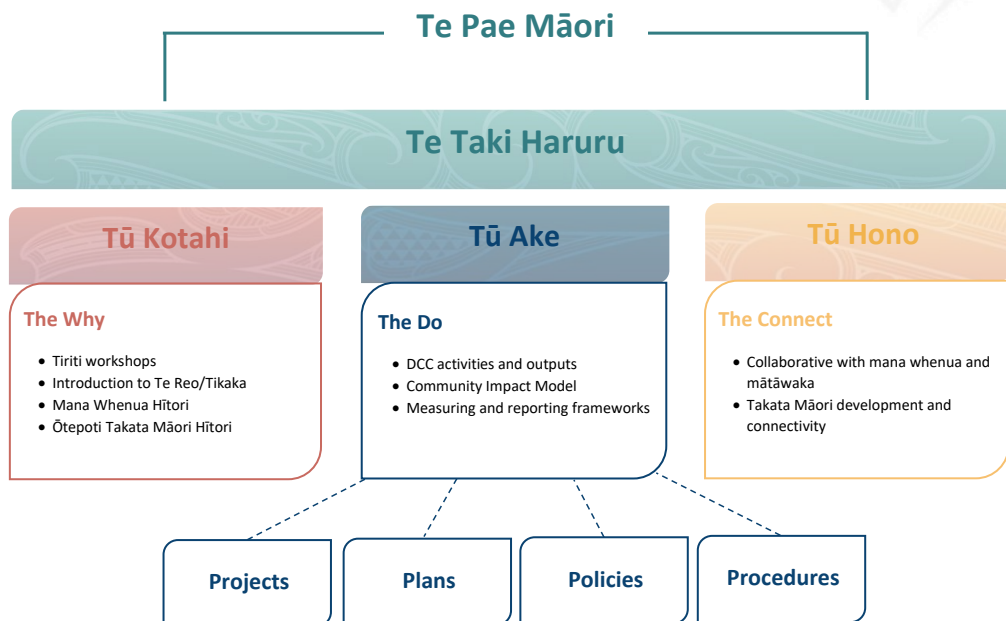
## Stakeholders and Their Roles

### Governance:

- **Te Pae Māori:** Responsible for ensuring TTH values, intent and key directions are upheld by Council and incorporated into Council strategies and plans.
- **Mana whenua representatives on Council Committees:** Ensure TTH values, intent and key directions are represented in committee deliberations.

### Operational:

- **Project Steering Group (PSG):** Oversee the implementation of Tū Ake until it becomes business-as-usual.
- **Council staff, Aukaha staff and contractors, Rūnaka Officers:** Participate in the operational activities and implementation of TTH through Council programmes, projects, and processes.



## **Tasks, Resources and Timeline**

### **Te Pae Māori**

#### **Tasks:**

- Review the Terms of Reference (ToR) to ensure alignment with TTH.
- Meet quarterly to ensure TTH key objectives are being met.

#### **Objective:**

- Ensure clarity on key objectives and oversight at a governance and strategic level.

#### **Timeline:**

- New ToR prepared by March 2025, otherwise ongoing.

### **Project Steering Group (PSG)**

#### **Task:**

- Appoint a PSG

#### **Objective:**

- Oversee the operational implementation programme (Tū Ake) and ensure appropriate reporting and alignment with key strategies and plans.

#### **Timeline:**

- A month after the adoption of the implementation plan until it becomes a business-as-usual activity throughout Council. Review ToR and membership annually.

### **Tū Ake**

#### **Tasks:**

- Embed TTH into the organisation through operational mechanisms.
- Identify mana whenua priorities and align the partnership agreement with the Council work programme on an annual basis.
- Improve or create pathways for the Māori community to engage in annual long-term planning.
- Build a framework that measures outcomes.
- Report on outcomes.

#### **Resources:**

- Dedicated staff, PSG, budget for community engagement, communication and framework development.

#### **Timeline:**

- Ongoing, with annual reviews and adjustments

### **Tū Kotahi**

**Tasks:**

- Build cultural capability among staff and governors to understand their Treaty obligations.
- Foster collaboration with Treaty Partners.

**Resources:**

- Dedicated staff, budget for training programmes, cultural competency workshops and ongoing staff support.

**Timeline:**

- Underway, ongoing.

### **Tū Hono**

**Task:**

- Provide supplementary resources to guide staff post their foundational training.

**Resources:**

- Dedicated support staff, development of resources.

**Timeline:**

- Initiate by September 2024 – complete December 2025, ongoing.

## **Risk and Mitigation**

### **Budgetary**

**Risk:**

- Lack of investment.

**Mitigation:**

- Secure funding through Council budget allocation and apply for external funding for specific initiatives where available.

### **Resourcing**

**Risk:**

- Inadequate investment in appropriately skilled staff.

**Mitigation:**

- Develop an appropriate structure and roles to support our commitment to TTH and provide conditions and development opportunities that attract and retain suitable staff.

## **Reputational**

### **Risk:**

- Lack of support and commitment to Te Taki Haruru at all organisational levels.

### **Mitigation:**

- Integrate TTH into decision-making processes, ensure visible support from leadership and regular communication of successes.

## **Monitor and Adjust**

**Responsibility:** Māori Partnerships team.

### **Activities:**

- Ensure delivery of the programmes.
- Report progress to PSG and TPM.
- Annual reporting to the community.
- Recommend adjustments based on feedback and evaluations.

## **Evaluate Outcomes and Reporting**

**Frequency:** Annually.

### **Activities:**

- Evaluate programme outcomes.
- Report findings to stakeholders.
- Adjust implementation strategies as needed based on evaluations and mana whenua priorities.



## **FESTIVAL AND EVENTS PLAN DRAFT BUDGET FORECAST- 9 YEAR PLAN 2025-2034**

Department: Enterprise Dunedin

### **EXECUTIVE SUMMARY**

- 1 This report provides an update on community feedback received on the Draft Festivals and Events Plan through the 9 year plan consultation process.
- 2 It also outlines the broad investment areas for the Draft Festivals and Events Plan from 2025/26 to 2028/29, showing how the budget of \$4.4 million is allocated to its implementation. A detailed breakdown is provided in Attachment A.
- 3 The Draft 2025 Festivals and Events Plan, included as Attachment B, has been developed with broad stakeholder input and is now finalised. It will be presented to Council for adoption in June 2025, pending confirmation of the major and community event implementation plans.

### **RECOMMENDATIONS**

That the Council:

- a) **Notes** the implementation plan and budget allocation to deliver the Draft Festivals and Events Plan.
- b) **Notes** the next steps.

### **BACKGROUND**

- 4 A report from Enterprise Dunedin provided a copy of the Draft 2025 Dunedin Festivals and Events Plan and requested consideration of the inclusion of funding options for implementation as part of the 9 year plan at the 28 January Council Meeting. At that meeting Council resolved the following:

*Moved (Cr Bill Acklin/Cr Andrew Whiley):*

*That the Council:*

- a) **Approves** that \$4.4 million be added to the draft budgets for the implementation of the Community Events and Major Events Implementation Plan for consultation purposes as follows:
  - i. \$800k in year 2025/26

- ii. *\$1.2m each year from 2026/27 to 2028/29*
- b) **Notes** that the additional budget for the implementation of the plan will funded by rates.
- c) **Notes** that a report on the benefits and realisations will be presented to council in time for the 10 year plan 2027-37.

### **Division**

*The Council voted by division*

*For: Crs Bill Acklin, Sophie Barker, David Benson-Pope, Christine Garey, Kevin Gilbert, Carmen Houlahan, Marie Laufiso, Mandy Mayhem, Jim O'Malley, Steve Walker, Brent Weatherall, Andrew Whiley and Mayor Jules Radich (13).*

*Against: Crs Cherry Lucas and Lee Vandervis (2).*

*Abstained: Nil*

*The division was declared CARRIED by 13 votes to 2*

### **Motion carried (CNL/2025/041)**

- 7 This decision was included in the long-term plan consultation document and positive feedback was received through the submission process, as well as through the earlier targeted consultation.

## **DISCUSSION**

### **Summary of submissions on the 9 year plan**

- 5 Council received 19 submissions on the Festivals and Events Plan. Submission topics included:
  - The need to ensure consideration of accessibility at events.
  - the value of arts-based and other events to the city and the need to position Dunedin as the South Islands cultural capital, as Dunedin would likely be unable to attract large one-off events into the city once the Christchurch Stadium is opened.
  - the lack of venues in Dunedin that are fit for purpose for at least 400 seats.
  - Support for the uplift in the festivals and events plan budget,
  - recognising the need to invest in current established events rather than new one-off events to ensure well-attended events can be self-sustaining.
  - Continue to increase the budget to position Dunedin as a vibrant destination ensuring year-round activity and business confidence.

### **Implementing the Festivals and Events Plan**

- 6 The Festivals and Events Plan outlines a framework for supporting a range of events in Dunedin that reflect the city's diversity and that contribute to community wellbeing. The plan sets out strategies for supporting both community-led and larger events in a sustainable way. It includes



a focus on practical actions and budget considerations to support the development of the events sector in line with Council priorities.

- 7 Following the decision made by Council at its meeting on 28 January 2025, the draft 9 year plan includes an investment of \$4.4 million over four years (starting in 2025/26) in festivals and events. The funding is intended to support event delivery across the city and is expected to have economic and social benefits, such as encouraging visitation, supporting local businesses, and providing accessible experiences for residents.
- 8 Data from the New Zealand Events Association (NZEA) shows that 7,265 events were held across New Zealand in 2023, attracting over 10.7 million attendees and contributing more than \$696 million to the national economy. The outcomes of Dunedin's events investment will be monitored over the funding period to assess its return on investment.
- 9 NZEA reports that every \$1 spent on events returns an estimated \$3.20 in wider community benefits. These include direct economic impacts as well as improvements in community wellbeing, particularly from access to free or low-cost events, which can reduce financial barriers to participation.
- 10 Events contribute to employment and volunteering opportunities. Nationwide, the live performance sector supports approximately 60,500 full-time equivalent roles. In Dunedin, a steady schedule of events helps sustain local employment and relies on volunteer support. Nationally, volunteers contribute an estimated \$1.2 billion worth of time and skills to the sector annually.

#### How the vision comes to life (major spend areas summarised)

Focus:	2025/26	2026/27	2027/28	2028/29
Revitalise our Council-led major and community events across the city to be higher quality with associated growth and development plans.				
<b>George Street Market</b> evolves into a signature Dunedin street festival, celebrating local arts, makers, and music, and drawing regional crowds. <b>* Chinese Cultural Festival</b> expands city-wide, with a vibrant Lantern Festival growing local and regional engagement. <b>* Puaka Matariki</b> becomes a city-wide celebration of Māori culture and storytelling, led in partnership with mana whenua. The plan includes additional budget to integrate Māori themes into events where relevant. <b>*New Year's Eve</b> transforms with more family-friendly experiences and a uniquely Dunedin flair. <b>*Christmas in the Garden</b> continues to grow as a beloved family event, with a new adults-only evening featuring jazz and canapés in the garden.	\$272,000	\$318,500	\$280,000	\$280,000

<b>Focus:</b> Providing more support to our grants recipients in the major community and premier events categories to build sustainable events and reduce reliance on grants funding over time	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
<b>*Diwali – potential new event.</b>  *Support a strong, connected events sector through training, networking, and a steady pipeline of events.  *Launch an industry capability and annual training programme for the events and visitor industry  *Provide funding and resources to grow iconic events, helping them become sustainable and commercially viable.  * Introduce a standard impact assessment tool to measure the true value of Council-funded and Council delivered events.	\$132,500	\$197,500	\$132,500	\$142,500
<b>Focus:</b> Better promotion, visibility and branding of our key events locally, nationally and internationally to support Trans-Tasman flights.	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
Establish a dedicated marketing budget and events calendar to boost visibility, grow audiences, and promote events through city-wide branding and multi-channel campaigns (council run and grants funded events)	\$70,500	\$95,000	\$85,000	\$85,000
*Deliver a central city activation plan to support stadium events with a festive atmosphere, Octagon pre-event activities, improved transport, and a connected walking route as apppoint of difference with Christchurch coming online.  * This spend area will need to flex dependant on how many major events are procured by the Stadium	\$60,000	\$60,000	\$60,000	\$60,000
<b>Focus:</b> A dedicated budget to procure events and negotiate with promoters to bring bed nights to the city i.e. national and international sporting and cultural events	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
*Enable procurement of high-impact events that require investment but deliver strong economic returns for the city.  *Strengthen Dunedin’s ability to secure major events through MBIE support and co-investment.  Develop a diverse, year-round events calendar—from grassroots to venue-based and commercial city events to compliment in venue activity and show case the city and utilise outdoor venues such as Te Aka Ōtākou.	\$215,000	\$314,000	\$230,000	\$220,000
<b>Focus:</b> Develop, and scope a signature event for the 2028 Total Solar Eclipse “Dark Mode Dunedin”	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>

<p>* Leverage the rare opportunity to attract a global eclipse-chasing audience and put Dunedin on the international map.</p> <p>* Launch a one-of-a-kind winter festival aligned with the eclipse, with potential to become a lasting annual event.</p> <p><i>(Event scoping is underway, with feasibility and governance planning to follow for city-scale delivery.)</i></p>	\$30,000	\$93,000	\$300,000	\$300,000
<b>Total Investment – major spend areas only</b>	<b>\$780,000</b>	<b>\$1.078m</b>	<b>\$1.087m</b>	<b>\$1.088m</b>

## OPTIONS

- 11 As this is an update report no options have been provided.

## NEXT STEPS

- 12 The Draft Festivals and Events Plan will be presented to Council for adoption in June 2025. It will include a summary of community feedback and any resulting updates to the plan. No significant changes are anticipated.
- 13 Staff will prepare a report outlining proposed changes to the events grants programme to align it with the Plan's goals and updated event definitions. The Plan is based on a partnership model, with both Council-led and community-led events playing key roles in achieving its objectives.

## Signatories

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## Attachments

	<b>Title</b>	<b>Page</b>
<a href="#">A</a>	Detailed breakdown of budget implementation	27
<a href="#">B</a>	Draft Festivals and Events Plan	37

## 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"/>	<input type="checkbox"/>
Future Development Strategy	<input type="checkbox"/>	<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"/>

### ***Māori Impact Statement***

Adoption of the Plan would provide opportunity for greater outcomes for Māori through closer collaboration with mana whenua and more cultural expression in our events portfolio.

### ***Sustainability***

Waste and Environmental Solutions have been involved in the drafting of the Festival and Events Plan and the two costed Implementation Plans and feedback has been integrated throughout. Adoption of the Plan would likely provide better economic, social, and environmental outcomes for the city.

### ***Zero carbon***

Zero Carbon have been involved in the drafting of the Festival and Events Plan including the two costed Implementation Plans and feedback has been integrated throughout. Additional major events may increase city emissions. Community events are not likely to materially impact on city emissions. The Festival and Events Plan includes clear links to the Zero Carbon Policy and actions to minimise emissions, including some actions that have been assessed as a priority for Zero Carbon investment.

### ***LTP/Annual Plan / Financial Strategy /Infrastructure Strategy***

The current proposed budget is included in the LTP.

### ***Financial considerations***

An investment of \$4.4 over the four year period.

### ***Significance***

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

## SUMMARY OF CONSIDERATIONS

### ***Engagement – external***

In drafting the Festival and Events Plan there has been considerable consultation with public including hosting three workshops with the events, business industries, and the wider community with 74 representatives attended. Feedback from these groups have been incorporated into the Plan. The budget was included in the draft LTP consultation document and received support via hearings.

### ***Engagement - internal***

In August and September 2024 staff engaged in a number of workshops to get guidance on the strategic direction and themes that were then raised through public consultation workshops. There were also numerous internal workshops across departments that could be involved in areas of the events industry. Māori Partnerships has been involved in the drafting of the Festival and Events Plan and the two costed Implementation Plans. Integration of Te Taki Haruru has been included which Māori Partnerships gave advice and approved. Feedback from these groups have been incorporated into the Plan.

### ***Risks: Legal / Health and Safety etc.***

There are no identified risks.

### ***Conflict of Interest***

No conflicts of interest have been identified.

### ***Community Boards***

Communities across the city would benefit if the Plan were adopted.



		Budget / Timing				How We Will Measure Success	What is the Budget Rationale	Alignment to Te Taki Haruru
Our Priority Actions	How We Will Deliver	25/26	26/27	27/28	28/29			
Goal 1: Events for Profile and Prosperity: Maximise the destination profile and community benefits of events, boosting growth and city prosperity.								
1.1 Leverage existing events for maximum community profile and benefit	We will work with event organisers to identify leverage opportunities to help showcase and connect to our communities	-	25,000	25,000	25,000	Number of leverage opportunities identified and implemented	Staff have identified that other New Zealand councils support their South Asian communities by working with their communities to host events related to the Diwali celebrational period. These communities are active members of the city and staff believe support would be greatly appreciated to ensure we have a culturally diverse and balanced event portfolio.  The event would be hosted in November which is traditionally an off-peak period. Costs could go towards entertainment, contracted services such as production, as well as marketing campaigns to help raise awareness about our communities	We are guided by tikaka and kawa for the wellbeing of our whanau and wider community
1.2 Create a new events calendar platform that could be used to promote council funded events to the wider community	We will research and identify the best platform to promote Council community funded events online	-	-	-	-	An events calendar platform is in place, in use, and results in greater awareness of community events	The industry has requested a practical events calendar for over 15 years but nothing has been delivered.  The aim of the calendar is to promote the city's larger events (Community and Regional) in a way that is functional and relevant. The first year will be to identify the calendar software, the second year will be to procure and build the calendar, and third year includes maintenance and general running costs  Examples of marketing and promotion strategies include flyer drops, print advertising, social media, web campaigns, and radio promotions.  These channels will be used to increase visibility and attract attention to upcoming events, ensuring broad community engagement and enhancing overall event awareness	Māori heritage and culture is visible, celebrated, protected, and future proofed
	We will build and maintain the events calendar	-	12,000	2,000	2,000	New events calendar is kept up-to-date and is used by community		
	We will promote events to new communities	-	-	2,000	2,000	Promotional campaigns reach new communities		
1.3 Identify opportunities for local and community events to grow to next level i.e. from community event to regional event	We will identify and work with community events that have potential to grow	33,000	85,000	60,000	60,000	At least one event per year is supported to be more financially sustainable	This is a targeted seed fund to strategically support events that have the potential to grow to become more commercially viable.  The aim of the fund is to ensure events will become financially more sustainable within three years and the seed fund will then be used to commercialise other events, making room for new community events to emerge	The Māori economy is recognised as a critical part of our collective wellbeing
Goal 2: Events for Everyone: Champion a diverse and balanced year-round calendar of events that celebrate our people, our place, and our community.								

<b>2.1 Ensure a diverse and thriving year-round calendar of events</b>	<p>We will review our current Council-produced events and refresh or revamp them to stay innovative and relevant</p> <p>We will identify new community event opportunities that would be well received by our diverse communities</p> <p>We will develop a five-year plan for a balanced year-round calendar of diverse events</p> <p>We will incentivise events through revised funding criteria to create a year-round calendar of events, ensuring peak and off-peak seasons are catered for</p>	66,000	72,000	72,000	72,000	<p>Ongoing refresh including New Years Eve and Christmas in the Garden events</p> <p>- Identify at least one new Council-led event</p> <p>- The Plan is in place and being Implemented</p> <p>- Events take place across the calendar year, including traditional off-peak periods</p>	<p>This is targeted budget to enhance existing events and meet escalating cost requirements, attracting more people and becoming higher value for our communities. Costs to go towards quality entertainment, traffic management, security, marketing and production costs.</p> <p>It has been suggested that fireworks be re-introduced alongside an earlier family friendly event at an alternate location to the Octagon which is perceived not being family friendly</p> <p>Staff have identified the South Asian communities as a possible community to support, working with them to identify specific opportunities. For example, Diwali is a common event that other Council's support as there are significant South Asian communities within the country. Budget is allocated via Goal 1.1.</p> <p>Other communities identified to support include the LGBTQIA+ community that is currently not well represented within the city's event sector</p>	Māori heritage and culture is visible, celebrated, protected, and future proofed across council portfolio of events
<b>2.2 Ensure community and local events are supported through funding schemes and contribute to a balanced city events calendar</b>	<p>We will review the Event Grant Management Policy ensure it is fit-for-purpose and provides clear guidance and criteria to focus Council-funded events</p> <p>We will streamline event funding and identify opportunities for events to grow and thrive</p> <p>We will identify opportunities to further support inclusion and accessibility at events</p>	-	-	-	-	<p>- Review completed for Grants Review Policy</p> <p>- Number of growth opportunities created</p> <p>- Number of events that increase accessibility and inclusion</p>	<p>The grants review will provide the opportunity for staff to review existing criteria to ensure funds are relevant, optimised and strategically future focus</p>	Māori values framework are embedded within policy, initiatives, and practices
<b>2.3 Collaborate with iwi on Matariki community events</b>	<p>We will work with iwi to scope and understand options and opportunities</p> <p>We will identify opportunities to support the Puaka Matariki Festival through community support and promotion</p>	-	-	-	-	<p>- Relationships are developed to ensure Te Taki Haruru principals are upheld</p> <p>- Number of events within the community programme, number of participants, and feedback from event organisers and participants</p>	<p>Costs to go towards marketing the festival programme and city banners, as well as operational support such as covering costs for community venues for community groups to use as part of the festival.</p> <p>In previous years Puaka Matariki had a \$20,000 budget but it was removed in 2024</p>	<p>Māori will participate and demonstrate leadership in the community</p> <p>Māori will participate and demonstrate leadership in the community</p>
<b>2.4 Identify opportunities to celebrate our cultural diversity</b>	We will identify opportunities for events to celebrate and embrace our cultural diversity within the city	-	-	-	-	- Number of events that celebrate the city's cultural diversity		We are guided by tikaka and kawa for the wellbeing of our whanau and wider community
<b>Goal 3: An Events-Ready City: Maximise the promotion and usage of council owned and managed assets and venues.</b>								
<b>3.1 Ensure venue access is achievable for community groups</b>	We will review the DVML Community Access Grant to ensure its relevant and valuable	-	-	-	-	- Completion of Community Access Grant review and recommendations report		We are guided by tikaka and kawa for the wellbeing of our whanau and wider community
<b>3.2 Make it easier to book event venues and facilities</b>	We will streamline the booking process for community event bookings	-	-	-	-	<p>a) Improved efficiencies in booking process</p> <p>b) Event organiser satisfaction with booking process is positive</p>		Public facilities and services meet the cultural needs, practices, and values of Māori



3.3 Champion the city centre for events and ensure the Octagon is a high use space for community and local events activations	We will identify opportunities to enhance events within the Octagon	-	-	-	-	Increased number of events held in the Octagon		Public facilities and services meet the cultural needs, practices, and values of Māori
	We will identify event promotion opportunities to add vibrancy to the city centre	18,000	25,000	25,000	25,000	Number of events that are promoted within the city centre through Council campaigns	This budget is allocated for the usage of city plinths and light boxes, with an estimated cost of \$4,000 per campaign for each asset.  These visual assets will be used to promote events and initiatives, enhancing the city's public visibility and engagement	Māori will participate and demonstrate leadership in the community
3.4 Encourage the use of new and upgraded infrastructure as event venues	We will promote use of George Street and Cycle Harbour way as event venues	-	-	-	-	Increased use of new facilities and assets		Public facilities and services meet the cultural needs, practices and values of Māori
	We will undertake an infrastructure audit to understand venue opportunities and fit-for-purpose spaces across city	-	-	-	-	Number of venue opportunities and improvements identified		Public facilities and services meet the cultural needs, practices and values of Māori
	We will review Council-owned venues to ensure they have the technical capabilities required to deliver great event experiences	-	-	-	-	Audit completed and improvements identified		Public facilities and services meet the cultural needs, practices and values of Māori
	We will survey event organisers who use Council venues and facilities to identify improvement opportunities and remove red tape where possible	-	-	-	-	Survey satisfaction results are >70% of higher		Māori are active across all sectors of the economy
<b>Goal 4: Collaborative and Sustainable Events: Foster a collaborative environment to support event growth and enable commercial and environmental sustainability.</b>								
4.1 Build industry capability	We will offer industry training and workshops to enhance operational capability, commercial sustainability, and to build capability in the city for events	1,500	1,500	1,500	1,500	2 workshops per year	This budget covers expenses for venue hire, advertising, and speaker fees. These costs are essential for hosting successful workshops, ensuring that expert speakers are brought in to enhance industry capability	We are guided by tikaka and kawa for the wellbeing of our whanau and wider community
	We will offer industry workshops to enhance marketing capability to increase event visibility and attendance	750	750	750	750	1 workshop per year	This budget covers expenses for venue hire, advertising, and speaker fees. These costs are essential for hosting successful workshops, ensuring that expert speakers are brought in to enhance industry capability	
	We will coordinate industry-wide networking sessions to encourage collaboration and innovation of events	1,000	1,000	1,000	1,000	2 sessions per year	Recent workshops have highlighted a strong desire within the industry to network, share knowledge, and build relationships.  This budget covers expenses for venue hire, advertising, and light catering, ensuring that networking events are well-organised, accessible, and conducive to fostering connections and collaboration within the industry	
	We will develop a regular e-newsletter on all events-related information in the city	2,000	-	-	-	Quarterly newsletters		
	We will provide ongoing advice, support and facilitation for local events industry	-	-	-	-	Local event organiser's satisfaction with support provided		
4.2 Work with key city stakeholders to develop and enhance opportunities for a shared volunteer workforce	We will identify new opportunities and maximise benefits of sharing volunteer resources through key stakeholder collaboration	-	-	-	-	Volunteer Feedback via satisfaction surveys are developed and assessed annually to understand what they see as value	The Council will establish a city working group comprising key stakeholders, such as DVML, the University, Volunteer Otago, and others, to identify opportunities for collaboration, knowledge and resource sharing.  This group will work together to explore ways to maximise the city's event potential, foster partnerships, and drive collective initiatives for community and economic benefit	

4.3 Council-led events set the standard for best practice in sustainability	We will make sure events align with the Council's Waste Minimisation Plan	6,000	6,000	6,000	6,000	Inclusion of new waste minimisation initiatives across Council led events	Having budget to integrate Zero Carbon initiatives into council events will ensure council lead the way for industry.  Costs would go towards resourcing staff managing waste at events, waste audits, providing reusable serve ware and cups, water stations, and promotion of initiatives ahead of each event	Māori values framework are embedded within policy, initiatives, and practices
	We will review Council-led events to understand opportunities to align with Council's Zero Carbon Policy	-	-	-	-	- The percentage of Council events that the Zero Carbon guidance has been applied to	The Zero Carbon team will collaborate with Events staff to update sustainability guidance for events. This partnership will help ensure that events align with Zero Carbon goals, promoting environmentally responsible practices and reducing the city's carbon footprint	
4.4 Support Dunedin event organisers to minimise emissions and contribute to achieving Carbon Zero targets	We will offer industry workshops to enhance capability on minimising emissions	-	-	-	-	- 1 workshop per year and the number of event industry personnel trained	Workshops would be hosted by Zero Carbon and content would be updated as event guidance evolves and industry matures	Māori values framework are embedded within policy, initiatives, and practices
Goal 5: Events Made Easy: Make it easy to put on great events.								
5.1 Streamline Council processes	We will work with appropriate Council departments to streamline processes  We will continuously improve processes to support positive community outcomes	-	-	-	-	- Event organisers report increased satisfaction with event compliance processes - Survey to be undertaken annually		We are guided by tikaka and kawa for the wellbeing of our whanau and wider community
5.2 Ensure we are capable of delivery and able to support our events sector to succeed	We will review staffing requirements to deliver the adopted Community Implementation Plan deliverables  We will ensure Council has the budget and capacity to deliver the Community Implementation Plan and invest further if necessary to ensure success	-	-	-	-	- Council staffing resources are defined within each of the Implementation Plan action areas to ensure success  - Council budgets make provision for delivery of the full Festivals and Events Plan		
5.3 Make it easy to put on events in our city	We will provide support and advice to event organisers to ensure they deliver safe, successful and sustainable events We will create a well-resourced one-stop shop for event organisers that informs them how everything related to events in the city, including how to safely and effectively run events	-	-	-	-	- Compliance rate with safety and sustainability guidelines  - Event organiser satisfaction with resources		Māori networks are well connected and supported to build a prosperous future
Community Events budget		133,250	233,250	200,250	200,250			

		Budget / Timing				How We Will Measure Success	What is the Budget Rationale	What is the Economic Impact	Alignment to Te Taki Haruru
Our Priority Actions	How We Will Deliver	25/26	26/27	27/28	28/29				
Goal 1: Events for Profile and Prosperity: Maximise the destination profile and community benefits of events, boosting growth and city prosperity.									
1.1 Build Dunedin's profile as a leading events destination and ensure events are integrated into strategic destination marketing plans	We will promote events to elevate and promote the city's destination appeal	52,500	60,000	60,000	60,000	Increase in visitor numbers	Currently, there is no dedicated marketing budget to support Council-led events domestically. The Festival and Events Plan highlights the need for enhanced marketing efforts to increase the national visibility of Dunedin's Regional and Major Events, ultimately driving visitor nights and economic benefits for the city.  Proposed costs would be allocated to developing targeted marketing campaigns, creating event-specific websites, and enhancing brand development for Council's Regional events. Key focus areas include the George Street Market, Chinese Cultural Festival, and Matariki Festival, alongside support for Regional city events. This investment aims to strengthen the profile of Dunedin's events portfolio attracting visitors from across the country	It is estimated that domestic marketing campaigns and enhancing event branding and awareness will generate significant interest in Dunedin events. A recent Regional event invested \$10,000 into an Auckland marketing campaign which led to 25% of ticket sales coming from Auckland, resulting in over 10,000 bednights and a \$300,000 economic impact.  Based on this success, we expect similar campaigns to deliver an economic impact of over \$2 million for Dunedin events, driving tourism and boosting the local economy	Māori heritage and culture is visible, celebrated, protected and future proofed
	We will develop strategic plans to increase the number of major events within Dunedin	-	-	-	-	Increase in number of major events hosted in Dunedin			
	We will develop a resource pack that can use be used for major event bidding, that includes city attributes, venues and infrastructure	-	-	-	-	Bidding and resource pack developed			
	We will identify event incentives to attract major events to the city	-	-	-	-	Scope and research is completed with at least two potential partners within two years of implementation			
	We will ensure destination brand values and visual assets are reflected in the event promotion	-	-	-	-	Increase in destination brand awareness			
1.2 Strengthen data insights	We will research and procure an industry standard assessment tool that will give insights into major event feasibility and economic measurements to better inform decision-making	50,000	50,000	50,000	50,000	a) Assessment tool procured b) Tool is used three times per year comprehensive evaluations	As part of the grants review, Council aims to establish more specific criteria for Regional events, with a focus on accurately measuring their economic return to the city for some events. Currently, the Council does not utilise a robust event evaluation tool, relying instead on data provided by Council-funded event organisers. This approach can yield inconsistent results, with some organisers reporting spend figures—up to \$530 per person per night—that exceeds the Ministry of Business, Innovation and Employment's (MBIE) accepted average of \$186–\$320 for events.  To address this gap, Council staff propose subscribing to Fresh Info's Event Economics measurement tool. This tool, widely adopted by many Councils across the country, will provide a reliable framework for evaluating return on investment (ROI) and enhance the accuracy of event-related decision-making.  An annual subscription to Fresh Info's service costs \$20,000, with an additional \$10,000 per evaluation for up to three comprehensive assessments each year. Implementing this tool will enable Council to better understand the economic impact of events, ensure accountability, and refine future investment strategies to maximise benefits for both the city and its residents	While this investment may not directly generate an immediate economic impact for the city, as outlined in the rationale, it will provide the Council with the tools to evaluate events and understand their return on investment.  This capability will enable the city to make informed decisions, refine strategies, and set the stage for long-term success, ensuring that future events deliver optimal economic and community benefits.	Economic directions consistently enhance outcomes and equality for Māori
	We will provide our regional events sector with the assessment tool to allow for insights and to grow opportunities	-	-	-	-	100% of funded Council regional events use measurement tool and are satisfied with effectiveness			
1.3 Review the existing DVML Venue Major Events Attraction fund with the aim of attracting new major events that align with the city's brand	We will review the existing Fund to understand what is required for Dunedin to stay competitive within the industry and to ensure the city is achieving the maximum return on investment	-	-	-	-	Review is completed within two years of Implementation Plan	The responsibility for this initiative would likely sit with either DVML (Dunedin Venues Management Limited) or Councillors, depending on the scope and governance structure of the specific project		

1.4 Create a new City Major Events Attraction Fund with the aim of attracting new major city events that align with the city's brand	<p>We will scope the major events industry with the aim to attract major events in Dunedin</p> <p>We will develop a report that outlines the requirements to host major events within the competitive market</p> <p>We will create a criteria and process on how decisions are informed to allocate funds, and allocate budget aligning to our city brand pillars</p>	215,000	314,000	230,000	220,000	<p>The completion of an industry analysis report will provide valuable insights to guide future event planning and development. Additionally, the goal is to host at least one major event each year outside of the stadium during the off-peak season, diversifying Dunedin's event portfolio.</p> <p>The strategy also includes supporting numerous national events that have the potential to drive significant visitation, contributing to both the city's economic growth and its cultural vibrancy</p> <p>- Report completed within two years of implementation</p> <p>- Criteria drafted and approved by within the first year of implementation</p>	<p>It is estimated that the costs to bid for and attract a major event to Dunedin are circa \$200,000, which has been factored into the proposed budget. Currently, Council is approached regularly by event promoters, but lacking a dedicated bid budget, it is difficult to respond effectively and pursue these opportunities. Promoters often have tight timelines, and other centres, such as Christchurch and Central Otago, already have established budgets to support such economic opportunities.</p> <p>Without a tagged budget, staff are unable to compete for events that could attract significant visitation, such as those likely to generate 3,000+ bednights. Timely responses to event proposals are critical, yet without the necessary resources, Dunedin risks missing out on these high-value opportunities.</p> <p>Events in this category present excellent potential to align with Dunedin's brand pillars, complementing venue-managed events and showcasing the city's natural assets. Staff have identified various event categories that the city currently lacks that couldbe investigated further with the focus to enhance Dunedin's profile and attract visitors</p>	<p>Using a competitive surf event as an example, it would be estimated to generate an economic impact of \$4 million. In addition to this, the event would bring significant international media attention and enhance the profiling of Dunedin, aligning with the city's brand pillars.</p> <p>Another recent example is the Spring Challenge event, which was forecast to deliver an economic impact of \$1.6 million in exchange for a \$30,000 investment from Council. Unfortunately, due to a lack of available budget, the promoter has since chosen another city for the event. This highlights the need for a dedicated budget to capture such opportunities and realise the potential benefits for Dunedin.</p> <p>Annually we would expect between \$4 - \$8million return for the city depending our Council's investment</p>	
1.5 Proactively identify and pursue major events for the city through prospecting and bid opportunities	<p>We will take a proactive approach to major events, identifying opportunities for major events which attract significant economic benefits for the city, that also contribute to city pride and prosperity, and social connectedness for the community</p> <p>We will develop a network of targeted promoters and agencies to build relationships for the future of major events</p> <p>We will identify and engage with city event stakeholders to identify leverage opportunities for major events</p>	3,000	3,000	3,000	3,000	<p>Number of bid opportunities identified</p> <p>- Number of partnerships established</p> <p>- Number of leverage opportunities identified</p>	<p>To strengthen relationships with major event promoters, it is proposed that funding be allocated to cover expenses for staff to attend in-person meetings. These costs would include flights, accommodation, and airport transfers.</p> <p>Regular annual meetings with promoters are essential for fostering connections, exploring opportunities, and positioning Dunedin as a viable host for major events. Building these relationships is a critical step in attracting high-profile events that contribute to the city's economic and cultural growth</p>	<p>While this line does not have a direct economic impact, it has the potential to build strong relationships with event promoters, creating opportunities for the city to host new major events in the future.</p> <p>These relationships can open doors to securing high-profile events that would ultimately benefit Dunedin's economy, reputation, and cultural vibrancy</p>	
1.6 Undertake a gap analysis to identify new potential events for the city	<p>We will identify potential new major and regional events for Dunedin</p>	-	-	-	-	<p>- Identify at least one possible new major or regional event for the city</p>	<p>A recent gap analysis has identified events highlighted mentioned in Goal 1.4 as event types with potential for development in Dunedin. These categories are recognised for their ability to enhance social wellbeing, foster city pride, and significantly boost visitation.</p> <p>Investing in these opportunities aligns with Council's vision to diversify the city's event portfolio and position Dunedin as a vibrant destination for both residents and visitors. Developing these event types would not only enrich the city's cultural landscape but also contribute to its economic and social vitality</p>		Māori are active across all sectors of the community
1.7 Identify existing Council-led events that have the potential to grow to a regional or major event	<p>We will review current events produced with the aim to grow new visitor markets that increase economic contribution</p>	-	-	-	-	<p>a) Increased economic contribution from events</p> <p>b) Increased visitor numbers</p>			

	We will ensure the support required to grow Council-led events is weighted appropriately through budgets and resourcing	206,000	246,500	208,000	208,000	a) Budget allocation analysis b) Support resources required are tracked	<p>Council's current events portfolio has remained largely unchanged for well over a decade, while the costs of event delivery have steadily increased on average by 25%. To address this, the Festival and Events Plan has identified two key events with the potential to significantly boost visitor numbers and enrich the city's cultural offerings: the George Street Market and the expanded Chinese Cultural Festival.</p> <p>In 2025, the traditional Chinese New Year celebrations will transform into a Chinese Cultural Festival, offering an enhanced programme in collaboration with tourism operators and local stakeholders. This expanded event aims to showcase Chinese culture while leveraging opportunities within the Chinese tourism market to attract both international and domestic visitors.</p> <p>The George Street Market represents a fresh rebranding of the Thieves Alley Market Day, presenting a more vibrant and unique offering of local crafts, products, and entertainment. To further elevate the event, Council has partnered with the Auckland International Buskers Festival to bring international professional performers, enhancing the market's appeal and atmosphere.</p> <p>Both events have comprehensive growth roadmaps designed to expand their offerings and drive increased visitation to Dunedin in the years to come. However, additional investment will be required to realise their full potential and ensure their success as flagship events for the city</p>	<p>As outlined in the rationale section, both the George Street Market and Chinese Cultural Festival have significant potential to attract out of town visitors from the region and the Chinese tourism market.</p> <p>The George Street Market is expected to attract at least 1,500 visitors within three years, once the brand and a new website are developed alongside the market-day offerings and targeted regional marketing campaigns. This is projected to generate an economic impact of \$500,000, while also contributing to a vibrant and accessible city.</p> <p>The Chinese Cultural Festival has great potential to attract high-value Chinese visitors. With the event model now extended from one night to over a week, it provides a strong incentive for visitors to extend their stay. Over the next three years, staff estimate the event will attract more than 2,500 bednights, bringing in an estimated \$750,000 in economic impact</p>	
1.8 Identify existing city events that have the potential to grow to a major event	<p>We will identify regional events that show the potential to elevate to a major event status with a weighting on uniquely Dunedin events</p> <p>Where possible, prioritise home-grown events to build, retain and grow to major event status</p>	40,000	100,000	60,000	70,000	<p>Identify at least one event and work with them to become more financially sustainable and growth focused</p> <p>a) Number of home-grown events supported b) Number of events grown to major event Status</p>	<p>The proposed Commercial Event Seed Fund aims to support events with the potential to increase revenue and attract greater visitation to Dunedin. This fund is designed to assist event organisers in developing detailed growth plans, enhancing commercial revenue streams, and positioning events for further investment opportunities, such as those offered by MBIE's Major Events fund.</p> <p>This strategic investment will help elevate Dunedin's events portfolio, fostering economic benefits while strengthening the city's reputation as a premier event destination</p>	<p>This new Commercial Seed Fund will be strategically used to establish and support commercial events, with a focus on driving new revenue streams for events to become sustainable, and increasing economic impact.</p> <p>Staff will identify market gaps and opportunities for the city to capitalise on. With an investment plan to develop such events staff believe the investment could generate a \$2 million economic impact for the city within three years and grow to be significantly more in later years</p>	
1.9 Look to develop a signature event for the city that has the potential to grow to a national event	<p>We will research and review opportunities for a signature event that could have a significant economic impact for the city, align with the Dunedin brand, and provide social connectedness and city prosperity</p> <p>We will develop and deliver a new signature event for the city</p>	-	-	-	-	<p>a) Feasibility assessment for signature event b) Economic impact forecast</p> <p>a) Key planning milestones achieved b Attendance and participation c) Legacy benefits achieved d) Post event satisfaction</p>	<p>In 2026/27 existing staff will research and develop feasibility and event plan</p> <p>Budget will be provided once feasibility and research areas are completed</p>		<p>The Māori economy is recognised as a critical part of our collective wellbeing</p>
1.10 Develop a new event to align with the Total Solar Eclipse	We will deliver a Total Solar Eclipse event for July 2028	30,000	93,000	300,000	300,000	<p>A new event is set up for this unique opportunity in partnership with city stakeholders to host a series of signature events across the city</p>	<p>In July 2028, Dunedin will be one of two key centres in New Zealand to experience a total solar eclipse, presenting a rare and significant opportunity to attract visitors and showcase the city on an international stage. To capitalise on this event, proactive planning is essential, as Queenstown is already preparing its own eclipse-related programming. Staff have had preliminary discussions with MBIE Major Events who have confirmed the Council would be eligible to apply to the MBIE Major Event Fund that could further enhance our programme and attract international interest. Please refer to the attached community solar eclipse planning white paper for more information relating to the impact of these events on communities and their potential.</p> <p>To ensure Dunedin maximises this opportunity, budget will be directed towards domestic and international marketing, brand development, a dedicated website, and awareness campaigns. These efforts will be complemented by a city-wide programme featuring key hero events, including a uniquely Dunedin light festival and cultural programming developed in partnership with mana whenua, leveraging the connection between Matariki (occurring the week prior) and the eclipse.</p> <p>The proposed programme, tentatively titled "Dark Mode Dunedin", aims to attract at least 15,000 bed nights, generate significant international media coverage, and position Dunedin as a global destination for astronomical events. A collaborative approach involving tourism operators and city stakeholders—such as Larnach Castle and the Otago Museum—will help deliver a tailored series of events aligned with the interests of eclipse tourists.</p> <p>Following the eclipse, a review will assess the potential to evolve this initiative into a signature annual festival, further cementing Dunedin's reputation as a premier destination for unique and impactful events</p>	<p>In recent years, there has been significant global interest in solar eclipses, and Dunedin has a unique opportunity to capitalise on this once-in-a-lifetime event.</p> <p>Staff believe that with the right investment, the city could attract 15,000 bednights, generating an estimated \$4,000,000 in economic impact. This would position Dunedin as a prime destination for eclipse viewers, offering substantial benefits for the local economy.</p> <p>In addition this this, there is potential to attract significant profiling of the city and attract international media</p>	

1.11 Ensure the city is supported to deliver all major and regional events for the city	We will ensure support is weighted appropriately through budgets and resourcing to create highly successful major and regional events for the city		-	-	-	-	Budget to be supported via Priority action 1.4			Māori will participate and demonstrate leadership in the community
Goal 2: Events for Everyone: Champion a diverse and balanced year-round calendar of events that celebrate our people, our place, and our community.										
2.1 Identify opportunities to spread the benefits of major and regional events across the year	We will identify opportunities for locally-led ,major and regional events to occur during off-peak seasons		-	-	-	-	- Off peak periods are populated with events for a balanced portfolio			Māori will participate and demonstrate leadership in the community
2.2 Ensure major and regional events are supported through funding schemes	We will review the current Events Grants Management Policy to ensure it is relevant and fit-for-purpose and results in high quality events with measurable outcomes  We will implement the required changes to the Grant Management Policy and criteria to allow for innovation and new opportunities across the calendar year  We will identify priorities and ensure funding schemes are consistent and provide opportunities for events to grow and thrive		-	-	-	-	- Review completed for Grants Management Policy  - a) Completion of policy review b) Number of new opportunities throughout the year  - a) Priorities identified b) Number of growth opportunities identified			Māori values framework are embedded within policy, initiatives, and practices
2.3 Collaborate with iwi to grow our Matariki events to a regional or major events status, culminating in a Dunedin 'Matariki Festival'	We will work with iwi to scope and understand options and opportunities  We will identify opportunities to support the Matariki Festival through stakeholder engagement		-	-	-	-	- a) Number of opportunities identified b) Iwi satisfaction  a) Iwi satisfaction b) Resident participation and satisfaction c) Matariki events attract out of town visitors	To enhance Dunedin's Matariki events portfolio, additional funding is proposed to grow the programme into a significant visitor attraction, generating economic benefits for the city while upholding its cultural and community significance.  Staff will collaborate closely with mana whenua to ensure the programme is strategically curated and culturally aligned, building on the success of similar initiatives, such as the McKenzie Matariki Festival. This expanded portfolio will celebrate the unique aspects of Matariki, fostering community engagement and positioning Dunedin as a key destination for visitors seeking meaningful cultural experiences.  Investing in Matariki events will not only contribute to the city's economic vitality but also highlight its commitment to honouring and celebrating Aotearoa's cultural heritage	The aim of this additional investment is to continue building on the success of recent Matariki events and attract out-of-town visitors from around the region.  Given that the programme will span a long weekend during an off-peak season, staff believe it has the potential to attract at least 1,000 visitors for a two-night stay, generating an estimated \$500,000 in economic impact for the city	Māori will participate and demonstrate leadership in the community  Māori will participate and demonstrate leadership in the community
2.4 Ensure our major and regional events are culturally diverse, inclusive and accessible	We will identify opportunities for events to celebrate and embrace the city's cultural diversity  We will identify opportunities to further support inclusion and accessibility at events		-	5,000	5,000	5,000	Number of major or regional events that celebrate the city's cultural diversity  - Number of major or regional events that increase accessibility and inclusion	This fund would provide for specialist cultural advice relating to events and programming as well as specific talent.		
Goal 3: An Events-Ready City: Maximise the promotion and usage of council owned and managed assets and venues.										
3.1 Undertake an infrastructure audit to identify strategic priorities and gap analysis	We will review existing infrastructure assets and identify investment areas for events that city is seeking to attract and grow As part of the infrastructure review, we will identify new and innovative venue options that showcase our city assets (such as George Street or the harbour cycleway)  We will audit Council-owned venues to ensure they are fit-for-purpose and have the technical capabilities required to deliver great event experiences		-	-	-	-	- Report completed to define opportunities to enhance existing and new events through infrastructure  - Report identified new venue options  - Complete audit of Council-owned venues			Public facilities and services meet the cultural needs, practices and values of Māori
3.2 Develop appropriate infrastructure investment plans and venue improvements	We will ensure that proposed upgrades are appropriately prioritised and listed in capital expenditure budgets and workplans		-	-	-	-	- Prioritisation of infrastructure projects for events by DCC departments	Any future Octagon upgrade projects will be guided by other Council departments, such as Parks, Recreation, and Sport (PARS) and Transport, based on the findings of relevant assessments.  This approach ensures that project planning and execution are managed by the appropriate teams, leveraging their expertise to align upgrades with the city's strategic priorities and community needs		Māori will participate and demonstrate leadership in the community

## Festival and Events Plan Draft Budget Forecast- 9 year plan 2025-2034

	We will identify new opportunities to develop a city ambassador / volunteer programme for major events	2,000	2,000	500	500	Programme is well received from volunteers and public	<p>This new programme aims to create friendly city ambassadors who will be on the streets during major events, offering assistance to visitors and residents alike. These ambassadors will act as approachable guides, equipped with local knowledge, including details on public transport, event schedules, directions, and more.</p> <p>Costs for the programme will cover uniforms (jackets or t-shirts), training, and light refreshments on event days. In the first year, costs will primarily focus on the one-off investment in uniforms, with subsequent years incorporating ongoing training and operational expenses. This initiative will enhance the overall event experience, fostering a welcoming atmosphere for all attendees</p>	<p>While this initiative does not have a direct economic impact, the new programme will enhance the city's offering during major events, providing a better experience for both locals and out-of-town visitors. This improved experience has the potential to encourage visitors to return more frequently, contributing to long-term visitor engagement and a sustained economic impact for Dunedin</p>	
4.4 Provide upskilling opportunities to ensure major and regional events are commercially sustainable for the future	We will provide industry workshops to upskill the sector and ensure commercially sustainable events for the city	2,500	2,500	2,500	2,500	1x targeted workshop each year to help commercialise key events	<p>This budget covers expenses for venue hire, advertising, and speaker fees. These costs are essential for hosting successful workshops, ensuring that expert speakers are brought in to enhance industry capability</p>	<p>While this initiative does not have a direct economic impact, the workshops will provide valuable opportunities for the industry to upskill and enhance capability, which will, in turn, drive commercial returns. By strengthening the skills and expertise within the industry, these workshops will contribute to long-term growth and success for Dunedin's event sector</p>	Māori networks are well connected and supported to build a prosperous future
4.5 Build events industry capability	We will invest into industry workforce and career pathways	5,000	10,000	10,000	10,000	Number of workforce initiatives developed; number of career pathways created	<p>This work programme is designed to build industry capability by creating workforce pathways and career opportunities—such as internships—to help ensure Dunedin retains its local talent.</p> <p>Currently, Dunedin faces a shortage of experienced professional event staff, with many leaving the city for career opportunities in other centres. This initiative aims to actively incentivise individuals to stay in Dunedin by providing valuable career development options, fostering a strong, skilled workforce within the local events industry</p>	<p>While this initiative does not have a direct economic impact, the new programme will help to build industry opportunities and provide career pathways that are currently lacking.</p> <p>This programme takes a long-term approach to developing industry capacity and capability, collaborating closely with key city stakeholders to ensure sustainable growth and enhanced sector resilience</p>	
	We will offer industry training and workshops to enhance operational capability and build capability in the city for events	-	-	-	-	2 workshops per year	Costs for workshops are included within Community Events budget		
	We will offer industry workshops to enhance marketing capability to increase event visibility and attendance	-	-	-	-	1 workshop per year	Costs for workshops are included within Community Events budget		
	We will coordinate industry-wide networking sessions to encourage collaboration and innovation of events	-	-	-	-	2 sessions per year	Costs for networking events are included within Community Events budget		
4.6 Support Dunedin's major and regional event organisers to minimise emissions and contribute to achieving council emissions targets	We will offer industry workshops to enhance capability on minimising emissions	750	750	750	750	a) 1 workshop per year b) Number of event industry personnel trained	<p>This action will be led in collaboration between Carbon Zero and Events. As the industry matures the content for future years' workshops will be updated accordingly (refer to Priority 4.6 b below). This approach allows for continuous improvement and adaptation based on new insights and changing needs</p>		Māori values framework are embedded within policy, initiatives, and practices
	We will explore support for major and regional events to establish an emissions baseline and emissions reduction plan	-	-	-	-	Number of emissions plans developed			
Goal 5: Events Made Easy: Make it easy to put on great events.									
5.1 Improve the process for major and regional event approvals	We will provide streamlined user- friendly event applications and permit processes	-	-	-	-	- Event organiser satisfaction with event compliance process			Māori values framework are embedded within policy, initiatives, and practices
5.2 Review Council events-related fees and chargers	We will review Council policy to reflect needs and capacity of event organisers	-	-	-	-	a) Policy review completed within two years of implementation b) Number of changes implemented c) User satisfaction			Māori values framework are embedded within policy, initiatives, and practices
5.3 Ensure we are capable of delivery and able to support our events sector to succeed	We will ensure Council has the required budget and capacity to deliver on the Festival and Events Plan, and, if required, invest further to ensure success	-	-	-	-	- Budget confirmed for delivery	<p>Budget and staffing are defined within each of the Implementation Plan action areas to ensure success</p>		We are guided by tikka and kawa for the wellbeing of our whanau and wider community
	We will provide "one point of Council contact" for regional and major event organisers	-	-	-	-	- Event organiser satisfaction with "one point of contact" approach			
	We will review and develop resources of benefit to the events sector	-	-	-	-	- Resources developed for regional and major event organisers			
Major Events budget		666,750	966,750	999,750	999,750				
Community Events budget		133,250	233,250	200,250	200,250				
Combined budgets		800,000	1,200,000	1,200,000	1,200,000				





**Let's  
Celebrate  
Ōtepoti**

**DUNEDIN FESTIVALS AND EVENTS PLAN  
2025**

 **DUNEDIN** | kaunihera  
CITY COUNCIL | a-rohe o  
Ōtepoti

Cover Image: Moana Nui Festival. Credit: DunedinNZ

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**Welcome**  
**Nau mai, tauti mai**

## **Tēnā koutou katoa**

He mihi tēnei i kā huamokopuna o tēnei whenua, kā uri o Tahupōtiki, o Hotu Māmoe, o Waitaha hoki.

Ka rere atu kā mihi i kā hapū o Kāi Te Ruahikihiki me Kāti.

Huirapa, mai i kā mauka tapu o Pukekura, a Hikaroroa hoki ki a koutou e noho karapotia nei i tō tātou awa o Ōtākou tae atu ki kā kete kai o Waikouaiti. Kai te mihi, kai te mihi.

Karaka atu, karaka atu, karaka atu ki ka karakataka maha e noho ana i te rohe nei. E hāpai ana i kā Toi tā tēnā ahurea tā tēnā ahurea. Kia mau, kia ita, kia Toitu!

## **Greetings to all**

This is an acknowledgement from the grandchildren of this land, the descendants of Tahupōtiki, Hotu Māmoe and Waitaha.

The acknowledgement is extended from the subtribes of Te Ruahikihiku and Huirapa, from the sacred mountains of Pukekura and Hikaroroa to all who live around our waterway, Ōtākou and Puketeraki. Salutations.

We call to the many people of all cultures who live in this area to hold on to and uplift their cultural practices.





Image: FIFA Fan Festival WWC 2023™. Credit: DunedinNZ

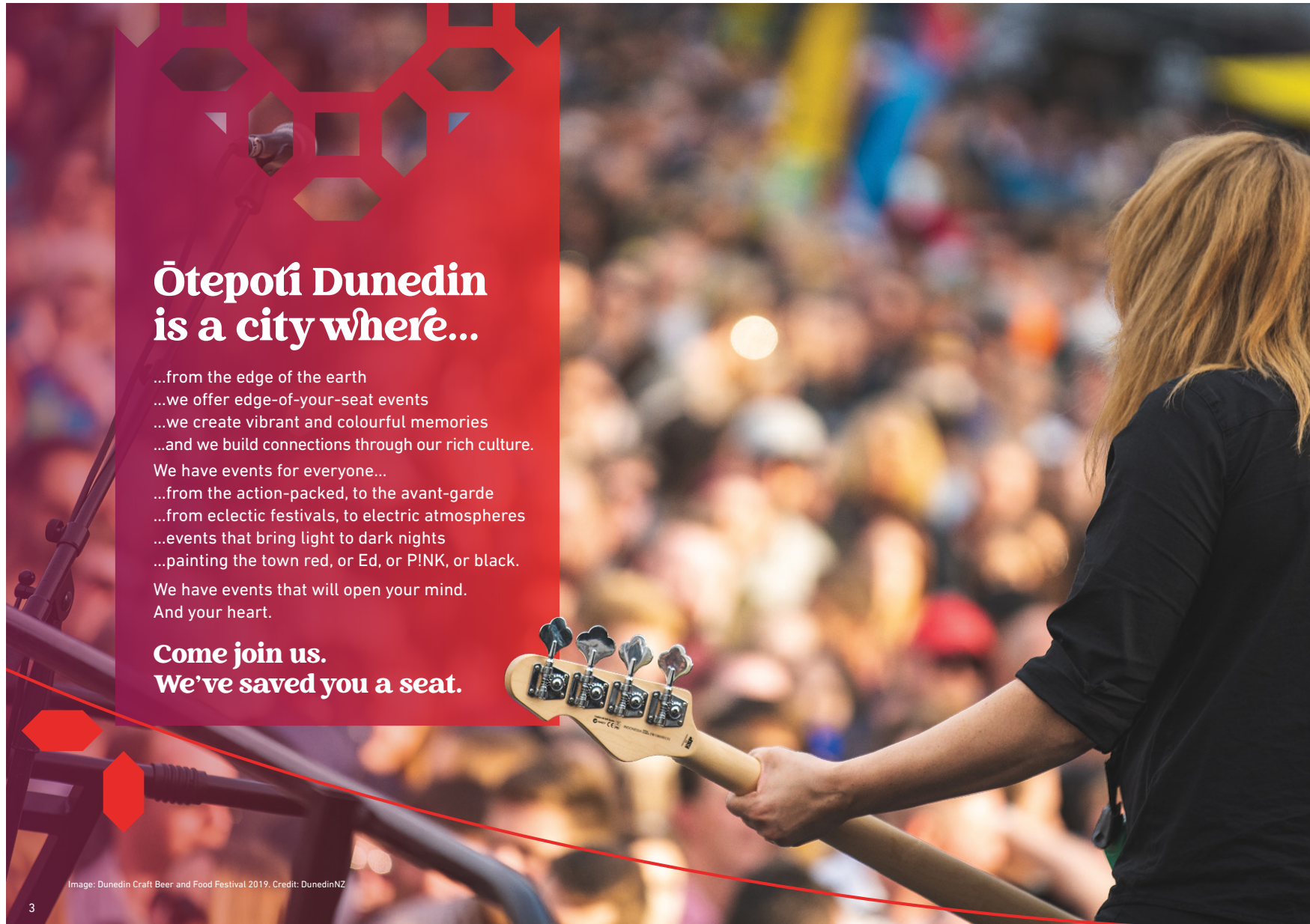
**Our Shared Vision**  
Matawhānui

**Memorable  
and engaging  
events for  
everyone that  
celebrate  
our diversity  
and enhance  
our city's  
wellbeing.**

For a definition of 'city wellbeing', please refer to information about the Dunedin City Council's Strategic Framework on page 9.

2





**Ōtepoti Dunedin  
is a city where...**

...from the edge of the earth  
...we offer edge-of-your-seat events  
...we create vibrant and colourful memories  
...and we build connections through our rich culture.  
We have events for everyone...  
...from the action-packed, to the avant-garde  
...from eclectic festivals, to electric atmospheres  
...events that bring light to dark nights  
...painting the town red, or Ed, or PINK, or black.  
We have events that will open your mind.  
And your heart.

**Come join us.  
We've saved you a seat.**

Image: Dunedin Craft Beer and Food Festival 2019. Credit: DunedinNZ

## Introduction Kupu Arataki

## An eventful city

**Ōtēpoti Dunedin's festivals and events have become etched into our social fabric and are an important platform for connecting our city – through the stories they tell, the people they bring together and the opportunities they provide for promoting Dunedin to Aotearoa, and the rest of the world. Through our range of festivals and events we are able to foster belonging and unity for our residents, express manaakitaka to our visitors, and stimulate growth in our local economy. That makes our city's festivals and events important to us because they build a sense of pride for our people, showcase Dunedin's unique identity, and provide social, economic, cultural, and environmental benefits to enhance the overall wellbeing of our city.**

Our festivals and events create opportunities to experience all facets of Dunedin. They represent the people, landscape, life and wairua of this place, and play a transformative role in our community through powerfully expressing the many meanings that this city holds for our people.

From our colourful street festivals, to our iconic cultural, arts and fashion, sporting, education, wildlife and heritage events, we offer the very best of ourselves, and showcase the important role all strands of our community have in creating a vibrant events culture in our city. From the Octagon to the hidden corners of our streets and suburbs, from our welcoming port to the newly developed George Street and our harbour cycleway, from our railway arches to our world-class venues, our festivals and events also offer residents and visitors an opportunity to explore our city's natural and built environment through different lenses – where the difference and distinction of our urban spaces lets them re-engage with the past, or re-imagine the future.

As part of developing this Plan, we reviewed our festivals and events through a range of sources – from our annual Residents' Opinion and Quality of Life surveys, to national events research and analysis. We have looked at different strategic events models from our neighbouring councils in New Zealand, and across international jurisdictions. We have also ensured alignment to the Ministry of Business, Innovation and Employment's (MBIE's) Major Events Strategy to understand Government priorities, and referred to important pieces of work adopted by the Dunedin City Council that relate to events in our city – Te Taki Haruru, the Council's Māori Strategic Framework developed in partnership with mana whenua and Māori; Enterprise Dunedin's Destination Management Plan; Ōtēpoti Dunedin's Live Music Action Plan; and Dunedin's Zero Carbon Policy.

Most importantly, we have taken the time to listen to our community. Through Te Taki Haruru we have been guided by key directions for cultural, social, economic, and environmental wellbeing, and reaffirmed our shared commitment to a Treaty of Waitangi partnership approach. We have engaged widely across our sector, asking for insights and input from our major and community event representatives, our city councillors and staff, commercial stakeholders, MBIE, New Zealand Major Events, and Sport New Zealand. This robust review process and consultation showed that while we have a lot to celebrate about our events in Ōtēpoti Dunedin, we have work to do.

So, we are responding. This Plan replaces our 2018 – 2023 Festivals and Events Plan, where stakeholders told us we needed to have greater cultural representation, clearer event definitions, and a stronger focus on implementation. Through our engagement, we identified key feedback themes for the Dunedin City Council to address in this new Plan:

- Building Dunedin's reputation as a great events destination
- Creating a year-round calendar of events that is diverse in its offerings, accessible and inclusive so all people in our city can participate
- Leading a city-wide approach to events and coordinating risks
- Ensuring Dunedin's venues and assets are fit-for-purpose and easy to access
- Supporting greater industry collaboration and resource sharing
- Making it easier to put on events in our city by being a proactive and solutions-focused partner.

We want our events industry to be one of the most resilient, innovative and competitive in the market. So, in this new Plan, we have incorporated the principles and values of Te Taki Haruru into our mahi and have captured the shared aspirations of our

community and industry by developing an overarching plan, underpinned by two implementation plans – one for 'Major and Regional Events' (formerly categorised as 'major' and 'premier' events), and one for 'Community and Local Events' (formerly categorised as 'major community' and 'community' events). This means we are collectively anchored by the guiding vision and set of goals in this Plan to enable the longevity of events in our city, and are supported by clearly defined, relevant, and time-bound implementation actions to achieve them.

To better inform workstreams and the investment decisions we need to make, we have also answered the call for greater clarity across our events through redefining our event categories. This will become an important catalyst for aligning funding streams – through the Dunedin City Council's Grant Management Policy (currently under review), and through Government partners when bidding for events in an increasingly competitive market.

We want our festivals and events to be amongst those recognised as the world's best. Events where everyone has an opportunity to experience the vibrancy of our city and where memories are made, regardless of your interests or backgrounds. Where locals and visitors are enriched by the stories they learn along the way, and the connections they make. Where strong collaboration with our community of partners and volunteers creates enduring events in our city. Where our events continue to thrive and grow through a balanced portfolio that profiles new and emerging Dunedin artists and amplifies local voices and cultures. Where our events generate economic and social outcomes that enhance our reputation locally, nationally and internationally. Where the success of our events is realised through the leverage opportunities they present, and the legacies they create.

A city where our events are so compelling, people keep coming back for more. Together, let's make it happen.



## The Dunedin Identity Te Tuakiri o Ōtepoti

### Celebrating who we are

**Ōtepoti Dunedin's festivals and events play an important role in capturing Dunedin's distinct identity and character.**

Our city and our people are special. Through our events we are able showcase who we are and what makes us unique to audiences that travel from near and afar - promoting our city as a visitor destination and enhancing the liveability and prosperity of our city for locals.

Dunedin is one of the most remarkable destinations in the world, where nature, heritage and culture converge in a spectacular and vibrant meeting place.

By identifying what sets us apart through the lens of events, we are able to showcase how Dunedin's events culture enhances our identity and helps this city thrive.



Image: Dunedin New Year's Eve 2023. Credit: Gravity Events



# We are one of the world's greatest small cities

We have events to celebrate...

**We are a city of culture and heritage**

**We are creatives at heart**

**We are a natural wonder**

**We are a sports hub**

**We are an educational epicentre**

**We are one of the world's greatest small cities**

Our size makes us special. Our compact city means our events are easy to access and can provide locals and visitors the opportunity to marvel at our exceptional harbour, world-renowned wildlife, stunning beaches, gothic architecture and breathtaking landscape all within a short drive from the city centre. A great small city, Ōtepoti Dunedin has everything you would expect from an urban destination, set amongst a stunning coastline and impressive hinterland. Through the vibrancy and variety of our events we are able to showcase all that is unique about Dunedin, while providing the backdrop for exploring more.

**We are a city of culture and heritage**

Our city is amplified through the spirit of our people, where culture, exploration and diversity thrive. From the Polyfest, Moana Nui Festival and Matariki events, to our Chinese New Year Festival, St Andrews Day Festival and Diwali celebrations, our city's cultural diversity enhances our profile as a vibrant and energetic place to live and visit. Our culture and diversity is further enriched by Dunedin's heritage which is visible at every turn. From the Octagon, to the Dunedin Railway Station and Larnach Castle, our unique architecture provides a glimpse into our history and is celebrated in our Ōtepoti Dunedin Heritage Festival.

**We are creatives at heart**

Dunedin has a rich history in the arts. Home to New Zealand's first art gallery and art society, we have produced some of New Zealand's finest artists, where the Dunedin Fringe Festival and Dunedin Arts Festival continue to propel our reputation as an arts region. We have also produced some of the country's best musical talent, where the rise of our local bands in the 1980s (now famously known as the Dunedin Sound), to internationally recognised band, Six60, means Dunedin's music events have become a catalyst for showcasing our local talent to the world. Our city embraces leading-edge fashion and is also home to some of the country's best fashion designers, where our ID Fashion events continue to promote emerging and established designers to national and international audiences.

**We are a natural wonder**

Dunedin is home to a range of endangered and native species, where our coastal terrain, beaches and bush provide the perfect habitat. Through our events portfolio, we celebrate being the wildlife capital of New Zealand and showcase our natural wonders in our Wild Dunedin - NZ Festival of Nature.

**We are a sports hub**

From surfing to mountain biking, rugby to car racing, and football to cricket, we host a number of national and international sports events. Whether it's our iconic Otago Rally, the Dunedin Marathon or the New Zealand Masters Games, our city holds events that celebrate a range of sporting pursuits and interests - and we know how to show off the city, and our people, when we do.

**We are an educational epicentre**

Home to New Zealand's first University and boasting some of the finest secondary schools and a centrally located Polytechnic, we are reputed for our educational opportunities. Celebrating our graduates and welcoming their families to the city in our annual town and gown events has become a much-anticipated calendar event. We are also the first and only UNESCO City of Literature in New Zealand, which has become a pathway for celebrating literary talent in the Dunedin Writers and Readers Festival. Inspiring minds is the cornerstone of our educational reputation, where our growing start-up STEM culture and innovation is celebrated in our New Zealand International Science Festival.

Image: Dunedin Midwinter Carnival 2019. Credit: DunedinNZ



# The Chain of Events

THE CONTEXT



Image: Chinese New Year 2021. Credit: DunedinNZ

## Māori Strategic Context Te Horopaki o te Rautaki Māori

### Guided by Māori principles and values

As part of our mahi to develop this  
Festivals and Events Plan, we have  
been guided by Te Taki Haruru.

This ensures our work supports,  
integrates and protects the  
principles and values of mana  
whenua and Māori, and reaffirms our  
commitment to a Treaty of Waitangi  
partnership approach.



### Te Taki Haruru

In September 2023 the Dunedin City Council adopted Te Taki Haruru – the Council's Māori Strategic Framework, developed in partnership with mana whenua and Māori in Ōtepoti Dunedin.

This framework outlines the principles, values, and key directions of mana whenua for cultural, social, economic and environmental wellbeing. It also reaffirms a shared commitment to a Treaty of Waitangi partnership, highlighting how Māori wellbeing fits into the current Local Government wellbeing framework.

Te Taki Haruru has four primary statements of intent, which are:

- Mana whenua are leaders, influencers and partners (Autūroa)
- The mauri of Ōtepoti is restored and enhanced (Auora)
- Balance is restored and the future of our people and resources are protected (Autaketake)
- The traditional authority of mana whenua in Ōtepoti is recognised through partnerships based on reciprocity and respect (Autakata).

Te Taki Haruru will help the Dunedin City Council respond effectively to its Treaty obligations and strengthen its partnership with mana whenua and Māori. The framework fosters collaboration between mana whenua and Māori with the Council, allowing all at the Council to better understand mana whenua within a local government context.

Te Taki Haruru has three pou (pillars) or components that sit under this primary framework:

- Tū Kotahi** – the Dunedin City Council Staff and Cultural Capability Framework. Tū Kotahi is designed to strengthen the cultural ability by providing all at the Dunedin City Council with a deeper understanding of te ao Māori and the Treaty as it relates to Council mahi.
- Tū Ake** – is the operationalisation of the the values, principles, and key directions of Te Taki Haruru. It enables the Dunedin City Council to integrate these elements of Te Taki Haruru into event planning, design and programming. Additionally, it will enable systems that acknowledges Māori and mana whenua contributions to the events sector of Dunedin.
- Tū Hono** – the Māori Engagement Framework. This provides Council staff with guidelines and resources to be able to effectively engage with mana whenua and Māori in Ōtepoti Dunedin.

Overall, Te Taki Haruru provides the required guidance to integrate the principles and values of mana whenua, through the key directions, into this Festivals and Events Plan. This will address the cultural gap identified by stakeholders as well as allow us to set goals, measure performance, and track our progress.

Image: TRENZ Dunedin Tourism Conference 2018. Credit: DunedinNZ



## Council Strategic Context Te Horopaki o te Rautaki Kaunihera

### A strategic backdrop

To be impactful, it has been important when developing this Festivals and Events plan that we considered Dunedin City Council's vision and broader set of strategies.

In doing so, we have been able to integrate our plans with the overall objectives and core wellbeing pillars of our city. We have also been able to show alignment to several related Council plans where events in our city play a pivotal role.



### Alignment to the Dunedin City Council's Strategic Framework

With a vision to make Dunedin one of the world's greatest small cities, the Dunedin City Council's Strategic Framework is focused on improving the social, economic, cultural and environmental wellbeing of our city. Known as the four wellbeings, these form part of our obligations (under the Local Government Act 2002) and the Council's Strategic Framework is underpinned by a set of key strategies to deliver them (Ara Toi, Economic Development, Social Wellbeing, and Te Ao Tūroa). The Strategic Framework, which is currently being refreshed, is grounded in a commitment to the Treaty of Waitangi and supporting sustainability in our city.

Our city's events vision (on page 2) supports the Council's Strategic Framework in several ways, by:

- Enhancing 'social' wellbeing through connecting our communities and developing a balanced events portfolio
- Enhancing 'economic' wellbeing through helping our events to grow, develop and lift our profile
- Enhancing 'cultural' wellbeing through the range of events we have to celebrate our diversity
- Enhancing 'environmental' wellbeing through a sustainable approach to running events.

### Alignment to Dunedin's Zero Carbon Policy

In addition to the development of the Dunedin City Council's four wellbeing strategies, in 2019 the Council declared a climate emergency and set the goal to become a Zero Carbon city by 2030. To align with the Dunedin City Council's Zero Carbon Policy, as part of our planning for this Festivals and Events Plan, we have included environmental sustainability considerations, and will support event organisers to minimise emissions and contribute to achieving city-wide and Dunedin City Council organisational emission reduction targets.

### Alignment to the Ōtepoti Dunedin Destination Management Plan

Developing a robust and thriving events culture is a gateway to realising the aspirations and priority pathways identified within the Ōtepoti Dunedin Destination Management Plan. Integral to our planning for this Festivals and Events Plan has been ensuring alignment to relevant workstreams within it - namely, 'Priority 2: Pathway to Transformational Destination Development'. Through our events we will support and help activate the relevant actions that sit within this priority area (particularly action 2.1 - 'Develop quality experiences that strengthen Ōtepoti Dunedin's positioning and value proposition'; and actions in 2.4 - 'Increased investment to attract, retain and grow events' and 'Develop strategic plans to build and enhance major, business and leisure events').

### Alignment to the Ōtepoti Dunedin Live Music Action Plan

Music plays a key role in creating and enhancing our vibrant and dynamic events portfolio. The Ōtepoti Dunedin Live Music Action Plan outlines several key themes and supporting actions to strengthen our cultural identity and develop a thriving and enduring music scene in Dunedin. It has been important when developing this Festivals and Events Plan that we identify areas where we can support and enable this, namely through Theme 2 of the Live Music Action Plan - 'Supporting Audience' - which has a desired outcome of 'Ōtepoti Dunedin has range of local live music experiences and opportunities to meet community and visitor needs'. We will actively support this by assisting with the Council-led actions identified in the Live Music Action Plan, including:

- Support the increased activation of public spaces and green spaces in the city for musical festivals and live performances
- Explore options for increased live performances in the city
- Review Council events processes for ease of community use
- Find opportunities to streamline the process for events held in public spaces
- Increase access to live music for all.

Image: Moana Nui Festival 2022. Credit: DunedinNZ

## The Events Industry Context Te Horopaki o te Ahukaupapa

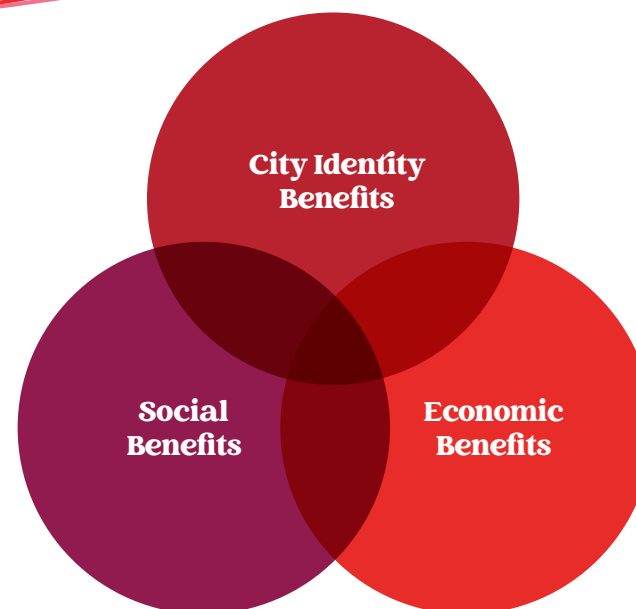
### A spotlight on events

The events industry locally, nationally and across the globe is dynamic and evolving. In recent years, the sector has demonstrated resilience, adaptability and innovation in response to the challenges posed by the global health crisis; today moving beyond recovery to re-envisioning the future.

To continue evolving and innovating, it is important to look at events through a collective lens of the benefits they bring.

#### A Portfolio Approach

Across the sector it has been recognised a portfolio approach to events is needed as every event has unique benefits that can provide a range of outcomes to support a region's overall wellbeing objectives. Developing a portfolio approach therefore supports a diverse and balanced calendar of events to achieve our four city wellbeing and enhances Dunedin's position as a great place to live and visit. Our events portfolio considers and assesses the impact of events through the city identity benefits, social benefits and economic benefits they provide - where each area plays a shared role in helping crystallise our events vision for the city.



#### City Identity Benefits

Dunedin's unique identity is showcased through our range of festivals and events. Therefore, they play an important role in our destination marketing objectives as they capture the heart of what sets Dunedin apart, invigorating the imagination of the public and helping promote Dunedin's city identity to local, national and global audiences.

#### Social Benefits

Events connect our community. They provide social benefits through enabling societal cohesion and helping to express our cultural diversity. By doing this, events have the power to increase the overall liveability of Dunedin, through the leverage opportunities they create and the enduring benefits they bring to the city - through increasing participation in arts and culture, sport and recreational activities for the long-term wellbeing of our people.

#### Economic Benefits

Putting on inspired events plays a vital role in driving economic benefits for our city. Whether an event compels our locals to participate, or whether it attracts people to our city, events have the power to stimulate the local economy through food and beverage sales, entertainment, retail, accommodation and more. An event can also stimulate our employment sector, or bring long-term economic benefits by enticing those outside the region to return.

## Impact at a Glance Te māwhiti atu ki te pāka

### The National Impact

**\$696m**

injected into the national economy from New Zealand events in 2023

**58%**

of national events in 2023 were concerts and sporting events

**783,763**

people from across New Zealand attended performing arts events in 2023

Source: New Zealand Events Association 'Analysis of the Events Industry in NZ - Event Industry Report 2023'.

### Local Impact Example

**\$37.7m**

injected in to the local economy from FIFA WWC 2023™ and PINK in 2023-24

**72%**

of fans at the 2024 PINK concert were from outside of Dunedin

**132,983**

people attended PINK and FIFA WWC 2023™ in 2023-24 (including the FIFA Fan Festival WWC 2023™)

Source: Dunedin Venues Management Limited Chief Executive for PINK Economic Impact. 'Fresh Info Evaluation' for FIFA WWC 2023™ Economic Impact.

Image: Thieves Alley Market Day 2021. Credit: DunedinNZ





## Engagement and Feedback Te Whakapāka atu me te Whakahoki Kōrero Mai

### Events made together

**Engagement with key stakeholders, and utilising their feedback about our festivals and events, has been integral to developing this Plan.**

**We sought input from a broad range of audiences, asking them for their aspirations for events in this city, what they would like to see from events in the future, and seeking their feedback on our goals and the actions to deliver them.**

#### Engagement Process

Through a series of workshops we sought insights from our Dunedin City Councillors, our staff, and a range of major and community event representative organisations.

This included event organisers, venues, suppliers and members of the hospitality industry (and we asked for broader event representative feedback through an online survey).

We utilised Te Taki Haruru to understand

the principles and values of mana whenua to guide our mahi, and held workshops with New Zealand Major Events, Sport New Zealand, and local commercial stakeholders (via Business South).

In addition, the feedback from our community has been reviewed alongside analysis from Dunedin's 2022-23 Residents' Opinion Survey, the 2022 Quality of Life Survey, and by researching relevant data from across the New Zealand events

sector. With 69% of our residents telling us in the 2022 Quality of Life Survey that a sense of community was important to them, and the 2022-23 Residents' Opinion Survey telling us that only 61% of residents were satisfied with the city's festivals and events (below our benchmark of 70%), it is important we continue to collaborate to improve our festivals and events for the future, and that our goals reflect the needs and aspirations of our city.

#### Stakeholders told us they wanted...



**To build Dunedin's reputation as a great events destination**



**A calendar of events that is diverse in its offerings, accessible and inclusive so all can participate**



**A city-wide approach for events with venues and assets that are fit-for-purpose and easy to access**



**Greater industry collaboration and resource sharing**



**A proactive and solutions-focused Council partner to make events easy**

Images L-R: Port Chalmers Seafood Festival 2019 (credit: DunedinNZ); Dunedin Diwali Festival 2024 (credit: Dunedin Indian Association); New Zealand Brass Band Champs 2023 (credit: DunedinNZ); BP Surf Rescue NZ Champs, Waikouaiti 2024 (credit: Kim Lloyd); Otago Rally 2023 (credit: DunedinNZ).



## Our Goals Ā Mātau Whāika

### Guided events

Stakeholder feedback, together with reviewing our festivals and events against the backdrop of our strategic and events industry context, has helped us to develop clear goals for delivering this Plan.

These five goals identify the areas we will focus on to support a flourishing festivals and events sector in Dunedin.

#### GOAL 1

##### EVENTS FOR PROFILE AND PROSPERITY

Maximise Dunedin's identity and destination profile, and the community benefits of events to boost economic growth and social prosperity.

#### GOAL 2

##### EVENTS FOR EVERYONE

Champion a diverse and balanced year-round calendar of events that celebrate our people, our place, and our community.

#### GOAL 3

##### AN EVENT-READY CITY

Lead a city-wide approach to events and coordinate risks. Also maximise the usage of council-owned and managed assets and venues.

#### GOAL 4

##### COLLABORATIVE AND SUSTAINABLE EVENTS

Foster a collaborative environment to support event growth and enable commercial and environmental sustainability.

#### GOAL 5

##### EVENTS MADE EASY

Make it easier to put on great events by being a proactive and solutions-focused partner.

For full details about each Goal, please refer to pages 17-21.

Image: Otago student orientation concert. Credit: DunedinNZ







## GOAL 1 Whāika 1



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## Events for profile and prosperity

### Maximise Dunedin's identity and destination profile, and the community benefits of events to boost economic growth and social prosperity.

By leveraging our existing events and pursuing new opportunities, we can showcase Dunedin's identity and build our city's profile as a leading events destination. This will drive economic returns and enhance Dunedin's appeal to visitors, while also improve the social wellbeing and prosperity of our residents.

Festivals and events play a pivotal role in creating great cities. They provide direct and indirect economic benefits by attracting visitors who spend money in our city, which acts as a catalyst for jobs and employment. The economic benefits events offer to the city are therefore an important factor, as well as the potential they have for promoting our city to New Zealand, and the rest of the world. Part of our portfolio approach, as referred to on p10 of this Plan, has meant we are now looking at our events through the lens of 'City Identity Benefits' and 'Economic Benefits', therefore creating the opportunity to strategically align our events with the economic impact potential they have, and our destination profile and brand.

As part of this portfolio approach, we also recognise that not all events are about bringing money into the city – and that quality of life and social prosperity benefits are equally valued and recognised.

Therefore, by also looking at events through their 'Social Benefits' (as outlined on p10 of this Plan), we have an opportunity to better leverage our events to create long-term positive impacts for our wider communities. This Goal also recognises that part of enabling a thriving events culture in the city is supporting our events to grow - where a community event today is supported to become a major event tomorrow.

There is significant research and data which demonstrates cities that strategically leverage events have strong economic and social returns. Therefore, by taking the portfolio approach through this Goal, we will ensure our events balance the benefits of major and high profile events for economic growth, with community-led and local events for social prosperity. This will lift our profile, stimulate economic growth, whilst help to deliver social vitality for our residents, and overall prosperity for our city.

"Chase national sporting events. Kids bring families..."

"Ensure major events provide a legacy to the community."

"Some community events could become major events."

### COUNCIL PRIORITIES:

#### WE WILL...

- Work with event organisers to leverage existing events for maximum city profile and community benefit
- Align our event offerings to the Ōtepoti Dunedin brand
- Ensure our events offer high-quality experiences and act as drivers for economic, community, and social impact

Image: PINK Summer Carnival Concert 2024. Credit: DunedinNZ

## GOAL 2 Whāika 2



### Events for everyone

#### Champion a diverse and balanced year-round calendar of events that celebrate our people, our place, and our community.

Dunedin has a rich events calendar, but we still have work to do to ensure there is diversity across our events offerings. By establishing a balanced year-round calendar of events we will help ensure all our people feel included, and that all our communities are represented so everyone has the opportunity to participate.

Incorporating the principles of Te Taki Haruru into our plan will help the Dunedin City Council respond effectively to Treaty obligations and strengthen its partnership with mana whenua and Māori. We will also continue to support events that reflect all the cultures that form part of our social fabric.

To ensure our events are inclusive, this Goal also recognises that our events calendar needs to provide experiences for everyone – from children, to adults and families, to our urban and rural residents, to our disabled

residents, and to people of all sexualities and genders. Ensuring our events are accessible for all members of our community is also an important component of this Goal.

This Goal strives to build a year-round calendar of events, where collaborating and innovating with our sector will create opportunities to fill existing gaps in our annual calendar of events and create more diverse and inclusive offerings. By identifying where off-peak or shoulder season events could be filled by new or existing events and festivals, we will create a dynamic and enduring events portfolio for our city.

Therefore, through a diverse and balanced year-round calendar of events that celebrates who we are as a city, our people, and our community, we will support inclusivity, strengthen our local identity, and build pride in our city.

"The city is diverse and rich, with many different groups. Therefore, the calendar of events should reflect this diversity."

"Dunedin feels highly family-focused for events... the more diversity the better."

"Identify timing of gaps to help generate other ideas, e.g. a sports festival or garden festival."

#### COUNCIL PRIORITIES:

##### WE WILL:

- Collaborate with event organisers to create a vibrant and diverse calendar of events throughout the year
- Ensure events are inclusive and accessible for everyone to enjoy
- Promote events during off-peak and shoulder seasons, boosting city benefits
- Build a strong sense of community pride, strengthening Dunedin's position as a desirable place to live and work

Image: St Andrews Day Festival 2022. Credit: DunedinNZ



## GOAL 3 Whāika 3



## An event-ready city

**Lead a city-wide approach to events and coordinate risks. Also maximise the usage of council-owned and managed assets and venues.**

Being an event-ready city means the Dunedin City Council must lead, facilitate and coordinate a city-wide approach to events of scale. This involves fostering collaboration across our sector to enhance the impact and success of major events in our city - through identifying opportunities for activations, enhancing the visitor experience, managing risks and ensuring our city is prepared.

Event readiness is also about ensuring our venues and assets are being utilised, and that they are fit-for-purpose. Dunedin boasts world-class venues and community facilities, which are embedded within a stunning built and natural environment. Maximising and promoting the use of council-owned venues, and considering how we can use events to show off our city's assets (such as using the revamped George Street as an event venue) is crucial.

We also have an opportunity to spread events throughout the wider region to profile Dunedin's suburbs and celebrate our expansive natural and built assets (i.e; our new Harbour Cycleway or the Middlesmarch Rail Trail).

This approach will ensure our existing event venues are fully utilised to generate revenue, while also support our Ōtepoti Dunedin Destination Management Plan priorities by showcasing our city and promoting Dunedin as a tourist destination.

In addition, it is important that we review our transport plans supporting event activations, and that our venues meet the needs of those who use them. Therefore, we will look to ensure access to our venues is made easy, that our venues are fit-for-purpose, and that they have the technical capabilities needed to deliver great event experiences.

"Support logistics and coordinating city stakeholders behind events of scale."

"Actively promote and seek out events for council-owned venues."

"...Upgrade access and technical capabilities to provide a user-friendly experience."

### COUNCIL PRIORITIES:

#### WE WILL...

- Work with the Major Events Business Association Group to facilitate and coordinate a city-wide approach to events
- Make it easy to use our city facilities and assets
- Promote new assets and infrastructure as viable event venues
- Ensure our facilities are fit-for-purpose and easy to access to deliver great experiences

Image: Dunedin Marathon 2022. Credit: DunedinNZ

## GOAL 4 Whāika 4



## Collaborative and sustainable events

### Foster a collaborative environment to support event growth and enable commercial and environmental sustainability.

Relationships are at the heart of a resilient and robust events industry. Dunedin's event organisers recognise the value of sharing knowledge, creating career opportunities, and planning for succession.

Through fostering a culture of collaboration, we also have the opportunity to support and grow our events so they are financially sustainable. Working together will also enable us to educate and share resources to support environmental sustainability and Council's Zero Carbon Policy. By giving effect to the Zero Carbon Policy in turn gives effect to Te Taki Haruru in protecting the environment and ensuring sustainability-based practices are put in place.

Sharing resources and knowledge is vital for strengthening our sector, preserving industry experience, and providing leadership to future generations of event organisers.

Creating pathways for talent retention also ties in with the Dunedin City Council's Economic Development strategy.

Stakeholders also told us that there are opportunities to collaborate better when activating for major events, where early planning would enable a whole-of-city approach to make the city feel alive, and help build connections to support growth in the local events sector.

"Help with mentorship and career pathways."

"Have regular networking events to build connectivity."

"Sustainability and zero waste are really important parts of the plan."

### COUNCIL PRIORITIES:

#### WE WILL...

- Facilitate sharing of knowledge and networking across the events sector
- Promote use of local talent and suppliers, and identify opportunities to enhance access to event volunteers
- Champion and promote best business practice for commercial and environmental sustainability
- Collaborate with the sector on city-wide activation plans (to help support achievement of Goal 3, 'an event-ready city')

Image: Otago Polytechnic Student Graduation. Credit: DunedinNZ

## GOAL 5 Whāika 5



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## Events made easy

### Make it easier to put on great events by being a proactive and solutions-focused partner.

Providing streamlined support and a "one-stop-shop" is important so our industry stakeholders can easily run events in the city.

During our engagement process as part of developing this Plan, we heard that some of our regulatory processes are repetitive, time-consuming, and that existing Council resources (such as the Events Toolkit) are not well promoted. Stakeholders said they would like face-to-face support, an "ear to listen", and one point of contact to help navigate various Council departments.

Because Dunedin City Council is a Government Authority, there are a number of regulatory processes that event organisers need to comply with when running an event. Some of these processes are determined by national legislation (i.e. Health and Safety at Work Act 2015) and there are also bylaws that vary between each Council.

Event organisers have told us that they would like it to become easier to navigate and understand Council processes and have asked us, where possible, to look at "pre-packaging" support for compliance.

Therefore, the Council has an opportunity to elevate our customer service and advice to existing and new event organisers looking to host events in Dunedin – by being proactive and solutions-focused through identifying opportunities for efficiency improvements in current Council events processes, and looking at how other Councils administer their compliance services for events.

"Relax the rules!"

"Facilitate red carpet rather than red tape – help to make it easy."

"Repeat processes shouldn't be so hard or expensive..."

### COUNCIL PRIORITIES:

#### WE WILL....

- Provide one point of contact to help navigate Council departments
- Identify ways to streamline and simplify processes
- Review and develop the resources we offer to organisers

Image: Brighton Gala Day. Credit: DunedinNZ





## Implementation Framework Te Aka Whakatinana

### Creating a stage for action

This Festivals and Events Plan responds to feedback on our last plan, where stakeholders told us we did not have enough focus on implementation.

That has influenced our overall framework, where this overarching Plan defines the vision and goals needed to support the future of Dunedin's festivals and events, supported by two separate implementation plans for delivery.



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#### OVERARCHING FESTIVALS AND EVENTS PLAN

**VISION:** Memorable and engaging events for everyone that celebrate our diversity and enhance our city's wellbeing

- **GOAL 1:** EVENTS FOR PROFILE AND PROSPERITY
- **GOAL 2:** EVENTS FOR EVERYONE
- **GOAL 3:** AN EVENT-READY CITY
- **GOAL 4:** COLLABORATIVE AND SUSTAINABLE EVENTS
- **GOAL 5:** EVENTS MADE EASY

#### IMPLEMENTATION PLAN FOR MAJOR AND REGIONAL EVENTS



#### IMPLEMENTATION PLAN FOR COMMUNITY AND LOCAL EVENTS

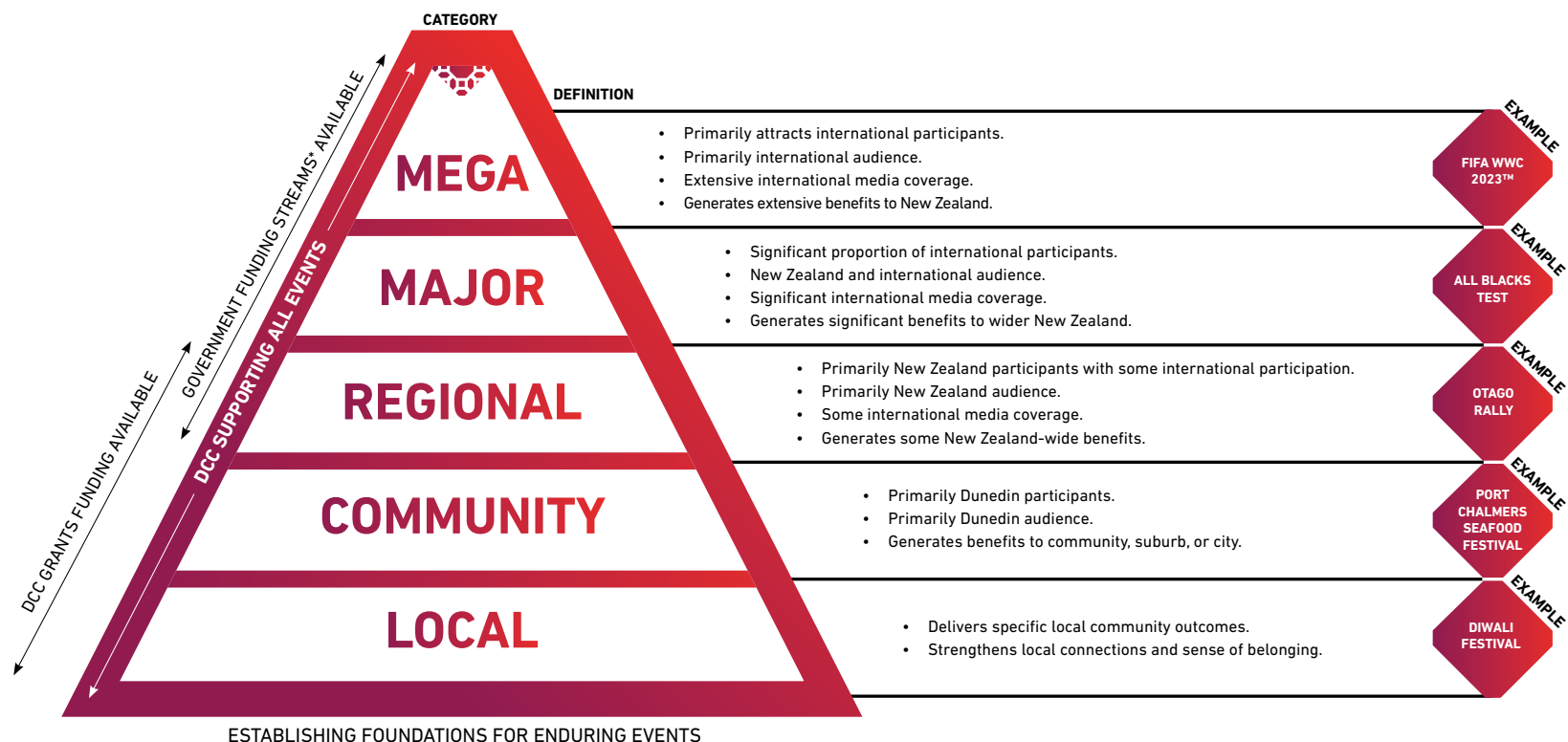


Images L-R: Moana Nui Festival (credit: DunedinNZ); Dunedin Arts Festival 2022 (credit: Dunedin Arts Festival); New Year's Eve 2023 (credit: Gravity Events).

## Event Categories Ka Momo Taiopeka

## Events defined

In response to the call for better clarity across our events, we have redefined our event categories (to align with those of New Zealand Major Events). This model recognises the foundational strength and importance of local and community events to a city's events portfolio, while also providing a clear pathway through funding streams and clearer definitions to help events grow into regional and major events in the future.



\*Government funding streams can come from a wide range of agency sources.

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## Roles and Responsibilities Kā Tūraka me kā Kaweka

### A platform for partnership

The Dunedin City Council and Enterprise Dunedin, together with the local events sector and other agencies across New Zealand, have various roles and responsibilities to deliver exceptional events for our city.



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#### Council roles and responsibilities

As the primary agencies responsible for leading and supporting events in Dunedin, the Dunedin City Council and Enterprise Dunedin collaborate with the events sector, local authorities, and Central Government to optimise the benefits of events for our city.

To ensure the success of Dunedin's future, we will continue to invest in, and support, our events to succeed. We will work closely with all stakeholders across the events sector, adopting a strategic and unified approach to deliver incredible experiences.

We have various roles and responsibilities, including as:

- 'Leader' (through facilitating and coordinating a city-wide approach to events)
- 'Owner' (of venues and facilities for events)
- 'Funder' (through providing contestable funding opportunities for event organisers)
- 'Facilitator' (for leverage and legacy opportunities, resource sharing, city logistics, or facilitating relationships with event organisers)
- 'Marketer' (through coordinating a balanced calendar of events and helping promote events for event organisers)
- 'Organiser' (through the civic events programme we manage to drive improved community outcomes).

#### Our local partners

The Dunedin City Council has ongoing relationships with several partners in the local events industry.

By working with the full spectrum of the sector, including local event organisers and suppliers, support organisations (i.e; waste management services, ticketing, promotions, security), and our volunteering community, we are able to create a thriving events culture in our city, and support the sector to grow for the future.

Image: NZ Masters Games, Dunedin 2024. Credit: Armstrong Photography

#### Our national partners

There are several strategic organisations at a Central Government level which the Dunedin City Council partners and collaborates with – where national work for the events industry feeds into our local events context, and our statutory obligations.

- **New Zealand Major Events** advises Government about investing in major events that generate significant immediate and long-term benefits that align with wider government objectives. They also partner with the events sector to attract events, boost sector capability, and leverage event benefits for New Zealand, and are therefore an important partner for Dunedin. New Zealand Major Events has five priorities to guide Government investment decisions – securing economic benefits; driving international exposure; building national pride; enhancing our reputation; and advancing Government priorities.
- **Sport New Zealand** promotes and supports quality experiences in play, active recreation and sport to improve levels of physical activity and, through this, ensure the greatest impact on wellbeing for all New Zealanders.
- **The New Zealand Events Association** is another important national partner, which has a purpose to elevate New Zealand's events sector.

## Measuring Progress Te Ine i te Kauneke

### Events for success

Through the direction of this overarching Festivals and Events Plan, and the targeted implementation plans that support it, we are taking action.

We know it's important to do what we say we're going to do, so we will continue to monitor our progress, and work with our community to ensure we deliver.



**This is how we will know the Council has delivered on the Festivals and Events Plan...**

- The Council will have strong relationships with Māori and mana whenua, our event organisers and community stakeholders
- All members of our community will benefit from the way we strategically leverage events
- Our events will play an integral role in stimulating our city's economic growth and lifting our profile as a visitor destination
- Dunedin will have a vibrant calendar of year-round event experiences that celebrate our culture, diversity, and outstanding built and natural assets
- Local and community events will drive social connectedness and civic pride
- Risks will be well-managed and a city-wide approach to events will be firmly established
- There will be an increase in the use of the Dunedin City Council's new and existing event spaces, facilities and assets
- Existing Dunedin events with the potential to grow will be supported
- There will be opportunities for event organisers to connect, network and share knowledge to create a more resilient industry
- Dunedin's events will follow sustainable practices to support a Carbon Zero city
- Dunedin will be recognised as an easy place to put on events.

Image: ID Fashion Show 2023. Credit: DunedinNZ



## Acknowledgement

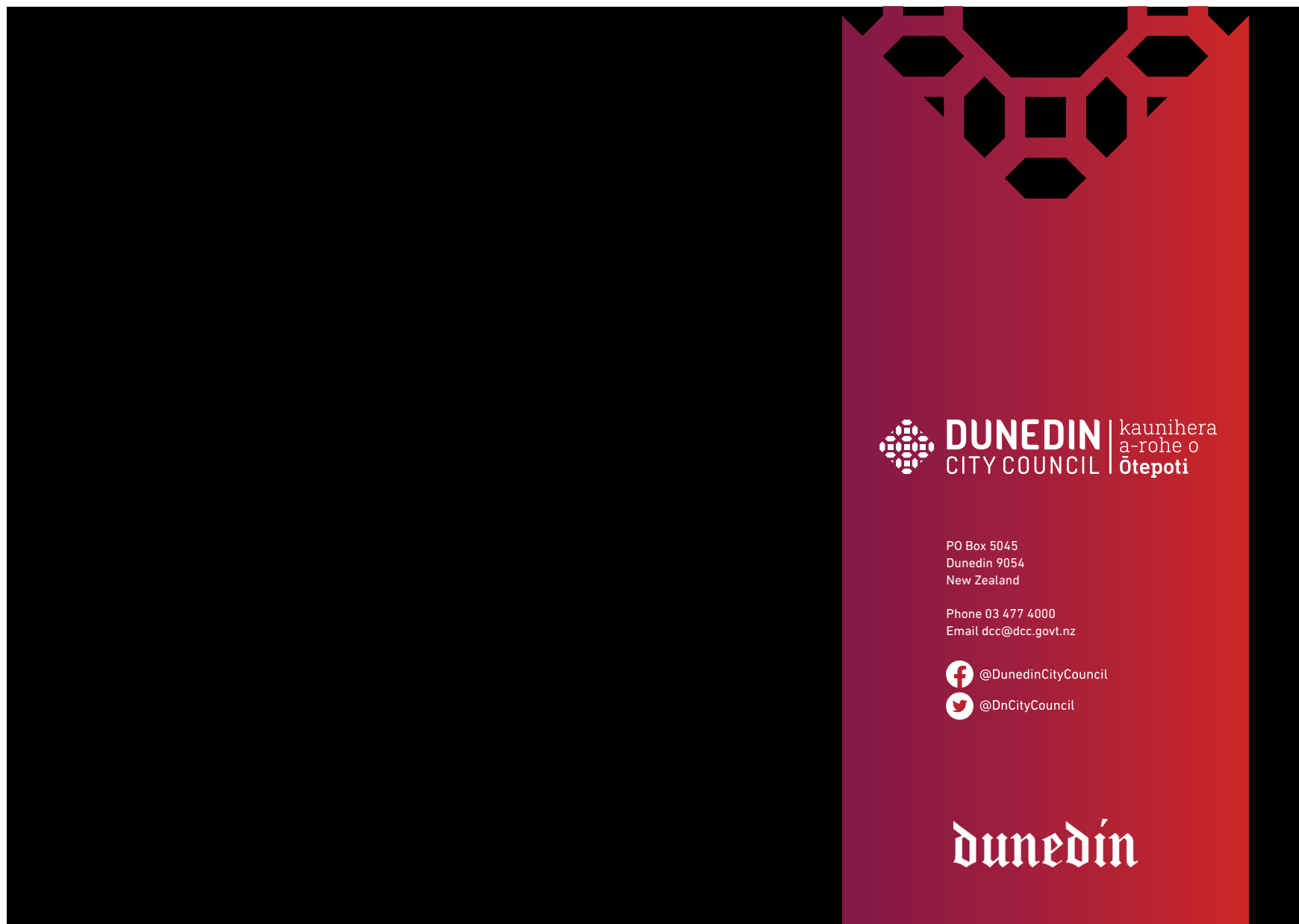
We would like to thank all those who have contributed and provided feedback as part of developing this Plan.

Image: Dunedin Arts Festival, Werk It, 2022. Credit: Dunedin Arts Festival





**Come join us. We've saved you a seat.**







IMPLEMENTATION PLAN 2025

## Introduction Kupu Arataki



## A stage for action

We have listened to our community, who told us we needed to have a stronger focus on delivery. That's why, in this dedicated Implementation Plan for our 'Community and Local Events', we are taking action.

This Plan identifies clear actions, deliverables and measures for how we will deliver against each Goal in our overarching plan. We have also aligned our plans with the key directions of Te Taki Haruru.

Our commitment to enhancing Dunedin's events culture over time through focused implementation efforts will become a catalyst for realising our events vision for the city.

We will continue working with our local and national partners in the industry and our wider community to ensure improvements to Dunedin's 'Community and Local Events' capture and reflect our city's diverse needs.

Together, let's make it happen.



Cover Image: Octagon New Year's Eve 2023. Credit: Gravity Events  
This Page Image: Port Chalmers Seafood Festival 2019. Credit: DunedinNZ



## Goal 1 Implementation Whakatinanataka Whāika 1



## Events for Profile and Prosperity

Maximise Dunedin's identity and destination profile, and the community benefits of events to boost economic growth and social prosperity.

OUR PRIORITY ACTIONS	HOW WE WILL DELIVER	HOW WE WILL MEASURE SUCCESS	ALIGNMENT TO TE TAKI HARURU
1.1 Leverage existing events for maximum community profile and benefit	We will work with event organisers to identify leverage opportunities to help showcase and connect our communities	Number of leverage opportunities identified and implemented	We are guided by tikaka and kawa for the wellbeing of our whānau and wider community.
1.2 Create a new events calendar platform that could be used to promote Council-funded events to the wider community	We will research and identify the best platform to promote community Council-funded events online	Events calendar platform is in place, in use, and results in greater awareness of community events	Māori heritage and culture is visible, celebrated, protected and future-proofed.
	We will build and maintain the events calendar	New events calendar is kept up-to-date and is used by community	
	We will promote events to new communities	Promotional campaigns reach new communities	
1.3 Identify opportunities for local and community events to grow to next level i.e. from a community event to a regional event	We will identify and work with community events that have potential to grow	At least one event per year is supported to be more financially sustainable	The Māori economy is recognised as a critical part of our collective wellbeing.  The environment is regenerated and a sustainable future is secured.

Image: Chinese New Year Festival 2023. Credit: DunedinNZ

## Goal 2 Implementation Whakatinanataka Whāika 2



## Events for everyone

Champion a diverse and balanced year-round calendar of events that celebrate our people, our place, and our community.

OUR PRIORITY ACTIONS	HOW WE WILL DELIVER	HOW WE WILL MEASURE SUCCESS	ALIGNMENT TO TE TAKI HARURU
2.1 Ensure a diverse and thriving year-round calendar of events	We will review our current Council-produced events and refresh or revamp them to stay innovative and relevant	Ongoing refresh including New Year's Eve and Christmas in the Garden	Māori heritage and culture is visible, celebrated, protected and future-proofed across the Council portfolio of events.
	We will identify new community event opportunities that would be well received by our diverse communities	Identify at least one new Council-led event	
	We will develop a five-year plan for a balanced, year-round calendar of diverse events	The Plan is in place and being implemented	Māori values frameworks are embedded within policy, initiatives and practices.
	We will incentivise events through revised funding criteria to create a year-round calendar of events, ensuring peak and off-peak seasons are catered for	Events take place across the year, including traditional off-peak periods	We are guided by tikaka and kawa for the wellbeing of our whānau and wider community.
2.2 Ensure community and local events are supported through funding schemes and contribute to a balanced city events calendar	We will review the Event Grant Management Policy to ensure it is fit-for-purpose and provides clear guidance and criteria to focus Council-funded events	Review completed for Event Grant Management Policy	Māori values frameworks are embedded within policy, initiatives and practices.
	We will streamline event funding and identify opportunities for events to grow and thrive	Number of growth opportunities created	
	We will identify opportunities to further support inclusion and accessibility at events	Number of events that increase accessibility and inclusion	
2.3 Collaborate with iwi on Matariki community events	We will work with iwi to scope and understand options and opportunities	Relationships are developed to ensure Te Taki Haruru principals are upheld	Māori will participate and demonstrate leadership in the community.
	We will identify opportunities to support the Puaka Matariki Festival through community support and promotion	Number of events within the community programme, number of participants and feedback from event organisers and participants	Māori heritage and culture is visible, celebrated, protected and future-proofed.
2.4 Identify opportunities to celebrate our cultural diversity	We will identify opportunities for events to celebrate and embrace our city's cultural diversity	Number of events that celebrate the city's cultural diversity	Māori heritage and culture is visible, celebrated, protected and future-proofed.  We are guided by tikaka and kawa for the wellbeing of our whānau and wider community.

Image: Mana Moana Matariki Event 2023. Credit: DunedinNZ

## Goal 3 Implementation Whakatinanataka Whāika 3



## An event-ready city

Lead a city-wide approach to events and coordinate risks. Also maximise the usage of council-owned and managed assets and venues.

	OUR PRIORITY ACTIONS	HOW WE WILL DELIVER	HOW WE WILL MEASURE SUCCESS	ALIGNMENT TO TE TAKI HARURU
3.1	Ensure venue access is achievable for community groups	We will review the DVML Community Access Grant to ensure its relevant and valuable	Completion of Community Access Grant review and recommendations report	We are guided by tikaka and kawa for the wellbeing of our whānau and wider community. Māori will have access to opportunities that enable social equity.
3.2	Make it easier to book event venues and facilities	We will streamline the booking process for community event bookings	a) Improved efficiencies in booking processes b) Event organiser satisfaction with booking process is positive	Public facilities and services meet the cultural needs, practices and values of Māori.
3.3	Champion the city centre for events and ensure the Octagon is a high-use space for community and local event activations	We will identify opportunities to enhance events within the Octagon We will identify event promotion opportunities to add vibrancy to the city centre	Increased number of events held in the Octagon Number of events that are promoted within the city centre through Council campaigns	Public facilities and services meet the cultural needs, practices and values of Māori.
3.4	Encourage the use of new and upgraded infrastructure as event venues	We will promote the use of George Street and the Harbour Cycleway as event venues We will undertake an infrastructure audit to understand venue opportunities and fit-for-purpose spaces across city We will review Council-owned venues to ensure they have the technical capabilities required to deliver great event experiences We will survey event organisers who use Council venues and facilities to identify improvement opportunities and remove red tape where possible	Increased use of new facilities and assets Number of venue opportunities and improvements identified Audit completed and improvements identified Survey satisfaction results are >70% or higher	Public facilities and services meet the cultural needs, practices and values of Māori.

Image: iD Fashion Show 2023, George Street Dunedin. Credit: DunedinNZ



## Goal 4 Implementation Whakatinanataka Whāika 4



## Collaborative and sustainable events

Foster a collaborative environment to support event growth and enable commercial and environmental sustainability.

	OUR PRIORITY ACTIONS	HOW WE WILL DELIVER	HOW WE WILL MEASURE SUCCESS	ALIGNMENT TO TE TAKI HARURU
4.1	Build industry capability	<p>We will offer industry training and workshops to enhance operational capability, commercial sustainability and to build capability in the city for events</p> <p>We will offer industry workshops to enhance marketing capability to increase event visibility and attendance</p> <p>We will coordinate industry-wide networking sessions to encourage collaboration and innovation of events</p> <p>We will develop a regular e-newsletter for the industry on all events-related information in the city</p> <p>We will provide ongoing advice, support and facilitation for the local events industry</p>	<p>2 workshops per year</p> <p>1 workshop per year</p> <p>2 sessions per year</p> <p>Quarterly newsletters</p> <p>Local event organiser's satisfaction with support provided</p>	<p>We are guided by tikaka and kawa for the wellbeing of our whānau and wider community.</p> <p>Māori will have access to opportunities that enable social equity.</p>
4.2	Work with key city stakeholders to develop and enhance opportunities for a shared volunteer workforce	We will identify new opportunities and maximise benefits of sharing volunteer resources through key stakeholder collaboration	Volunteer feedback via satisfaction surveys are developed and assessed annually to understand what they see as value	Māori networks are well connected and supported to build a prosperous future.
4.3	Council-led events set the standard for best practice in sustainability	<p>We will ensure events align with the Council's Waste Minimisation Plan</p> <p>We will review Council-led events to understand opportunities to align with Council's Zero Carbon Policy</p>	<p>Inclusion of new waste minimisation initiatives across Council-led events</p> <p>The percentage of Council events that the Zero Carbon guidance has been applied to</p>	<p>Māori values frameworks are embedded within policy, initiatives and practices.</p> <p>The environment is regenerated and a sustainable future is secured.</p>
4.4	Support Dunedin event organisers to minimise emissions and contribute to achieving Carbon Zero targets	We will offer industry workshops to enhance capability on minimising emissions	1 workshop per year and the number of event industry personnel trained	<p>Māori values frameworks are embedded within policy, initiatives and practices.</p> <p>The environment is regenerated and a sustainable future is secured.</p> <p>We are guided by tikaka and kawa for the wellbeing of our whānau and wider community.</p>

Image: Music in the Park. Credit: Olha Viazenko

## Goal 5 Implementation Whakatinanataka Whāika 5

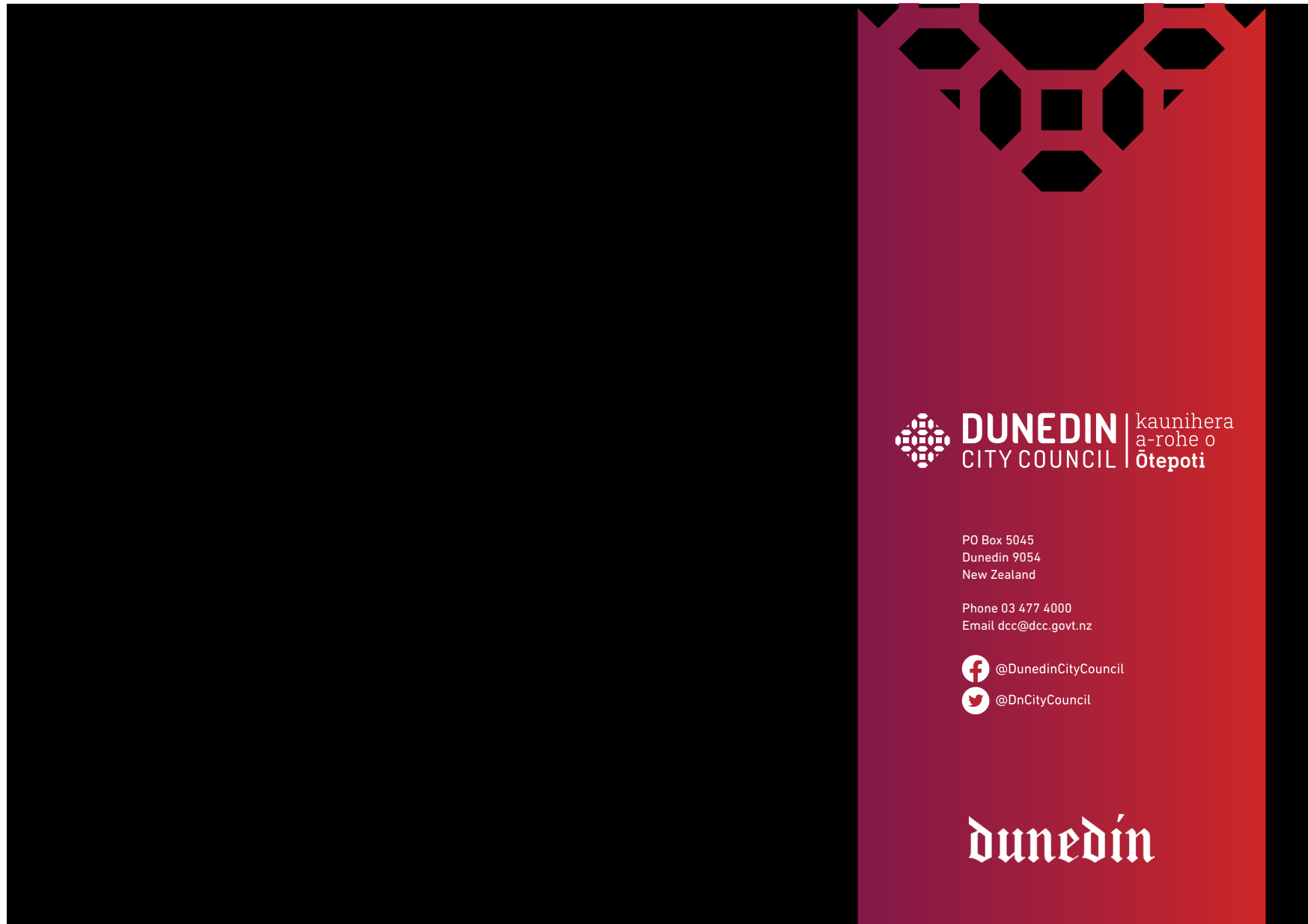


## Events made easy

Make it easier to put on great events by being a proactive and solutions-focused partner.

	OUR PRIORITY ACTIONS	HOW WE WILL DELIVER	HOW WE WILL MEASURE SUCCESS	ALIGNMENT TO TE TAKI HARURU
5.1	Streamline Council processes	<p>We will work with appropriate Council departments to streamline processes</p> <p>We will continuously improve processes to support positive community outcomes</p>	<p>Event organisers report increased satisfaction with event compliance processes</p> <p>Survey to be undertaken annually</p>	<p>We are guided by tikaka and kawa for the wellbeing of our whānau and wider community.</p> <p>Māori will participate and demonstrate leadership in the community.</p>
5.2	Ensure we are capable of delivery and able to support our events sector to succeed	<p>We will review staffing requirements to deliver the adopted Community Implementation Plan deliverables</p> <p>We will ensure Council has the budget and capacity to deliver the Community Implementation Plan and invest further if necessary to ensure success</p>	<p>Council staffing resources are defined within each of the Implementation Plan action areas to ensure success</p> <p>Council budgets make provision for delivery of the full Festivals and Events Plan</p>	<p>Māori will have access to opportunities that enable social equity.</p> <p>Māori values frameworks are embedded within policy, initiatives and practices.</p>
5.3	Make it easy to put on events in our city	<p>We will provide support and advice to event organisers to ensure they deliver safe, successful, and sustainable events</p> <p>We will create a well-resourced one-stop shop for event organisers that informs them on everything related to events in the city, including how to safely and effectively run events</p>	<p>Compliance rate with safety and sustainability guidelines</p> <p>Event organiser satisfaction with resources</p>	<p>Māori values frameworks are embedded within policy, initiatives and practices.</p> <p>We are guided by tikaka and kawa for the wellbeing of our whānau and wider community.</p>

Image: Midwinter Carnival 2021. Credit: DunedinNZ



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Cover Image: Te Wheke, Dunedin Arts Festival 2022. Credit: Dunedin Arts Festival

## Introduction Kupu Arataki



## A stage for action

We have listened to our community, who told us we needed to have a stronger focus on delivery. That's why, in this dedicated Implementation Plan for our 'Major and Regional Events', we are taking action.

This Plan identifies clear actions, deliverables and measures for how we will deliver against each Goal in our overarching plan. We have also aligned our plans with the key directions of Te Taki Haruru.

Our commitment to enhancing Dunedin's events culture over time through focused implementation efforts will become a catalyst for realising our events vision for the city.

We will continue working with our local and national partners in the industry and our wider community to ensure improvements to Dunedin's 'Major and Regional Events' capture and reflect our city's diverse needs.

Together, let's make it happen.

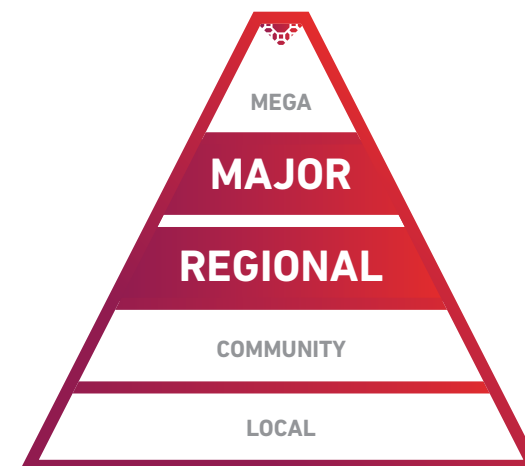


Image: Otago Rally 2023. Credit: DunedinNZ



## Goal 1 Implementation Whakatinanataka Whāika 1



## Events for Profile and Prosperity

Maximise Dunedin's identity and destination profile, and the community benefits of events to boost economic growth and social prosperity.

OUR PRIORITY ACTIONS	HOW WE WILL DELIVER	HOW WE WILL MEASURE SUCCESS	ALIGNMENT TO TE TAKI HARURU
1.1 Build Dunedin's profile as a leading events destination and ensure events are integrated into strategic destination marketing plans	We will promote events to elevate and promote the city's destination appeal	Increase in visitor numbers	Māori heritage and culture is visible, celebrated, protected and future-proofed.
	We will develop strategic plans to increase the number of major events within Dunedin	Increase in number of major events hosted in Dunedin	Māori values frameworks are embedded within policy, initiatives and practices.
	We will develop a resource pack that can be used for major event bidding, that includes city attributes, venues and infrastructure assets	Bidding and resource pack developed	Economic directions consistently enhance outcomes and equality for Māori.
	We will identify event incentives to attract major events to the city	Scope and research is completed with at least two potential partners within two years of implementation	
	We will ensure key events are included in regular destination marketing and profiled to visitors and residents	a) Number of key events promoted b) Resident and visitor participation rates and feedback	
	We will ensure destination brand values and visual assets are reflected in event promotion	Increase in destination brand awareness	
1.2 Strengthen data insights	We will research and procure an industry-standard assessment tool that will give insights into major event feasibility and economic measurements to better inform decision-making	a) Assessment tool procured b) Tool is used three times per year for comprehensive evaluations	Economic directions consistently enhance outcomes and equality for Māori.
	We will provide our regional events sector with the assessment tool to allow for insights and to grow opportunities	100% of Council-funded regional events use measurement tool and are satisfied with effectiveness	Māori values frameworks are embedded within policy, initiatives and practices.

Image: Elton John Concert 2020, Forsyth Barr Stadium. Credit: DunedinNZ

	OUR PRIORITY ACTIONS	HOW WE WILL DELIVER	HOW WE WILL MEASURE SUCCESS	ALIGNMENT TO TE TAKI HARURU
1.3	Review the existing DVML Venue Major Events Attraction fund with the aim of attracting new major events that align with the city's brand	We will review the existing Fund to understand what is required for Dunedin to stay competitive within the industry and to ensure the city is achieving the maximum return on investment	Review is completed within two years of Implementation Plan	Economic directions consistently enhance outcomes and equality for Māori.
1.4	Create a new City Major Events Attraction Fund with the aim of attracting new major city events that align with the city's brand	We will scope the major events industry with the aim to attract major events in Dunedin	a) Completion of industry analysis b) Host at least one major event each year, outside of the Stadium, during the off-peak season c) Support national events that drive visitation to Dunedin	The Māori economy is recognised as a critical part of our collective wellbeing.
		We will develop a report that outlines the requirements to host major events within the competitive market	Report completed within two years of implementation	Economic directions consistently enhance outcomes and equality for Māori.
		We will create the criteria and process for how decisions are informed to allocate funds and allocate budget aligning to our city brand pillars	Criteria drafted and approved within the first year of implementation	Mātauraka is incorporated through the co-design and co-management of our environment and resources.
1.5	Proactively identify and pursue major events for the city through prospecting and bid opportunities	We will take a proactive approach to major events, identifying opportunities for major events which offer significant economic benefits for the city and also contribute to city pride and prosperity, and social connectedness for the community	Number of bid opportunities identified	The Māori economy is recognised as a critical part of our collective wellbeing. Economic directions consistently enhance outcomes and equality for Māori.
		We will develop a network of targeted promoters and agencies to build relationships for the future success of major events	Number of partnerships established	Whānau are thriving and connected.
		We will identify and engage with city event stakeholders to identify leverage opportunities for major events	Number of leverage opportunities identified	Māori heritage and culture is visible, celebrated, protected and future-proofed.
1.6	Undertake a gap analysis to identify new major and regional events for the city	We will identify potential new major and regional events for Dunedin	Identify at least one possible new major or regional event for the city	Māori are active across all sectors of the community.
1.7	Identify existing Council-led events that have the potential to grow to a regional or major event	We will review current events produced with the aim to grow new visitor markets that increase economic contribution	a) Increased economic contribution from events b) Increased visitor numbers	The Māori economy is recognised as a critical part of our collective wellbeing.
		We will ensure the support required to grow Council-led events is weighted appropriately through budgets and resourcing	a) Budget allocation analysis b) Support resources required are tracked	
1.8	Identify existing city events that have the potential to grow to a major event	We will identify regional events that show the potential to elevate to a major event status with a weighting on uniquely Dunedin events	Identify at least one event and work with them on becoming more financially sustainable and growth focused	Māori heritage and culture is visible, celebrated, protected and future-proofed.
		Where possible, we will prioritise home-grown events to build, retain and grow to major event status	a) Number of home-grown events supported b) Number of events grown to major event status	
1.9	Look to develop a signature event for the city that has the potential to grow to a national event	We will research and review opportunities for a signature event that could have a significant economic impact for the city, align with the Dunedin brand and provide social connectedness and city prosperity	a) Feasibility assessment for signature event b) Economic impact forecast	The Māori economy is recognised as a critical part of our collective wellbeing.
		We will develop and deliver a new signature event for the city	a) Key planning milestones achieved b) Attendance and participation c) Legacy and leverage benefits achieved d) Post event satisfaction	
1.10	Develop a new event to align with the Total Solar Eclipse	We will deliver a Total Solar Eclipse event for July 2028	Event plan is in place by 2027 and executed in July 2028	Māori heritage and culture is visible, celebrated, protected and future-proofed.
1.11	Ensure the city is supported to deliver all major and regional events for the city	We will ensure support is weighted appropriately through budgets and resourcing to create highly successful major and regional events for the city	Budget to be supported via Priority Action 1.4	Māori will participate and demonstrate leadership in the community. Economic directions consistently enhance outcomes and equality for Māori.



## Goal 2 Implementation Whakatinanataka Whāika 2



## Events for everyone

Champion a diverse and balanced year-round calendar of events that celebrate our people, our place, and our community.

	OUR PRIORITY ACTIONS	HOW WE WILL DELIVER	HOW WE WILL MEASURE SUCCESS	ALIGNMENT TO TE TAKI HARURU
2.1	Identify opportunities to spread the benefits of major and regional events across the year	We will identify opportunities for locally-led major and regional events to occur during off-peak seasons	Off-peak periods are populated with events for a balanced portfolio	Māori will participate and demonstrate leadership in the community.
2.2	Ensure major and regional events are supported through funding schemes	We will review the current Events Grants Management Policy to ensure it is relevant and fit-for-purpose and results in high-quality events with measurable outcomes	Review completed for Grants Management Policy	The Māori economy is recognised as a critical part of our collective wellbeing.
		We will implement the required changes to the Grant Management Policy and criteria to allow for innovation and new opportunities across the calendar year	a) Completion of Policy review b) Number of new opportunities throughout the year	
		We will identify priorities and ensure funding schemes are consistent and provide opportunities for events to grow and thrive	a) Priorities identified b) Number of growth opportunities identified	
2.3	Collaborate with iwi to grow our Matariki events to a regional or major status, culminating in a Dunedin 'Matariki Festival'	We will work with iwi to scope and understand options and opportunities	a) Number of opportunities identified b) Iwi satisfaction	Māori will participate and demonstrate leadership in the community. We are guided by tikaka and kawa for the wellbeing of our whānau and wider community.
		We will identify opportunities to support the Matariki Festival through stakeholder engagement	a) Iwi satisfaction b) Resident participation and satisfaction c) Matariki events attract out of town visitors	
2.4	Ensure our major and regional events are culturally diverse, inclusive and accessible	We will identify opportunities for events to celebrate and embrace our city's cultural diversity	Number of major or regional events that celebrate the city's cultural diversity	Māori are active across all sectors of the community.
		We will identify opportunities to further support inclusion and accessibility at events	Number of major or regional events that increase accessibility and inclusion	Māori heritage and culture is visible, celebrated, protected and future-proofed.

Image: New Zealand International Science Festival 2020. Credit: DunedinNZ

## Goal 3 Implementation Whakatinanataka Whāika 3



## An event-ready city

Lead a city-wide approach to events and coordinate risks. Also maximise the usage of council-owned and managed assets and venues.

	OUR PRIORITY ACTIONS	HOW WE WILL DELIVER	HOW WE WILL MEASURE SUCCESS	ALIGNMENT TO TE TAKI HARURU
3.1	Undertake an infrastructure audit to identify strategic priorities and gap analysis	<p>We will review existing infrastructure assets and identify investment areas for events that the city is seeking to attract and grow</p> <p>As part of infrastructure review, we will identify new and innovative venue options that showcase our city assets (George Street or harbour cycleway)</p> <p>We will audit Council-owned venues to ensure they are fit-for-purpose and have the technical capabilities required to deliver great event experiences</p>	<p>Report completed to define opportunities to enhance existing and new events through infrastructure</p> <p>Report identifies new venue options</p> <p>Complete audit of Council-owned venues</p>	Public facilities and services meet the cultural needs, practices and values of Māori.
3.2	Develop appropriate infrastructure investment plans and venue improvements	<p>We will ensure that proposed upgrades are appropriately prioritised and listed in capital expenditure budgets and workplans</p> <p>If required, we will invest in infrastructure to support the city in building and attracting major events for Dunedin</p>	<p>Prioritisation of infrastructure projects for events by DCC departments</p> <p>Increase in major events hosted as a direct result of investments and upgrades</p>	<p>Māori will participate and demonstrate leadership in the community.</p> <p>Public facilities and services meet the cultural needs, practices and values of Māori.</p>
3.3	Review major event transport plans	<p>We will review existing transport plans and identify areas of improvement, allowing for a positive user experience</p> <p>We will survey key partners to understand where transport service improvements and opportunities could be provided</p> <p>We will improve transport services through an integrated city-wide agency approach</p> <p>We will explore ways to reduce emissions generated by long distance travel associated with major events</p>	<p>a) Number of plans reviewed b) Number of improvements implemented c) User satisfaction</p> <p>Number of improvements identified</p> <p>a) Development of an integrated transport plan b) User satisfaction</p> <p>Number of sustainable travel alternatives identified and in place</p>	<p>Public facilities and services meet the cultural needs, practices and values of Māori.</p> <p>The environment is regenerated and a sustainable future is secured.</p>

Image: All Blacks Game 2019, Forsyth Barr Stadium. Credit: DunedinNZ

## Goal 4 Implementation Whakatinanataka Whāika 4



## Collaborative and sustainable events

Foster a collaborative environment to support event growth and enable commercial and environmental sustainability.

	OUR PRIORITY ACTIONS	HOW WE WILL DELIVER	HOW WE WILL MEASURE SUCCESS	ALIGNMENT TO TE TAKI HARURU
4.1	Develop local and national partnerships that enable the sector to flourish	<p>We will build strong relationships with key stakeholders to provide mutual benefits and optimise opportunities under a shared events vision for the city</p> <p>We will leverage central government event bidding initiatives and fund opportunities</p>	<p>a) Number of strategic partnerships established b) Economic outcomes achieved from partnerships</p> <p>a) Number of funding applications submitted to central government b) Number of successful funding applications c) New bidding initiatives realised</p>	The Māori economy is recognised as a critical part of our collective wellbeing.
4.2	Enable collaboration to ensure the city is vibrant and lively when we host major events	<p>We will review existing city activation plans and work with stakeholders to identify innovative opportunities to collaborate for improvement</p> <p>We will review existing working groups to ensure opportunities are maximised and structure is effective</p> <p>We will create a new major events activation matrix that is triggered when major events come to the city</p>	<p>City-wide programme in place for event activations that provides vibrancy around major events</p> <p>Completion of working group review and structure</p> <p>Matrix is created and major event activations are well-received by public</p>	<p>Māori are active across all sectors of the community.</p> <p>Māori values frameworks are embedded within policy, initiatives and practices.</p>
4.3	Ensure adequate and (operationally and commercially) sustainable resources are allocated to administer city activation plans for major events	<p>We will ensure staff resource and funding is allocated in advance of major events</p> <p>We will ensure support is weighted appropriately through budgets and resourcing</p> <p>We will identify new opportunities to develop a city ambassador / volunteer programme for major events</p>	<p>a) Budget and resource allocated b) Adherence to city matrix planning timelines</p> <p>a) Adequate support from the city is provided each time a major event is hosted b) Positive public satisfaction</p> <p>Programme is well-received from volunteers and public</p>	<p>Māori will have access to opportunities that enable social equity.</p> <p>Economic directions consistently enhance outcomes and equality for Māori.</p>

Image: FIFA Fan Festival WWC 2023™. Credit: DunedinNZ

	OUR PRIORITY ACTIONS	HOW WE WILL DELIVER	HOW WE WILL MEASURE SUCCESS	ALIGNMENT TO TE TAKI HARURU
4.4	Provide upskilling opportunities to ensure major and regional events are commercially sustainable for the future	We will provide industry workshops to upskill the sector and ensure commercially sustainable events for the city	1x targeted workshop each year to help commercialise key events	Māori networks are well connected and supported to build a prosperous future.  Economic directions consistently enhance outcomes and equality for Māori.
4.5	Build events industry capability	We will invest into industry workforce and career pathways	Number of workforce initiatives developed; number of career pathways created	We are guided by tikaka and kawa for the wellbeing of our whānau and wider community.  Māori will have access to opportunities that enable social equity.
		We will offer industry training and workshops to enhance operational capability and build capability in the city for events	2 workshops per year	
		We will offer industry workshops to enhance marketing capability to increase event visibility and attendance	1 workshop per year	
		We will coordinate industry-wide networking sessions to encourage collaboration and innovation of events	2 sessions per year	
4.6	Support Dunedin's major and regional event organisers to minimise emissions and contribute to achieving council emissions targets	We will offer industry workshops to enhance capability on minimising emissions	a) 1 workshop per year b) Number of event industry personnel trained	The environment is regenerated and a sustainable future is secured.  Māori values frameworks are embedded within policy, initiatives and practices.
		We will explore support for major events to establish an emissions baseline and emissions reduction plan	Number of emissions plans developed	



## Goal 5 Implementation Whakatinanataka Whāika 5

### Events made easy

Make it easier to put on great events by being a proactive and solutions-focused partner.

	OUR PRIORITY ACTIONS	HOW WE WILL DELIVER	HOW WE WILL MEASURE SUCCESS	ALIGNMENT TO TE TAKI HARURU
5.1	Improve the process for major and regional event approvals	We will provide streamlined user-friendly event applications and permit processes	Event organiser satisfaction with event compliance process	Māori values frameworks are embedded within policy, initiatives and practices.
5.2	Review Council events-related fees and charges	We will review Council policy to reflect needs and capacity of event organisers	a) Policy review completed within two years of implementation b) Number of changes implemented c) User satisfaction	Economic directions consistently enhance outcomes and equality for Māori.
5.3	Ensure we are capable of delivery and able to support our events sector to succeed	We will ensure Council has the required budget and capacity to deliver on the Festival and Events Plan and, if required, invest further to ensure success	Budget confirmed for delivery	We are guided by tikka and kawa for the wellbeing of our whānau and wider community.
		We will provide "one point of Council contact" for regional and major event organisers	Event organiser satisfaction with "one point of contact" approach	Māori values frameworks are embedded within policy, initiatives and practices.
		We will review and develop resources of benefit to the events sector	Resources developed for regional and major event organisers	

Image: Ed Sheeran Weekend 2018. Credit: DunedinNZ





