



IMPLEMENTATION PLAN 2025

# Major and Regional Events



**DUNEDIN**  
CITY COUNCIL

kaunihera  
a-rohe o  
Ōtepoti



## Introduction Kupu Arataki



## A stage for action

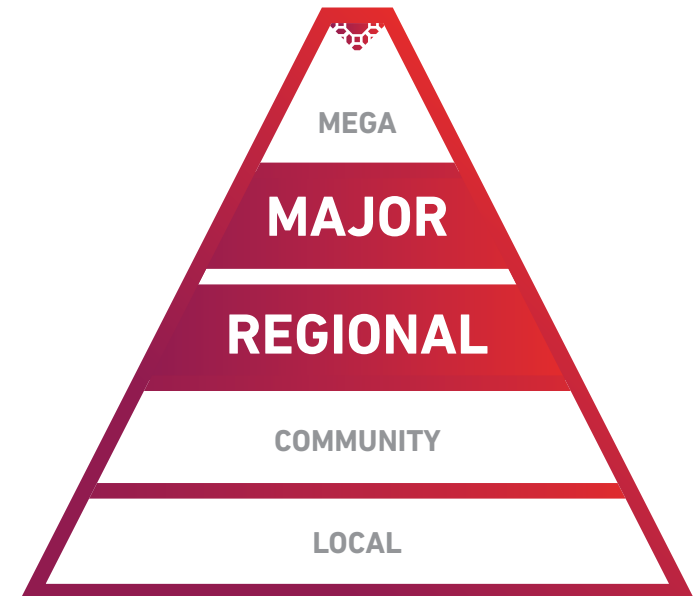
We have listened to our community, who told us we needed to have a stronger focus on delivery. That's why, in this dedicated Implementation Plan for our 'Major and Regional Events', we are taking action.

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.





## 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.

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

We will develop strategic plans to increase the number of major events within Dunedin

We will develop a resource pack that can use be used for major event bidding, that includes city attributes, venues and infrastructure assets

We will identify event incentives to attract major events to the city

We will ensure key events are included in regular destination marketing and profiled to visitors and residents

We will ensure destination brand values and visual assets are reflected in event promotion

Increase in visitor numbers

Increase in number of major events hosted in Dunedin

Bidding and resource pack developed

Scope and research is completed with at least two potential partners within two years of implementation

a) Number of key events promoted  
b) Resident and visitor participation rates and feedback

Increase in destination brand awareness

Māori heritage and culture is visible, celebrated, protected and future-proofed.

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

Economic directions consistently enhance outcomes and equality for Māori.

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

We will provide our regional events sector with the assessment tool to allow for insights and to grow opportunities

a) Assessment tool procured  
b) Tool is used three times per year for comprehensive evaluations

100% of Council-funded regional events use measurement tool and are satisfied with effectiveness

Economic directions consistently enhance outcomes and equality for Māori.

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

|      | 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<br>b) Host at least one major event each year, outside of the Stadium, during the off-peak season<br>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.<br>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<br>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<br>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<br>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<br>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<br>b) Attendance and participation<br>c) Legacy and leverage benefits achieved<br>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.<br>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   | <p>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</p> <p>We will implement the required changes to the Grant Management Policy and criteria to allow for innovation and new opportunities across the calendar year</p> <p>We will identify priorities and ensure funding schemes are consistent and provide opportunities for events to grow and thrive</p> | <p>Review completed for Grants Management Policy</p> <p>a) Completion of Policy review<br/>b) Number of new opportunities throughout the year</p> <p>a) Priorities identified<br/>b) Number of growth opportunities identified</p> | The Māori economy is recognised as a critical part of our collective wellbeing.   |
| 2.3 | Collaborate with iwi to grow our Matariki events to a regional or major status, culminating in a Dunedin 'Matariki Festival' | <p>We will work with iwi to scope and understand options and opportunities</p> <p>We will identify opportunities to support the Matariki Festival through stakeholder engagement</p>   | <p>a) Number of opportunities identified<br/>b) Iwi satisfaction</p> <p>a) Iwi satisfaction<br/>b) Resident participation and satisfaction<br/>c) Matariki events attract out of town visitors</p>                                 | <p>Māori will participate and demonstrate leadership in the community.</p> <p>We are guided by tikaka and kawa for the wellbeing of our whānau and wider community.</p> |
| 2.4 | Ensure our major and regional events are culturally diverse, inclusive and accessible  | <p>We will identify opportunities for events to celebrate and embrace our city's cultural diversity</p> <p>We will identify opportunities to further support inclusion and accessibility at events</p>   | <p>Number of major or regional events that celebrate the city's cultural diversity</p> <p>Number of major or regional events that increase accessibility and inclusion</p>   | <p>Māori are active across all sectors of the community.</p> <p>Māori heritage and culture is visible, celebrated, protected and future-proofed.</p>                    |



## 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 | We will review existing infrastructure assets and identify investment areas for events that the city is seeking to attract and grow                   | Report completed to define opportunities to enhance existing and new events through infrastructure | Public facilities and services meet the cultural needs, practices and values of Māori. |
|     |   | As part of infrastructure review, we will identify new and innovative venue options that showcase our city assets (George Street or harbour cycleway) | Report identifies new venue options  |  |
|     |   | We will audit Council-owned venues to ensure they are fit-for-purpose and have the technical capabilities required to deliver great event experiences | Complete audit of Council-owned venues   |  |
| 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                            | Māori will participate and demonstrate leadership in the community.                    |
|     |   | If required, we will invest in infrastructure to support the city in building and attracting major events for Dunedin                                 | Increase in major events hosted as a direct result of investments and upgrades                     | Public facilities and services meet the cultural needs, practices and values of Māori. |
| 3.3 | Review major event transport plans  | We will review existing transport plans and identify areas of improvement, allowing for a positive user experience                                    | a) Number of plans reviewed<br>b) Number of improvements implemented<br>c) User satisfaction       | Public facilities and services meet the cultural needs, practices and values of Māori. |
|     |   | We will survey key partners to understand where transport service improvements and opportunities could be provided                                    | Number of improvements identified  |  |
|     |   | We will improve transport services through an integrated city-wide agency approach  | a) Development of an integrated transport plan<br>b) User satisfaction                             | The environment is regenerated and a sustainable future is secured.                    |
|     |   | We will explore ways to reduce emissions generated by long distance travel associated with major events   | Number of sustainable travel alternatives identified and in place                                  |  |

## 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<br/>b) Economic outcomes achieved from partnerships</p> <p>a) Number of funding applications submitted to central government<br/>b) Number of successful funding applications<br/>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<br/>b) Adherence to city matrix planning timelines</p> <p>a) Adequate support from the city is provided each time a major event is hosted<br/>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> |



|     | 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.<br><br>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.<br><br>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<br>b) Number of event industry personnel trained      | The environment is regenerated and a sustainable future is secured.<br><br>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<br>b) Number of changes implemented<br>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   |  |







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