

## **DRAFT FESTIVAL AND EVENTS PLAN AND IMPLEMENTATION OPTIONS**

Department: Enterprise Dunedin

### **EXECUTIVE SUMMARY**

- 1 This report recommends that Council note the draft 2025 Dunedin Festivals and Events Plan and consider funding options for implementation as part of the 9-year plan 2025-34 consultation process.
- 2 The draft 2025 Dunedin Festivals and Events Plan (the Plan) was developed following engagement with the local community, key stakeholders and national industry and government entities (Attachment A).
- 3 Two implementation plans (Community Events and Major Events) have been developed and are included for consideration (Attachment B and C). Detailed expenditure rationales are attached to support funding decisions (Attachment D).
- 4 The current events delivery budget of \$569,900 per annum is insufficient to address rising costs or support new initiatives, limiting the Plan's potential without additional investment.
- 5 A final version of the Plan will be presented to Council for adoption after it determines its investment level for Events, i.e.
  - status quo
  - medium increase in the community events budget
  - significant increase in the major events budget, or
  - significant combined increase for both community and major events budgets
  - another option to be determined.
- 6 The Plans do not assume the outcome of the Enterprise Dunedin review (including Events), set for completion by July 2025, or the recommendations from the DVML and Stadium Property review.

### **RECOMMENDATIONS**

That the Council:

- a) **Notes** the draft 2025 Dunedin Festival and Events Plan.
- b) **Notes** the costed Implementation Plans (Community Events and Major Events).

- c) **Decides** investment levels in the 9-year plan 2035-34 to support the delivery of the Plans outcomes.

## BACKGROUND

- 7 The Festival and Events Plan 2018–2023 is due for renewal, offering a chance for a strategic reset.
- 8 Staff agreed to bring a refreshed Plan supported by costed implementation plans to council to inform 9 year plan 2025-34 discussions.
- 9 Staff held workshops in August and September 2024 with 74 representatives from diverse sectors focusing on community and major events to help set objectives and outcomes and staff have also consulted with mana whenua via our Māori partnerships team. A list of workshop attendees is included (Attachment E).
- 10 Challenges identified included:
- The current Festivals and Events Plan lacks clear implementation pathways, realistic budgets, and cultural representation.
  - Existing funded events and council run events lack robust performance measures with no dedicated events measurement tool to track success of council funded events in a consistent manner.
  - The city relies heavily on DVML for major event bids, a costly and high-risk approach that lacks a broader strategy to attract, develop, and retain events beyond its venues and limiting the diversity and appeal of event offering.
  - Competitors like Christchurch (new stadium in 2026) and Central Otago are emerging as event leaders, pressuring Dunedin to stay competitive.
- 11 The Plan proposes diversifying the event strategy, hosting major events beyond Forsyth Barr Stadium to strengthen destination marketing and reduce single point dependence on one-off concerts and sports events, in favour of a city-wide strategy to develop a year-round calendar of events spread across venues throughout the city.
- 12 The Plan proposes additional budget to refresh the current events portfolio.
- 13 The Plan aims to redefine Dunedin’s event strategy, align with city unique selling points and outline costed pathways to deliver long-term economic and social benefits through an updated city events portfolio and plan.
- 14 Council has received 29 submissions with 22 submitters named, 7 anonymous and three submitters willing to speak if hearings were required. Submissions are available in DCC consult for elected members. Submissions, which closed on Monday 20 January 2025, are still being analysed and available in DCC Consult, however an initial assessment would indicate a majority of submitters support parts or all of the Plan. A list of submitters is attached (Attachment F).
- 15 The Ōtepoti Dunedin Destination Plan, and Ōtepoti Live Music Action Plan, support the refreshed Festival and Events Plan, highlighting the need for a signature event and a refreshed event portfolio to bolster Dunedin’s identity.

## DISCUSSION

- 16 The Festival and Events Plan envisions Dunedin as a vibrant city enriched by memorable, inclusive events. Events that celebrate diversity, boost community wellbeing, attract visitors, and align with the city's brand. It provides strategic pathways for community-led and major events to grow sustainably, reflecting the Council's commitment to strengthening Dunedin's events through focused, actionable plans underpinned by realistic budget provision.
- 17 For Community events, the Plan seeks to enhance Dunedin's local appeal, celebrate inclusivity, and foster a strong identity. For Major events, it outlines strategies to increase visitation, drive tourism, stimulate economic growth, diversify our portfolio, elevate the city's profile, and enhance its appeal as a place to live, work, and invest.
- 18 The unbudgeted forecasted implementation cost for community and major events for the three-year period is as follows:
- **2026/27:** \$1,218,500
  - **2027/28:** \$1,644,000
  - **2028/29:** \$1,542,000
- 19 The Plans are independent of the Enterprise Dunedin review (including Events), scheduled to conclude by July 2025, and do not incorporate the findings of the Ernst & Young review of DVML and Stadium Property. Given the timing, the review recommendations may differ from the decision made at this meeting.

## **OPTIONS Option One – Note the Draft Plan and fund both the Community Events and Major Events Implementation Plans.**

- 20 The Council notes the draft Festival and Events Plan and includes budget provision to implement the attached three-year Implementation Plans as part of the 9-year plan 2025-34 budget allocations.
- **2026/27:** \$1,218,500
  - **2027/28:** \$1,644,000
  - **2028/29:** \$1,542,000

### **Impact assessment**

#### *Debt*

- No debt funding is required for this option.

#### *Rates*

- Rate funding would be required to fund this option with the rate increase occurring in the second year.

#### *Zero carbon*

- This option may increase city emissions, because additional major events are likely to result in increased transport emissions. However, there are also aspects of the implementation plan that help to reduce emissions impacts from major events.

- Community events are not likely to materially impact on city emissions. While travel to events may result in some transport emissions, there are actions in the implementation plan to reduce these. Providing appealing and inclusive events close to communities may support lower emissions lifestyles and support the Zero Carbon Plan key shift of “strengthening local communities.”
- Some of the actions in the implementation plan have been identified as a priority from an emissions reduction perspective (refer ‘Zero Carbon Investment Options’ report under separate cover).

#### *Advantages*

- Strengthens community outcomes by enhancing social connectedness and sense of community.
- Drives economic benefits through increased visitation and spending.
- Builds on the success of existing events while introducing new, sustainable commercial models.
- Provides long-term growth and stability for the event sector through strategic investment.
- Positions Dunedin to attract and retain high-value major events.
- Boosts visitation to benefit residents, businesses, and the economy.
- Enhances Dunedin’s profile by showcasing its brand pillars and natural assets.
- Creates a balanced, year-round events calendar, particularly targeting off-peak periods.
- Capitalises on opportunities to strengthen Dunedin’s events sector while Christchurch’s new stadium establishes itself.

#### *Disadvantages*

- Requires increased investment into events with a rates impact.
- Does not allow time to make a decision that takes into account recommendations from the review of Enterprise Dunedin, due for completion in July 2025.
- May not align with the recommendations of the Enterprise Dunedin Review or the DVML & Stadium Property Review.

### **Option Two – Note the Draft Plan and decides the level of funding for the Community Events Implementation Plan.**

- 21 The Council notes the draft Festival and Events Plan and provides for the costed Community Events Implementation Plan in the 9-year plan budget allocations, noting that key major event aspirations will not be delivered under this option, including planning and delivery for the solar eclipse major event in 2028 (Attachment G & H).

- **2026/27:** \$375,250
- **2027/28:** \$397,250
- **2028/29:** \$395,250

#### **Impact assessment**

##### *Debt*

- No debt funding is required for this option.



### *Rates*

- Rate funding would be required to fund this option with the increase occurring in the second year.

### *Zero Carbon*

- Community events are not likely to materially impact on city emissions. While travel to events may result in some transport emissions, there are actions in the Implementation Plan to reduce these. Providing appealing and inclusive events close to communities may support lower emissions lifestyles and support the Zero Carbon Plan key shift of “strengthening local communities.”
- Some of the actions in the Implementation Plan have been identified as a priority from an emissions reduction perspective (refer ‘Zero Carbon Investment Options’ report under separate cover).

### *Advantages*

- Delivers outcomes for communities by enhancing social connectedness and supporting local events.
- Provides a strategic framework for Community and Local events.
- Ensures incremental improvements to the Community events portfolio.

### *Disadvantages*

- Limits the impact on Dunedin’s global and national profile with a portfolio of largely local events.
- Missed opportunity to capitalise on Christchurch’s stadium development period to strengthen the local events sector and ensure we retain our local talent in the sector.
- Risk of a decline in the growth of regional events and ability to attract Major events.
- Missed chance to introduce new commercial models and sustain long-term growth in the events sector.
- Limits potential for profiling Dunedin’s unique brand and natural assets.
- Missed opportunity to capitalise on the total solar eclipse, a unique event opportunity of international significance.
- May not align with the recommendations of the Enterprise Dunedin Review or the DVML & Stadium Property Review.

## **Option Three – Note the Draft Plan and decides the level of funding for the Major Events Implementation Plan.**

- 22 The Council notes the draft Festival and Events Plan and provides for the costed Major Events Implementation Plan in the 9-year plan budget allocations, noting that community event aspirations will be not delivered under this option. Under this option Councillors may opt to remove funding for a city Solar Eclipse event resulting in a savings of \$700k in the latter years.

- **2026/27:** \$843,250
- **2027/28:** \$1,246,750
- **2028/29:** \$1,146,750

### **Impact assessment**

*Debt*

- No debt funding is required for this option.

*Rates*

- Rate funding would be required to fund this option, with the increase occurring in the second year.

*Zero Carbon*

- This option may increase city emissions, because additional major events are likely to result in increased transport emissions. However, there are also aspects of the Implementation Plan that aim to reduce the emissions impact of events. These actions will help to reduce emissions impacts from major events.

*Advantages*

- Drives economic benefits through increased visitation and spending.
- Builds on the success of existing events while introducing new sustainable commercial models.
- Provides long-term growth and stability for the event sector through increased investment.
- Positions Dunedin to attract and retain high-value major events.
- Enhances Dunedin's global profile by showcasing its brand pillars and natural assets.
- Creates a balanced, year-round events calendar, particularly targeting off-peak periods.
- Creates opportunities to strengthen Dunedin's events sector while Christchurch's new stadium establishes itself.

*Disadvantages*

- Possible decline in the growth of local and community events.
- May not align with the recommendations of the Enterprise Dunedin Review or the DVML and Stadium Property Review.

**Option Four – Status Quo**

- 23 The Council chooses to delay or cease work as outlined in the Draft Festivals and Events Plan and Implementation Plans.

**Impact assessment***Debt*

- No debt funding is required for this option.

*Rates*

- No rate funding would be required to fund this option.

*Advantages*

- No additional financial contribution would be required.
- The outcome of the review of Enterprise Dunedin would be known prior to further work being undertaken, if any.

- Recommendations from the DVML and Stadium Property Review could be taken into account for future considerations.

#### *Disadvantages*

- Missed opportunity to boost visitation.
- Unable to capitalise on Christchurch's stadium establishment phase.
- Missed opportunity to showcase Dunedin and its natural assets to domestic and international audiences.
- Possible stagnation of the city events portfolio.
- Risk of a reliance on the Forsyth Barr Stadium as the primary venue for major events.
- Decreased potential to attract and retain high-value major events.
- Reduced ability to offer a year-round calendar of events, particularly during off-peak periods.

#### **NEXT STEPS**

- 24 Next steps will depend on the decision Council makes regarding the level of investment, if any for the Festival and Events Plan. Depending on the funding decision, the Festival and Events Plan will be presented for adoption at a future Council meeting.

#### **Signatories**

Author:	Sian Sutton - Dunedin Destination Manager
Authoriser:	Nicola Morand - Manahautū (General Manager Policy and Partnerships)

#### **Attachments**

	<b>Title</b>	<b>Page</b>
A	Draft Dunedin Festivals and Events Plan 2025	
B	Draft Community and Local Events Implementation Plan	
C	Draft Major and Regional Events Implementation Plan	

## SUMMARY OF CONSIDERATIONS

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

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

### ***Fit with strategic framework***

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

### ***Māori Impact Statement***

Adoption of the new Plan would provide the opportunity for greater outcomes for Māori through closer collaboration with mana whenua and the Māori community.

### ***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***

Currently there is no budget allocated within the 9 year plan 2025-34 for the two Implementation Plans.

### ***Financial considerations***

The Festival and Events Plan requests for an unbudgeted ongoing cost to deliver the implementation plans. Costs are as follows:

- **2026/27:** \$1,218,500
- **2027/28:** \$1,644,000
- **2028/29:** \$1,542,000

## SUMMARY OF CONSIDERATIONS

### ***Significance***

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

### ***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 submission period has been open for a total of 22 working days with 29 submissions received to date.

### ***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.



**Let's  
Celebrate  
Ōtepoti**

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

DUNEDIN FESTIVALS AND EVENTS PLAN  
2025 (DRAFT)



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.



Our Shared Vision  
Matawhānui

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





## 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

**Ōtepoti 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; Ōtepoti 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 Ōtepoti 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 accessible, diverse and inclusive
- 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 delivering on a range of community outcomes – all centred on improving the social, economic, cultural and environmental wellbeing of our communities. 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 can promote the Council's Strategic Framework in several ways, including:

- Stimulating 'social' benefits through connecting our communities and developing a balanced events portfolio
- Enhancing 'economic' benefits through helping our events to grow, develop and lift our profile
- Supporting 'cultural' benefits through the range of events we have to celebrate our diversity
- Enabling 'environmental' benefits 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

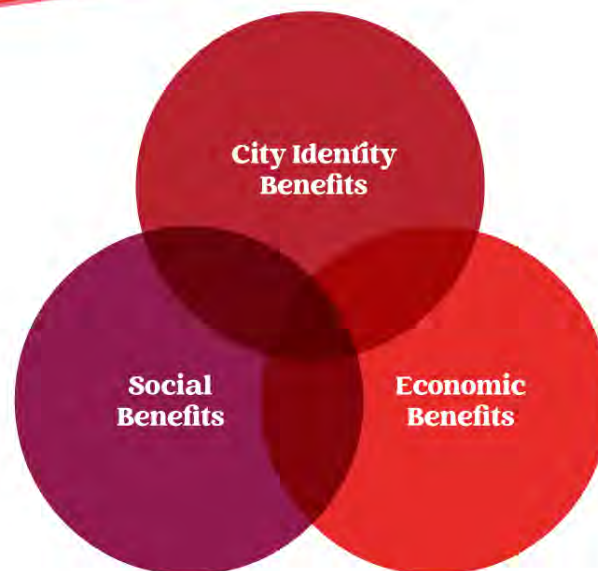
### A spotlight on events

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 wellbeings 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 unique 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 P!NK in 2023-24

**72%**

of fans at the 2024 P!NK concert were from outside of Dunedin

**132,983**

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

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

Image: Thieves Alley Market Day 2021. Credit: DunedinNZ





Image: Thieves Alley Market Day 2020. Credit: DunedinNZ

# The Course of Events

OUR PLAN AT A GLANCE

## 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 accessible,  
diverse and  
inclusive**



**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 the destination profile and community benefits of events, boosting economic growth and city 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**

Maximise the promotion and 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 easy to put on great events.

Image: Otago student orientation concert. Credit: DunedinNZ









## GOAL 1 Whāika 1



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## Events for profile and prosperity

### Maximise the destination profile and community benefits of events, boosting economic growth and city prosperity.

By leveraging our existing events, as well as pursuing new opportunities, we can build the city's profile as a leading events destination, drive economic returns and enhance Dunedin's appeal to residents and visitors.

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 prosperity benefits are equally valued and recognised.

Therefore, by looking at events through their 'Social Benefits', 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 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 the diversity of our people and communities are represented.

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.

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. 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.

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.

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.

"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."

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

#### COUNCIL PRIORITIES:

##### WE WILL:

- Create a vibrant and diverse calendar of events throughout the year
- 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
- Ensure events are inclusive and accessible for everyone to enjoy

Image: St Andrews Day Festival 2022. Credit: DunedinNZ



## GOAL 3 Whāika 3



## An event-ready city

### Maximise the promotion and usage of council owned and managed assets and venues.

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 Middlemarch 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.

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

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

"We need a separate database and booking system for all venues and assets."

### COUNCIL PRIORITIES:

#### WE WILL....

- 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

Image: Ōtago Polytechnic Student Graduation. Credit: DunedinNZ



## GOAL 5 Whāika 5



## Events made easy

### Make it easy to put on great events.

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

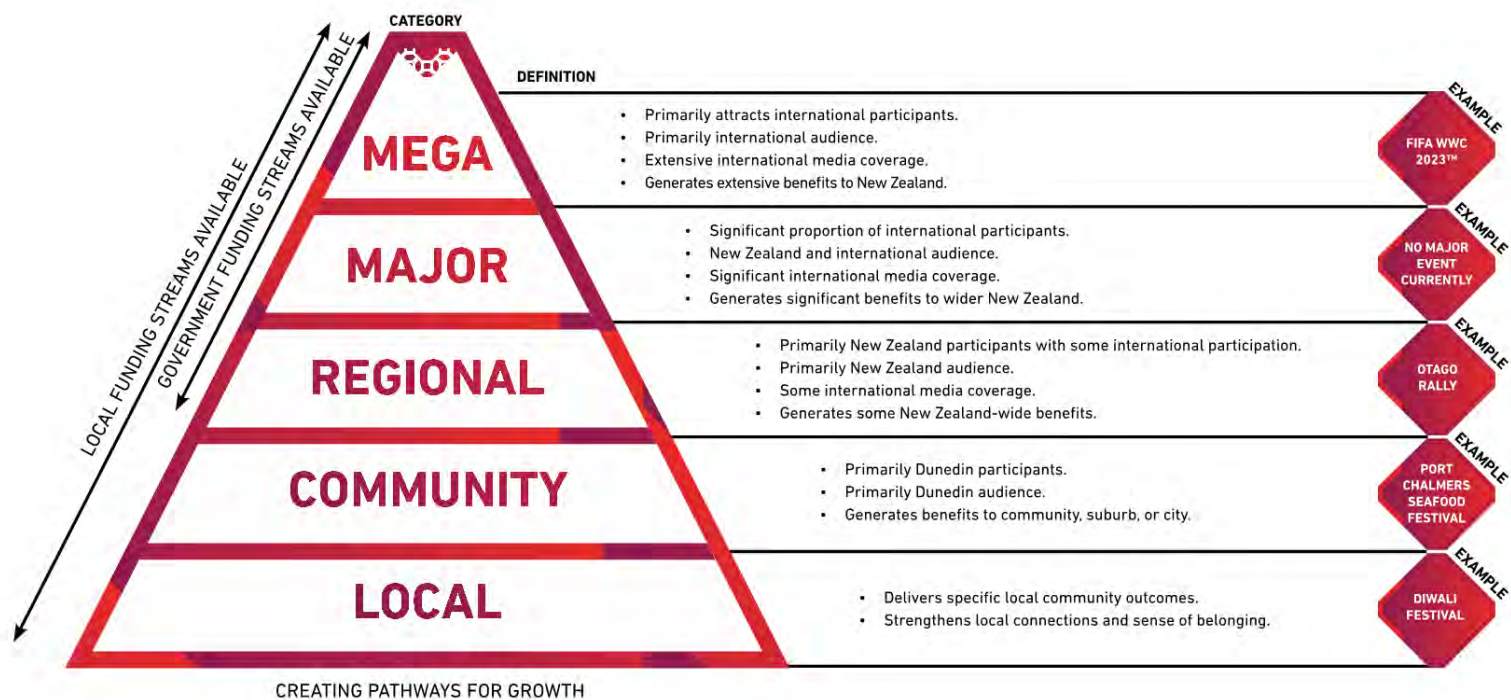
#### IMPLEMENTATION PLAN FOR MAJOR AND REGIONAL EVENTS

#### 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**





## 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:

- '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)
- 'Promoter' (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.

#### 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 (such as compliance to the Major Events Management Act).

- **Major Events New Zealand** 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. Major Events New Zealand 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. For Dunedin's events sector, Sport New Zealand helps with marketing for events (i.e. FIFA WWC 2023™), helps with funding some activities (i.e. buses to transport schools to Dunedin events), and works with other national sporting bodies to create legacy around sporting events.
- **The New Zealand Events Association** is another important national partner, which has a purpose to elevate New Zealand's events sector.

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

## 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
- 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

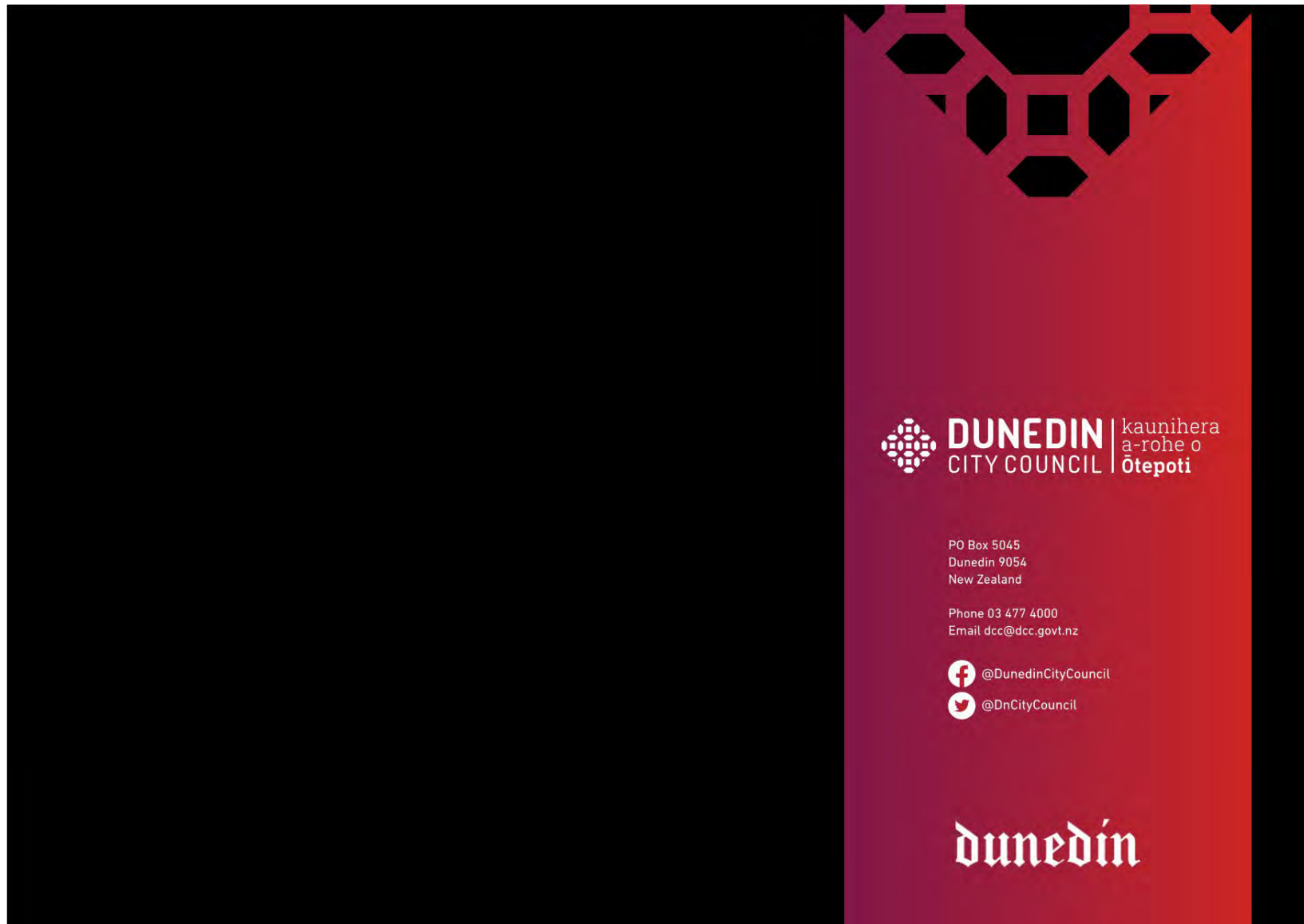
We would like to thank all those who have contributed and provided feedback as part of developing this Plan.

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





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







**Community  
and Local  
Events**

IMPLEMENTATION PLAN 2025

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

## Introduction Te Reo Translation



## 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 priorities 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.



To review the overarching Dunedin Festivals and Events Plan, go [www.dunedin.govt.nz/XXXX](http://www.dunedin.govt.nz/XXXX)

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



## Goal 1 Implementation Te Reo Translation



## Events for Profile and Prosperity

Maximise the destination profile and community benefits of events, boosting economic growth and city 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 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 community funded events online  We will build and maintain the events calendar  We will promote events to new communities	Events calendar platform is in place, in use, and results in greater awareness of community events  New events calendar is kept up-to-date and is used by community  Promotional campaigns reach new communities	Māori heritage and culture is visible, celebrated, protected, and future proofed
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	One event in 2026/27 year, and two events from 2027/28 year are grown to next event level with commercial drivers	The Māori economy is recognised as a critical part of our collective wellbeing

Image: Chinese New Year Festival 2023. Credit: DunedinNZ



## Goal 2 Implementation Te Reo Translation



## 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	
	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	
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 Grants Review Policy	Māori values' framework is 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	
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	We are guided by tikaka and kawa for the wellbeing of our whanau and wider community

Image: Mana Moana Matariki Event 2023. Credit: DunedinNZ

## Goal 3 Implementation Te Reo Translation



## An event-ready city

Maximise the promotion and 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 whanau and wider community
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  There is Council budget allocated to promotion activities for events in the city centre	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 Te Reo Translation



## 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 whanau and wider community</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 include a Zero Carbon transport 'park n ride' initiative to be included into city events</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>% of Council events with existing baseline range of traffic management initiatives in place</p> <p>% of Council events that the Zero Carbon guidance has been applied to</p>	<p>Māori values' framework is embedded within policy, initiatives, and practices</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	Māori values' framework is embedded within policy, initiatives, and practices

Image: Music in the Park. Credit: Olha Viazenko



## Goal 5 Implementation Te Reo Translation

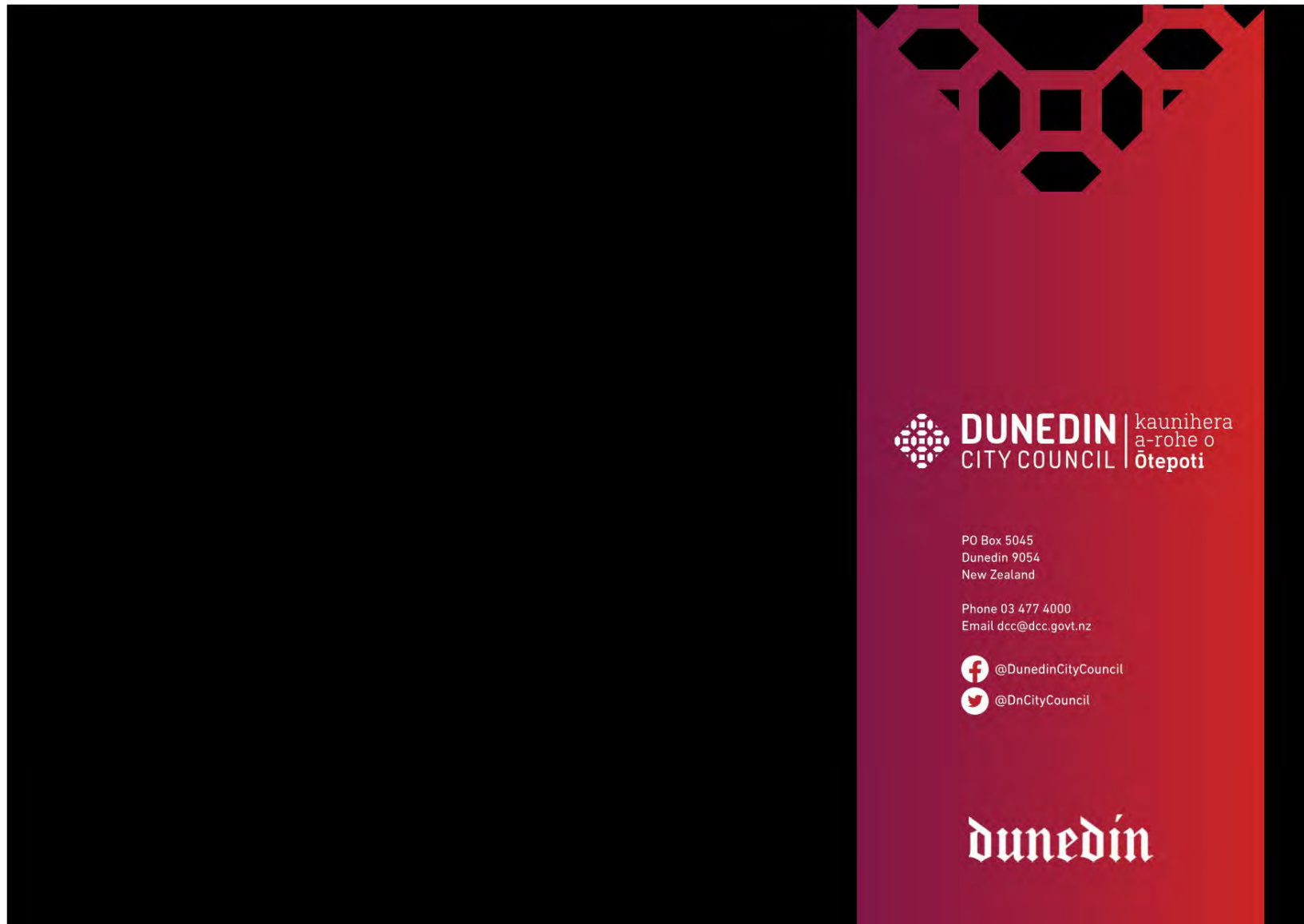


## Events made easy

Make it easy to put on great events.

	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>	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	<p>We will review staffing requirements to deliver the adopted Community and Local Implementation Plan deliverables</p> <p>We will ensure the Council has the budget and capacity to deliver the Community and Local 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>	Māori will have access to opportunities that enable social equity
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>	Māori values' framework is embedded within policy, initiatives, and practices

Image: Midwinter Carnival 2021. Credit: DunedinNZ









## Introduction Te Reo Translation



## A stage for action

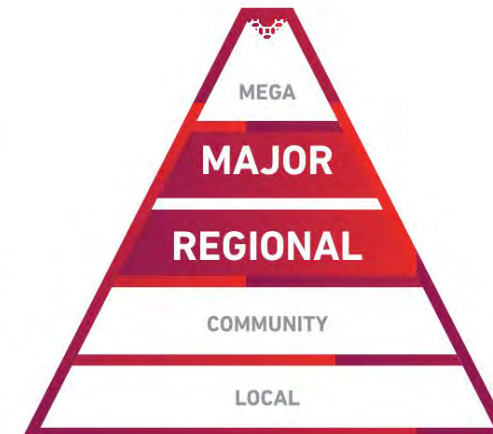
We have listened to our community, who told us we needed to have a stronger focus on delivery. That's why, in this dedicated Implementation Plan for our 'Major and Regional Events', we are taking action.

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 priorities 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.

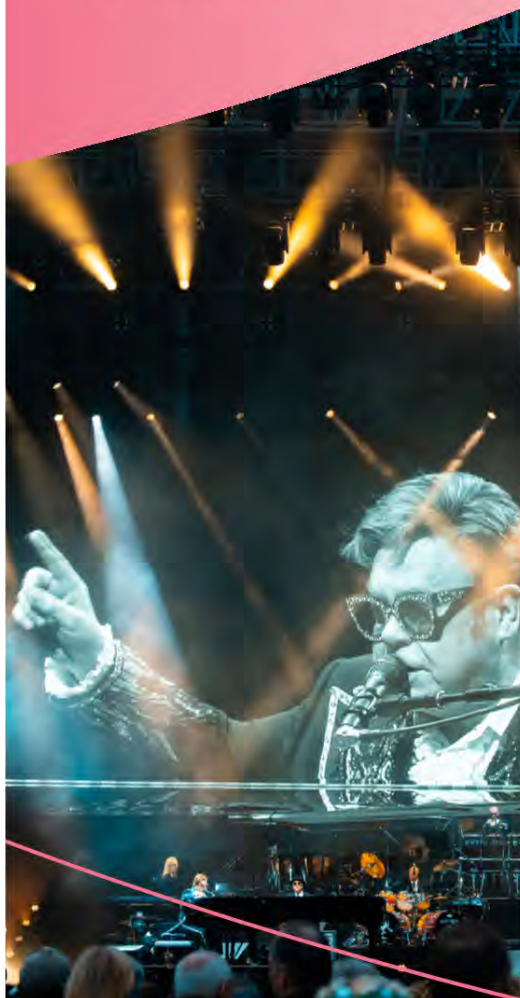
Together, let's make it happen.



To review the overarching Dunedin Festivals and Events Plan, go [www.dunedin.govt.nz/XXXX](http://www.dunedin.govt.nz/XXXX)

Image: Otago Rally 2023. Credit: DunedinNZ

## Goal 1 Implementation Te Reo Translation



## Events for Profile and Prosperity

Maximise the destination profile and community benefits of events, boosting economic growth and city 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	<p>We will promote events to elevate and promote the city's destination appeal</p> <p>We will develop strategic plans to increase the number of major events within Dunedin</p> <p>We will develop a resource pack that can be used for major event bidding, that includes city attributes, venues and infrastructure assets</p> <p>We will identify event incentives to attract major events to the city</p> <p>We will ensure key events are included in regular destination marketing and profiled to visitors and residents</p> <p>We will ensure destination brand values and visual assets are reflected in event promotion</p>	<p>Increase in visitor numbers</p> <p>Increase in number of major events hosted in Dunedin</p> <p>Bidding and resource pack developed</p> <p>Scope and research is completed with at least two potential major event partners by July 2026</p> <p>a) Number of key events promoted b) Resident and visitor participation rates and feedback</p> <p>Increase in destination brand awareness</p>	Māori heritage and culture is visible, celebrated, protected and future proofed
1.2	Strengthen data insights	<p>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</p> <p>We will provide our regional events sector with the assessment tool to allow for insights and to grow opportunities</p>	<p>a) Assessment tool procured b) Tool is used three times per year for comprehensive evaluations</p> <p>100% of funded regional events use measurement tool and are satisfied with effectiveness</p>	Economic directions consistently enhance outcomes and equality for Māori

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 HAHIRI
1.3	Review the existing Major Events Attraction Fund	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 by end of 2026/27 year	Economic directions consistently enhance outcomes and equality for Māori
1.4	Create a new Major Events Attraction Fund with the aim of attracting new major 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 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 by July 2027	
		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 by July 2027	
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, that 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
		We will develop a network of targeted promoters and agencies to build relationships for the future success of major events	Number of partnerships established	
		We will identify and engage with city event stakeholders to identify leverage opportunities for major events	Number of leverage opportunities identified	
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 are 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 are 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

## Goal 2 Implementation Te Reo Translation



## 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 Review 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 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	

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



## Goal 3 Implementation Te Reo Translation



## An event-ready city

Maximise the promotion and 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	
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 b) Number of improvements implemented 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 b) User satisfaction	
	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	

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



## Goal 4 Implementation Te Reo Translation



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

Image: FIFA Fan Festival 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
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 whanau and wider community
		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	1 workshop per year # of event industry personnel trained	Māori values' framework is 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 Te Reo Translation

### Events made easy

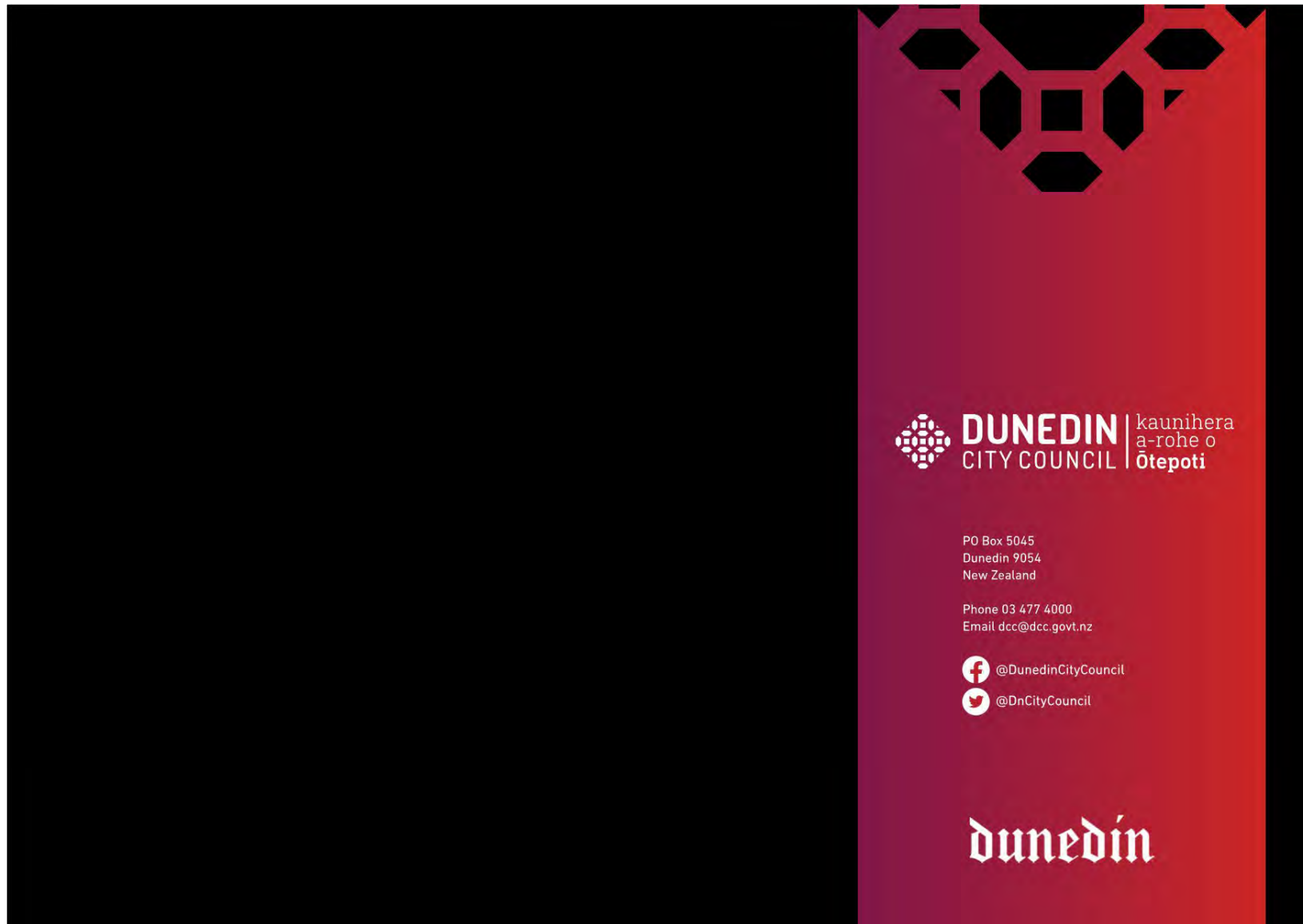
Make it easy to put on great events.

	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' framework is 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 by 2027 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  We will provide "one point of Council contact" for regional and major event organisers  We will review and develop resources of benefit to the events sector	Budget confirmed for delivery  Event organiser satisfaction with "one point of contact" approach  Resources developed for regional and major event organisers	We are guided by tikka and kawa for the wellbeing of our whanau and wider community

Image: Ed Sheeran Weekend 2018. Credit: DunedinNZ











		Budget / Timing						
Our Priority Actions	How We Will Deliver	26/27	27/28	28/29	How We Will Measure Success	What is the Budget Rationale	What is the Economic Impact	Alignment to Te Taki Haruru
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	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	0	0	0	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	0	0	0	Bidding and resource pack developed			
	We will identify event incentives to attract major events to the city	0	0	0	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	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	0	0	0	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	0	0	0	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	We will scope the major events industry with the aim to attract major events in Dunedin	300,000	300,000	300,000	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.  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	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.  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.  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 could be investigated further with the focus to enhance Dunedin's profile and attract visitors	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.  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.  Annually we would expect between \$4 - \$8million return for the city depending on Council's investment	
	We will develop a report that outlines the requirements to host major events within the competitive market	0	0	0	Report completed within two years of implementation			
	We will create a criteria and process on how decisions are informed to allocate funds, and allocate budget aligning to our city brand pillars	0	0	0	Criteria drafted and approved by within the first year of implementation			
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 attract significant economic benefits for the city, that also contribute to city pride and prosperity, and social connectedness for the community	3,000	3,000	3,000	Number of bid opportunities identified	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.  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	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.  These relationships can open doors to securing high-profile events that would ultimately benefit Dunedin's economy, reputation, and cultural vibrancy	
	We will develop a network of targeted promoters and agencies to build relationships for the future of major events	0	0	0	Number of partnerships established			
	We will identify and engage with city event stakeholders to identify leverage opportunities for major events	0	0	0	Number of leverage opportunities identified			
1.6 Undertake a gap analysis to identify new potential events for the city	We will identify potential new major and regional events for Dunedin	0	0	0	Identify at least one possible new major or regional event for the city	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.  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		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	0	0	0	a) Increased economic contribution from events b) Increased visitor numbers			

	We will ensure the support required to grow Council-led events is weighted appropriately through budgets and resourcing	200,000	200,000	200,000	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>	
<b>1.8 Identify existing city events that have the potential to grow to a major event</b>	We will identify regional events that show the potential to elevate to a major event status with a weighting on uniquely Dunedin events	140,000	140,000	140,000	Identify at least one event and work with them to become more financially sustainable and growth focused	<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>	
	Where possible, prioritise home-grown events to build, retain and grow to major event status	0	0	0	a) Number of home-grown events supported b) Number of events grown to major event Status			
<b>1.9 Look to develop a signature event for the city that has the potential to grow to a national event</b>	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	0	0	0	a) Feasibility assessment for signature event b) Economic impact forecast	In 2026/27 existing staff will research and develop feasibility and event plan		
	We will develop and deliver a new signature event for the city	0	0	0	a) Key planning milestones achieved b) Attendance and participation c) Legacy benefits achieved d) Post event satisfaction	Budget will be provided once feasibility and research areas are completed		The Māori economy is recognised as a critical part of our collective wellbeing



<b>1.10 Develop a new event to align with the Total Solar Eclipse</b>	We will deliver a Total Solar Eclipse event for July 2028	0	400,000	300,000	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	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.  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.  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.  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	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.  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.  In addition this this, there is potential to attract significant profiling of the city and attract international media	
<b>1.11 Ensure the city is supported to deliver all major and regional events for the city</b>	We will ensure support is weighted appropriately through budgets and resourcing to create highly successful major and regional events for the city	0	0	0	Budget to be supported via Priority action 1.4			Māori will participate and demonstrate leadership in the community
<b>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>								
<b>2.1 Identify opportunities to spread the benefits of major and regional events across the year</b>	We will identify opportunities for locally-led, major and regional events to occur during off-peak seasons	0	0	0	Off peak periods are populated with events for a balanced portfolio			Māori will participate and demonstrate leadership in the community
<b>2.2 Ensure major and regional events are supported through funding schemes</b>	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	0	0	0	Review completed for Grants Management Policy			Māori values framework are embedded within policy, initiatives, and practices
	We will implement the required changes to the Grant Management Policy and criteria to allow for innovation and new opportunities across the calendar year	0	0	0	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	0	0	0	a) Priorities identified b) Number of growth opportunities identified			
<b>2.3 Collaborate with iwi to grow our Matariki events to a regional or major events status, culminating in a Dunedin 'Matariki Festival'</b>	We will work with iwi to scope and understand options and opportunities	0	0	0	a) Number of opportunities identified b) Iwi satisfaction			Māori will participate and demonstrate leadership in the community
	We will identify opportunities to support the Matariki Festival through stakeholder engagement	50,000	50,000	50,000	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
<b>2.4 Ensure our major and regional events are culturally diverse, inclusive and accessible</b>	We will identify opportunities for events to celebrate and embrace the city's cultural diversity	30,000	30,000	30,000	Number of major or regional events that celebrate the city's cultural diversity	This fund would provide for specialist cultural advice relating to events and programming as well as specific talent.		
	We will identify opportunities to further support inclusion and accessibility at events	0	0	0	Number of major or regional events that increase accessibility and inclusion			
<b>Goal 3: An Events-Ready City: Maximise the promotion and usage of council owned and managed assets and venues.</b>								

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	0	0	0	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 the infrastructure review, we will identify new and innovative venue options that showcase our city assets (such as George Street or the harbour cycleway)	0	0	0	Report identified 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	0	0	0	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	0	0	0	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.		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 to Dunedin	0	0	0	Increase in major events hosted as a direct result of investments and upgrades	Certain initiatives within the events strategy would be led by other Council departments, such as Parks, Recreation, and Sport (PARS) and Transport, depending on the outcomes of relevant assessments and findings.  This collaborative approach ensures that the expertise and resources of specialised departments are utilised effectively to support event planning and delivery, aligning with the broader strategic goals of the city		
3.3 Review major event transport plans	We will review the existing transport plans and identify areas of improvement, allowing for a positive user experience	0	0	0	a) Number of plans reviewed b) Number of improvements implemented c) User satisfaction			Public facilities and services meet the cultural needs, practices, and values of Māori
	We will survey key partners to understand where service improvements and opportunities could be provided	0	0	0	Number of improvements identified			
	We will improve transport services through an integrated city wide agency approach	0	0	0	a) Development of an integrated transport plan b) User satisfaction			
	We will explore ways to reduce emissions generated by long distance travel associated with major events	0	0	0	0 Number of sustainable travel alternatives identified and in place	The majority of emissions associated with major events stem from travel, and addressing this is crucial to advancing the city's Zero Carbon efforts. One initiative could be supporting sustainable travel options, such as a charter train service between Dunedin and Christchurch for event attendees, reducing reliance on car travel and lowering overall carbon emissions.  This initiative aligns with ongoing sustainability work, including efforts by the University of Otago and Dunedin City Holdings Limited (DCHL) under their Carbon Roadmap. While the focus is currently on Council-led events, the approach could be expanded to include a broader range of events, further contributing to the city's environmental goals		
<b>Goal 4: Collaborative and Sustainable Events: Foster a collaborative environment to support event growth and enable commercial and environmental sustainability.</b>								
4.1 Develop local and national partnerships that enable the sector to flourish	We will build strong relationships with key stakeholders to provide mutual benefits and optimise opportunities to collaborate for improvement	0	0	0	a) Number of strategic partnerships established b) Economic outcomes achieved from partnerships			Māori are active across all sectors of the community
	We will leverage central government event bidding initiatives and fund opportunities	0	0	0	a) Number of funding applications submitted to central government b) Number of successful funding applications c) New bidding initiatives realised			
4.2 Enable collaboration to ensure the city centre is vibrant and lively when we host major events	We will review existing city activation plans and work with stakeholders to identify innovative opportunities to collaborate for improvement	0	0	0	City wide program that creates activations and vibrancy around major events			
	We will review existing working groups to ensure opportunities are maximised and structure is effective	0	0	0	Completion of working group review and structure			
	We will create a new major events activation matrix that is triggered when major events come to the city	0	0	0	Matrix is created and major event activations are well received by public	No budget is required until the matrix is activated (as outlined in Priority 4.3 below). Once activated, ELT will be responsible for signing off on the costs associated with each activation, ensuring financial oversight and alignment with strategic priorities		

4.3 Ensure adequate and (operationally and commercially) sustainable resources are allocated to administer city activation plans for major events	We will ensure staff resource and funding is allocated in advance of major events	As needed	As needed	As needed	a) Budget and resource allocated b) Adherence to city matrix planning timelines	Dunedin's unique selling point for stadium events is our ability to unite as a community, creating a vibrant festive village atmosphere that enhances the overall experience. To support this, staff have developed a city activation event matrix, which outlines the resources and support required for major events at the stadium.  The matrix categorises events into three tiers, with associated costs ranging from \$28,000 to \$75,000, depending on the scale of the event. Currently, there is a budget of \$54,000, which is sufficient to support one Tier 2 major event activation.  These costs cover a range of services, including city entertainment, park and ride services, traffic management, city dressing, Octagon activation, contractor costs, marketing, and, if required, a campervan pop-up site at the Victoria Road car park (which happened for the PInk concert).  This comprehensive support ensures that major events are well-integrated into the city, offering an engaging and seamless experience for attendees		Māori will have access to opportunities that enable social equity
	We will ensure support is weighted appropriately through budgets and resourcing	0	0	0	a) Adequate support from the city happens each time a major event is hosted b) Public satisfaction is positive	The city support costs for major events range from \$28,000 to \$75,000 per event, depending on the event's tier within the major events classification. These costs will be triggered on a case-by-case basis, with the specific support allocated based on the event's scale and requirements		
	We will identify new opportunities to develop a city ambassador / volunteer programme for major events	2,000	500	500	Programme is well received from volunteers and public	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.  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	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	
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	1x targeted workshop each year to help commercialise key events	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	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	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	Number of workforce initiatives developed; number of career pathways created	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.  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	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.  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	
	We will offer industry training and workshops to enhance operational capability and build capability in the city for events	0	0	0	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	0	0	0	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	0	0	0	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	a) 1 workshop per year b) Number of event industry personnel trained	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		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	0	0	0	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	0	0	0	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	0	0	0	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	0	0	0	Budget confirmed for delivery	Budget and staffing are defined within each of the Implementation Plan action areas to ensure success		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	0	0	0	Event organiser satisfaction with "one point of contact" approach			
	We will review and develop resources of benefit to the events sector	0	0	0	Resources developed for regional and major event organisers			
Major Events budget		843,250	1,246,750	1,146,750				
Community Events budget		375,250	397,250	395,250				
Combined budgets		1,218,500	1,644,000	1,542,000				

The annual economic impact of regional and major events is projected increase by between \$7 million to \$15 million as events mature and achieve commercial viability. At these stages, the Council will switch focus to fostering the growth of earlier-stage events to continue growth  
For every dollar spent on regional and major events \$6 - \$9 will be returned into the city



Workshop Attendees Draft Dunedin Festivals and Events Plan

**Internal Stakeholder Consultation**

Enterprise Dunedin  
Ara Toi  
Central City Plan  
DPAG/Toitu/Lan Yuan/Olveston  
Parks and Recreation  
Community Development  
Waste and Environmental Solutions  
Zero Carbon  
Māori, Partnerships, and Policy

**External Consultation**

Major Events Workshop – Tuesday 3 September 2024

First Name	Last Name	Organisation
Becs	Adlam	Emerson's Dunedin Marathon
Ann	Barsby	Southern Heritage Trust
Margo	Barton	iD Dunedin Fashion Week
Alyssa	Best	The Highlanders
Clinton	Chambers	Taste Nature
Teresa	Christie	Taieri Network
Ali	Copeman	akb Conference Management
Jerome	Cousins	NZ International Science Festival
Jonathan	Cweorth	Dunedin Midwinter Celebrations
Sarah	Davis	St Andrew's Day Celebrations
Cindy	Diver	Theatreworks
Dominique	Dowding	Grand Casino
Tevita	Fifita	Otago Tongan Students' Association
Teresa	Fogarty	Otago Museum
Amanda	Gould	The Highlanders
Neil	Harraway	Wild Dunedin
Philippa	Harris	Dunedin Symphony Orchestra
Ruth	Harvey	Dunedin Fringe Festival
Jeanne	Hutchison	South Dunedin Street Festival Steering Group
Rachael	Jenkins	DVML
Alasdair	Johnston	Port Chalmers Seafood Festival
Alex	Jones	Strawberry Sound
Tracy	Kennedy	iD Dunedin Fashion Week
Garry	Kerile	Southern Lights and Services Ltd
Angelina	Kiore	Te Mana hua Ake Trust
Lee	Levy	Moana Nui Festival
Andrea	Liberatore	NZ International Science Festival
Maria	Lucas	Moana Nui Festival
Hamish	Marchant	Assorted NZ



Brenna	McCann	DVML
Keni	Moeroa	Moana Nui Festival
Hannah	Molloy	Maori & Pasifika Education Trust
Victoria	Muir	iD Dunedin Fashion Week
Roger	Oakley	Otago Rally
Mark	O'Neill	Strawberry Sound
Katie	Peppercorn	Waitati Music Festival
Laurence	Potter	OUSA
Noelle	Prince	Otago Racing Club Incorporated
Julie	Ryan	NZ Masters Games Dunedin Trust
Lauren	Saker	CODE
Kate	Schrader	Dunedin Fringe Festival
Mark	Scully	Otago Hospitality NZ
Paul	Smith	Dunedin Midwinter Celebrations
Sarah	Soper	Dunedin Airport
Jen	Stokes	Writers and Readers Festival
Charles	Unwin	Otago Festival of the Arts
Jo	van der Linden	Larnach Castle
Pete	Eaten	Gravity Events
Pip	Laufiso	Te Mana Āhua Ake Trust
Nick	Orbell	South Dunedin Street Festival
Amanda	Gould	Highlanders
Alyssa	Best	Highlanders

Community Events Workshop – Thursday 5 September

First Name	Last Name	Business
Clinton	Chambers	Taste Nature
Teresa	Christie	Taieri Network
Sarah	Davis	St Andrew's Day Celebrations
Julie	Fawcett	Port Chalmers Artisan/Cruise Ship Markets and Events
Teresa	Fogarty	Otago Museum
Kayt	Harris	Fairfield and Wingatui Artisan Markets
Rohit	Jain	Dunedin Indian Association
Sridhar	Kasibhatla	Dunedin Indian Association
Priyanka	Majumdar	Dunedin Indian Association
John	Marsh	Dunedin Santa Parade
Hannah	Molloy	Maori & Pasifika Education Trust
Kim	Morgan	Dunedin Summer Shakespeare
Mark	O'Neill	Strawberry Sound
Jackie	O'Rourke	Zonta Metropolitan Club Dunedin
Nikita	Choveaut	Dream South Dunedin

Business/Government Stakeholder Engagement

First Name	Last Name	Business
Mike	Collins	Business South
Drew	Niaka	Senior Business – MBIE
Michael	Kelly	Senior Advisor - MBIE
Nick	Kingston	Sport NZ – Major Events Advisor

**On-line submissions received Draft Festivals and Events Plan**

List of Online Submissions (5 December 2024 – 13 Jan 2025):

<b>Name</b>	<b>Organisation</b>
Jessica	No organisation provided
Anonymous	No organisation provided
Brendan Christie	Vogel Street Party (VSP) Charitable Trust
Anonymous	No organisation provided
Ruth Harvey, Kate Schrader, Katrina Thomson	Co-Leadership Team Dunedin Fringe Arts Trust
Anonymous	No organisation provided
Linda Forbes	No organisation provided
Donald Grant	No organisation provided
Sam Mallinson	No organisation provided
Francisca Griffin	No organisation provided
Jamie Powell	No organisation provided
Kim Morgan	Dunedin Summer Shakespeare (and) Hic Sunt Dracones Productions
Dave Bennett and Fairleigh Gilmour	Save Dunedin Live Music
Anonymous	No organisation provided
RT Steadman Pensioner	No organisation provided
Mary McLaughlin	N/A
Jason Schroeder	OUSA
Jonathan Beebe	No organisation provided
Dominique Dowding	Dunedin Grand Casino
Neil Harraway, Hoani Langsbury, Jeanne Hutchison	Wild Dunedin
Christina	No organisation provided
Jessica Wolfreys	No organisation provided
Alan Paterson	No organisation provided
Anonymous	No organisation provided
Paul Doorn	CEO, Dunedin Venues Management Ltd
Teresa Christie	Taieri Network



— WHITE PAPER — 2022

# COMMUNITY SOLAR ECLIPSE PLANNING

*A GUIDE FOR COMMUNITIES IN THE PATH OF TOTALITY*



— SECOND EDITION —

## TOTALITY 2024

MEXICO/USA/CANADA

Incorporating Annular Eclipse 2023



DR . KATE RUSSO - BEING IN THE SHADOW



WHITE PAPER 2022-4 COMMUNITY SOLAR ECLIPSE PLANNING- TOTALITY 2024

## ACKNOWLEDGEMENTS

I wish to acknowledge the many eclipse coordinators whose experiences have informed both editions of the White Paper, from the following eclipses:

- 2012 in North Queensland—my "home" eclipse. It was during these preparations my mindset shifted from being just an eclipse chaser to seeing the importance of engaging communities when preparing for an eclipse.
- 2015 in the Faroe Islands, where I took on the rewarding role of Eclipse Coordinator. I was privileged to have interned within the multi-award-winning creative team at *Visit Faroe Islands* and fell in love with these amazing islands. I have no doubt I will return.
- 2017 coast to coast across the US. Thanks to those who took on the unknown eclipse coordinator role and whose feedback of their experiences gave depth to this second edition.

I also would like to thank those within the supportive eclipse community who offer their expertise and guidance to provide resources for the benefit of others. These people make our eclipse community what it is.

Finally, a special mention to those who contributed directly to this second edition of the White Paper, including Rick Fienberg, Fred Espenak, and Michael Zeiler.

Feedback on this document and topic area is welcomed: [kate@beingintheshadow.com](mailto:kate@beingintheshadow.com)

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WHITE PAPER 2022 - COMMUNITY SOLAR ECLIPSE PLANNING - TOTALITY 2024

## EXECUTIVE SUMMARY

A total solar eclipse is an extraordinary event that attracts large crowds and international media interest. Communities within the path of totality have hit the celestial jackpot simply by being located in the right place at the right time.

Effective eclipse planning will ensure your community is ready to host the vast crowds that will congregate all along the path of totality. But *strategic* planning will allow your community to shine within the path.

By taking a community development approach to planning, the eclipse can serve as a focal point for engaging your community while meeting long-term goals. Strategic planning should start YEARS in advance—the earlier the planning, the greater the benefit.

This second-edition White Paper, *Community Solar Eclipse Planning*, is offered as a free educational tool to facilitate community eclipse planning.

The first edition was published in 2015 and informed by planning insights and experiences from 2012 in Australia and 2015 in the Faroe Islands. The need for written guidance was pressing—over a thousand communities across the US found themselves “in the dark” preparing for the 2017 total solar eclipse, something that hadn’t happened in the US since 1979.



Dr. Kate Russo - Author, Psychologist, Eclipse Chaser. © 2017 Kieron Circuit

The core message of the first edition was to: *start planning early; focus on the community in addition to eclipse tourists; and consult with eclipse experts to prepare for the unknowns.*

This second edition is more detailed and supplemented with material from a needs analysis of eclipse planners across the 2017 path of totality, along with in-depth interviews with over 30 eclipse coordinators completed pre-and post-eclipse. The core message of this second edition is below.

### CORE MESSAGE:

- *Assemble your team*
- *Develop your strategy*
- *Boldly go where no one has gone before.*

Alternative versions of this White Paper will be made available from my website for each total solar eclipse, including totality 2023, totality 2024, totality 2026, and totality 2028. Downloads will be free, and you are encouraged to share.

*I wish you every success in planning for your community to shine in the Moon's shadow.*

**Dr. Kate Russo**  
**Founder, Being in the Shadow**





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- Boldly go where no one has gone before
- Resources

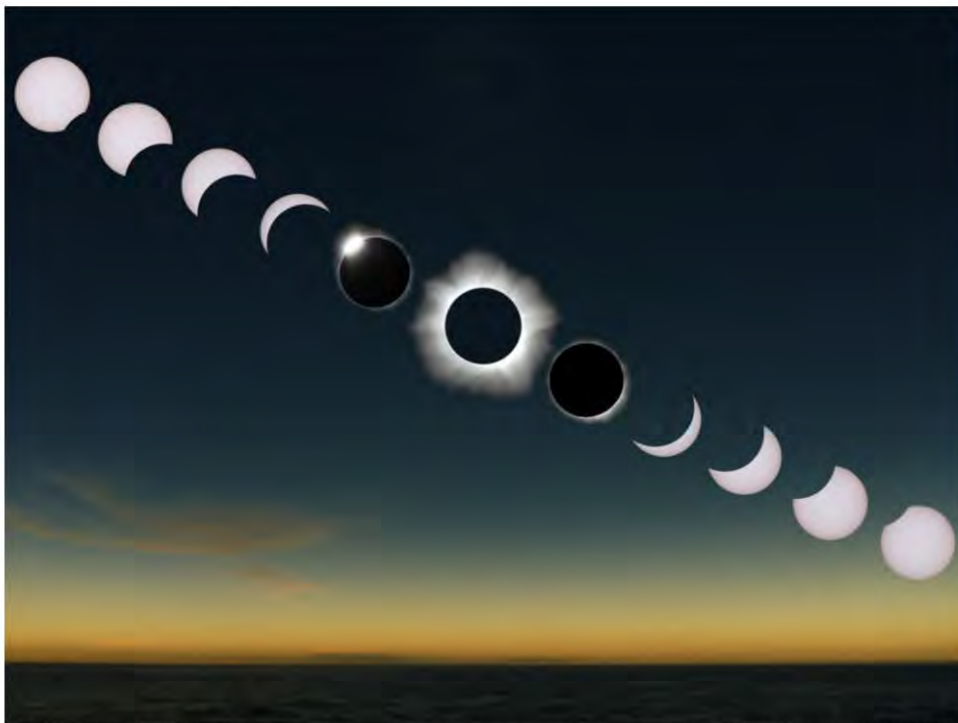
## 04 CONCLUSION

- Final thoughts
- About the author



# 01

## BACKGROUND INFORMATION



A composite image of the total solar eclipse sequence of November 14, 2012, as seen from aboard the *Paul Gauguin* in the South Pacific near New Caledonia. © 2012 Rick Fienberg/TravelQuest International/Wilderness Travel

01 - BACKGROUND INFORMATION



# TOTAL ECLIPSE FACTS

- A total solar eclipse occurs somewhere on Earth once every 18 months on average.
- In any one location, a total solar eclipse is rare, occurring on average once every 375 years.
- The Moon's dark inner shadow intersects Earth along a thin track known as the path of totality.
- If you are located within the path of totality, you will experience nature's most amazing spectacle: a total eclipse of the Sun.
- During totality, the Moon blocks the Sun, casting a dark shadow. This is the only time the Sun's ethereal solar corona (outer atmosphere) is visible to the naked eye.
- Totality is awe-inspiring, beautiful, eerie, and emotional. The experience is hard to describe.
- Many people are so moved by the experience they become "eclipse chasers."
- You MUST be in the path of totality to experience a total solar eclipse.
- Outside of this path, even if the Sun is 99% covered, the sky is still 10,000 times too bright. You will not experience the full wonder and awe of totality.
- Except during totality, it is never safe to look directly at the Sun. Solar filters compliant with the ISO 12312-2 standard are necessary for safe viewing of the partial phases of the eclipse.
- Only in the path of totality is it safe to view totality without solar filters, as all direct light from the Sun is blocked by the Moon.



A composite image which features the naked eye view of the beautiful solar corona, taken from the Mulligan Highway, Queensland. © 2012 Phil Hart





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# ECLIPSE GEOMETRY

BY RICK FIENBERG

ASTRONOMER, SCIENCE COMMUNICATOR, PROJECT MANAGER OF THE AMERICAN ASTRONOMICAL SOCIETY (AAS) SOLAR ECLIPSE TASK FORCE

The Sun is roughly 400 times bigger across than the Moon, but it's also roughly 400 times farther away. Thus the Sun and Moon appear about the same size in our sky.

Earth's orbit around the Sun is slightly elliptical, such that the Sun's distance and apparent size change by about 3% from farthest/smallest in early July to closest/largest in early January.

The Moon's orbit around Earth is slightly more elliptical, such that the Moon's distance and apparent size change by about 11% from farthest/smallest to closest/largest.

Because the Moon orbits Earth every 27.3 days but goes through its cycle of phases every 29.5 days, the Moon's phase and distance are out of sync.

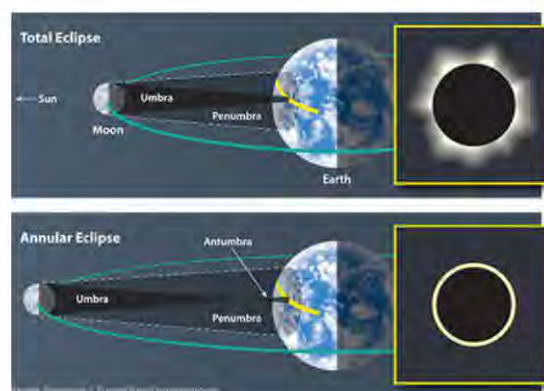
Thus any of the Moon's phases can occur when the Moon is at any distance in its orbit (closest, farthest, or in-between) and at any time of month.

All this means that at those times when the Moon happens to pass directly in front of the Sun as seen from Earth's surface, the Moon can appear at any size from slightly smaller than the Sun to slightly larger than the Sun.

When the Moon passes directly in front of the Sun but appears smaller, we get an **annular (ring) eclipse**, where the Moon doesn't completely cover the Sun's bright face but leaves a brilliant "ring of fire" around the Moon's dark silhouette. Daylight is only slightly diminished; if you didn't know an eclipse was occurring, you might not notice.

When the Moon passes directly in front of the Sun but appears larger, we get a **total eclipse**, where the Moon completely covers the Sun's bright face, revealing the much fainter (and spectacularly beautiful) solar corona stretching out from beyond the Moon's dark silhouette. Daylight almost instantly gives way to deep twilight, the brightest stars and planets become visible, and the sky around the horizon glows with the pastel hues of dawn and dusk.

Both a total solar eclipse and an annular solar eclipse typically last a few minutes, but for about an hour before and after the annular or total eclipse, while the Moon is moving onto the Sun's face and then off of it, respectively, we see a **partial solar eclipse**. Thus a total solar eclipse is really a partial, then total, then partial solar eclipse. Similarly, an annular solar eclipse is really a partial, then annular, then partial solar eclipse.



Because the Moon is moving along in its orbit throughout the eclipse, its inner shadow (from within which you can see totality or annularity) traces a **long, narrow path** along Earth's surface. This path is typically about 100 miles wide. A much larger area to either side of this path gets only a partial eclipse, because as seen from those areas, the Moon doesn't cross directly in front of the Sun, but a bit above, below, or to one side or the other, blocking only part of the Sun's bright face.

There's one more wrinkle: Earth's surface is curved. A person standing near the center of Earth's blue-white face (as seen from the Sun or Moon) is about 4,000 miles closer than a person standing near the limb (edge), because Earth's radius is about 4,000 miles.

Thus if the Sun and Moon are very nearly exactly the same size as seen from Earth, it is possible that the Moon will not quite cover the Sun from one, the other, or both ends of the path but will indeed cover it from the middle of the path. This is what we call a **hybrid, or annular-total, solar eclipse**.

**BEING** WHITE PAPER 2022 COMMUNITY SOLAR ECLIPSE PLANNING TOTALITY 2024

# SAFE SOLAR VIEWING

*Eclipse planners should confidently refer to the AAS authoritative guidance on eye safety, which is evidence-based and written by international experts in safe solar viewing.*



Usually, we have a reflex to look away from the Sun due to discomfort from brightness. However, during a solar eclipse, attention is drawn toward the Sun, which raises the potential for eye damage. Except during the brief total phase of a total solar eclipse, it is never safe to view the Sun with the naked eye. Safe solar viewing is essential.

Some individuals or groups will publicly suggest that there is no safe way to view a solar eclipse. Their agenda is to avoid litigation, rather than educate about safe viewing. Those advising to watch the eclipse on TV, remain indoors, turn your back to the event, or to use a pinhole camera during totality are uninformed. This mis-information creates confusion and increases the chance of people viewing incorrectly.

Instead, it is important to follow safe viewing guidelines that have been used for decades and are based on years of research and extensive product testing. Cardboard handheld solar viewers and solar eclipse shades are inexpensive and safe when used correctly.



Outside of the path of totality, solar filters should be used at all times when viewing a solar eclipse. Within the path of totality, solar filters should be used during the partial phases. However, filters can be removed once the Sun's bright face is completely covered by the Moon. This is when you will see totality—and it is spectacular!

**Solar viewers must be certified by a properly accredited testing laboratory to meet the ISO 12312-2 international safety standard for such products.**

Because some vendors claim to sell ISO-compliant solar viewers when in fact they do not, you should obtain solar viewers only from the reputable sources listed on the AAS solar eclipse website, [eclipse.aas.org](http://eclipse.aas.org).



# TOTALITY: THE EXPERIENCE

*Totality is fully immersive, with exciting things happening above you, around you, and within you. For some, it is life-changing.*

Many people have witnessed a partial solar eclipse. Seeing the Moon's silhouette marching across the Sun is a wonderful demonstration of fortuitous celestial alignments. But witnessing totality is a wholly different – and wholly immersive – experience!

As the eclipse progresses and most of the Sun is covered, the environment changes. You notice the dimming and special quality of the light around you, the fading colors and the drop in temperature. Nature becomes quiet, and you too become hushed as the Moon's shadow creeps eerily toward you.

The ominous darkening in the sky can be seen and felt. Many have an intense physical reaction at this moment. The hair on the back of your neck rises, and goosebumps cover your arms. You feel excitement tinged with mild terror, as the world around you rapidly becomes engulfed in darkness.

Those final moments before totality are incredibly powerful as things change rapidly. The brilliant diamond ring – a last gleam of sunlight seen against the lunar silhouette – heralds the start of totality. This sight is so otherworldly that you think it's a special effect from some science-fiction movie. You find yourself screaming out with excitement, not knowing what you are saying. The remaining arc of light reduces until there are only tiny beads of it shining through the valleys of the Moon – creating an effect called Bailey's beads.

And then you are, quite literally, plunged into darkness. You are standing in the shadow of the Moon. Totality.

A black hole appears in the sky where the Sun should be, like a celestial eye gazing back at you. The world around you is now in deep twilight – dark enough to reveal planets and the brightest stars above, with glorious sunset colors all around the horizon. As your eyes adapt to this surreal darkness, the Sun's atmosphere – the corona – becomes visible. Silvery, wispy, and ethereal, it seductively surrounds the eclipsed Sun. Crimson-hued prominences can also be seen leaping from the edge of the now-hidden Sun.

The world seems to be suspended in time, as you are lost in your own little rapture. You feel an immediate connection to our primitive ancestors, who would have been terrified by all this, possibly believing the end of the world was imminent. A little part of you also wonders if the Sun will ever return. You recognize that we humans are but a small and insignificant part of the vastness of our universe. It's a strangely comforting and empowering insight, like you've finally figured out what life is all about, and that your life matters.

More brilliant beads of light mark the beginning of the end. The diamond ring again dazzles before daylight's full brightness returns. Totality might be over, but the experience has been seared into your brain – a new, vivid memory that you'll hold dear forever.

After witnessing my first total eclipse, I turned to my partner, choked up, and we hugged. Others around us were hugging too, some with tears in their eyes. We were all connected through the experience, and no words could be found – nor were they needed.

No other event in my life has had such a positive and powerful impact, igniting a passion that will burn for a lifetime. I'd become an eclipse-chaser even before I knew there was such a thing. I wanted to repeat what just happened, and I just knew this would not be a one-and-done event for me. Every total solar eclipse is unique and special, like a new chapter in my life.

I firmly believe that if every person could experience a total solar eclipse, the world would be a better place. A total solar eclipse is more than just a celestial event. It's a meaningful life event – an awe-inspiring and fully immersive natural wonder that you'll cherish for a lifetime.

This is an edited version of an article that was published in Sky & Telescope Magazine, 2017.





# THE PATH OF TOTALITY

*To experience the awe of a total solar eclipse, you MUST be within the path of totality.*

If you are not within the path of totality, you will only see a **partial solar eclipse** and miss all the thrilling features of totality.

You will come across people who insist they have seen a total solar eclipse when they were nowhere near the path of totality. They are mistaken—but not easily convinced. The difference is literally night and day.

Similarly, some people assume that being near to the path is good enough. In fact, there is little advantage of shifting location if you still only get to see a partial solar eclipse. Even if you are just

outside of the path of totality with only 1% of the Sun visible, the sky is still 10,000 times too bright to see any exciting eclipse phenomena.

The message is clear—to experience a total solar eclipse, you **MUST** be within the path of totality.

The **path of totality on April 8, 2024**, is approximately 125 miles wide. Locations close to the centerline of the path have the longest duration of totality. Locations towards the edge will still experience the wonder and awe of totality, but the length of time during totality will be reduced.

Communities positioned nearer to the centerline, and with the best-predicted weather, will be magnets for the largest crowds. Communities with less appeal are those with limited options for mobility, located nearer to the edge of the path, and with a high chance of cloud on eclipse day.

People who do not live within the path will need to choose where to view the eclipse to experience totality. Experienced eclipse chasers will use historical weather records to select areas that are most likely to have clear skies on eclipse day. Others will make this choice based on existing ties to locations within the path, ease of access, major organized events, or unique photographic opportunities. Highly desirable locations are national and state parks, areas of outstanding natural beauty, and near existing tourist attractions.

Every region within the path has the potential to experience large crowds and should be aware of their capacity and make plans.



Don't veer off the path. © 2017 Kieron Circuit

*It is crucial for communities to understand their unique positioning within the path and to tailor their plans accordingly.*

# BENEFITS OF BEING IN THE PATH

*Along with the direct economic benefits of the eclipse, consider the indirect benefits—years of free publicity can generate numerous opportunities and open up new tourism markets.*



Media call the day before the total eclipse, 2012 Australia. © 2012 TTNQ

## 2012 - NORTH QLD, AUSTRALIA

- Population in the path 150,000
- Crowd of 60,000 was double the predicted 30,000
- Eclipse in the tourist off-season, with 70% increase in visitation compared to same time previous year
- 100% bed occupancy across the region, with an average stay of 4 days
- Estimated US\$92 million direct spend by eclipse tourists
- Generated US\$22 million in global publicity value
- Significant growth in media exposure internationally, especially China.

## 2015 - FAROE ISLANDS

- Population in the path 50,000
- Crowd of 11,000 far exceeded the predicted 3,000 eclipse visitors, also exceeded historical records
- Region capacity of 800 hotel beds, expanded creatively, average stay was 5-6 days
- 40 planes landed in Vagar Airport on eclipse day, the busiest day in airport history
- Estimated US\$9.5 million directly due to the eclipse.
- 62 international media outlets, with an estimated PR value of US\$22 million
- Social media followers increased from 100,000 in 2015 to 250,000 in 2016
- Tourism growth increasing in years following the eclipse.

## 2017 - USA

- Path of totality crossed over 1,000 communities in 14 states
- In-path population 12 million, with est 20 million traveling into the path
- An estimated 88% of the US adult population (216 million) viewed the eclipse either directly or indirectly
- Largest recorded audience for any scientific, athletic, or entertainment event
- NASA's eclipse coverage was their most-watched and most-followed event on social media, reaching 5.3 billion people.

## WYOMING IN DETAIL

- Estimated 261,000 visitors (of which 29,000 international travelers) spent US\$63.5 million in eclipse-related travel
- State-wide traffic count-derived estimate of 204,190 visitors greatly exceeded the calculated estimate of 156,400
- Casper (pop 58,000) hosted the "Wyoming Eclipse Festival", with 21,000 visitors, and an economic impact of US\$7.5 million
- "Wyoming Eclipse Festival" generated over 225 million media impressions in the calendar year of 2017
- Festival website had 731,966 visitors in the year leading up to the eclipse
- Wyoming mentioned 19,603 times by media outlets covering the eclipse, with an estimated editorial value of \$6.77 million.



## AN ECLIPSE BONANZA

*After an "eclipse drought" of almost 40 years, the continent of North America is "flooded" with solar eclipse opportunities until 2024.*



The criss-cross of eclipse opportunities North America 2017-2024. © 2021 GreatAmericanEclipse.com

For the first time in 39 years, the **2017 total solar eclipse on August 21** crossed 14 states, from coast to coast. This was soon followed by the **2021 annular solar eclipse on June 10** that made landfall over remote Canada, with a partial solar eclipse visible over the whole of North America.

But the best is yet to come. The path of annularity for the **2023 annular solar eclipse on October 14** crosses the USA, Central America, and South America. Although annular eclipses do not attract the same crowds, this one is likely to be of great appeal given the ease of travel, good weather prospects, and growing awareness of what is considered to be the main event occurring six months later—the **2024 total solar eclipse on April 8**. Although hard to imagine, the 2024 total solar eclipse will be even bigger than the "Great American Eclipse" of 2017. With greater awareness, and over double the population living within the wider path of totality, audience numbers are guaranteed to far exceed that of 2017. As the path crosses Mexico, the USA, and Canada, this is likely to be referred to as the "Great North American Eclipse."

Even though a total solar eclipse occurs every 375 years on average in any one location, occasionally the same location can experience a total eclipse more than once in a lifetime. For example, the paths for the 2017 and 2024 total eclipses intersect over areas in Illinois, Missouri, and Kentucky. Those in this "eclipse crossroads" will be lucky to experience two total solar eclipses in their home location within seven years.

### WHY THE 2024 TOTAL ECLIPSE WILL BE EVEN GREATER THAN THE GREAT AMERICAN ECLIPSE OF 2017



© 2022 Dr. Kate Russo





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## NORTH, CENTRAL & SOUTH AMERICA ANNULAR SOLAR ECLIPSE 2023



**October 14 (Saturday). This is an ANNULAR solar eclipse.**

The path of annularity first makes landfall in the US, and includes the states of Oregon, Nevada, Utah, New Mexico, and Texas, briefly grazing the states of California, Idaho, Colorado, and Arizona. The path then continues through the Yucatan peninsula in Mexico, then across Central America through Belize, Guatemala, Honduras, Nicaragua, Costa Rica, and Panama. The path then makes landfall again into South America, crossing over Colombia and Brazil.

Regions that will see a partial eclipse include North America, South America, West Africa, the Pacific, Atlantic, and Arctic.

### UNIQUE PATH FEATURES

- The path of annularity for this eclipse occurs over huge population areas in the US, before continuing into Central then South America
- The point of maximum eclipse is in the Caribbean Sea off the coast of Nicaragua and Costa Rica, with annularity lasting 5 minutes 17 seconds
- The path is 116 miles wide at the point of maximum eclipse
- The best weather prospects will be in the US Southwest, and toward the end of the path near the Brazilian Sertão
- This path intersects areas in Oregon that played host to the 2017 total eclipse
- The path also intersects areas in Texas that will play host to the 2024 total eclipse.

### SPECIAL PLANNING CONSIDERATIONS

- This annular solar eclipse will occur 177 days before the next total solar eclipse and therefore may generate more interest than usual
- Communities in the path of annularity in Central Texas that also intersect with the 2024 path of totality six months later will require "double planning". This will generate huge media interest, and crowds are likely to be higher for these locations. These communities should maximize this very rare opportunity.
- Communities in the path of annularity in Oregon, who were also in the 2017 path of totality, will also experience higher interest than other locations along the path
- Solar filters must be worn even during annularity, as parts of the Sun will always remain visible
- Communities in Central and South America may experience an increase in international eclipse tourism, especially where the weather is more favorable in Brazil.



WHITE PAPER 2022 - COMMUNITY SOLAR ECLIPSE PLANNING - TOTALITY 2024

## MEXICO, USA, AND CANADA TOTAL SOLAR ECLIPSE 2024



**April 8 (Monday). This is a TOTAL solar eclipse.**

The path of totality for the 2024 total solar eclipse initially touches down in Mexico, crossing the regions of Nayarit, Sinaloa, Durango, and Coahuila. The path then crosses the USA from Texas to Maine, including the states of Oklahoma, Arkansas, Missouri, Tennessee, Kentucky, Illinois, Indiana, Ohio, Michigan, Pennsylvania, New York, Vermont, and New Hampshire, while grazing over parts of Canada, including Ontario, Quebec, and New Brunswick.

The path then continues into the Atlantic region of Canada, including Prince Edward Island, Nova Scotia, Newfoundland, and Labrador before heading into the Atlantic.

### UNIQUE PATH FEATURES

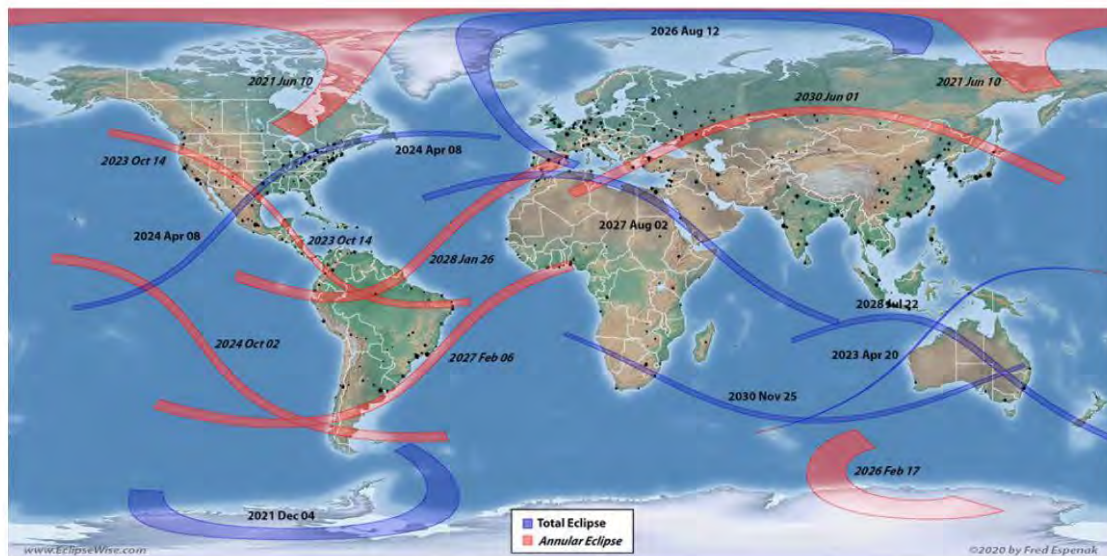
- The path of totality crosses regions with high population density, especially over Mexico and the USA
- The path of totality averages around 115 miles wide
- The point of maximum eclipse is in Durango, Mexico, where totality lasts 4 minutes 28 seconds
- The best weather prospects along the path are in Mexico, with the least favorable in Canada
- Within the US, the best weather prospects are to be found in Texas, Arkansas, and Missouri
- This path of totality overlaps with the 2017 path of totality over a region of nearly 9,000 square miles including parts of Illinois, Missouri, and Kentucky
- This path of totality also intersects with the 2023 path of annularity 6 months earlier, exclusively in Texas
- All of North America and Central America will have a partial solar eclipse.

### SPECIAL PLANNING CONSIDERATIONS

- An estimated 32 million people live within the path of totality
- Within the US portion of the track, a number of high-population metropolitan areas both within and near the path will create state-wide challenges for traffic management
- Areas along the western parts of the path, including Mexico and the US states of Texas, Arkansas, and Missouri, are likely to draw the largest crowds due to better weather prospects. Demand for accommodations and car rental within these areas will exceed capacity.
- Other regions along the northeastern part of the path will still draw large numbers based on proximity—even given less favorable weather predictions—simply due to population density
- With the eclipse occurring on a Monday, many people will not be able to travel far due to work and school commitments. Travel into the path is likely to be staggered due to the preceding weekend; however, travel out of the path following the eclipse is likely to cause significant bottlenecks. Planning should include limiting routine traffic on eclipse day.
- Communities within the “eclipse crossroads” should market accordingly, as this may be of appeal for those wishing to view from the same location
- National and international planning is likely to be better coordinated for this eclipse, increasing opportunities for path-wide coordinated scientific and media efforts
- This eclipse is likely to break all preceding live and online audience viewing records.



## SOLAR ECLIPSES 2021-30



- 2021** Jun 10 – Annular Solar Eclipse: Greenland, Canada, Russia.  
Dec 4 – **Total Solar Eclipse**: Antarctica.
- 2023** Apr 20 – **Hybrid (Annular-Total) Solar Eclipse**: Australia, Indonesia.  
Oct 14 – Annular Solar Eclipse: USA, Central America, South America.
- 2024** Apr 8 – **Total Solar Eclipse**: Mexico, USA, Canada.  
Oct 2 – Annular Solar Eclipse: Rapa Nui, Chile, Argentina.
- 2026** Feb 17 – Annular Solar Eclipse: Antarctica.  
Aug 12 – **Total Solar Eclipse**: Greenland, Iceland, Spain.
- 2027** Feb 6 – Annular Solar Eclipse: Argentina, West Africa.  
Aug 2 – **Total Solar Eclipse**: Spain, North Africa.
- 2028** Jan 26 – Annular Solar Eclipse: Galapagos, South America, Portugal, Spain.  
Jul 22 – **Total Solar Eclipse**: Australia, New Zealand.
- 2030** Jun 1 – Annular Solar Eclipse: North Africa, Europe, Central Asia, East Asia.  
Nov 25 – **Total Solar Eclipse**: Namibia, Botswana, South Africa, Australia.

This list omits eight additional solar eclipses that are only partial.





WHITE PAPER 2022 - COMMUNITY SOLAR ECLIPSE PLANNING - TOTALITY 2024

# 02

## INTO THE UNKNOWN



Eclipse chasers standing in the Moon's shadow during totality in China. © 2009 Daniel Lynch

02 - INTO THE UNKNOWN

# WHERE TO START

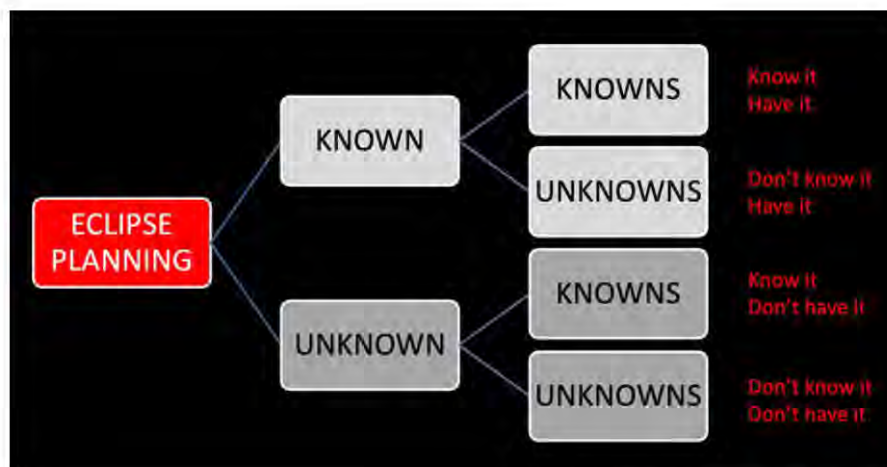
*Effective eclipse planning is about preparing for the knowns and reducing and managing the unknowns. Planners need to accept that some things will remain unknown.*

There are many unknowns when preparing a community for a total solar eclipse. Every community within the path will need to understand their own unique circumstances, determine the level of appeal of their location, and tailor their planning accordingly. Most community planners will initially not know what they need to know and may need to seek guidance from eclipse experts.

A useful framework for developing your strategy for eclipse planning is the Johari window, usually presented in a matrix but presented with more clarity as a flow chart below. As outlined in the diagram, there are two key points of reference for eclipse planning: the Known (the things we have and that we can share with others), and the Unknown (the things we do not have, that we have to discover, learn, and assume).

Over the years, lessons learned from past eclipse coordinators have allowed for a deeper understanding of the process of planning. This specialist knowledge will reduce—but not eliminate—the unknowns. How many people will come to YOUR community—that remains unknown.

What we DO know: the general public is now much more aware of the wonder of totality, and more people will be planning their travels into the path. A rapidly growing eclipse-chasing community, post-pandemic travel demand, and growth in experiential and nature-based travel will ensure increasing interest for years to come.



The knowns and unknowns of eclipse planning. © 2022, Dr. Kate Russo



WHITE PAPER 2022: COMMUNITY SOLAR ECLIPSE PLANNING: TOTALITY 2024

# COMMUNITY PLANNING PROFILES

*Forward-thinking stakeholders see the benefit of being a community within the path of totality, and would be wise to embrace the opportunity as early as possible.*

Communities within the path vary in how they approach eclipse planning, based on resources, population, location, leadership, and other factors. Based on detailed consultations with many communities preparing for 2017, four engagement patterns have become evident.

The guidance in this White Paper encourages the Community Champion approach, as this is likely to bring longer-term benefits by building upon the existing strengths and uniqueness of the community. In this way, all planning efforts can be used as publicity to share your community brand, while also preparing for the eclipse.

## EVANGELICAL EMBRACERS

- These communities have external validation of their unique position along the path, giving them the confidence to proceed with big plans
- Planning starts years in advance and funding is arranged for planning efforts, including an eclipse coordinator
- A strong eclipse brand is developed, and the spotlight is on the eclipse
- Pre-eclipse planning events are scheduled in the years leading up to the eclipse, with local community involvement
- Evangelical embracers become the focal point of national and international eclipse stories and benefit from extensive publicity.

## COMMUNITY CHAMPIONS

- These communities show strong vision and leadership despite any external validation
- The eclipse is used as the reason to fundraise and push for community development, and there is strong community engagement
- The eclipse is the focus, but the branding and marketing spotlight is on the community
- Champions are already in positions of leadership and absorb eclipse planning into their existing role
- Working groups are formed that not only focus on the eclipse, but other key priorities
- Community champions often dream big, and have the most to gain from publicity.

## WATCHFUL WAITERS

- These communities understand the potential opportunities but struggle to get going. They wait for "someone in charge"
- A person is usually "volunteered" to independently take on the task of eclipse planning without information, resources support, leadership, or authority to develop a cohesive plan
- They watch what others are planning, and arrange a few similar events
- The eclipse happens and it is a success—but many opportunities are missed.

## UNSUPPORTED HEROES

- Occasionally, a community fails to make any plans
- An individual often attempts to alert senior leadership and other authority figures about the significance and potential of the eclipse, however no support is forthcoming
- The unsupported hero will either helplessly continue to prompt action or eventually focus their energy on other things
- In the final weeks, hasty plans are put together as it is realized how big the event will be.





## WHO'S IN CHARGE?

*A solar eclipse occurs due to celestial mechanics, without any human intervention. This creates an interesting paradox: nobody is "in charge."*

If you are responsible for eclipse planning in your community, you will immediately understand this paradox.

No one will feel they are in charge, and people assume someone else will start the planning process. You may find yourself frustrated with those in authority who are not able to see the potential scale and benefits—and challenges—of being in the path of totality.

You will find yourself questioning where to go to seek reassurance or permission, and exploring things that are out of your experience, expertise, and zone of comfort.

The eclipse *will* happen—regardless of how much or little you plan. Equally, eclipse chasers *will* start securing their bookings years in advance. Unprecedented crowds *will* congregate within the path of totality. You must plan for the consequences and impact of the eclipse. Planning should commence as early as possible—ideally when queries are first received about the eclipse.

Delays in planning are frustrating for people trying to visit your region, which in turn is damaging to your reputation.

In hindsight, all past eclipse coordinators share the same view: the total eclipse exceeded all expectations, and they wished they initiated planning earlier instead of "waiting for permission."



*No community chooses to host totality—the Universe chooses you.*



WHITE PAPER 2022-4 COMMUNITY SOLAR ECLIPSE PLANNING TOTALITY 2024

## WHO WILL COME?

*The total solar eclipse is an experience that will appeal to all ages, and will be remembered for a lifetime.*

There is no single homogenous group that makes up the typical "eclipse tourist." Instead, a number of different audience groupings can be identified, and each group may differ in how they approach the eclipse. The following are suggested audience groupings—note that this is not an exhaustive list.

Many assume all your plans should be directed to incoming "eclipse tourists," those traveling into the path of totality. However, for many locations, the majority of the crowds will consist of the local population and their invited guests. There are exceptions to this, of course.

### DIFFERENT AUDIENCES TO CONSIDER

**Local population** – Those who live within the path of totality are likely to want to remain in their home region to experience the eclipse. They will be choosing to view from special local "beauty spots," to take part in arranged events, or may choose to view the eclipse from their home.

**Friends and relatives of locals** – If you live within the path of totality, you are likely to be inundated with requests for hosting visits from even long-lost friends and relatives. Previous communities estimated that every household had an additional two visitors for the eclipse. In 2024 that number could be much greater, especially in high-demand areas of the path.

**Eclipse chasers** – Chasers select their preferred viewing location, usually based upon the best-predicted climate, often booking years in advance. Some like to take part in celebrations, staying for several days to experience other tourist offerings. Others like flexibility, and will book multiple options within the path and will rely on last-minute weather forecasts to determine their final viewing location. Experienced chasers are less likely to take part in organized events, and will want to be in the path of totality the night before the eclipse.

**People living outside of the path** – Those living outside of the path, and travelers staying in close proximity to the path are likely to travel in and out of the path on eclipse day. This influx will result in unprecedented traffic congestion, especially immediately following the eclipse. It is essential to make plans for traffic management and parking to facilitate the movement of large numbers on eclipse day.

**Eclipse tour groups** – Eclipse tour operators tend to book years in advance and will focus on areas close to the centerline and with the best weather prospects. They will often have a 'Plan B' location in the case of challenging eclipse-day weather. Often they have their eclipse celebrations planned within the tour.

**Scientists and astronomers** – These experts will often have secured their accommodation and other arrangements years in advance, and also focus their efforts on the centerline in the areas with the best weather prospects. Science activities and events are often the focal points for media.

# 03

## GUIDANCE FOR PLANNING



Waiting for totality 2015 in the Faroe Islands. © 2015 Instagram





# ASSEMBLE YOUR TEAM

*Community eclipse planning should never be the responsibility of one individual. Build upon existing strengths and resources within the region.*



The AAS Solar Eclipse Task Force planning workshop, Portland, Oregon. © 2015 AAS

## High-Level Support

Mayoral involvement is important in developing an eclipse planning strategy, and for funding support. Also important is high-level tourism and business development support. Communities without this leadership support struggle with stakeholder engagement.

## Local Eclipse Task Force/Panel

Local government involvement is essential to facilitate arrangements. The committee that currently works together to coordinate the major community event is a good starting point for the local eclipse task force.

A range of stakeholders should be present and may include representatives from tourism, government, transport, business, health, creative industries, and education. In some regions, a state-wide eclipse task force is also required along with the local task force.

## Eclipse Coordinator

The main task of an eclipse coordinator is to lead and coordinate planning efforts, and to be the point of contact for stakeholders, the community, and the media for all eclipse-related matters.

They must be able to convey the significance of the eclipse, key facts, and updates on community planning to large audiences and in the media. The position is complex and requires someone who is confident and assertive, with excellent organizational skills and project management experience. The individual must be proactive and strategic regarding the many decisions and actions that need to be taken.

Most communities rely on someone with well-established relationships across a wide variety of stakeholder organizations to take on this role, usually within the tourism industry or the Chamber of Commerce. Existing responsibilities will need to be re-allocated to free up time. It may be helpful to consider funding a new eclipse coordinator post which should end three months post-eclipse to allow for final information gathering and reporting.

The role increases in intensity as the countdown clock ticks away and becomes all-encompassing in the final weeks. Following the frenzy of the final days, the countdown reaches zero, the eclipse happens—then the phones are eerily silent.

### Expert Advisors

Expert advisors, such as the ones below, can be drawn upon to help address the unknowns. This is not an exhaustive list, and some individuals have a unique skill set to advise in multiple areas. It is essential to have an advisor that has experienced a total solar eclipse.

An **astronomy expert** will ensure that all astronomical information about the eclipse is accurate, and may possibly lead the community viewing event. They can advise on viewing locations, equipment, eye safety, and a variety of other matters.

A **science educator** can help develop the program of events, exhibitions, workshops, and lectures for the public. They may also develop viewing activities or citizen science projects. This person usually works at a local museum or science center.

Those with **past eclipse coordinator** experience will have useful insights that will help reduce unknowns.

A **weather expert** with expertise in local meteorology can provide tailored information about past weather patterns, areas to avoid due to microclimates, and specific eclipse weather changes. In the final days before the eclipse, the weather expert will be in high demand.

An **eclipse chaser** can help address many of the unknowns. They have experienced totality many times before, in many locations, and can contribute practical advice based on their experience. Eclipse chasers who are able to give dynamic and engaging presentations and media interviews may play a key role in engaging the community.



**Left:** One of the eclipse media panels held in the days leading up to the 2015 total solar eclipse in the Faroe Islands.

Panel member roles (from left): Visit Faroe Islands representative, eclipse coordinator/eclipse chaser, local eclipse coordinator, meteorologist, local storyteller.

© 2015 Visit Faroe Islands

### Additional support staff

Additional staff may be required to support website building and maintenance, the development and production of written materials/resources/information, branding and design, media communications, social media coordination and management, phone and web queries, etc. It is worth exploring the automation of high-demand tasks, such as providing a central online booking system for accommodation and events.

Arrangements should be made to relieve work pressure by delegating some responsibilities to others. Developing and drawing upon a pool of local volunteers for on-the-ground practical help is a great way of engaging the community. Management of volunteers takes time and is separate from the role of the eclipse coordinator.



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## DEVELOP YOUR STRATEGY

*Align your eclipse planning with your community strategic plans. The eclipse then becomes a focal point—not a diversion—to meeting your long-term goals.*

Preparing for a total solar eclipse in your community is complex. The Moon's shadow will impact on your region—but will also sweep quickly across the continent, and impact thousands of communities in real-time that will capture the attention of the world. Keeping informed of national planning efforts will help maintain this important mindset.

Just as the science community uses the eclipse for real-time science education, astute leaders

will see the opportunity to transform, solidify or rebrand their community identity. Community development can become newsworthy when viewed as part of this bigger picture.

Early on—usually years in advance—a strategy session for community leaders should be arranged to develop your community eclipse strategic plan. You will need to circulate key eclipse information to the team. It may be useful to show videos or have a presentation on the eclipse to ensure the team is fully informed and has the opportunity to clarify any misunderstandings.

It is important to understand your position within the path, and how this relates to the path as a whole, so you can tailor your plans accordingly. You may need guidance on this.

The overall purpose of this strategy session is to determine what all this information means for YOUR community specifically. Several strategy sessions may be required in order to fully explore the issues and can be guided by the table below.

ECLIPSE PLANNING STRATEGY		
DIFFERENTIATION	BRANDING	LEGACY
<p><i>What is our eclipse unique selling point</i></p> <ul style="list-style-type: none"> <li>What is unique about our community</li> <li>What are we best known for</li> <li>What is unique about our situation along the path of totality</li> <li>How can we stand out amongst others along the path</li> </ul>	<p><i>How should we best brand and market the eclipse</i></p> <ul style="list-style-type: none"> <li>What is our long-term community brand</li> <li>How shall we brand the eclipse</li> <li>How shall we brand our eclipse events</li> </ul>	<p><i>What is our desired eclipse legacy</i></p> <ul style="list-style-type: none"> <li>What are our long term goals</li> <li>How can the eclipse help meet our goals</li> <li>What tourist assets can we develop for the long term</li> <li>How can we use the eclipse to increase community engagement</li> </ul>

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*Your overall strategy should include multiple levels of engagement—including locals, visitors, the media, and other stakeholders.*

#### COMMUNICATION STRATEGY

Every community within the path of totality should have an official eclipse website and social media page, which serves as the central source of information for the community and tourists. A "holding site" with a timer countdown can be set up years in advance, and information can be added over time, including advice on the local circumstances, accommodation options, events, eye safety and traffic information.

Eclipse planners need to be a resource and share information about the eclipse in an engaging manner. Multiple levels of engagement are required and can be done through a range of events that target stakeholders, community, visitors, and media.

The eclipse will inspire many young people to pursue a career in the sciences. However, not everyone relates if the eclipse is only promoted as a science event. People should be informed of the fully immersive experience of totality—usually resulting in awe, wonder, feelings of insignificance, and feelings of connection. Those who can effectively convey the wonder of totality will be a useful resource at stakeholder and community events leading up to the eclipse.

#### PROACTIVE MEDIA STRATEGY

Media reporting of the eclipse is one of the greatest benefits for regions within the path of totality. Local, national, and international media will be looking to cover eclipse-related stories from a variety of angles and will be keen to know what is being planned across the path of totality.

Unfortunately, not all publicity is positive. The media seem to gravitate towards negative coverage and preoccupation with the unknowns—visitor estimates, traffic gridlock, food shortages, price gouging, and accommodation challenges. There is a danger of potentially damaging the tourism reputation of the region and disengaging the local community if a proactive strategy is not used.

Having a media communications plan will allow some control over the media narrative. It can be useful to prepare eclipse-related media packs about your community. Additional promotional materials can be added, such as tourist offerings, unique things to do, new developments, community events, weather information, interesting people in the region—these all allow for interesting story angles to be taken.

Interviews should answer the most common questions—*what is an eclipse, why should you get into the path, what is it like to experience totality, how many people are expected, what's on offer, what are the local times, what will the weather be like, how has this impacted the region, what options are there for people to book.* If your region is generating a lot of interest, you should arrange a media panel of planners and eclipse experts the day before the eclipse to maximize media exposure while efficiently managing the time required for interviews.

Cease all media interviews 30 minutes prior to totality so you can fully enjoy the experience.

*You can effectively leverage years of free publicity for your community by planning early.*

## SKELETON TIMELINE FOR PLANNING

As a rough guide, the following is a suggested timeline of key tasks and when they should be considered. This is not prescriptive, and each region will have different requirements. If you are starting late, then do your best to catch up quickly.

### THREE YEARS OUT

- Eclipse strategy planning day held with all key stakeholders, to develop strategy
- Commence regular meetings with the eclipse task force to work on strategy implementation
- Eclipse on the agenda for all key stakeholder meetings
- Region-wide infrastructure and capacity problems identified and working toward solutions
- Eclipse webpage, with links from all tourism sites, point to this page
- Media story about countdown to the eclipse
- Community eclipse social media sites started.

### TWO YEARS OUT

- Identification of eclipse coordinator for contact point
- Tourism industry briefings and workshops for leveraging opportunity
- Strategy for managing accommodation bookings
- Strategy for media, including stories about countdown to the eclipse
- Community engagement regarding boosting accommodation supply
- In-depth logistic planning involving first responders (police, fire, Emergency Management Teams), road and transport departments
- Securing resources such as portable toilets and shade for outdoor events.

### ONE YEAR OUT

- Media countdown to eclipse, more detailed plans shared, and region promotion
- Approach solar filter manufacturers to discuss and order solar filters
- Detailed planning of eclipse events
- Media countdown for eclipse, with more detailed plans and region promotion
- Development of regular media stories
- Stakeholder and community engagement program of activities commenced
- In-depth logistic planning ongoing.



*A countdown timer should be on public display in the final year to count down the days to totality.*



# BOLDLY GO WHERE NO ONE HAS GONE BEFORE

*The eclipse will likely be an unprecedented event for your region. You should think creatively and "outside the box" with regards to planning, events, and solutions to overcome any obstacles.*



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## Estimating crowds

One of the biggest unknowns is how many people will travel into the path of totality on eclipse day. Crowd size is difficult to predict, and every location along the path will have their own unique circumstances that may draw or deter crowds.

Population statistics can be used to make predictions about potential crowds, however population alone does not predict behaviour.

Those who plan in advance are likely to use climate statistics to determine their viewing location, whereas most people are likely to rely on proximity to the path if unable to book in advance. Travel into the path tends to be naturally staggered, however travel OUT of the path after totality can create immense congestion. Traffic management plans need to be coordinated at the state level well in advance.

It may be useful to consider capacity for your community and events, to have arrangements to manage overcapacity, and to ensure non-essential travel is avoided around eclipse time. Many locals will consider viewing from their homes or arrange street parties—this should be especially encouraged in high population areas.

## Plan your events

In the years leading up to the eclipse, a range of events should be offered that inform, engage and entertain. Locals are your greatest asset, and if informed will strongly promote your community to their family and friends. Businesses will promote the eclipse across their networks. Community engagement is a powerful marketing tool.

Most communities offer an eclipse festival over several days with multiple events. A number of viewing locations should be arranged, with the main public viewing event being the focal point of festivities.

Communication about your events can be through simple handouts, web posts, newspaper articles, informal information sessions, town hall meetings, public lectures, and social media. Regular radio interviews are engaging for the community.

Additional activities can be arranged through other experts, such as citizen science projects, astronomy awareness sessions, and science outreach. Creativity in engagement activities is encouraged, and unique local characteristics can be leveraged for maximum benefit.

*Aim high—use this unique opportunity for your community to shine.*





### What about the weather?

The weather on eclipse day is of utmost importance. The eclipse will happen regardless, but if it is cloudy then the main feature of totality—the Sun's corona—will not be visible.

A cloudy eclipse does not provide any of the awe that seeing totality does, though it can still be quite an eerie experience and provide memorable moments.

Climate statistics can be used to determine the desirability of your location for the eclipse. Poor weather prospects may limit visitors in some locations, whereas good weather prospects will massively increase the appeal of other locations. However, climate statistics do not predict weather on the day. There are many examples where areas that "should have been" clear had unexpected clouds blocking the show.

The local population is most likely to remain in place regardless of weather. However, eclipse chasers are likely to abandon their plans and relocate to avoid challenging weather on the day.

Organizers should be aware that people may uproot themselves to travel to—or from—your location in the event of a cloudy forecast on eclipse day.



Despite selecting a promising viewing location, many were left frustrated after a cloud hampered viewing of the longest totality of the century in China 2009. (Credit: Liu Yanfeng 'China Daily' July 23, 2009)

### Funding

Funding can be used to support the following:

- a dedicated eclipse coordinator and any additional staffing that may be required
- strategy and planning guidance
- investment in event infrastructure such as venues, signage, portapotties, mobile phone towers, seating, and shade facilities to facilitate key eclipse events
- additional staffing and resources during all events
- pre-eclipse events that aim to increase community and stakeholder awareness and engagement, such as public lectures, stakeholder workshops
- marketing such as printed materials, promotional videos, and attendance at industry events
- the purchase of safe eclipse-viewing glasses to ensure adequate supply within the community
- extra public works to improve visual appeal for visitors,

### Eclipse merchandise

Branded solar filters and T-shirts can be sponsored by local businesses as a unique marketing opportunity. Pre-sales can raise funds and awareness for eclipse promotion activities.

Locals and visitors are very interested in purchasing eclipse-related merchandise as a memory of the experience, and local businesses should be proactive and creative about unique offerings.

Local newspapers will be in high demand during eclipse week, and souvenir editions make an excellent keepsake while also promoting your region.

*People come from all over the world to get into the path of totality. Help them make it memorable for all the right reasons.*

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## RESOURCES



**Authoritative science information** – Fred Espenak, a.k.a. "Mr. Eclipse" is the leading expert in the science of eclipse prediction, now retired from NASA's Goddard Space Flight Center. His main site, and linked sites, include a range of science information and beautiful eclipse photography. [mreclipse.com](http://mreclipse.com).

**Interactive Google maps featuring detailed eclipse information for any location** – Xavier Jubier, an eclipse enthusiast and IT specialist, hosts the essential Interactive Google Eclipse Maps site, which is a key resource for eclipse chasing and planning. He also is the creator of the Eclipse Maestro automated software for eclipse photography. [http://xjubier.free.fr/en/site\\_pages/SolarEclipsesGoogleMaps.html](http://xjubier.free.fr/en/site_pages/SolarEclipsesGoogleMaps.html)

**Personalized information for your community** – Dan McGlaun has collated a range of resources for community eclipse planners in the US, Mexico, and Canada at [eclipse2024.org](http://eclipse2024.org), which is based upon a similar page used in 2017. Every town within the path has its own site, which includes detailed unique eclipse circumstances. Make sure to also look at the eclipse simulator, which gives an insight into what totality will look like from each location. Another US site with collated information and a place to record community plans is <https://nationaleclipse.com/events.html>.

**Detailed maps of the path of totality** – Michael Zeiler, a geographer employed by Esri, the leading provider of geographic information systems (GIS) software, runs [greatamericaneclipse.com](http://greatamericaneclipse.com) which features a beautiful range of eclipse maps and merchandise, with a special focus on US eclipses.

**Climate statistics along the path of totality** – Jay Anderson, a retired meteorologist and eclipse veteran, provides a detailed analysis of climate for every total eclipse at [eclipsophile.com](http://eclipsophile.com). He relates this to specific regions along each path, visiting locations along the path of totality several years in advance.

**Solar viewer manufacturers** – Solar filters should be ordered in bulk direct from manufacturers of products compliant with the ISO 12312-2 standard. Californian-based Rainbow Symphony provides great support for eclipse planners - see [rainbowsymphony.com](http://rainbowsymphony.com). Ordering from online agents or through general internet searches is discouraged to avoid counterfeit products of an inferior standard. A list of approved solar viewer manufactures can be found at [eclipse.aas.org](http://eclipse.aas.org).

**Information about the experience of totality** – You will need to convey to your stakeholders, community, and visitors what it is like to experience totality, so they understand the significance and importance of the event. *Being in the Shadow: The First-Time Total Solar Eclipse Experience* was written with community eclipse planners in mind, to help describe what it is like. Available as a digital download and to order at [beingintheshadow.com](http://beingintheshadow.com). Bulk orders are available for communities.



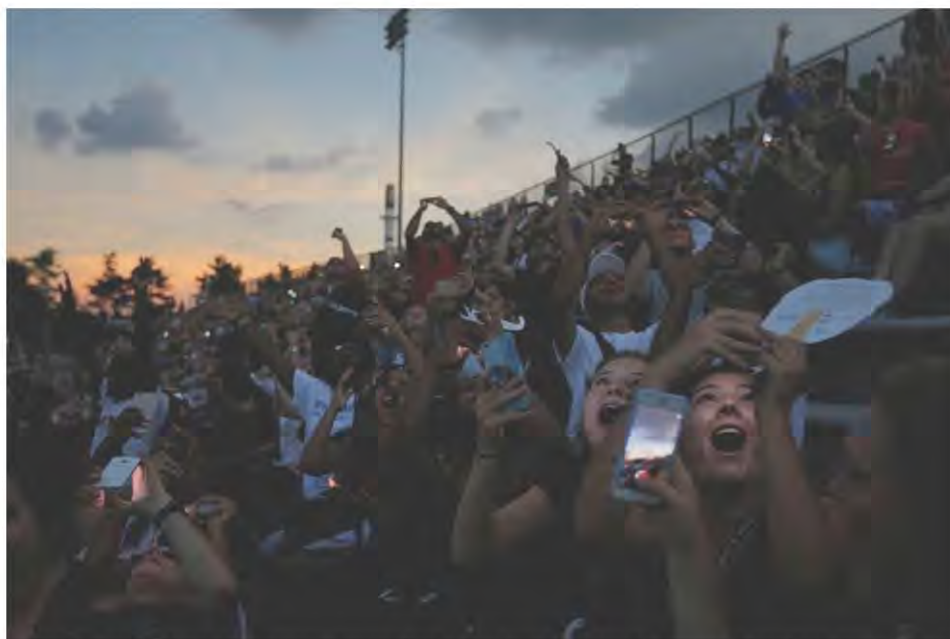
## USEFUL ORGANISATIONS

**American Astronomical Society (AAS) Solar Eclipse Task Force** - The Solar Eclipse Task Force plays an advisory role for eclipse guidance across the US, with working groups on eye safety, web & social media, local planning, national planning, formal education, informal education and public engagement, and media relations.

Eclipse planning workshops are run periodically and provide information and opportunities to network with others. Recordings are available on the website at [eclipse.aas.org](https://eclipse.aas.org).

Although US-centric, information and links are relevant to communities within the path in any location around the world. It is worth fully exploring the website and links to many other resources and websites.

**The International Astronomical Union's Working Group on Solar Eclipses** - This group is chaired by Jay Pasachoff, Professor of Astronomy and eclipse veteran, and aims to provide information to the general public and to support professional astronomers with their eclipse expeditions and research. The site <https://sites.williams.edu/iau-eclipses> has extensive links with excellent resources.



Totality 2017 in the Southern Illinois University football stadium at in Carbondale, Illinois, © 2017 Brian Snyder/Reuters.





# 04

## CONCLUSION



Teens embracing safe solar viewing in 2015. © 2015 Instagram.



# FINAL THOUGHTS

*Preparing your community for a total solar eclipse is challenging but also immensely rewarding.*

Eclipse chasers travel the world to get into the path of totality to experience the Moon's shadow.

Soon, the path of totality is coming to you.

Your community will be hosting a celebration of the perfect alignment between the Sun, Moon, and Earth. Open up to the world and invite others to share this once-in-a-lifetime community celebration.

This day will be remembered for a lifetime.

Now it's up to you!



Eclipse Reenactment at the Australian Eclipse Festival. © 2012 Bill La.

*Assemble your team  
Develop your strategy  
Boldly go where no one has gone before.*



## ABOUT THE AUTHOR

Kate is an Australian author, psychologist, and eclipse chaser, who has been chasing total solar eclipses for over two decades. In 2019 she experienced her 12th total solar eclipse, and is impatiently waiting to resume her chasing for totality 2023 in Australia.

A clinical psychologist by profession, Kate has extensive clinical, academic, research, teaching, workshop facilitation and presentation experience. She uses her unique skill-set and extensive experience to advise on evidence-based eclipse planning, and to understand the lived experience of totality.

Kate first became interested in community eclipse planning in 2012, when the path of totality occurred near her home region of North Queensland, Australia. Seeing first hand the lack of engagement on the ground showed her the importance of putting the community at the heart planning efforts.

She then went on to guide eclipse planning for the Faroe Islands in 2015, and supported many communities across the US preparing for the 2017 "Great American Eclipse" through her White Paper, consultations, and in-community visits.

Kate has extensively researched and refined the process of helping communities find their unique "angle" which then informs the eclipse strategy, brand development, and media engagement for maximum return on investment.



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Kate is a core member of the American Astronomical Society Solar Eclipse Task Force, and advises on local and state eclipse planning groups. She leads eclipse tours, and is featured extensively in the media. She is in-demand as a speaker internationally, delighting audiences with her relatable and down-to-earth manner.

After living in Northern Ireland for over 20 years, Kate has returned to North Queensland, Australia. Her mission is to share the wonder of totality—an awesome experience that is not just for bearded men with telescopes.

*Need help to tailor this evidence-based guidance to your community?*

*Kate offers the following:*

- *A one hour Zoom consultation to talk you through your unique positioning and guidance to get you started*
- *A detailed eclipse strategy report for your community with clear recommendations*
- *Tailored online presentations*
- *In-community visits for community engagement, stakeholder planning, and media opportunities*
- *Interactive Zoom master-classes on key topics for eclipse planners. Max 6 participants per class.*



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📘 [@BeingInTheShadow](https://www.facebook.com/BeingInTheShadow)





DR . KATE RUSSO - BEING IN THE SHADOW

Total Solar Eclipse DRAFT budget				
Item	Organisation	2027/2028	2028 / 2029	Notes
<b>Staff</b>				
Additional staff - contracted	External contractor	\$65,000	\$14,000	Signature event lead contracted for 14 months as department is not resourced to manage event, 0.5 FTE for first 8 months, then increased to full time
<b>Total Contracted Staff expenses</b>		<b>\$65,000</b>	<b>\$14,000</b>	
<b>City Dressing</b>				
City banners	Adams Flags	\$12,000	\$0	Placement of city banners - 100 solar eclipse, and 100 'Dunedin' banners, cost at \$20 per banner for install/removal and print costs at \$80 each for 100 solar eclipse banners
Dunnerstunner sign	Task Force Green / Gravity Events	\$0	\$750	Setup costs and associated power distribution at observation point
Street Furniture	Task Force Green	\$0	\$400	Task Force Green costs for transportation and work involved
Plinths (5 available)		\$3,750	\$0	Print costs are \$750 per plinth
Light Boxes (4) - install and removal	Task Force Green	\$800	\$800	Vouchers for 4 people, 9 hours work, \$200 voucher each, to be hosted in two locations across six weeks
Light Boxes (4) - print costs		\$3,000	\$0	Print costs are \$750 per light box
Wayfinding signage		\$5,000	\$0	Observation point information / walking route/bus hub/no alcohol/smokefree etc
Airport dressing		\$4,000	\$1,000	Costs for print, install, and removal of airport branding
<b>Total City Dressing expenses</b>		<b>\$28,550</b>	<b>\$2,950</b>	
<b>City Activation</b>				
Wayfinding staff (casual employees)		\$0	\$1,000	\$24 per hour, estimated 4 hours each x 10 (on eclipse day/night only)
Octagon portaloos	Hirepool	\$0	\$600	6x portaloos in lower Octagon to support crowd overflow
Power generator for food trucks	Gravity Events	\$0	\$130	Power distribution
<b>Total City Activation expenses</b>		<b>\$0</b>	<b>\$1,730</b>	
<b>City Activation Fund</b>				
City Activation Event Fund		\$150,000	\$0	Contestable fund set up to support city wide programme. Possible organisations include Otago Museum, tourism operators, Science Festival
<b>Total City Activation expenses</b>		<b>\$150,000</b>	<b>\$0</b>	
<b>Marketing</b>				
City Marketing	Various	\$5,000	\$5,000	Includes print, radio, online
Domestic Marketing		\$15,000	\$5,000	Includes print, radio, online
International Marketing		\$20,000	\$0	Includes print, radio, online
Website		\$0	\$0	
Signature event brand design		\$15,000	\$0	
Programme print costs		\$5,000	\$0	Costs association with printed event programme, available at iSite, accomodation providers, etc
Merchandise		\$10,000	\$0	Dunedin' branded eclipse glasses, etc
<b>Total Marketing expenses</b>		<b>\$70,000</b>	<b>\$10,000</b>	
<b>Transport</b>				
Traffic Management Plans - Observation Points	Fulton Hogan	\$0	\$30,000	<b>TMP's plus transport options to observation point/s</b> Costs association with TMP's at key city observation points for approx. 6 hours
Traffic Management Plans - Octagon	Go Bus	\$0	\$10,000	Lower Octagon closed for approx. 2 days
Traffic Management Plans - Signature event location	Fulton Hogan	\$0	\$22,000	4 nights
Park n Ride buses - Victoria Road	Ritchies	\$0	\$4,000	
Safety lighting - Victoria Road + Mosgiel	TMC	\$0	\$400	Lights including labour costs for install and removal ( \$50 per light)
Trains - Mosgiel	Dunedin Railways	\$0	\$2,000	Estimate only, based on ticket sales (2x pre-event trips and 3x post event trips = \$6,000)
Park n Ride - TMP for both Mosgiel and Victoria Road	TMC	\$0	\$1,600	Traffic management plan
Park n Ride - TMP for Forth Street	Fulton Hogan	\$0	\$2,400	Traffic management plan
Bus Hub - vehicle towing	Otago Towing	\$0	\$1,700	\$170 per car, 10 cars (estimate only)
Security guards	Armourguard	\$0	\$3,000	Based on \$42/per hour. For Park n Ride locations
Bus Hub - portaloos	Hirepool	\$0	\$700	6 x portaloos
<b>Total Transport expenses</b>		<b>\$0</b>	<b>\$77,800</b>	
<b>Signature event 1 - Cultural activation</b>				
Mana whenua activation		\$40,000	\$40,000	<b>Activation in the lead up to the eclipse</b> Costs for a significant cultural activation prior to eclipse
Production	Gravity Events	\$0	\$10,000	Lighting, staging, power generators, sound system, contractor costs
Safety lighting	Gravity Events	\$0	\$4,000	
Portaloos	Hirepool	\$0	\$1,400	12 x portaloos
Security guards	Armourguard	\$0	\$6,000	
Additional staff - contracted	Various	\$0	\$1,920	\$24 per hour, estimated 4 hours each x 20
First aid	Red Cross	\$0	\$2,000	
<b>Total Signature event 1 - Cultural activation expenses</b>		<b>\$40,000</b>	<b>\$65,320</b>	
<b>Signature event 2 - Light installations</b>				
				<b>To be installed for three nights</b> NZ Internationally acclaimed light artist. Angus created the 2019 George Street Glow Light event which cost about \$100k pre-COVID. This would be similar and include bespoke designs
Light installations	Angus Muir Design	\$35,000	\$65,000	
Security guards	Armourguard	\$0	\$15,000	
Portaloos	Hirepool	\$0	\$1,100	6 x portaloos
Additional staff - contracted		\$0	\$6,000	\$24 per hour, estimated 4 hours each x 4 nights x 20
Safety lighting	Gravity Events	\$0	\$5,000	
Generators and RT's	Gravity Events	\$0	\$4,200	Additional production support such as staging, RT hire, etc
<b>Total Signature event 2 - Light installations expenses</b>		<b>\$35,000</b>	<b>\$96,300</b>	
<b>Campervan Overflow</b>				
Parking Management	Contractor	\$0	\$5,000	<b>Setup similar to Plnk concert at Ice Stake Stadium carpark</b> Rotary group to manage on site parking
Line marking	DCC Transport	\$0	\$200	Temporary line marking on Kettle Park for park n ride location
Security	Armourguard	\$0	\$2,500	Overnight security
Lighting	Gravity Events	\$0	\$1,000	Safety lighting in campervan site
Portaloos	Hirepool	\$0	\$700	4x portaloos
Additional marketing	Various	\$0	\$800	Promotion of campervan site via targeted marketing channels
Vehicle towing	Otago Towing	\$0	\$510	\$170 per car, 3 cars (on average per event)
Additional TMP	TMC	\$0	\$2,000	Includes additional labour and fencing of areas
Marshalls for bus logistics	Various	\$0	\$252	2 casual staff x 5hrs each (pre and post event)
<b>Total Campervan Overflow expenses</b>		<b>\$0</b>	<b>\$12,962</b>	
<b>Evaluation</b>				
Evaluation	Fresh Info	\$0	\$10,000	Post-event evaluation
<b>Total Evaluation expenses</b>		<b>\$0</b>	<b>\$10,000</b>	
<b>Total expenses</b>		<b>\$388,550</b>	<b>\$291,062</b>	
<b>Contingency 3%</b>		<b>\$11,657</b>	<b>\$8,732</b>	
<b>Total expenses</b>		<b>\$400,207</b>	<b>\$299,794</b>	
<b>Total expenses across both years</b>			<b>\$700,000</b>	