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# Dunedin Destination Plan

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# Foreword

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A man and a woman, both wearing helmets and cycling gear, are standing on a paved sidewalk next to a light-colored building. The woman is on the left, wearing a white long-sleeved shirt and a black backpack, holding a black bicycle. The man is on the right, wearing a blue and black cycling jersey and a backpack, holding a blue and black bicycle. They are both smiling and looking at each other. The building has a string of colorful lights hanging from its roof. In the background, there are green trees and a cloudy sky.

Ultimately, we want visitors to come back to live, work and invest and our residents to stay.

## One of the world's great small cities

Dunedin is a compelling destination. All the things that make Dunedin a great place to live also make it a great place to visit, study, work and invest. One of the world's great small cities, Dunedin has heritage, ambience and character, unique flora and fauna, a stunning harbour and coastline and a dramatic hinterland. We boast world-class venues and educational institutions, affordable housing, good transport links and exciting recreational and cultural offerings. Almost 90% of locals rate their quality of life as good or extremely good.<sup>1</sup>

The way we talk about Dunedin is evolving. Our brand<sup>2</sup> is considered one of the strongest in New Zealand, we are improving the way we connect to the rest of the country and overseas, and our social media following is growing. Nationally and internationally, we are seen as an example of a distinctive small city with a healthy future.

Dunedin's popularity is growing, with people settling here from overseas and other parts of New Zealand. The city has a history of welcoming refugees. Many of Dunedin's new residents have set up businesses, some with investors from both outside and within the city. We have a well-educated population with an entrepreneurial drive that is boosting business vitality and creating alliances for innovation across the city.

Increasingly, Dunedin is being recognised as a hub for skills and talent with strong linkages beyond our borders.

## Destination: a definition

This plan refers to 'destination' broadly as a purpose or place for which someone or something is destined, both a stopping and landing place and a journey's end. It is a location that is home to people, products, services and infrastructure, across sectors and a range of economic, cultural, community and environmental stakeholders.

## Taking a step forward

The Destination Plan (the plan) outlines how we propose to market and manage Dunedin as a destination. Developed by the Dunedin City Council (DCC) in collaboration with stakeholders, the plan proposes action areas that will be used to inform specific activities that will be undertaken by Enterprise Dunedin and industry stakeholders, and indicates how progress might be monitored at a high level. It sets out how we can attract new visitors, students, migrants, workers and investors, and how we can co-ordinate with other strategic areas to manage our infrastructure capacity (see Strategic Context on page 7). We need to ensure that any development supports our values, our environment or what makes Dunedin distinctive.

Dunedin has approached destination planning collaboratively, bringing together the sectors involved in marketing our city, and seeking feedback from the wider community. Through engagement and collaboration we can achieve a shared vision within approved budgets, and make the city more attractive for residents as well as visitors. By joining forces, we can tell our story better, share resources and proactively manage the impacts associated with being an increasingly popular destination.

<sup>1</sup> 2016 Quality of Life Survey

<sup>2</sup> Voted Best Destination Brand by Fairfax Media in 2016

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# Introduction

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Our vision is for Dunedin  
to be one of the world's  
great small cities.

*Photographer: Michael McQueen*

## Vision

Dunedin will be a compelling destination, with highly regarded attractions, education and lifestyle experiences. Dunedin's reputation as a great small city will attract visitors, investors and migrants. Our growing business vitality will improve lifestyle, income and employment levels for our residents.

## Strategic context

The Dunedin Destination Plan is an implementation plan that will deliver on the vision and strategic objectives set out in the city's strategic framework (see the diagram below), developed by the DCC and the community. There are eight city strategies, along with the Council's Long Term Plan and Financial Strategy, and all are underpinned by the principles of sustainability and commitment to the Treaty of Waitangi.

## Dunedin Strategic Framework



CITY STRATEGIES	STRATEGIC THEMES
SOCIAL WELLBEING STRATEGY	Connected people
	Vibrant and cohesive communities
	Healthy and safe people
	Standard of living
	Affordable and healthy homes
THREE WATERS STRATEGY	Meeting water needs
	Adaptable supply
	Environmental protection
	Maintaining service levels
	Kaitiakitaka
SPATIAL PLAN	Liveable city
	Environmentally sustainable and resilient city
	Memorable and distinctive city
	A city that enables a prosperous and diverse economy
	Accessible and connected city
	A vibrant and exciting city
ECONOMIC DEVELOPMENT	Business vitality
	Alliance for Innovation
	A hub for skills and talent
	Linkages beyond our borders
	A compelling destination
ARA TOI – ARTS AND CULTURE STRATEGY	Identity pride
	Access and inclusion
	Creative economy
	Inspired connections
INTEGRATED TRANSPORT STRATEGY	Safety
	Travel choices
	Connectivity of centres
	Freight
	Resilient network
TE AO TUROA – ENVIRONMENTAL STRATEGY	Resilient and carbon zero
	Healthy environment
	Caring for the natural world/kaitiakitaka
PARKS AND RECREATION STRATEGY	Active people
	Open spaces and facilities
	Treasured parks, natural landscapes, flora and fauna
	We work with others



Development of the plan is an initiative under Dunedin's Economic Development Strategy 2023 (EDS), which has two primary goals:

- 10,000 extra jobs over 10 years; and
- an average \$10,000 of extra income for each person.

The plan also recognises that wellbeing and quality of life are important for residents and visitors, as is referenced in numerous Council strategies.

Being strategic and forward-looking when developing Dunedin as a destination is essential if we are to meet these economic objectives and maintain excellent quality of life standards overall.

The plan is one of a series of action plans to deliver on the city's strategic framework, including the Energy Plan 1.0, the Festivals and Events Plan and the Waste Management and Minimisation Plan.

This plan delivers on strategic objectives across all of Dunedin's strategies. For example, the plan will support the goals of Ara Toi – Our Creative Future (our arts and culture strategy) for the city to have pride in its identity and spaces to 'skite' about. Likewise it supports the ambitions of Te Ao Tūroa – The Natural World (our environment strategy) to protect and enhance our natural environment. The plan also has cross over with the Festivals and Events Plan in supporting Dunedin as a vibrant and capable city with a year-round calendar of events.

It also aims to interact with regional strategies and plans, like those of the Otago Regional Council, Southern District Health Board and Otago Southland Regional Transport Committee.

The plan supports the aspirations of city stakeholders, and responds to market intelligence and to national objectives as set out in strategies such as Education New Zealand's Statement of Intent 2016–2020. It also takes into account where these national plans have been regionalised to support action at a more local level. DunedinHOST, as one of the city's major tourism industry bodies, has developed a regional version of Tourism Industry Aotearoa's Tourism 2025 framework that will interact with the activities of this destination plan.

## Goals

The Dunedin Destination Plan sets five goals.

1. Ensure Dunedin is a great place to live, visit, study, work and invest.
2. Maximise strategic opportunities and spend to support destination activity.
3. Share resources and work collaboratively to develop innovative actions that can be delivered within fiscal constraints.
4. Maintain and build pride in Dunedin's distinctiveness.
5. Sustain and enhance our natural and built environment for the benefit of residents and visitors.

## Objectives

The plan's objectives directly correlate to those in the Economic Development Strategy and include to:

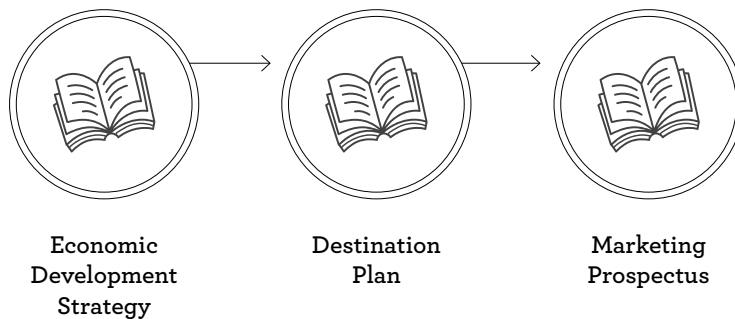
- improve the ease of doing business
- grow the value of exports
- improve linkages between industry and research
- increase scale in innovative and tradeable sectors
- increase retention of graduates
- build the skills base
- grow migrant numbers
- increase international investment
- establish strategic projects with other cities both nationally and internationally
- enhance the city centre and environs
- increase the value derived from tourism, events and international education
- improve the understanding of Dunedin's advantages.



## Actions and activity

We have focused on developing actions that address identified challenges and build on strengths. Dunedin businesses, public organisations and communities are already driving destination activity. The plan identifies some of the gaps in this activity and proposes strategic partnership initiatives where we could collaborate to achieve more.

The plan is designed to further encourage detailed collaborative, tactical action within the city. For example, it will inform an annual Dunedin Marketing Prospectus, enabling stakeholders to enhance their collaboration when promoting agreed live, visit, study, work and invest messaging.



## Scope

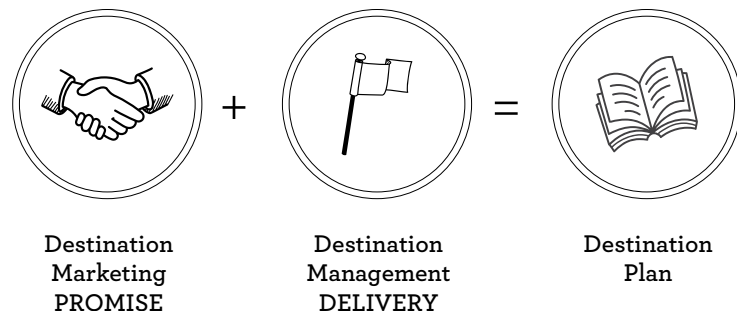
This is an overarching implementation plan focusing on the next six years (until 2023), as opposed to being an annual operational plan. The action areas outlined here will be reviewed regularly and will evolve as work takes place, new thinking develops, and the context changes.

The process of working together on the plan is important, with partners and the community shaping the way forward through their ideas and actions over time. The more people involved in developing, managing and marketing Dunedin as a great destination, the better our achievements will be. The actions within this plan will be delivered in conjunction with a range of partners and collaboration is openly welcomed.

The plan's actions will ensure the world knows the great things we offer, while we manage impacts on infrastructure and protect the natural environment. This plan is a vital step in sharing Dunedin's vision with the rest of the world.

A destination plan comprises two essential components - promise (marketing) and delivery on that promise (management).

The Dunedin Destination Plan has been developed using international best practice models and robust marketing and management principles. The plan builds on what has already been achieved, and combines targeted approaches with practical and workable ways to ensure Dunedin is one of the world's great small cities.





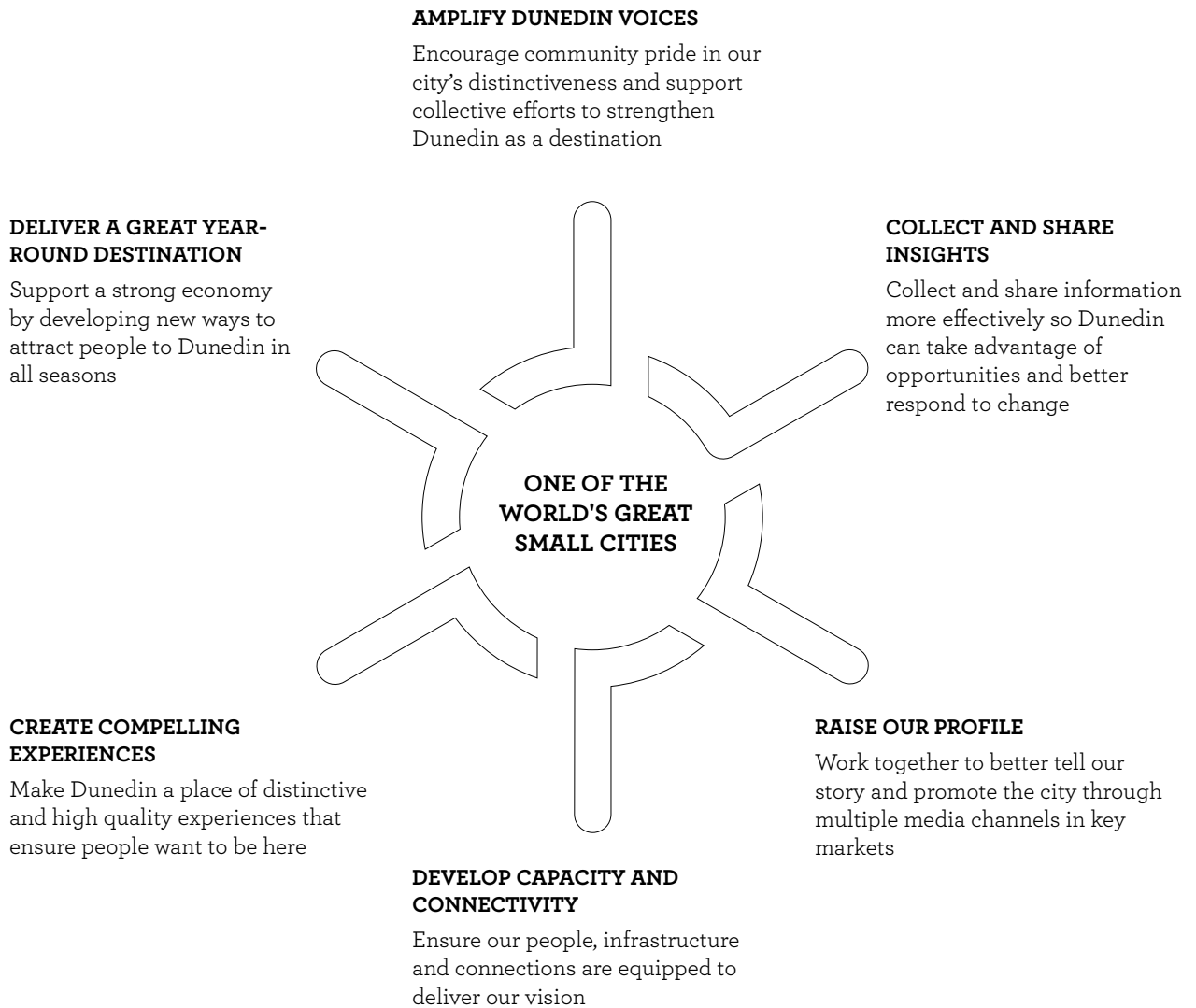
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# Dunedin Destination Plan at a glance

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The following destination actions are discussed in more depth on the pages that follow.





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# Amplify Dunedin voices

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Encourage community pride in our city's distinctiveness and support collective efforts to strengthen Dunedin as a destination.

*Photographer: Dave Gosselink*



## Current position

International evidence shows places where people love to live are also the places people love to visit.<sup>3</sup>

The city's vision to be one of the world's great small cities holds true for residents, students, businesses, investors, visitors and migrants alike. Wide stakeholder and community support of this plan's aims is vital to their success.

**Market Dunedin** – Dunedin has an established, strong and recognisable brand that reflects the city's distinctiveness. Many residents and an increasing number of businesses and organisations are embracing this, which reinforces and increases the impact of the brand.

Businesses investing in training for their frontline staff also help to improve the presentation of our city. A positive impression via helpful, friendly and knowledgeable staff is often the first point of contact with our city and a critical factor in establishing and maintaining a favourable reputation.

**Market Local** – One of Dunedin's great advantages is its attractive liveability. Rather than being a tourist town with residents servicing it, much of Dunedin's appeal lies in being a beautiful, cared-for place with residents who live actively among and interact with its attractions.

A number of our key visitor attractions provide special offers for residents, encouraging them to get to know, enjoy and share their city, supporting the destination work that is taking place. There is scope to develop this type of locally focused, positive activity much further, fostering city pride and encouraging locals to act as ambassadors for our city.

Likewise, events such as the annual Vogel Street Party draw locals in to celebrate a regenerating area that attracts investment and innovative residential and commercial development.

Initiatives such as the Insiders Dunedin website contribute to people knowing about, and sharing, some of the gems the city offers – to residents and those who visit, study or work here.

Welcoming and engaging with the national and international student population and ensuring that their experience of our city is positive, will increase the likelihood of students remaining here after graduation and recommending Dunedin to others.

Locals engaging in activities that enhance Dunedin as a destination also play a key role. For example, undertaking conservation projects that enhance and protect the natural and built environment benefits both residents and visitors to the city.

## Key action areas

- Enable those who live, visit, study, work and invest here to act as 'ambassadors' for Dunedin; to tell our stories and provide feedback and ideas about our city's development as a destination.
- Platforms that promote and share special Dunedin experiences, e.g. Insiders Dunedin, will be expanded, enabling those who see the city as a compelling destination to broadcast that message using their wider networks.

## Success measures

We will know these actions are successful if:

- more residents are actively engaged and demonstrate a sense of city pride
- there is more positive user-generated content in all channels, particularly DunedinNZ's social media platforms
- more residents are involved in profile-raising initiatives
- more residents and businesses adopt Dunedin brand values
- there are more industry partner contributions and more active involvement in marketing.

<sup>3</sup> Overview in The Economist 2017 Global Liveability Report

# Amplify Dunedin voices

*Encourage community pride in our city's distinctiveness and support collective efforts to strengthen Dunedin as a destination.*

## Activities

### Delivery activity

### Measuring progress

Use data from resident and stakeholder surveys to understand community support and priorities for Dunedin destination activity

An annual presentation to key stakeholders on relevant data and information takes place

Develop a communication plan to share the destination vision and messages with the community. This could include a 'tool kit' for residents who have visitors in town and want ideas for where they can go or what they can do

A joint communication plan targeting Dunedin residents is developed and kept up to date

Continue to develop and share Dunedin brand ideas, resources and guidelines to enable the people, businesses and organisations of Dunedin to act as 'ambassadors' for the city

Number of organisations using the brand

Initiatives to involve more residents in destination activities across sectors, e.g. supporting migrants, volunteering or employment at big events, open days, or two-for-one ticket offers

Amount of local involvement in destination activities


Develop a city welcome programme for students coming to study in Dunedin alongside activities already undertaken by educational institutions

Students feel welcomed by and positive about their experience in Dunedin

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# Collect and share insights

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Collect and share information more effectively so Dunedin can take advantage of opportunities and better respond to change.



## Current position

We need to deepen our understanding of Dunedin as a destination. Our partners are sourcing destination data from national and regional statistics, but we only share limited amounts of information across the city. This is an area we need to address.

For example, our educational institutions can offer in-depth insights into the impact and importance of education to the city's economy and profile which can then inform decisions on marketing efforts.

The student, business and migration sectors are changing rapidly. We must collect, analyse and share information consistently to keep ahead of these changes.

Destination activities have an impact on our natural, built environment and quality of life. We need more information from industry and residents about those impacts and what action to take. Currently, Dunedin ranks highly for wellbeing and quality of life so we must continue to monitor sentiment and engage with residents to ensure that decision making is informed by public opinion.

While high level data is available for some sectors, we need resources to analyse raw local data and develop more detailed insights into Dunedin's markets.

## Key action areas

- Work with stakeholders to identify gaps in our information and data and find ways to fill these, e.g. collaborative research projects or surveys, so stakeholders can better analyse opportunities.
- Facilitate collaborative gathering and sharing of regional data between city stakeholders to inform Dunedin's destination marketing and management activities. Dunedin-specific data will be measured against regional and national benchmarks.
- Analyse and draw assumptions from trends in the data to make better decisions in our market planning and improvements in key areas of the city, e.g. creating off season products and services.
- Develop a dashboard that encompasses data from the five key areas of visit, study, live, invest and work, and make this available to stakeholders on a regular basis.

## Success measures

We will know these actions are successful if stakeholders:

- commit to sharing data on a regular basis
- conduct joint research activities, supported by pooled resources
- use research findings to develop and refine marketing and destination management activities.

# Collect and share insights

*Collect and share information more effectively so Dunedin can take advantage of opportunities and better respond to change.*

## Activities

### Delivery activity

### Measuring progress

Key progress measures for economic development, quality of life, social, cultural and environment are drawn together in a 'dashboard'. Collective and aspirational targets are agreed

Dashboard developed with easy mechanisms to support information-sharing

Review available data sources and identify gaps

Data sources are collated

Establish a forum to gain feedback from key industry partners to identify risks and decide on proactive measures to protect and enhance the natural environment

Key areas for potential development and/or protection are identified

Establish ways to better identify and analyse key data and information, such as consumer motivations across different sectors and people's satisfaction with Dunedin as a destination

New approach established and supported by key sectors

Cross-sector research undertaken and findings disseminated

# Raise our profile

A large, vibrant street mural of a man with glasses and a beard, surrounded by colorful abstract shapes and text. A group of people is standing in front of the mural, and a person in the foreground is taking a photo with a smartphone.

Work together to better tell our story and promote the city through multiple media channels and partnerships in key markets.

*Street art by Tyler Kennedy Stent*



## Current position

As a city, we have come a long way in developing the Dunedin brand and sharing what Dunedin offers prospective visitors, students, investors, entrepreneurs and residents. Strengthening our message that Dunedin is a compelling destination will provide business opportunities and employment, raising the city's overall GDP and the wellbeing of residents.

An immensely liveable city with a wealth of cultural and lifestyle opportunities, Dunedin has much to celebrate. The city offers high-quality educational institutions, a strong arts and culture scene, notable built heritage and evolving culinary scene. It has an excellent digital platform for design and innovation-focused businesses. The natural environment that surrounds Dunedin is home to unique wildlife, and the city is the gateway to Otago. Known locally as a '10 minute city', the average commute from home to work rarely exceeds this timeframe. With excellent schools and a wide range of recreational facilities and attractions, Dunedin is the epitome of a family friendly city.

A significant amount of work is already being carried out to raise the city's profile across the various sectors, including the international marketing initiatives undertaken by the University of Otago and Otago Polytechnic.

Capitalising on Dunedin's reputation and expertise as a UNESCO City of Literature and significant arts and culture destination, we have already experienced growth in the number of visitors and businesses engaging with our cultural assets and sharing their experiences with others.

Dunedin-based companies such as Animation Research Limited, Architecture van Brandenburg and Natural History Unit New Zealand are active in the global marketplace, and their success positions the city as a serious contender for international business.

The city has active sister city relationships with Shanghai, Edinburgh and Otaru which have extended our global presence and fostered strong international ties, from which a number of opportunities have already emerged.

As we move towards the future, the applications and innovations brought about by the GigCity initiative will see Dunedin come into its own as a truly smart city, at the forefront of connectivity and intelligent urban integration.

## Key action areas

- Make use of shared market intelligence and insights across sectors to ensure maximum efficiency and effectiveness of profile-raising activity.
- Support stakeholders' use of the Dunedin brand and encourage them to align their messaging where practicable, e.g. in consumer media and communications for trade or business events.
- Share resources for maximum impact and cost efficiency, e.g. collaborative campaigns supported by joint budgets.
- Build on existing seasonal campaigns targeted at specific sectors. Stakeholders and partners will increase their emphasis on attracting 'added value' visitors (including residents) to Dunedin activities and attractions; working together to ensure the city meets this market's higher expectations.

- Align marketing to deliver on the aspirations of the city, our stakeholder partners, and the motivations and expectations of our target markets.

## Success measures

We will know these actions are successful if:

- the city's economic, wellbeing and environmental indicators show positive movement in key sectors
- Dunedin is recognised as one of the world's great small cities by residents, visitors, students, businesses, investors and migrants, as indicated by brand awareness / residents' opinions
- quality of life surveys show there is an increase in the value and volume of visitors, students, businesses, investors and migrants
- Dunedin residents continue to be positive about destination activities.

# Raise our profile

*Work together to better tell our story and promote the city through multiple media channels and partnerships in key markets.*

## Activities

### Delivery activity

### Measuring progress

Encourage more sharing of Dunedin online content across all sectors

Amount of content shared online.

Content achieves further reach and new audiences

Encourage sharing of marketing plans between sectors, distributing it as widely as possible through stakeholder networks

Number of key stakeholders sharing seasonal marketing tactics

Make it easier for people to recommend Dunedin as a destination, e.g. online

Number of recommendations for the city, its experiences and as a place to live, work, invest, study or visit

Collaborate with educational institutions to jointly market the city at international events and exhibitions and online

Dunedin's position as a desirable study destination

Collaborate with local businesses to jointly market the city at trade fairs and during relationship-building initiatives

Number of Dunedin-based businesses experiencing international trade opportunities

Encourage people who are passionate about Dunedin to raise the city's profile

Number of stories from visitors, businesses, residents, investors and students in promotional material

Leverage further opportunities from existing sister city relationships and UNESCO City of Literature status internationally

Number of new initiatives and global marketing opportunities identified and pursued via UNESCO City of Literature and sister city connections

Identify collaborative marketing opportunities with other destinations such as Queensland


Number of joint marketing initiatives undertaken in conjunction with other regional or international destinations



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# Develop capacity and connectivity

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A large cruise ship, likely a Norwegian Cruise Line ship, is docked in a harbor. In the foreground, several people are standing on a balcony or walkway, looking out at the ship. The background features a large body of water and rolling hills under a clear blue sky with some light clouds. The ship has multiple decks with balconies and a prominent blue and white logo on its side.

Ensure our people, infrastructure and connections are equipped to deliver our vision.

## Current position

Dunedin is the Otago region's economic powerhouse delivering over \$5.7b or half of the total gross domestic product (GDP) per annum to the province.

We are increasing our support for start-up ventures to encourage innovative business development and foster attractive employment opportunities across all sectors. We have resources, such as the Sexy Summer Jobs intern programme, as well as mentoring opportunities. The DCC has a 'Red Carpet' business relationship management model which instils a proactive and business-friendly approach across the organisation.

The health, education and visitor industries already contribute significantly to Dunedin's economy and are growing. We need to ensure the capability and capacity of the labour pool aligns with our aspirations for the future.

There is potential for growth in the accommodation sector which also presents new options for the city, especially around major events. Dunedin has become a member of Project Palace, a government initiative to attract foreign investment into New Zealand's hotel sector.

To be competitive, Dunedin must be both increasingly liveable and sustainable. There are many elements that will contribute to this, including the protection of our natural and built heritage to ensure Dunedin keeps delivering great experiences for residents and visitors.

Planning for a compact urban core will maintain city vibrancy, accessibility, and a strong sense of community, affording excellent quality of life. Delivery of the city's Energy Plan will transform Dunedin into a low-carbon economy,

including by improving the quality and efficiency of the city's housing, and supporting the transition to cleaner energy sources.

Future-proofing city connectivity means investing in a multi-modal transport system and world-class digital infrastructure. The roll out of ultrafast broadband (UFB) should be complete by 2022, making Dunedin the first gigabyte connected city in the southern hemisphere.

Fostering cultural awareness, including through festivals, events and sister-city relationships, encourages development of a rich, diverse and tolerant community.

## Key action areas

- Engage with stakeholders and sectors to identify infrastructure constraints and priorities.
- Ensure Dunedin is able to service future destination needs, e.g. new experiences, cultural awareness, service provision, and support for staff and product development.
- Plan and manage the sustainable development of Dunedin as a destination, with long-term benefits for the city, aligned to the community's wider strategic aspirations and goals.
- Explore community ideas about how destination activity could be harnessed to deliver wider strategic aspirations and needs, and cultivate development of those ideas.
- Work with stakeholders to proactively protect natural resources and the natural environment, managing increased destination activity and development to avoid negative impacts and maximise positive impacts.

## Success measures

We will know these actions are successful if:

- long-term thinking embedded in stakeholder planning activity increases, including sharing information on capacity and connection issues
- potential city impacts resulting from development opportunities are reviewed, and proposed protection and management processes are put in place.



# Develop capacity and connectivity

*Ensure our people, infrastructure and connections are equipped to deliver our vision.*

## Activities

### Delivery activity

### Measuring progress

Build capacity and efforts to attract further inbound national and international flights, cruise ships and rail

Number of flights arriving in Dunedin

Amount of transport mode diversification

Start-up eco-system growth continues and is further developed

Number of successful start-up businesses establishing themselves in Dunedin

Develop and implement a proactive management plan to protect and enhance Dunedin's heritage sites and natural places

Co-ordinated approach to managing nature, heritage and wildlife sites is implemented

Continue to explore vocational pathway opportunities in potential growth sectors

Requirement for skills and human resources in growth sectors

Facilitate a working group of appropriate stakeholders to proactively protect and manage the impacts on iconic species and landscapes

Working group is established and biodiversity and eco-system health measures established

Investigate projects that will be eligible for central government tourism infrastructure funding such as signage and toilets

Eligible projects are identified

Amount of funding secured

Support the advancement of technology infrastructure such as ultra-fast broadband roll-out

Infrastructure is in place for the majority of Dunedin by 2022

Support accommodation capacity that aligns with destination activity

Number of occasions accommodation options meet projected demand

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# Create compelling experiences

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Make Dunedin a place of distinctive and high quality experiences that ensure people want to be here.

## Current position

Those who live here know Dunedin is a fantastic place to be. In 2016, 88% of Dunedin residents surveyed rated their overall quality of life as good or extremely good.<sup>4</sup>

This enthusiasm for Dunedin is evident to the people who come to the city and benefit from carefully crafted experiences delivered by a range of organisations, businesses and the community. These experiences stick in people's memories and influence the recommendations they make.

For example, since opening in 2011, Forsyth Barr Stadium has boosted the city by attracting 1.35 million sports fans, concert-goers and community event supporters. It has benefitted both local people and visitors, while adding value to the experience of those who choose to study here.

Ways to enhance visitor experience include dual-language signage to cater to large numbers of Chinese visitors and announcements about forthcoming stops and local attractions on Dunedin buses.

There is a growing commitment to ensuring the marketing of our city aligns with its realities, delivering on the different expectations of our community and those who visit, study, migrate or invest here. Dunedin has a reputation as a friendly, welcoming city and we intend that this will remain true for existing residents, new residents and visitors.

## Proposed actions

- Key stakeholders will be encouraged to provide training and development opportunities to their members / staff to ensure they can consistently deliver high-quality, compelling experiences.
- We will work with stakeholders to gather data that will inform us of both marketplace and community expectations and how well these are being met.
- We will encourage a more co-ordinated 'design-led' approach to customer experience and service that will enhance the city's reputation as a great place to be and help identify opportunities for improving and adding to the Dunedin experience.

## Success measures

We will know these actions are successful if:

- the levels of resident and business satisfaction rise, e.g. National Quality of Life Survey
- more stakeholders achieve accolades and awards
- Dunedin receives more recommendations as a destination (e.g. in the tourism sector it may be positive comments on Trip Advisor)
- higher quality standards are achieved by stakeholders.

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<sup>4</sup> The Quality of Life Survey compares 12 New Zealand cities, including Dunedin, on overall quality of life across a range of measures – health and wellbeing, crime and safety, community, culture and social networks, council decision-making processes, environment (built and natural), public transport, economic wellbeing and housing



# Create compelling experiences

*Make Dunedin a place of distinctive and high quality experiences that ensure people want to be here.*

## Activities

### Delivery activity

### Measuring progress

Look at how we can better meet people's expectations of compelling experiences

Satisfaction surveys are reviewed and any gaps addressed

Number of stakeholders making improvements based on survey findings

Improve experiences by considering what people need from start to finish

Number of stakeholders participating in quality standards schemes

Share thinking, resources and training focused on delivering better experiences

Number of stakeholders undertaking assessment and training

Number of stakeholders sharing good practice

Recognise and celebrate those who are providing a high-quality experience

Communications are in place to encourage the use of quality standards

Invite Kāi Tahu to engage with stakeholders about reflecting tikanga in more city experiences

Amount and range of city experiences where Kāi Tahu tikanga is reflected

Engage with Kāi Tahu on opportunities for culturally significant experiences

Culturally significant experiences are identified and pathways to develop these are explored

Make experiences of Dunedin's hinterland more accessible and appealing e.g. promote easy day trips

Number of people using Dunedin as a base and travelling in the hinterland

Number of residents experiencing the hinterland

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# Deliver a great year-round destination

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Support a strong  
economy by developing  
new ways to attract  
people to Dunedin  
in all seasons.

## Current position

Like many destinations globally, Dunedin is not immune to annual peaks and troughs in activity across the city, industry sectors and the community.

Our cool months from May to October are traditionally an off-peak visitor season, while the number of summer visitors has grown significantly in the past few years, including a substantial forecast increase in spring/summer cruise ship visits to the city.

We have an opportunity to use our existing visitor marketing, e.g. to Australia and China, to focus on those who are not seasonally motivated or may enjoy our temperate winter conditions for activities.

Showcasing the strong local food culture and community food resilience will also contribute to creating a great year-round destination. The city already benefits from ready access to an abundance of locally sourced produce and one of Australasia's best farmers' markets.

Summer visitors are a welcome income stream for the city, arriving as several thousand students leave for the summer break.

Effort is being put into creating off-peak visitor and edu-tourism experiences that smooth seasonal peaks and troughs, enabling stable year-round employment as well as offering job seekers an attractive work/life balance and lifestyle opportunities, thereby strengthening the economic benefit to the city.

Dunedin's status as a UNESCO City of Literature holds year-round appeal as do the emerging night sky tourism opportunities.

We already have a calendar of unique events targeting off-peak periods, such as the Mid-Winter Carnival, and package deals, e.g. on airfares and accommodation. The DCC has developed and run seasonal campaigns like 'Where the Wild Things Are'. The city's Festivals and Events Plan has been revised, encouraging a year-round calendar of events for residents and visitors.

The education sector is using summer schools to attract students during their quiet periods. Edu-tourism is also a growth area in the city, with efforts being directed at increasing international student numbers and encouraging visits from friends and family. We have many opportunities to spread offers for destination product and services throughout the year. DCC activities that support business and event tourism include bidding for international conferences and events, and hosting delegations, e.g. from the film industry and international civic groups, which helps bring more people to the city during off-peak periods.

## Key action areas

- Work together, exploring innovative ways to address seasonality, e.g. collaborative, targeted reverse season marketing that uses our winter offering as a draw-card; or identifying major events and subsequently working with airlines to ensure both inbound and outbound flights are full.
- Gather employment data from across the region and identify seasonal trends to support targeted development of year-round employment opportunities across sectors.
- Support development of a year-round calendar of unique and vibrant events.
- Encourage investment targeting sectors that offer a balance of year-round opportunities.

## Success measures

We will know these actions are successful if:

- data shows a more even spread of visitor spend throughout the year
- the number of visitors to the city increases in traditionally shoulder and off-peak seasons.
- we see increasing resident and visitor attendance at Dunedin festivals and events throughout the year
- a growing percentage of permanent jobs across all sectors and retention of trained workforce
- we see increased investment and funding in sectors throughout the city.



# Deliver a great year-round destination

*Support a strong economy by developing new ways to attract people to Dunedin in all seasons.*

## Activities

### Delivery activity

### Measuring progress

Seasonal marketing campaigns are continued and enhanced to attract visitors in shoulder and low season

Visitor numbers and spend during traditionally quiet periods

Work collaboratively to identify seasonal event opportunities, e.g. further development and bidding for events and conferences outside peak season

Number of events taking place outside the peak season

Number of selected local events developed to appeal to regional, national or international audiences

Attract investment and funding for projects and opportunities to smooth the effects of seasonality

Funding is secured for projects and opportunities, with the potential to address seasonality

Sector-specific activities are examined for their potential to increase destination activity outside the peak season, e.g. edu-tourism, where people do some short-term study while visiting Dunedin

Opportunities are identified and a cross-sector promotional plan is established

Take advantage of opportunities created by major events, e.g. work with airlines to ensure both inbound and outbound flights are full

Stakeholders look ahead to make the most of these opportunities

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# Proposed future activity

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- Explore the opportunities within the changing and increasingly diverse workforce, i.e. older workers, digital nomads, shared working spaces.
- Explore the benefits of big data mining, including social media analytics as a data set for destination marketing.
- Identify opportunities for sectors to work together to reach people more effectively.
- Inform planning and investment by measuring and monitoring the capacity of our businesses, infrastructure, digital and natural resources and our environment.
- Use destination activity to build capacity and connections, e.g. investigate the role of immigration in meeting demand.
- Assist in the creation of funding schemes to support business start-ups and tourism infrastructure.

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# Key stakeholders and delivery partners

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**Chorus** is a national telecommunications infrastructure provider and owner of the majority of telephone lines and exchange equipment in New Zealand.

**Department of Conservation (DOC)** is the government agency responsible for the conservation of New Zealand's natural and historic heritage.

**Digital Community Trust** is a not-for-profit organisation focused on delivering the goals of the Dunedin Digital Strategy, providing leadership to Dunedin to advance digital education and be beneficial to the community.

**Dunedin City Council (DCC)** is the local authority for the wider Dunedin area, which provides a range of infrastructure facilities, services and processes for elections and decision-making and for the local community. **DunedinHOST** is the primary industry body for tourism operators in Dunedin.

**Dunedin International Airport Limited (DIAL)** owns and manages the city's airport infrastructure, assets and services.

**Dunedin Venues Management Limited (DVML)** manages DCC assets – Forsyth Barr Stadium and the Dunedin Centre. The organisation also secures, plans, hosts and delivers events.

**Community Boards** advocate for the interests of the communities they represent and provide advice to the Council.

**Education New Zealand** is the government agency that promotes New Zealand as a study destination for international students and supports the delivery of education services offshore.

**Enterprise Dunedin** is the economic development arm of the DCC, incorporating the former Regional Tourism Organisation, Tourism Dunedin.

**Immigration New Zealand** is the government agency responsible for overseeing immigration rules and laws including the granting of visas for visiting, working, studying, living and investing in New Zealand.

**Kāi Tahu: Manawhenua** are local iwi who exercise customary authority or rakatirataka (chieftainship or decision-making rights) over tribal and natural assets when in the public domain with national and local government authorities.

**Ministry of Business, Innovation and Employment (MBIE)** is the government agency tasked with delivering policy, services, advice and regulation that contribute to New Zealand's economic productivity and business growth.

**New Zealand Trade and Enterprise (NZTE)** is the government agency working towards one single purpose: growing companies internationally, bigger, better and faster, for the benefit of New Zealand.

**New Zealand Transport Agency (NZTA)** is the government agency tasked with promoting safe and functional transport by land, including the responsibility for administering the state highway network.

**Otago and Southland Employers Association (OSEA)** is an organisation providing support to local businesses in issues such as employment law, human resources, health and safety, training, and professional development.

**Otago Chamber of Commerce Incorporated (OCCI)** is the local membership organisation supporting the interests of Otago businesses.

**Otago Polytechnic** is one of New Zealand's leading tertiary polytechnic degree, diploma and certification providers of hands-on, career-focused education.

**Otago Regional Council (ORC)** is the local authority responsible for the sustainable development and enhancement of Otago's resources.

**Tourism Industry Aotearoa (TIA)** is an independent body representing all sectors of the New Zealand tourism industry.

**Tourism New Zealand** is the central government public service department responsible for marketing New Zealand as a tourist destination.

**University of Otago** is New Zealand's oldest and one of its leading research and academic institutions delivering graduate and postgraduate degree education.



The DCC and Enterprise Dunedin wish to thank our Destination Plan contributors:

## Submitters

Aaron Lodge	Larnach Castle
Adventure Media Group	Look After Me Ltd
Air New Zealand	Middlemarch Promotions Committee
Burns Lodge	Ministry of Social Development
Bus Users Support Group Otepoti-Dunedin	Monarch Wildlife Cruises
Cadbury World	Mosgiel Community Board
CareerWise	Otago Central Rail Trail Trust
City Walks	Otago Chamber of Commerce
Department of Conservation (DOC)	Otago Farmers Market
Down in Edin Magazine	Otago Peninsula Community Board
Dunedin Airport	Otago Peninsula Trust
Dunedin Casino	Our Food Network - Dunedin
Dunedin City Council	Rupert A. Smith
Dunedin Railways	Southern Heritage Trust
Dunedin UNESCO City of Literature	Strath-Taieri Community Board
Dunedin Wildlife Hospital	Study Dunedin Advisory Board
DunedinHOST	Sustainable Dunedin City
Education New Zealand	Timely Ltd
Generation Zero	Tourism Industry Aotearoa (TIA)
Iconic Tours NZ Ltd	University of Otago
Immigration NZ, MBIE	University of Otago Department of Tourism
Iris Data Science	Waikouaiti Coast Community Board
KiwiCash and KiwiCamp	WellSouth Primary Health Network
Landscape Connections Trust (LCT)	Yellow-eyed Penguin Trust

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# Resources

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[MBIE Tourism Dashboard & Research](#)

[MBIE Economic Research](#)

[Qrious Voyager Dataset](#)

[DiGT Domestic Tourism Tool](#)

[Tourism NZ Market Updates](#)

[Cruise NZ Market Report](#)

[DIAL Passenger Movements](#)

[Port Otago Vessel & Passenger Movements](#)

[Tourism Industry Aotearoa Research](#)

[RTONZ Research](#)

[Education NZ Research](#)

[NZ Story Research](#)

[The NZ Initiative Research](#)

[Immigration NZ Research](#)

[Statistics NZ Research](#)

