



# Invest Ōtepoti Dunedin

Shaping Growth for Ōtepoti Dunedin's Future



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# Our **Vision**

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A thriving business environment enhancing quality of life and global connectivity.

# **Mission** Statement

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To implement a strategic growth plan leveraging strengths, driving innovation and collaboration.

# Our **Purpose**

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## Accelerating Business Growth

- Creating an enabling environment for new and existing businesses
- Attracting businesses and talent to the region and city
- Growing our talent and career pathways
- Unleashing the mahi from he tangata to the world
- Enhancing business productivity and overall community wellbeing
- Maximising the opportunities from research into commercialisation.

## Guiding Principles

- Te Tiriti o Waitangi – Honouring Our Partnership
- He Tangata – Connecting our Skilled Creative People
- Sustainable Business Practices
- Diversity and Inclusiveness

# From Firsts to the Future

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Ōtepoti Dunedin has always been a city of firsts — a place where innovation, enterprise, and community ambition have shaped New Zealand's story. This Growth Plan builds on that legacy with a bold, business-led vision: to position Ōtepoti Dunedin as one of the most dynamic, inclusive, and globally connected cities in the Southern Hemisphere.





Starting here, and scaling to the wider Otago region, this plan sets out a clear blueprint for sustainable economic growth. It focuses on attracting new business and investment, supporting our existing enterprises, and unlocking the potential of our people, research, and natural assets. By combining our heritage of innovation with modern opportunities in technology, health, tourism, education, and sustainable industries, we can accelerate economic prosperity while protecting the unique culture and environment that define us.

This is more than an economic strategy – it's a call to action. Business leaders, mana whenua, educators, investors, and the community all have a role to play in creating a high-trust, high-impact city where opportunity is open to all.

With measurable targets, sector-specific growth initiatives, and a commitment to collaboration, the plan provides both the vision and the pathway. When Ōtepoti Dunedin's businesses and communities unite behind a shared purpose, we don't just keep pace with change – we lead it.

As a city of firsts, Ōtepoti Dunedin is now poised to lead the future in health innovation – from digital interactive health platforms to medical robotics. These emerging industries combine our historic strengths in medicine and engineering with new global opportunities, reinforcing Ōtepoti Dunedin as a bold, forward-thinking city that shapes the future of healthcare.



## Shaping Growth for Ōtepoti Dunedin's Future

**Starting with Ōtepoti Dunedin we are building on a city that prioritises inclusivity, respects our heritage, and champions environmental leadership. By fostering a business environment that's ripe for innovation, this plan solidifies our reputation as a forward-thinking, high-impact city.**

Through this collective action, we are positioning Ōtepoti Dunedin to lead the way for the region and beyond, affirming that when new and existing businesses, communities, and stakeholders unite behind a shared vision, extraordinary transformation becomes possible.

Ōtepoti Dunedin's business community recognises the urgent need for a comprehensive plan to foster sustainable growth and prosperity for the city. This plan, spearheaded by Business South, aims to establish a clear strategic direction that outlines the barriers and opportunities by sector to create a vibrant economy and revitalise Ōtepoti Dunedin. A first step towards a wider Otago plan.

At its core the plan will attract investment to the city, support those existing businesses and open the doors to opportunities that can grow our economy and take advantage of the talent pool emanating from our two tertiary educational institutes Otago University Ōtākou Whakaihu Waka and Otago Polytechnic.

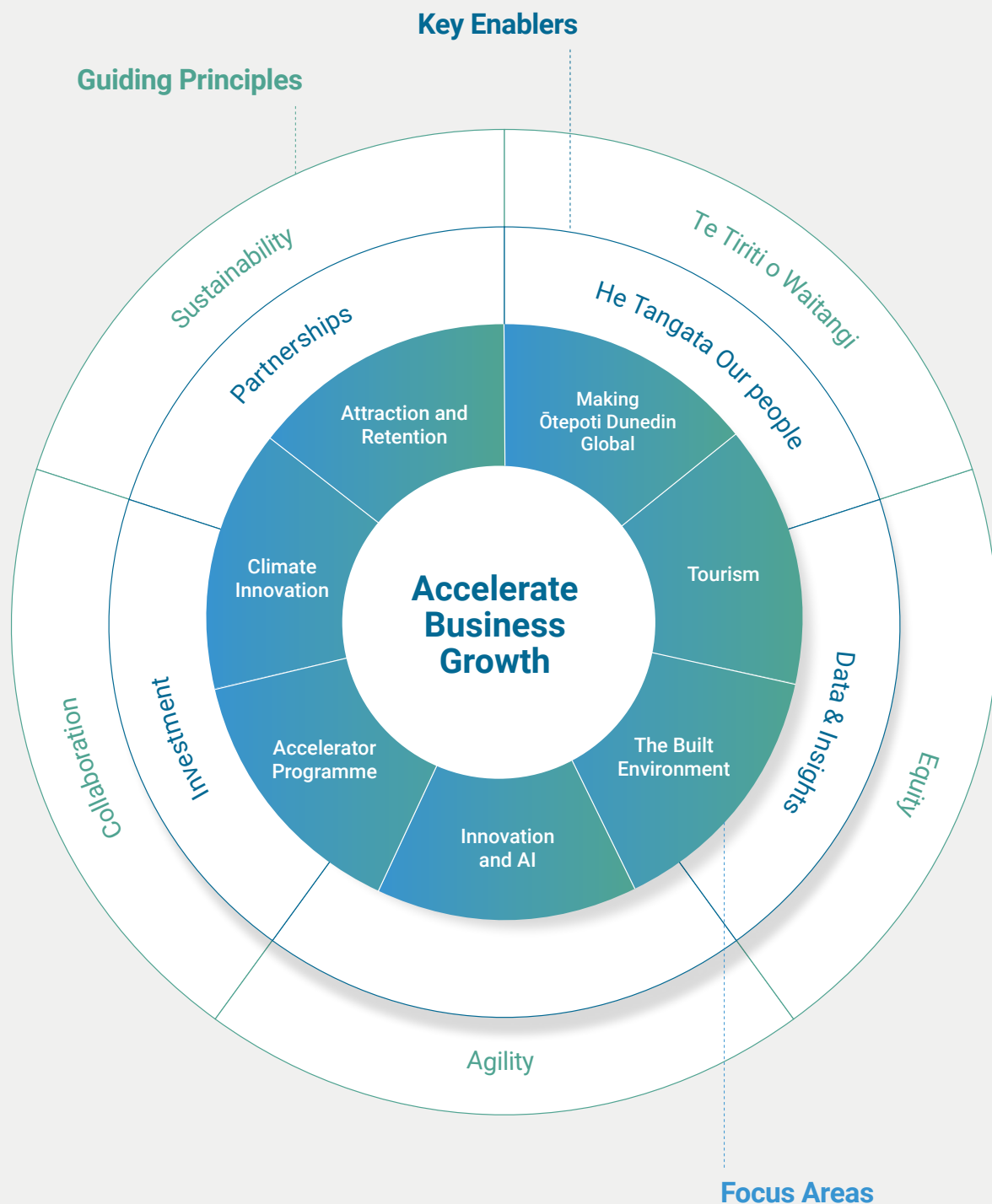
Business visionaries, community leaders, iwi and key partners are willing to open their networks to shape a vibrant, sustainable

future for Ōtepoti Dunedin. It is crucial that we have a shared understanding of our 'why' that we can consistently and consciously articulate the problem statements to help determine our priorities and how we invest for the future.

### Addressing challenges:

- a. How do we frame Ōtepoti Dunedin as a great city, a place that's open for business working in an environment of high trust, strong partnerships including mana whenua and aligned leadership (with low regulatory compliance)?
- b. We lacked a bold aspiration for being, a vision to invest and leadership that enables connections and leads to change, so lets create that vision and deliver on it.
- c. We need to be positively telling our story of productivity, innovation, diversity, inclusiveness, sustainable growth and drop the perception of 'anti-growth' both internally and externally.
- d. Ōtepoti Dunedin as a brand needs to strengthen as a place to live, work and play. We have a story to tell, what's our platform for story telling?
- e. Our collective business community has not had the forum and leadership to come together and develop a connected plan for the future.

# Growth Framework







# What sets us **apart?**

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Ōtepoti Dunedin's future is best shaped by understanding the strengths of its past. As a city founded on enterprise, education, and innovation — from its early days as a mahika kai (food gathering) and trading hub for Māori, to the gold rush to its legacy of firsts in health, education, and manufacturing — Ōtepoti Dunedin has long been a place of bold ideas and enduring institutions. The region's connection to the land, stretching back through generations of Kāi Tahu and other mana whenua, speaks to a deep knowledge of place, resourcefulness, and sustainability.

These values still underpin the sectors that matter most today: agriculture, healthcare, tourism, technology, manufacturing, and education. By focusing on these areas, we honour both our heritage and our future — building an economy that is locally grounded, globally connected, and guided by the principles of Te Tiriti o Waitangi, He Tangata, and sustainable business practice.

By investing in these areas, we position ourselves to create high-value jobs, attract talent and investment, and improve the wellbeing of our communities.

# Enabled by Supportive Principles

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## 1. Te Tiriti o Waitangi – Honouring Our Partnership

**Commitment to Bicultural Principles:** Ensure that all development initiatives are grounded in the articles of Te Tiriti o Waitangi, acknowledging Māori as tangata whenua and actively seeking partnerships with Iwi in Otago for mutual benefit.

**Cultural Competency and Education:** Foster understanding and respect for Māori culture and values, promoting cultural competency across local businesses, the workforce, and within education institutions.

**Partnership with Iwi and Māori Organisations:** Establish strategic partnerships with Iwi and Māori businesses to ensure that they are not only included but also lead initiatives in areas such as sustainability, economic development, and social wellbeing.

**Cultural Integration in Policy Making:** Integrate Māori perspectives into the policymaking process and ensure that all new policies and development plans reflect bicultural values.

## 2. He Tangata – Connecting our Skilled Creative People

**Wellbeing as a Core Focus:** Promote mental, physical, and social wellbeing within the workforce and across the community, ensuring that all people, regardless of background, have equal access to opportunities that promote their health and prosperity.

**Fostering Creativity and Innovation:** Encourage creativity and innovation by ensuring a diverse workforce that draws from all sectors of society. This could include mentorship programmes, funding opportunities for diverse entrepreneurs, and collaboration with educational institutions to build pathways for under-represented groups.

**Building Connectedness:** Develop initiatives that encourage social cohesion and networking within the community, fostering a sense of belonging for all people. This can include initiatives that celebrate diversity, such as cultural festivals, community events, or cross-cultural exchanges.







### 3. Sustainable Business Practices

**Environmental Responsibility:** Encourage businesses to adopt sustainable environmental practices, focusing on reducing their carbon footprint, using renewable energy, and integrating sustainable materials and processes into their operations.

**Economic Resilience:** Support businesses in adopting long-term strategies that consider not just short-term profits but also long-term economic resilience. This could be achieved by incentivising investments in green technologies, renewable resources, and circular economies.

**Social Responsibility:** Ensure that businesses are not only focusing on environmental and economic resilience but also on social sustainability by contributing to their communities, providing fair wages, promoting diversity in leadership, and creating equitable opportunities for all employees.



### 4. Diversity and Inclusiveness

**Inclusive Leadership:** Actively support the development of inclusive leadership at all levels of business, ensuring that diverse voices are heard and that decision-making reflects the community's full spectrum of perspectives.

**Accessibility and Equal Opportunity:** Create a regional environment where everyone, regardless of their background or personal challenges, has access to the same opportunities in terms of employment, entrepreneurship, education, and healthcare.

**Celebrating Diverse Cultures and Identities:** Highlight and celebrate the diversity within the Otago region by supporting cultural exchanges, showcasing diverse artists and creators, and ensuring that local events and initiatives reflect the region's diversity.





# Stepping into our Future

## Workplan (2025–2035)

- Launch **Invest Ōtepoti Dunedin**: Shaping Growth for Ōtepoti Dunedin's Future and establish governance framework, workgroups for each focus area.
- Initiate data & insights programme to establish robust baseline metrics.
- Commence branding and storytelling campaign to reposition Ōtepoti Dunedin as pro-growth and globally connected.
- Begin targeted investment attraction activities in health, education, tourism, and tech sectors.
- Launch partnerships with iwi, business, education, and government stakeholders.
- Set up Accelerator programme structure and recruit first cohort of high-growth businesses.
- Reach 350 new businesses established annually target.
- Double the number of innovation and tech startups to 100.
- Increase graduate workforce entry to 1,300 annually.
- Lift business satisfaction to 90%.
- Expand tourism revenue to \$350m with new premium accommodation and attractions.
- Host major South Seas-inspired international exhibition at Forsyth Barr Stadium.

2025

2028-29

2026-27

- Roll out first phase of built environment upgrades, including precinct development planning.
- Implement tourism revitalisation projects including sustainable tourism initiatives and targeted marketing.
- Launch first innovation hubs (MedTech, food innovation, AI hub) in collaboration with universities.
- Begin climate innovation pilot projects with local businesses to reduce emissions.
- Attract first wave of external investment for key infrastructure and commercial projects.
- Support businesses with climate change adaptation via capital investment.



- Continue to seek capital funding to support eliminating gross emissions.
- Expand export market value to \$650m annually.
- Complete next phase of precinct development and mixed-use urban projects.
- Grow high-value jobs to 13,000+ in priority sectors.
- Embed Ōtepoti Dunedin's position as NZ's AI and innovation leader.

2030-31

- Secure \$500m in cumulative new infrastructure investments.
- Expand international partnerships via sister city and trade networks.
- Consolidate innovation ecosystem with global venture capital presence in Ōtepoti Dunedin.
- Sustain high tourism revenue with balanced visitor growth and environmental impact control.

2032-33

2034-35

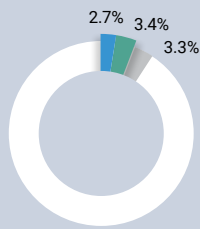
- Reach \$420m annual tourism revenue target.
- Achieve 15,000+ high-value jobs milestone.
- Maintain community engagement in economic initiatives at 60%+.
- Review and refresh Growth Plan for next 15-year cycle based on achieved outcomes.





# Snapshot: Otago Region

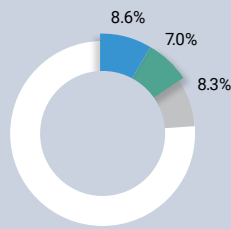
- Region 2025
- New Zealand 2025
- Region 2024



UNEMPLOYMENT

2.7%↓

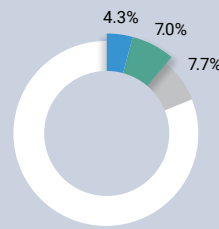
ored.org.nz



HOUSING  
AFFORDABILITY

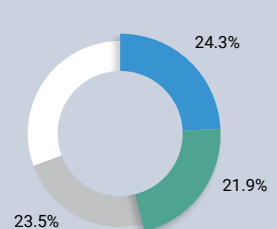
8.6%↑

(% of household income)



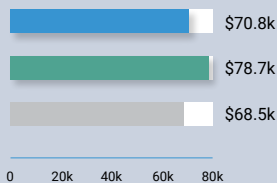
MĀORI  
UNEMPLOYMENT

4.3%↓



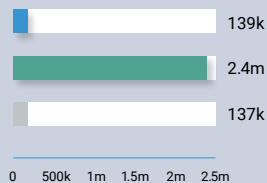
RENTAL  
AFFORDABILITY

24.3%↑



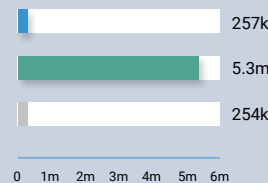
MEAN ANNUAL  
INCOME

\$70.8k↑



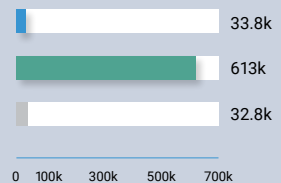
FILLED JOBS

139.5k↑



POPULATION

257k↑



NUMBER OF  
BUSINESSES

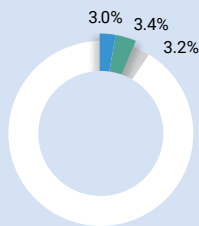
33.8k↑



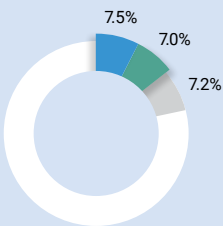


# Snapshot: Ōtepoti Dunedin

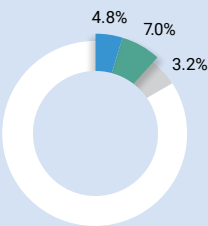
- Ōtepoti Dunedin 2025
- New Zealand 2025
- Ōtepoti Dunedin 2024



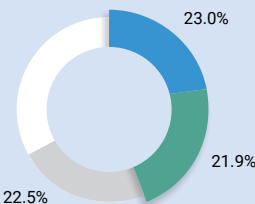
UNEMPLOYMENT  
3.0%↓  
ored.org.nz



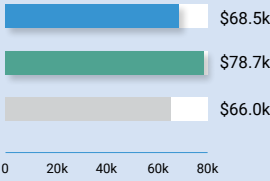
HOUSING  
AFFORDABILITY  
7.5%↑  
(% of household income)



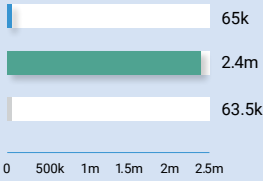
MĀORI  
UNEMPLOYMENT  
4.8%↓



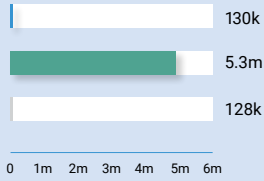
RENTAL  
AFFORDABILITY  
23.0%↑



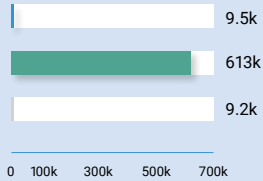
MEAN ANNUAL  
INCOME  
\$68.5k↑



FILLED JOBS  
65k↑



POPULATION  
130k↑



NUMBER OF  
BUSINESSES  
9.5k↑



# 11 Collective Aspirations

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## Increase in New Businesses

### Baseline 2024

200 new businesses established annually

(Source: Dunedin Business Registration Office, 2024)

### Target for 2029

**350**  
new businesses annually

### Rationale

Encouraging entrepreneurship will stimulate economic growth and job creation

## Growth in Innovation and Tech Startups

### Baseline 2024

50 innovation and tech startups

(Source: Dunedin Innovation Hub Records, 2024)

### Target for 2029

**100**  
startups

### Rationale

Supporting tech entrepreneurship will establish Ōtepoti Dunedin as a tech innovation hub

## Boost in Tourism Revenue

### Baseline 2024

\$300 million in annual tourism revenue

(Source: Dunedin Tourism Board Annual Report, 2024)

### Target for 2034

**\$420m**  
annually

### Rationale

Enhancing tourism infrastructure and innovative attractions can make Ōtepoti Dunedin a premier destination

## Increase in High-Value Jobs

### Baseline 2024

10,000 high-value jobs in technology, healthcare, and education

(Source: Dunedin Employment Survey, 2024)

### Target for 2034

**15,000**  
high-value jobs

### Rationale

Growing high-value jobs will increase the quality of life and economic prosperity in Ōtepoti Dunedin

## Expansion of Export Markets

### Baseline 2024

\$500 million in annual export value

(Source: Otago Export Statistics Report, 2024)

### Target for 2031

**\$650m**  
annually

### Rationale

Globalising Ōtepoti Dunedin's innovative products will strengthen economic resilience

## Growth in New and Existing Māori Businesses

### Baseline 2021

306 Māori businesses

### Target for 2029

**700**  
new businesses

### Rationale

Commitment to growing and strengthening our Māori business community





## Advancement in Sustainable Practices

### Baseline 2024

2018/19 fiscal year, Ōtepoti Dunedin's gross greenhouse gas emissions totalled approx. 1,573,008 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e), marking a 1% increase from the 2014/15 figures

### Target for 2030

Appropriate levels of capital funding have enabled greater uptake of sustainable practice.

### Rationale

Leading in climate action will attract eco-conscious investors and enhance Ōtepoti Dunedin's reputation

## Improve Business Satisfaction

### Baseline 2024

70% of businesses report high satisfaction

(Source: Dunedin Business Satisfaction Survey, 2024)

### Target for 2029

90% satisfaction

### Rationale

Improving satisfaction will help foster a resilient and engaged business community

## Investment in Infrastructure

### Baseline 2024

\$300 million in cumulative infrastructure investments over the past decade

(Source: Dunedin Infrastructure Investment Records, 2024)

### Target for 2035

\$500m in new investments secured over past decade

### Rationale

Strategic infrastructure development will enable long-term economic growth

## Educational Excellence and Workforce Development

### Baseline 2024

1,000 graduates entering the workforce annually

(Source: Dunedin Educational Institutions Annual Reports, 2024)

### Target for 2029

1,300 graduates annually

### Rationale

Strengthening ties with education ensures a skilled workforce for the future

## Community Engagement and Inclusivity

### Baseline 2024

40% community engagement in economic initiatives

(Source: Dunedin Community Engagement Survey, 2024)

### Target for 2029

60% community engagement

### Rationale

High community involvement enhances inclusive growth



# Key Enablers

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## He Tangata Our people

Our biggest asset as a city and wider region is our people and the extensive talent and capability that exists within the village of Ōtepoti Dunedin and the wider region. Alongside this collective talent is a passion for the surroundings we live in and the communities we have. We are known as an educational city, a city of firsts and a city that hits above its weight when it comes to innovation and business. Our strength lies in our ability to work together to create step changes for growth and social good. Combining the benefits of the unique qualities we have will lead to strong attraction and retention of he tangata be that within our educational facilities and wider business community.

## Data & Insights

Robust, timely, and relevant data is a key driver of good decision-making and successful investment. By collecting and analysing economic, social, and environmental insights, we can identify trends, measure progress, and pinpoint opportunities for growth. Access to high-quality data enables businesses, investors, and government to make informed choices, reduce risk, and maximise returns. Sharing these insights across the community will ensure that our strategies remain evidence-based, agile, and aligned with both global best practice and local realities. In doing so, we create a feedback loop where knowledge informs action, and action generates new knowledge – strengthening our ability to adapt, innovate, and thrive.

## Central & Local Government

It is important that business engages council in its own thinking and its ambition for success. Part of this could logically lead to a review of global best practices aligned to economic growth principles. There are significant benefits to local and central government via the enablement of the business growth plan. Open and transparent communications will contribute the plans success.

## Investment

We are open for investment, whether it be investment in businesses, our virtual or built environment, innovative project initiatives or investment in our people. Investors want to understand the opportunities and as a business community we can work together to understand the priorities. Opening our minds to investment beyond local and national government to commercial investment both locally, nationally, and internationally.

Investors increasingly seek scalable opportunities in digital health and health robotics. Ōtepoti Dunedin provides a fertile environment where research, clinical practice, and technical innovation converge. Prioritising investment in these areas will not only create exportable intellectual property but also strengthen Ōtepoti Dunedin's reputation as New Zealand's centre of health innovation.

## Partnerships

There are a wide variety of other stakeholders and partners who will need to be briefed about the plan and could potentially play their part in making it a reality through sweat equity, funding, engagement and ideas and investment in their own activities that might align with the plan. This includes:

- Members of Business South and the wider business community
- Kāi Tahu
- Kā rūnaka
- Ōtākou Whakaihu Waka University of Otago
- Te Kura Matatini ki Otago Otago Polytechnic
- Other Ōtepoti Dunedin and Otago Southland businesses
- Other private sector organisations
- Those who have funded Otago initiatives over the years
- Local and National Government and supporting agencies
- Sister cities
- And a wide variety of others who may emerge from time to time



## Our supporters



# Workstreams

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Dedicated workgroups have been established for each of the seven focus areas. These workgroups bring together representatives from local businesses, iwi, community organisations, educational institutions, and government agencies, fostering a collaborative approach to driving progress. Each workgroup is tasked with developing tailored strategies, setting measurable objectives, and identifying resources and partnerships needed to achieve their goals. By drawing on the diverse expertise and perspectives of their members, these workgroups are not only aligned with Ōtepoti Dunedin's strategic vision but are also agile in addressing emerging challenges and opportunities. Their collective efforts are pivotal in turning the growth plan into actionable, impactful outcomes that benefit the entire community.

## Making Ōtepoti Dunedin Global

### **Expand exports, position as premium hub, leverage partnerships**

Ōtepoti Dunedin's success is not just for the people of Ōtepoti Dunedin. It is also likely to be good for the wider communities of Otago Southland, New Zealand and beyond. Many Ōtepoti Dunedin businesses aspire to be global from day one and indeed are already. The same spirit can infect the Ōtepoti Dunedin plan.

Many Ōtepoti Dunedin businesses are already global from Ōtepoti Dunedin. This should of course be celebrated but can also be expanded. Ōtepoti Dunedin has a few critical existing pieces of network infrastructure which would enable globalisation including the port, the airport and the fact that Ōtepoti Dunedin was New Zealand's first giga town.

Ōtepoti Dunedin could use its sister city relationships and partnerships with the wider BusinessNZ family and others to build better global connections.

Our educational providers are already working global, and we need to ensure that we are maximising the exceptional research, innovation and relationships and partnerships that exist today. An example being the Dunedin Multidisciplinary Health and development Study (the Dunedin Study). Asking ourselves the question, what other sectors could we expand into international markets for example our local film industry or expansion of our aquaculture sector.

- a. Leverage existing infrastructure and global connections to enhance Ōtepoti Dunedin's international presence.
- b. Maximise the potential of educational and research institutions to drive innovation and global engagement.

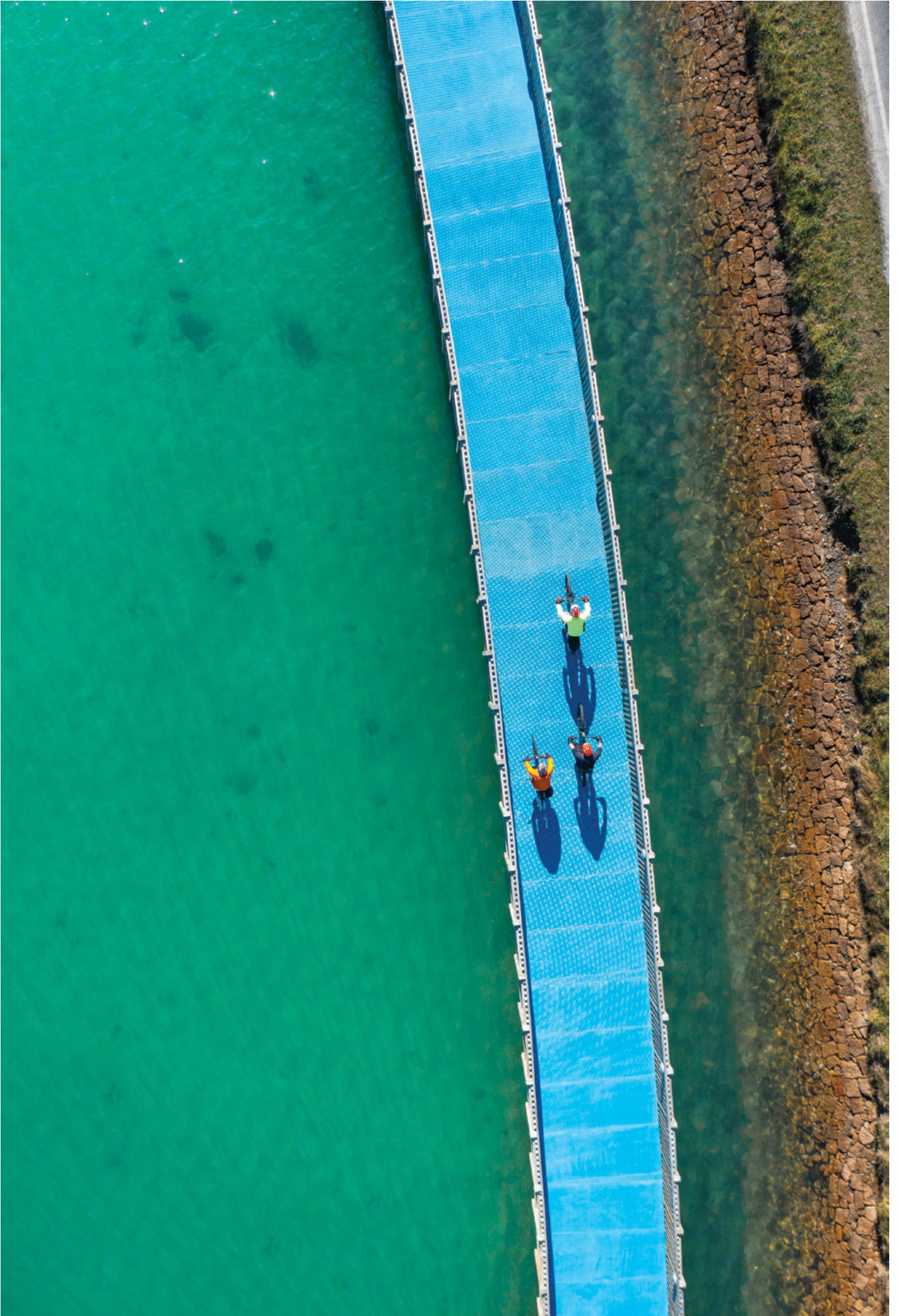
## Tourism

### **Unique experiences, sustainable initiatives, targeted marketing**

Ōtepoti Dunedin under performs on tourism for a variety of reasons. Part of the business growth plan needs to reinvigorate the tourism sector for Ōtepoti Dunedin including marketing and innovation around the tourism offer to add to the existing world class tourism offering that Ōtepoti Dunedin already enjoys. A part of this will also be to ensure Ōtepoti Dunedin advocates for continued responsible cruise ship access to Milford Sound in order to ensure that ships still stop in Ōtepoti Dunedin.

- a. Address underperformance in tourism through strategic marketing, innovation, and enhanced infrastructure.
- b. Explore best practice frameworks to support a thriving tourism sector for the city and wider regions.









## The Built Environment

**Modernise commercial, student and industrial zones. City planning alongside business.**

The plan here is about making Ōtepoti Dunedin New Zealand's most attractive liveable city. Not just from an economic development and affordability perspective but also from a tourism perspective. There are lessons to be learnt from cities in New Zealand and around the world about how to make this happen.

Ōtepoti Dunedin already has a few precincts that have potentially serviced it well including a sports precinct and a medical precinct. This idea of precincts has been well used by successful cities around the world and its thinking should be expanded as part of the plan around the built environment for Ōtepoti Dunedin.

- a. Transform Ōtepoti Dunedin into New Zealand's most attractive and liveable city.
- b. Develop a blueprint identifying key precincts and catalyst projects, ensuring alignment with long-term planning and strategic vision.

## Innovation and AI

**Leverage universities, establish hubs, attract venture capital and knowledge sharing.**

One of the biggest single things talked about in terms of a plan for Ōtepoti Dunedin relates to innovation. Innovation in all its forms, using the incredible capacity of the world class university and soon to be hospital in Ōtepoti Dunedin as well as the dental school.

There is a wide variety of initiatives that can be taken here such as:

- a. Learning research centres of excellence.
- b. Themes around innovation hubs including MedTech, innovative food and innovative alternative food.



- c. AI and how Ōtepoti Dunedin might lead part of that future.
- d. Bringing together angel and Venture Capital investors with Ōtepoti Dunedin opportunities more effectively.
- e. Working with businesses who are already involved in the innovation space to build out potential communities of success.
- f. Building on our strengths in MedTech and AI, Ōtepoti Dunedin is well placed to pioneer digital interactive health. Opportunities include telehealth platforms, simulation-based training, wearable monitoring systems, and virtual patient engagement tools. With our world-class university, medical school, and soon-to-be-completed hospital, Ōtepoti Dunedin can be the test bed for cutting-edge digital health solutions that improve patient outcomes, reduce system costs, and export innovation globally.

AI will influence everyone, all the time around the world and is already doing so. Given that Ōtepoti Dunedin is a city of firsts it seems logical to think about how Ōtepoti Dunedin might play its part in uniquely leading or playing a part in the AI revolution that is now emerging.

- a. Foster a culture of innovation by leveraging the capabilities of local universities and medical facilities.
- b. Create innovation hubs and connect businesses with angel investors and venture capitalists to drive growth.
- c. Position Ōtepoti Dunedin as a leader in the AI revolution by mapping current innovation activities and identifying new opportunities for investment and development.

## Accelerate Programme

**Support high-growth businesses, provide mentorship, track progress.**

Business South in partnership with the University of Otago have developed the **Accelerate Programme** supporting all businesses. Using advanced evaluation tools, accredited advisors, and investment pathways, the programme directly connects firms to the right expertise, capital, and networks at the right time. This matching process helps solve real problems — whether that's finding export partners, accessing growth funding, improving productivity, or securing specialist advice. Businesses that progress through the model can also achieve a Trusted Business Status, giving them a reputational advantage and potential for reduced compliance costs.

Accelerate also provides a unique feature being the creation of the “**Ōtepoti Accelerator Business Study**” — the first longitudinal study of its kind, inspired by Ōtepoti Dunedin's globally renowned 1972 cohort study Dunedin Multidisciplinary Health and development Study (the Dunedin Study). By tracking businesses over decades, it will provide powerful insights into what drives long-term growth and resilience, shaping smarter policy and investment decisions.

Accelerate has been created here in Ōtepoti Dunedin and is scalable nationally, the programme will transition to a self-sustaining model, embedding long-term value for businesses, investors, and the community, while reinforcing Ōtepoti Dunedin's position as a city of innovation and firsts.

- a. Tailored support matched to each stage of business growth.
- b. Direct pathways to capital, investors, and export markets.
- c. Access to accredited, high-quality advisors and service partners.
- d. Opportunity to achieve Trusted Business Status and reduce compliance costs.
- e. Participation in the Dunedin Study for Business, influencing future support and policy.

## Health & Life Sciences

### Health Robotics

Ōtepoti Dunedin's unique concentration of medical expertise, research capability, and technology talent positions the city as a natural home for health robotics. From surgical assistance and rehabilitation robotics to AI-driven diagnostic tools, the sector has strong potential to grow alongside our \$1.5B+ hospital investment. By integrating engineering, computer science, and health sciences, Ōtepoti Dunedin can establish itself as a national hub for the development and commercialisation of robotics in the medical industry.



## Climate Innovation

Lead in sustainability, adopt end-to-end sustainable business practice using green tech, create viable solutions.

Ōtepoti Dunedin has the opportunity to position itself as a national leader in climate innovation by developing end-to-end sustainable business practices, fostering green technologies, and creating viable solutions that reduce emissions while building economic resilience. This is not just about meeting environmental targets — it's about generating competitive advantage, attracting investment, and future-proofing our economy.

Key opportunities include:

- a. **Green Technology Hubs** – Establish hubs for innovation in renewable energy, waste minimisation, and low-carbon construction, leveraging the expertise of the University of Otago and Otago Polytechnic to accelerate commercialisation.
- b. **Circular Economy Leadership** – Position Ōtepoti Dunedin as a pilot city for circular business models, supporting enterprises that reduce waste, recycle resources, and create new value from by-products.
- c. **Climate Tech Ventures** – Attract venture capital and angel investment into emerging climate-focused startups, from sustainable food systems to carbon-capture technologies.
- d. **Low-Carbon Logistics** – Partner with Port Otago and Dunedin Airport to trial low-emission freight solutions, electric and hydrogen transport, alternative fuels, and digital supply chain efficiencies.
- e. **Resilience Planning** – Work with local government and iwi to co-design adaptive strategies for climate impacts such as coastal change, ensuring the city's infrastructure, housing, and businesses are prepared for the future.
- f. **Global Partnerships** – Build on Ōtepoti Dunedin's sister-city links and international research connections to share climate innovation and attract eco-conscious investment.

By embedding climate innovation into every sector — from food and manufacturing to tourism and health — Ōtepoti Dunedin can show how a mid-sized city leads globally in sustainability. This workstream strengthens our reputation, secures long-term investment, and ensures that prosperity is achieved while protecting the environment for future generations.



## Attraction and Retention

A supportive business environment backed with branding, Ōtepoti Dunedin as the premier business and lifestyle destination. Hosting international and national events to lift our profile.

We need to attract new business to the region and support those already there. It is essential for economic growth, quality of life and wellbeing of the city's population. We need strategies to create an environment conducive to business investment. Ōtepoti Dunedin needs to market itself so we can position the city and region as an attractive destination for businesses and foster sustainable growth.

- a. Develop strategies to attract and retain businesses and talent, fostering a supportive environment for economic growth and quality of life improvements.
- b. Incorporating the rich history of the 1925-1926 South Seas Exhibition into Ōtepoti Dunedin's City Growth Plan presents an exceptional opportunity to celebrate our heritage while fostering modern economic connections. By hosting a new event inspired by the spirit of the South Seas Exhibition, we can showcase Ōtepoti Dunedin's thriving business ecosystem and innovative industries.

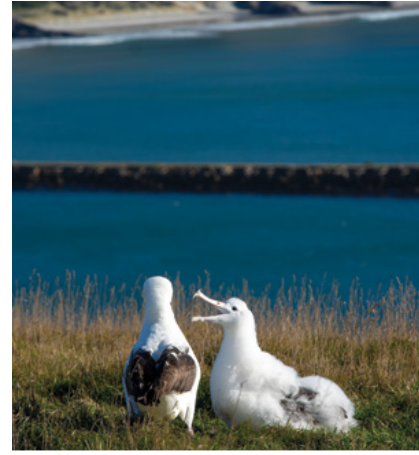
The Forsyth Barr Stadium provides the perfect venue to welcome international and national visitors, creating a dynamic platform for businesses to display their expertise, network, and forge partnerships. Bridging the past with the present, this initiative would celebrate Ōtepoti Dunedin's legacy of ambition and innovation while cementing the city as a hub for forward-thinking business and global collaboration.





# Invest Dunedin

## Ōtepoti Dunedin Investment Strategy



### 1. Health & Life Sciences

#### New Ōtepoti Dunedin Hospital & Health Precinct

- The largest health infrastructure investment in New Zealand's history (\$1.5B+).
- Opportunities in private health services, medical tech, diagnostics, aged care, rehabilitation, and allied health.
- Scope for health-adjacent businesses: medical accommodation, catering, cleaning, logistics, and tech-enabled patient services.

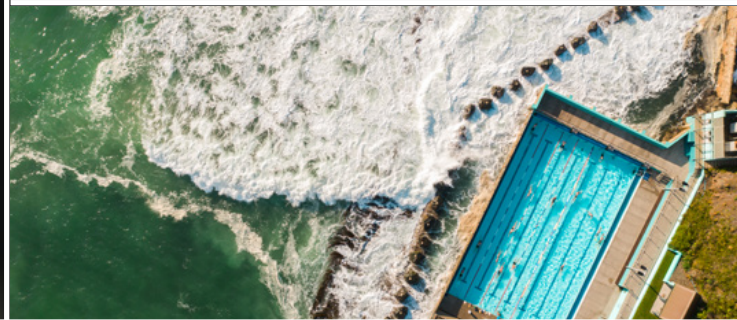
#### Research & Development

- Collaboration opportunities with University of Otago's globally ranked medical school, biotech labs, and research institutes.
- Commercialisation of health tech, devices, and pharmaceuticals.

### 2. Education & EdTech

#### University of Otago & Otago Polytechnic

- A combined student population of 25,000+, attracting both domestic and international learners.
- Investment opportunities in international education, student housing, and professional development services.
- Growth in EdTech startups leveraging the city's deep academic talent pool.



### 3. Technology & Innovation

#### Tech Startup Ecosystem

- Ōtepoti Dunedin is home to internationally successful companies (e.g. Animation Research Ltd, Education Perfect).
- Investment in SaaS, AI, game development, and creative tech.
- Incubation and acceleration through Innov8HQ, StartUp Dunedin, and the Centre of Digital Excellence (CODE).

#### Digital Screen & Film Production

- Demand for creative content production facilities and post-production services.
- Incentives available through NZ Film Commission.

### 4. Tourism, Events & Hospitality

#### High-End Tourism & Accommodation

- Gaps in premium hotels, eco-lodges, and boutique accommodation — particularly near the city centre and harbour.

#### Cruise Sector Growth

- Port Chalmers is a major cruise hub, creating opportunities in tours, attractions, and passenger services.

#### Event Infrastructure

- Large-scale events in sport, music, and conferences are growing demand for venues and hospitality services.

#### Mahi Toi / Arts & Culture

- Strong opportunities to leverage Dunedin's UNESCO City of Literature status and vibrant arts scene — including visual arts, music, theatre, and cultural festivals.
- Expanding events and experiences that showcase local creativity to attract both domestic and international visitors, while supporting local artists and cultural organisations.





## 5. Food, Beverage & Agribusiness

### Premium Food & Drink Exports

- Ōtepoti Dunedin is the gateway to Otago's primary sector: high-value dairy, meat, seafood, honey, craft beer, and boutique spirits.

### Manufacturing & Processing Facilities

- Potential for investment in sustainable food processing, cold storage, and export logistics.

### AgriTech Innovation

- Opportunities in technology to improve yields, sustainability, and traceability.

## 6. Sustainable Infrastructure & Green Economy

### Clean Energy Projects

- Ōtepoti Dunedin's potential for wind, solar, and small-scale hydro investments.

### Waste Minimisation & Circular Economy

- Business models around recycling, reuse, and resource recovery.

### Green Building & Retrofit

- Demand for sustainable commercial and residential property developments.

## 7. Property & Urban Development

### Commercial Property

- CBD revitalisation projects and mixed-use developments.

### Residential Housing

- Build-to-rent and medium-density housing to meet population growth and housing demand.

### Waterfront Redevelopment

- Opportunities around harbour-side retail, dining, and public spaces.

## 8. Logistics & Connectivity

### Port Development

- Enhancements at Port Chalmers and supporting infrastructure for export growth.

### Air Connectivity

- Investment in freight handling and specialised logistics to leverage Dunedin Airport's growth potential.



# Sector Snapshots

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To learn more about our sectors including the following elements for each go to [web link](#)

1. Sector demographics
2. Sector Vision, Goals and Strategy
3. Growth Opportunities
4. Future Careers
5. Supportive Networks
6. Advocacy needs central and local.







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