

/ A PLACE TO CALL HOME /

Queenstown Lakes District

# Joint Housing Action Plan 2023-2028

Improve housing outcomes and  
neighbourhood design to develop  
thriving communities



# Contents

Foreword	3
Nine housing solutions	6
Queenstown Lakes housing story	7
Grow Well Whaiora Partnership	9
Queenstown Lakes Spatial Plan	10
Joint Housing Action Plan	12
What outcomes do we want to achieve?	14
Moving towards our vision	16
The Action Plan solutions	18
Measurement and monitoring	27
Additional actions from the QLDC Homes Strategy	29

# Foreword

*The Queenstown Lakes District is now home to 50,160<sup>1</sup> residents and frequented by many visitors each year. This is projected to double over the next 30 years. It remains the most expensive place in Aotearoa New Zealand to buy or rent a home.*

The housing market in the Queenstown Lakes District has different characteristics to many other areas of New Zealand. The popularity of the area as a holiday destination means there are many unoccupied dwellings (27%<sup>2</sup>), as well as a very high percentage of short-term rentals (such as Airbnb) as compared to long-term rentals.

Housing affordability is a particular problem for those working in labour-intensive tourism and related industries, as these industries have relatively low productivity and low earnings. Unemployment is low, as there has been a sharp lift in youth and female employment over the past year. This lift is due to a combination of school students finding part-time work, as well as an influx of working holidaymakers.

In addition, mean annual wages remain low at only \$60,198 compared to the national average of \$69,585<sup>3</sup>. This has knock-on implications for their families and community. Households who purchased the median house one year ago in Queenstown Lakes are now facing a more than \$400 per week lift in mortgage repayments<sup>4</sup>. The shortage of affordable housing is hindering recruitment and retention of workers in a range of sectors and professions. Migrant workers make up a significant portion of the resident population but have limited options for accessing housing support.

The Grow Well Whaiora Partnership and the Queenstown Lakes Community Housing Trust (QLCHT) are committed to enabling the provision of more affordable housing across the Queenstown Lakes District for both renters and homeowners. This is why we have developed the Queenstown Lakes Joint Housing Action Plan. With a growing population, and rising housing costs, our district finds itself in a position where there are not enough affordable homes for people to live – across the housing continuum.

If we do nothing, demand for affordable housing is expected to almost triple to 6400 homes by 2050<sup>5</sup>. There are major economic benefits associated with delivering more affordable housing including worker retention, improving the liveability of our communities. Responsibility for housing rests with everyone – all levels of government, the property and development sector, businesses and employers, the community housing sector, and the broader community. We can't do this alone. Building successful partnerships is the key to achieving our vision and objectives.

We will continue to engage with stakeholders and will work in partnership with developers, housing providers and the community to facilitate the supply of affordable housing.

It is now time to build on all the great work that has been done and make the required changes so that we can start to deliver the housing our community needs – to ensure Queenstown Lakes remains a great place for all to live, work and visit.

<sup>1</sup> [www.qldc.govt.nz/community/population-and-demand](http://www.qldc.govt.nz/community/population-and-demand)

<sup>2</sup> Census 2018

<sup>3</sup> Infometrics, March 2022

<sup>4</sup> [www.benjepatterson.co.nz/queenstowns-workforce-squeeze-has-eased](http://www.benjepatterson.co.nz/queenstowns-workforce-squeeze-has-eased)

<sup>5</sup> Queenstown Lakes Housing Capacity Report 2021



## Introduction

Housing is one of the biggest challenges our community faces. The root causes of housing unaffordability are complex; key challenges are housing supply, housing choice, housing availability, and affordability. Some of these drivers are common across Aotearoa New Zealand, others are unique to the district.

The Queenstown Lakes District is experiencing unprecedented levels of growth in terms of population, visitors, and economic growth. Housing choice and affordability have not kept up and as a result many residents struggle to find suitable, affordable, accessible, secure homes. The district is now one of the least affordable places in New Zealand to live.

## What is affordable housing?

'Affordable' is generally considered as a household spending no more than 30% of gross income on accommodation<sup>6</sup>. Our approach is to encourage the availability of different types of housing to suit different needs and price points. For example, we want to see connected communities with a mix of apartments, terraced housing, smaller and larger standalone houses so there can be something for everyone. Housing can be publicly or privately owned and the work of agencies like the Queenstown Lakes Community Housing Trust and Kāinga Ora help to achieve this goal.

## We have a shortfall of affordable housing

The Housing Capacity Assessment 2021 indicated there is a sufficient enabled supply of housing across the district over the next 30 years. The proposed District Plan changes as a result of Policy 5 of the National Policy Statement for Urban Development will further increase the development potential of urban areas. This increased supply is not solving the affordable housing shortfall. There is a shortfall of approximately 3,000 affordable homes and this is predicted to increase over the next 30 years to just under 6,400 homes by 2050.

*The need for action is clear and urgent. Approximately one in three new dwellings will need to be affordable to buy or rent to address the predicted demands for our community.*

## The market will not deliver affordable housing on its own

The private market is not delivering and is unlikely to deliver affordable housing without incentives or requirements to do so. We need to work in partnership to deliver greater housing choices for those needing an affordable home.

## Housing is critical infrastructure

Housing is at the heart of building secure, connected, and caring communities, creating jobs and a diverse economy. It is also fundamental to sustainable and well-functioning urban areas and development.

Housing is one aspect of infrastructure within the district; however, this is interconnected with transport, infrastructure, and resilience. These all need to be considered when taking a joined-up approach to providing more housing choice and well-designed neighbourhoods that provide for community needs.

<sup>6</sup> [www.hud.govt.nz/stats-and-insights/change-in-housing-affordability-indicators/other-ways-to-measure-housing-affordability](http://www.hud.govt.nz/stats-and-insights/change-in-housing-affordability-indicators/other-ways-to-measure-housing-affordability) (July 2023)

## Our lack of housing options and affordability is impacting our community and staff retention

Our community is diverse and is made up of many different cultures. It includes those who live here permanently, those who are here for a couple of years, and those here only for a season or working holiday. Migrant workers make up a significant portion of the resident population but have very limited options for accessing housing support from government and non-government organisations. This Plan focuses on housing for all our community – acknowledging the important role that everyone has in the success and vibrancy of the district.

## Addressing housing need is complex and needs a partnership approach

The housing system is complex and there is no single solution. The Joint Housing Action Plan (JHAP) has stemmed from the Queenstown Lakes Homes Strategy, which was developed in response to the Queenstown Lakes District Council Spatial Plan, adopted by the Grow Well Whaiora Partnership in 2021. The Grow Well Whaiora Partnership is a partnership between the Central Government, Kāi Tahu, Otago Regional Council and the Queenstown Lakes District Council.

The Grow Well Whaiora Partnership and the Queenstown Lakes Community Housing Trust are committed to working in partnership with the development industry and the community to address the shortfall in affordable housing.

## Our commitment includes nine housing solutions

*Our focus is on the increased provision of housing across the housing continuum, but with a particular focus on affordable housing (rental and home ownership).*



# Nine housing solutions

1

Form a clear, evidence-based understanding of the district's housing issues and regularly monitor key indicators.

2

Realise opportunities to purchase and develop land for the provision of affordable housing in the Queenstown Lakes District.

3

Enable affordable housing choices through legislative and other tools.

4

Continue to support and amplify the work of the Queenstown Lakes Community Housing Trust and other providers through various means.

5

Influence and incentivise developers to provide affordable housing.

6

Focus on rental solutions for the district's workforce in collaboration with the community.

7

Further developer public/private partnerships to deliver affordable housing and choice.

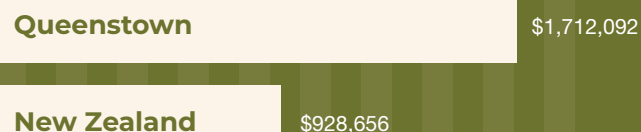
8

Implement National Policy Statement on Urban Development changes and review District Plan to enable more affordable housing and choice.

9

Design and implement structure plans (frameworks to guide the development or redevelopment of an area) with the community.

# About housing in the Queenstown Lakes District



The average house value in the district is currently over \$1.7m. 84% more than the New Zealand average.

*Infometrics.co.nz (March 2023)*



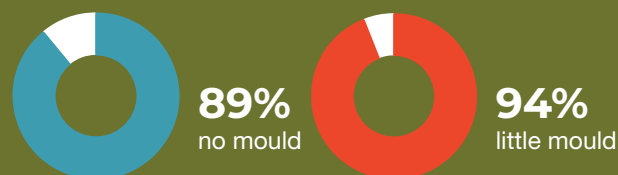
Continued population growth is forecast with an additional 17,000 houses required by 2051

*Queenstown Lakes District Housing Development Capacity Assessment 2021*



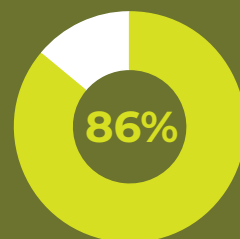
The shortage of affordable housing is hindering recruitment and retention of workers in a range of sectors and professions

*Queenstown Chamber of Commerce, Labour Market Snapshot to March 2023*



Queenstown Lakes District has some of the best results in the country for dampness and mould. In the 2018 census, 89% of households responded that they had no issues with dampness, while 94% indicated they had little or no mould. Continuing and improving this trend is important to the district

*stats.govt.nz/2018-census*



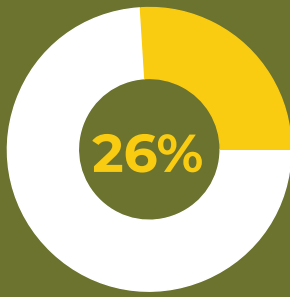
86% of respondents to a recent survey listed housing affordability as a barrier to remaining in the district

*Queenstown Lakes Community Housing Trust 2020 Renters Survey*



980 households are on the Queenstown Lakes Community Housing Trust waitlist

*Queenstown Lakes Housing Trust, July 2023*



26% of residents were unable to afford to always heat their home according to the 2022 Queenstown Lakes Quality of Life Survey

*Quality of Life Survey 2022*

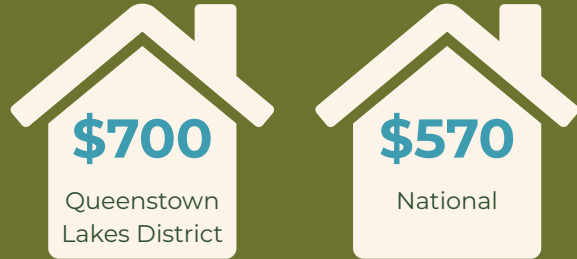


The average property value is 13.2 x average household income.



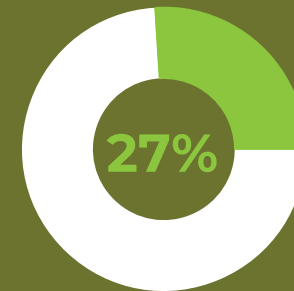
The NZ average is 7.4 x average household income.

*Infometrics.co.nz (March 23)*



Median rent at April 2023 is \$700p/w compared to \$570p/w nationally

*Tenancy.govt.nz*



27% unoccupied dwellings within Queenstown Lakes District

*Census 2018*



The average household size is 2.7 people, the sixth largest in New Zealand

*Census 2018*



Some smaller and attached dwellings are being built, however, many new properties are large, high value homes

*Queenstown Lakes District Housing Development Capacity Assessment 2021*



While the district has enough plan enabled housing capacity (shown through the Spatial Plan) in both the short and long term, there is still insufficient feasible capacity in the lowest price bands

*Queenstown Lakes District Housing Development Capacity Assessment 2021*



# Grow Well Whaiora Partnership

The Grow Well Whaiora Partnership is an Urban Growth Partnership between Central Government agencies (including Waka Kotahi, Ministry of Housing and Urban Development and Kāinga Ora), Kāi Tahu, the Otago Regional Council, and the Queenstown Lakes District Council. The Partnership provides a forum to align decision-making and collaborate on the long-term direction for the Queenstown Lakes District. It acknowledges that the Queenstown Lakes District is facing growth-related challenges across housing infrastructure, transport and the environment that may have flow-on effects nationally, particularly given the importance of the Queenstown Lakes District to New Zealand’s tourism sector.

## Kāi Tahu Values

The Kāi Tahu values framework informs the decision-making of the Grow Well | Whaiora Partnership, the direction of the Spatial Plan and the Joint Housing Action Plan. The values and how they are applied to the Joint Housing Action Plan are outlined in the table to the right.

Value	Description	Application
<b>Whanaukataka</b>	Family and community focussed	Ensuring consideration of the social implication of decisions to enable community and whanau connections and growth
<b>Manaakitaka</b>	Hospitality	Demonstrating behaviour that acknowledges others, through the expression of aroha, hospitality, generosity, and mutual respect
<b>Rakatirataka</b>	Leadership	Ensuring the treaty partnership is recognised to enable mana whenua leadership in decision making processes
<b>Haere whakamua</b>	Future focussed	Adopting a forward looking orientation with future generations in mind
<b>Tikaka</b>	Appropriate action	Ensuring consideration of the appropriateness of decisions that will have a bearing on social, economic, environmental, and cultural outcomes
<b>Kaitiakitaka</b>	Stewardship	Enabling the inherited responsibility of mana whenua to support and protect people, the environment, knowledge, cultures, language, and resources on behalf of future generations
<b>Mauri</b>	Life force	Recognising the life force in all lands, waters, and the natural environment that stems from time immemorial, requiring a high duty of care for kaitiaki (and others) to maintain an intact and healthy mauri, ensuring that what is gifted from the Atua is not neglected

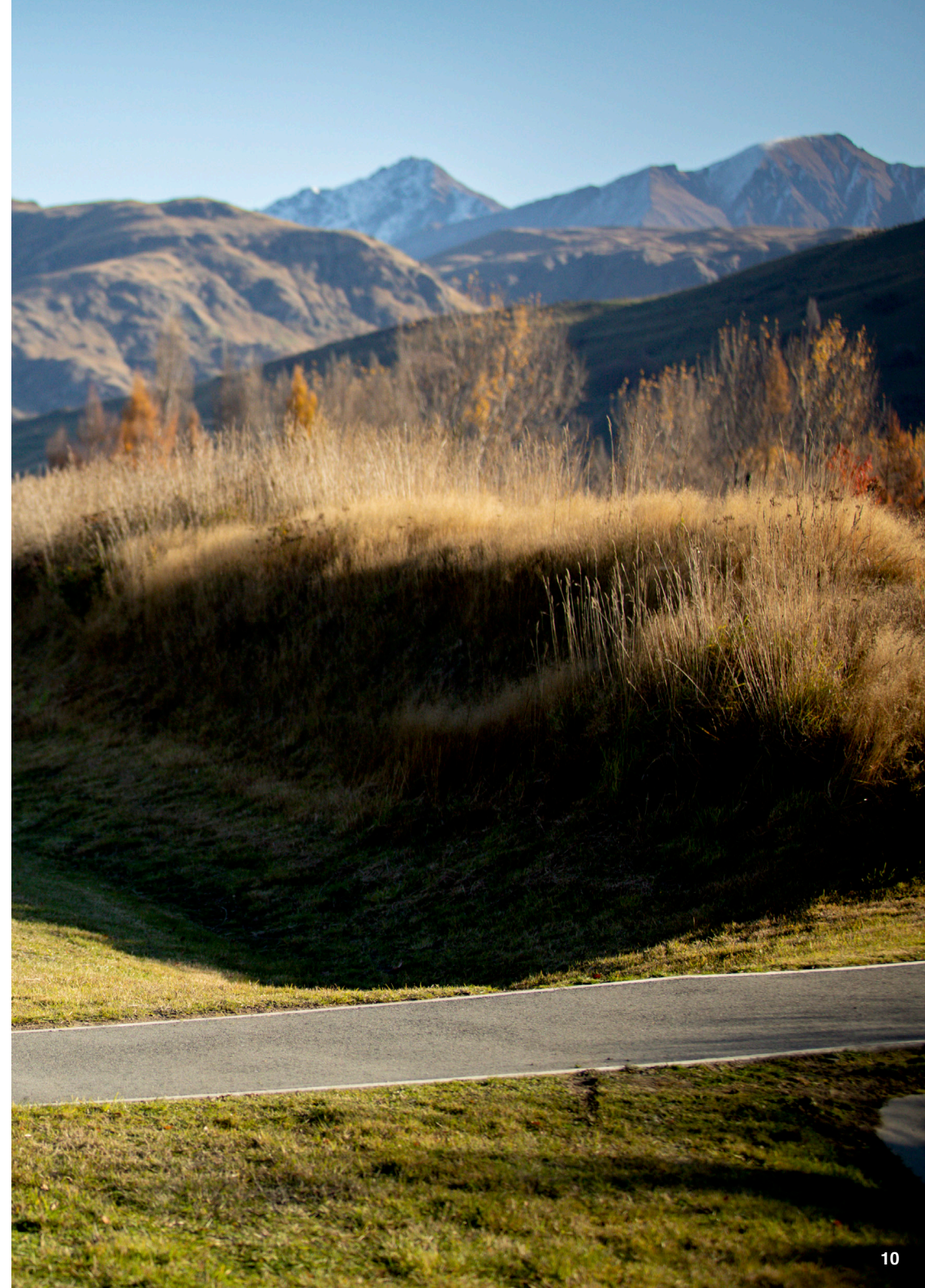
# Queenstown Lakes Spatial Plan

The Queenstown Lakes Spatial Plan sets out a vision and framework for how and where the communities of Whakatipu and Upper Clutha can Grow Well and develop to ensure our wellbeing and prosperity.

A joined-up view of where the Queenstown Lakes District is heading is needed to address these challenges. The Spatial Plan provides a long-term framework for managing growth. It directs growth in a way that will make positive changes to the environment, housing, access to jobs and opportunities, the wellbeing of the community, and the experience of visitors. It recognises that solving these challenges will require Central and Local Government to work together with iwi, the community, and the private sector.

Housing, transport, infrastructure, and resilience are all interconnected levers that the Spatial Plan considers at a regional scale. Two of the Spatial Plan's key outcomes are particularly relevant and have been accounted for in the strategic actions for the 2021-31 Queenstown Lakes District Homes Strategy 2021. The Homes Strategy identified four outcomes to address affordability, choice, quality, and government assistance. This Joint Housing Action Plan (JHAP) aims to develop robust actions that will deliver on these outcomes.

A key commitment within the Grow Well Whaiora Partnership is to develop this Joint Housing Action Plan (Priority Initiative 5) – this will take a joined-up approach to how we increase intensification, provide more housing choices, and create well-designed neighbourhoods that provide for community needs.



# Alignment with values and strategy

# Outcomes

## Joint Work Programme Priority Initiative 5

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Establish a coordinated programme that draws together Central Government, community housing providers, iwi and council projects and initiatives to improve affordable housing outcomes

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## Relevant Spatial Plan & Kāi Tahu outcomes

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Consolidated growth and more housing choice

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Kāi Tahu whānau can afford to live & work in the district

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Well-designed neighbourhoods that provide for everyday needs

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## Related Spatial Plan Strategy

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Increase density in appropriate locations

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Deliver responsive and cost- effective infrastructure

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Improve housing diversity and choice

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Provide more affordable housing options

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Create well- connected neighbourhoods for healthy communities

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Design to grow well

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Enhance the Blue-Green network

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## Queenstown Lakes Homes Strategy 2021

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Affordable housing options for the community are increased

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A range of housing choice exists for everyone

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Homes in the district are healthy, warm and sustainable

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Partnerships with government improve, amplify and accelerate housing outcomes in the district

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# Joint Housing Action Plan (JHAP) 2023-2028

*A joint vision has been developed between Kāinga Ora, HUD, QLDC and QLCHT partners to create a cohesive approach towards housing for the future in the Queenstown Lakes District.*



## Success Measures

Increased provision and housing choice by the Queenstown Lakes Community Housing Trust.

Decreased income-to-housing cost ratio.

Increased choice of housing options.

Increased proportion of houses in the 'lower value' band across the housing continuum.

Increased stability of tenure across all ethnicities.

Increased number of houses within walkable catchments (within 600-800m of public transport, shops and services).

Decrease in housing as a barrier to establishing businesses and to recruitment and retention of staff.

Increased sense of wellbeing in the community related to housing.

## Solutions

**1** Form a clear, evidence-based understanding of the district's housing issues and regularly monitor key indicators.

**2** Realise opportunities to purchase and develop land for the provision of affordable housing in the Queenstown Lakes District.

**3** Enable affordable housing choices through legislative and other tools.

**4** Continue to support and amplify the work of the Queenstown Lakes Community Housing Trust and other providers.

**5** Influence and incentivise developers to provide affordable housing.

**6** Focus on rental solutions for the district's workforce in collaboration with the community.

**7** Further develop public/private partnerships to deliver affordable housing and choice.

**8** Implement National Policy Statement on Urban Development changes and review District Plan to enable more affordable housing and choice.

**9** Design and implement structure plans (frameworks to guide the development or redevelopment of an area) with the community.

# What outcomes do we want to achieve?

*The Queenstown Lakes Community can access quality, stable, affordable housing now and into the future.*

## Measures of Success



### Increased provision and housing choice by the Queenstown Lakes Community Housing Trust

Currently the Queenstown Lakes Community Housing Trust has 135 homes across a range of programmes. Approximately 43% are 1 or 2 bedroom and 56% is 3 bedrooms plus. Around 50% of the waiting list is made up of families with children, while couples and singles comprise 30% and 20% of the waiting list respectively. Increasing the provision of rentals and assisted ownership packages is a direct measure of success for this plan.



### Increased choice of housing options

Currently, housing stock is dominated by larger homes on their own block of land. These homes are intended for traditional, nuclear families made up of two adults and a few children. We need housing stock that serves our diverse population, that's appropriately-sized, small for those wanting to downsize, larger for those who want to live intergenerationally, and accessible for those with disabilities and the older generation.



### Increased proportion of houses in the 'lower value' band across the housing continuum

There is a shortfall of capacity in the lower to medium-band priced housing. What this means for residents is that those looking for entry-level properties (to buy or rent) often struggle to find suitable homes. Increasing the number of available houses in the lower to medium-band price range will assist in creating access to housing.



### Decreased income to housing cost ratio

The average property value in Queenstown Lakes is 13.2 average household income. The NZ average is 7.4. High outgoings for housing costs relative to household income are often associated with financial stress and limited ability for low- to middle-income households to enter the property market / pay rent.

# Housing solutions to deliver better economic, social, cultural, and environmental outcomes to our community and NZ Inc.

## Measures of Success



### Increased stability of tenure across all ethnicities

Queenstown Lakes has one of the highest rates of migration out of the community, largely due to lack of housing affordability both to rent and to buy.



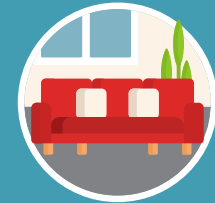
### Increased number of houses within walkable catchments (within 600-800m of public transport, shops and services)

Understanding walkability and walkable catchments around public transport stops and networks and centres is a useful tool in thinking about what is accessible and locations that are likely to be appropriate for supporting intensification. There is a clear link between good accessibility and social, economic and cultural wellbeing.



### Decrease in housing as a barrier to establishing businesses and to recruitment and retention of staff

Employers cite housing as a significant constraint to the recruitment and retention of staff. The provision of affordable housing for staff is critical for businesses to thrive in Queenstown Lakes District. The local Chambers of Commerce provide valuable evidence of this through surveys.



### Increased sense of wellbeing in the community related to housing

The provision of affordable, sustainable, warm and healthy housing for both home owners and renters is a key determinant of health and wellbeing and could be measured using the QLDC's Quality of Life survey.

# Moving towards the vision

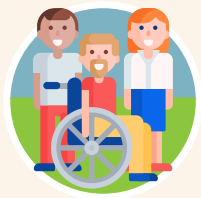
*Achieving a vision of a district that offers quality affordable, accessible and secure housing to a diverse community will require a mix of longer-term actions and short-term actions.*

**Guiding principles we require to move forward to achieving our vision.**



## **Adaptable**

The Plan partners and stakeholders will respond to changing circumstances through innovation and flexibility.



## **Inclusive**

The Plan partners and stakeholders will draw on multiple perspectives to understand and address housing needs across the spectrum.



## **Strength and success**

The Plan partners and stakeholders will look to previous and current successful initiatives for guidance. There is no need to “reinvent the wheel” if an appropriate solution already exists.



## **Results-orientated**

The Plan is intended to achieve real, lasting results. Completing an action isn't enough; observing and understanding its impact is equally important.



## **Sensitive to local context**

The Plan partners and stakeholders will stay mindful of local realities. An approach with proven success elsewhere may need to be adapted to suit the Queenstown Lakes District's unique circumstances.



## Our solutions

All stakeholders (including Central Government/developers/local government/QLCHT/iwi/the community) to contribute to delivering affordable, secure, mixed tenure and typology housing through building and/or regulations and policies to meet the needs of our community.

**1** Form a clear, evidence-based understanding of the district's housing issues and regularly monitor key indicators.

**2** Realise opportunities to purchase and develop land for the provision of affordable housing in the Queenstown Lakes District.

**3** Enable affordable housing choices through legislative and other tools.

**4** Continue to support and amplify the work of the Queenstown Lakes Community Housing Trust and other providers.

**5** Influence and incentivise developers to provide affordable housing.

**6** Focus on rental solutions for the district's workforce in collaboration with the community.

**7** Further develop public/private partnerships to deliver affordable housing and choice.

**8** Implement National Policy Statement on Urban Development changes and review District Plan to enable more affordable housing and choice.

**9** Design and implement structure plans (frameworks to guide the development or redevelopment of an area) with the community.

# The action plan solutions



## Form a clear, evidence-based understanding of the district’s housing issues and regularly monitor key indicators.

The Queenstown Lakes housing story needs to be clearly articulated and backed with relevant data. More evidence needs to be collected on the unsatisfied demand. HUD has a Public Housing Plan that identifies nine focus areas which are facing high population growth and where the waiting list for public housing is growing exponentially, Queenstown Lakes District is not identified as one of these areas as the public housing register remains low in the district<sup>7</sup>. However, it is understood from QLCHTs waiting list that there is latent demand for Public Housing, with households whom have not yet sought to be placed on MSDs Public Housing register.

Limited deprivation data and communication on how many people are in need of services within the region, has contributed to underinvestment in affordable housing in the Queenstown Lakes District. It is therefore critical that evidence is gathered and communicated to all actors in the housing system in regards to housing issues within Queenstown Lakes District.

Queenstown Lakes District Housing Development Capacity Report 2021 found there is a major shortfall in the “affordable<sup>8</sup>” housing bracket and this shortfall is expected to grow over the next 30 years.

Key actions	Who is involved?	Timeframe	Cost	Further funding required?
<b>A.</b> Publish a bi-annual report on housing and workforce issues and affordability in Queenstown Lakes reporting to the Grow Well Whaiora Partnership.	QLDC, HUD, MSD, QLCHT	Short-term (0-2 years)	Low	No
<b>B.</b> Co-ordinate and consolidate all housing monitoring and reporting.	QLDC, HUD, MSD, QLCHT	Short-term (0-2 years)	Low	No
<b>C.</b> Establish the evidence and data around the Queenstown Lakes housing story, including; unmet housing demands, short-term letting market, long-term rentals, unoccupied housing and vacant zoned land.	QLDC, QLCHT, Kāinga Ora, HUD	Short-term (0-2 years)	Low	No
<b>D.</b> Government partners facilitate engagement regarding the Accommodation Supplement.	HUD, Kāinga Ora, QLDC	Short-term (0-2 years)	Low	No

<sup>7</sup> [www.hud.govt.nz/our-work/public-housing-plan](http://www.hud.govt.nz/our-work/public-housing-plan)

<sup>8</sup> Affordable is generally considered as a household spending of no more than 30% of gross income on accommodation.

# 2

## Realise opportunities to purchase and develop land for the provision of affordable housing in the Queenstown Lakes District.

Council and other public and/or private land could be used to lead intensification in key locations. Demonstration and alternative housing model projects on these sites may shift market preferences and provide new affordable homes to rent or buy at the same time. Key stakeholders could explore opportunities to work together to potentially use programmes such as the Land for Housing Programme (overseen by the Ministry of Housing and Urban Development), and the Kāinga Ora Land programme (overseen by Kāinga Ora).

It is important to note that there is enough zoned land in the district to provide for the long term growth however, the bulk of greenfield urban land is owned by a small number of landowners.

Key actions	Who is involved?	Timeframe	Cost	Further funding required?
<b>A.</b> Work collaboratively to investigate opportunities where the Kāinga Ora Land Programme could enable affordable housing choices in the Queenstown Lakes District.	Kāinga Ora, Grow Well Whaiora, Developers, QLCHT, QLDC, HUD	Short-term (0-2 years)	High	No
<b>B.</b> Continue to work collaboratively with iwi and QLCHT to investigate opportunities to utilise vacant or underutilised Crown land, for example through the Land for Housing Programme in the Queenstown Lakes District.	HUD, Kāi Tahu, Developers, QLDC, QLCHT, Kāinga Ora	Underway	Medium	No
<b>C.</b> Queenstown Lakes Community Housing Trust to purchase land to develop affordable housing when opportunities arise.	QLCHT, QLDC, Developers, HUD	Short-term (0-2 years)	High	Yes
<b>D.</b> Investigate setting up a joint venture company to purchase and develop land to deliver affordable housing.	Central / Local government, mana whenua and developers to form a joint venture to develop land	Medium-term (2-4 years)	High	Yes
<b>E.</b> Queenstown Lakes District Council to investigate opportunities to purchase, or utilise existing, land for affordable housing development by a registered Community Housing Provider.	QLDC, QLCHT, Kāi Tahu	Medium-term (2-4 years)	High	Yes

# 3

## Enable affordable housing choices through legislative and other tools.

The 2020 Urban Development Act granted significant new development powers to the Crown entity Kāinga Ora – Homes and Communities to initiate or undertake large-scale comprehensive urban development. The UDA enables Kāinga Ora to initiate, facilitate or carry out large-scale urban development through a Specified Development Project (SDP). An SDP established under the Act, is a way for Kāinga Ora to work collaboratively with councils, iwi and private developers to deliver transformational and complex urban developments. A key focus of a SDP is the strong and enduring cross-agency alignment and partnership, that provides:

- Greater certainty of outcomes given the ability to establish clear objectives and a project governance group with clear mandate to facilitate the project
- Greater control and coordination of all development in an area in the collective interest of all parties
- Integrated planning through a comprehensive and integrated development plan that addresses planning, infrastructure and funding arrangements upfront.

In addition, to the specific powers relating to SDPs, the UDA grants Kāinga Ora new general powers to compulsorily acquire land for specified works, which is not confined to work under a SDP and is broadly defined for the purpose of urban development. These powers don't apply to Māori land.

Key actions	Who is involved?	Timeframe	Cost	Further funding required?
<b>A.</b> Investigate the use of all Urban Development Act powers to bring forward the delivery of affordable housing.	Kāinga Ora, QLDC, Waka Kotahi, Kāi Tahu, ORC, Grow Well Whaiora, Developers, Community	Short-term (0-2 years)	High	Yes
<b>B.</b> Partners to work collaboratively to identify, prioritise, and explore potential opportunities to enable provision of more housing choices.	Kāinga Ora, QLDC, QLCHT, HUD, Waka Kotahi, Kāi Tahu, ORC, Grow Well Whaiora, Developers, Community	Short-term (0-2 years)	Low	No
<b>C.</b> Investigate increasing public, transitional and emergency housing across the district.	QLDC	Short-term (0-2 years)	Low	No
<b>D.</b> Seek opportunity for collaboration and partnership with Kāi Tahu to address housing challenges for Māori and improve housing outcomes, including papakāinga housing.	QLDC, Kāi Tahu, QLCHT	Short-term (0-2 years)	Low	No
<b>E.</b> Partners work collaboratively to understand the implications of different pieces of legislation and other levers have on the Queenstown Lakes housing market.	QLDC, Kāinga Ora, HUD, Kāi Tahu, Developers, Community	Short-term (0-2 years)	Low	No

# 4

## Continue to support and amplify the work of the Queenstown Lakes Community Housing Trust and other providers

In 2007, the Queenstown Lakes District Council facilitated the formation of the Queenstown Lakes Community Housing Trust (QLCHT). This trust is an independent, not for profit, community owned organisation. QLCHT has a range of housing programmes, each designed to assist eligible low to moderate income households, who contribute to the social, economic and environmental wellbeing of this District and are genuinely struggling to commit to the area because of the housing affordability issue.

QLCHT has received funding through grants from Central Government and also through ongoing contributions of land, buildings and/or funds from private local developers who have committed support for community housing as part of the upzoning process of their land. QLDC is also a significant funder/land source for QLCHT.

This action plan acknowledges the importance of QLCHT and agrees that it is critical to continue supporting the Trust in the provision of affordable housing in Queenstown Lakes.

Key actions	Who is involved?	Timeframe	Cost	Further funding required?
<b>A.</b> Implement inclusionary housing plan change including negotiating new stakeholder deeds.	QLDC Policy Planning Team	Short-term (0-2 years) Underway	In progress	No
<b>B.</b> Enforce existing Stakeholder Deeds.	QLDC	Short-term (0-2 years) Underway	Low	No
<b>C.</b> Continue to apply for alternative funding mechanisms to ensure delivery of affordable housing (e.g. facilitate lending through the Local Government Funding Agency (LGFA)).	QLCHT, QLDC, Developers, Kāinga Ora, HUD and Funders	Underway	Medium	No
<b>D.</b> Include the Queenstown Lakes Community Housing Trust funding as a permanent budget line rather than as a grant.	QLDC	Short-term (0-2 years)	BAU	No
<b>E.</b> Encourage broadening the work of QLCHT or other Community Housing Providers to grow their offering, including rental models to enable increased housing options for local whānau.	QLDC, QLCHT	Short-term (0-2 years)	Medium	No

# 5

## Influence and incentivise developers to provide affordable housing.

Leveraging additional public incentives is often required to make affordable housing projects financially feasible. Developers can work with local, and Central Government agencies to obtain additional incentives for the development of affordable housing development.

Key actions	Who is involved?	Timeframe	Cost	Further funding required?
<b>A.</b> Investigate ways to incentivise developers to deliver affordable housing through financial and planning incentives, and the continued use of successful models.	QLDC, HUD, Kāinga Ora	Short-term (0-2 years) Underway	Medium	Yes
<b>B.</b> Improve partnerships between developers and QLDC, QLCHT or other Community Housing Providers, service delivery agencies, banks (to understand financial issues), and other key organisations.	Kāinga Ora, QLDC, HUD, Waka Kotahi, Kāi Tahu, ORC, Grow Well Whaiora, Developers	Short-term (0-2 years) Underway	Low	No
<b>C.</b> Explore options to bring forward the development of vacant zoned land.	QLDC, HUD, QLCHT, Kāinga Ora	Medium-term (2-4 years)	Low	No
<b>D.</b> Work with developers to facilitate and deliver different housing options, such as Build to Rent developments.	QLDC, HUD, QLCHT, Kāinga Ora, Developers and Community	Short-term (0-2 years)	Low	No
<b>E.</b> Facilitate and encourage innovative design / build methodologies to reduce the cost of building high density (4+ level) housing.	QLDC, HUD, QLCHT, Kāinga Ora and Developers	Short-term (0-2 years)	Low	No

# 6

## Focus on rental solutions for the district’s workforce in collaboration with the community.

Rental accommodation is in extremely short supply throughout the Queenstown Lakes region. This directly impacts the ability of businesses being able to attract and retain employees.

Key actions	Who is involved?	Timeframe	Cost	Further funding required?
<b>A.</b> Engage community, businesses and employers in finding workforce and housing solutions. Including for example, connecting with Chambers of Commerce or ‘Adopt a worker’ schemes. Education on the impacts of short-term letting.	QLDC, Chamber of Commerce, QLCHT	Underway	Low	No
<b>B.</b> Partners to undertake research to investigate solutions that have worked within and outside of New Zealand and identify how they could be replicated in the Queenstown Lakes District.	QLDC, Kāinga Ora, QLCHT, Chambers of Commerce	Short-term (0-2 years)	Low-medium	No
<b>C.</b> Facilitate a community group focused on local community solutions to housing.	QLDC	Short-term (0-2 years)	Low	Yes
<b>D.</b> Education on the benefits of long term rentals, i.e., seasonal worker accommodation in empty homes.	QLDC, QLCHT	Medium-term (2-4 years)	Medium	No
<b>E.</b> Further investigate the obstacles for landlords to rent out property as long-term accommodation and the establishment of tiny homes.	QLDC	Short-term (0-2 years)	Low	No

### Case Study: Douglas Shire Adopt A Worker

‘Adopt A Worker’ is an initiative championed by Tourism Port StudyDouglas Daintree, Australia. It involves asking the Douglas community to adopt a worker for the busy season due to the rental crisis. By providing living arrangements for seasonal workers, businesses will be able to operate with full teams, and provide full services.

# 7

## Further develop public/private partnerships to deliver affordable housing and choice.

Challenges persist for low-income households to find affordable accommodation in the Queenstown Lakes and it is acknowledged that both Local and Central Government need to reposition themselves as partners to catalyse, and reduce the risk for, the private sector’s entry into the affordable housing market.

Key actions	Who is involved?	Timeframe	Cost	Further funding required?
A. Investigate how affordable homes can be delivered more efficiently and at a lower cost than currently occurs (e.g., offsite manufacturing).	QLCHT, QLDC, Developers, Kāinga Ora, HUD and Funders	Underway	Low	Yes
B. Investigate the potential of the Infrastructure Funding and Financing Act to bring forward investment in infrastructure (including social infrastructure).	Crown Infrastructure Partners, QLDC, HUD	Underway	High	No



# 8

## Implement National Policy Statement on Urban Development changes and review District Plan to enable more affordable housing and choice.

The NPS-UD is part of the urban planning focus of the Urban Growth Agenda. It directs councils to remove overly restrictive planning rules applying to urban land and plan for growth, both up and out. Councils also have to respond to changes in demand by allowing denser housing in areas where people want to live, that are well-connected to jobs, transport and community facilities. Queenstown Lakes District Council is tasked with implementing the NPS-UD alongside reviewing the District Plan.

Key actions	Who is involved?	Timeframe	Cost	Further funding required?
A. Review the District Plan and implement NPS-UD Policy 5, including consideration of applying the Medium Density Residential Standards to enable more competitive land markets.	QLDC Policy Planning Team	Short-term (0-2 years) Underway	Business as usual	No
B. Develop a Future Development Strategy in partnership with the ORC and Grow Well Whaiora partners that builds on the work undertaken in the Spatial Plan.	QLDC, ORC, Grow Well Whaiora Partners	Short-term (0-2 years) Underway	Business as usual	No

# 9

## Design and implement structure plans (frameworks to guide the development or redevelopment of an area) with the community.

*Structure plans represent one method by which councils can carry out their functions under sections 30 and 31 of the RMA.*

A Structure Plan is a framework to guide the development or redevelopment of an area by defining the future development and land use patterns, areas of open space, the layout and nature of infrastructure (including transportation links (public transport and active travel) and community infrastructure), and other key features and constraints that influence how the effects of development are to be managed. This process includes further understanding the timings, dependencies and types of infrastructure investment (renewal, enhancement, growth) and how these impact on the funding, timings and risks/barriers; and what other levers may need to be used to achieve the strategic direction and desired outcomes of the Spatial Plan.

They are a technique that has gained acceptance in the Environment Court as a way of promoting the integrated management of environmental issues, and provide for the wellbeing, health and safety of existing and future residents.

The Queenstown Lakes Spatial Plan 2021 identifies the development of Structure Plans as a priority initiative to be advanced by the Grow Well Whaiora Partnership. The following action is directly from the Spatial Plan.

*‘Undertake structure plans for future urban areas identified in the Spatial Plan, including identifying infrastructure triggers needed to enable and sequence new growth areas. Ensure the development of future urban areas prioritise the delivery of affordable housing options.’*

Key actions	Who is involved?	Timeframe	Cost	Further funding required?
A. Streamline the planning process that enables the delivery of housing to give effect to priority initiative 3 of the Spatial Plan (Structure plans for priority development areas).	QLDC, Grow Well Whaiora partnership	Medium-term (2-4 years)	Business as usual	No

# Measurement and monitoring

These indicators will help to measure our progress in achieving the JHAP vision. Over the life of this action plan, we will report annually on our progress against the indicators.

The percentage against the benefits and KPIs reflects the weighting of these in scale of significance.

Benefit	KPI	Measure	Baseline	Target	Source	Timeframe for reporting
<b>Our community can easily access quality, stable, affordable housing now and into the future (60%)</b>	Increased provision and housing choice by the Queenstown Lakes Community Housing Trust (15%)	Increased housing numbers and options	135 (June 2023)	Increase	QLCHT	Annual
	Decreased income-to-housing cost ratio (25%)	Median property price to median household income	14.2% (QLD) vs 8.2% (NZ) June 2022	Ongoing reductions	Infometrics	Annual
		Mortgage proportion of income	80.9% (QLD) vs 49.2% (NZ) June 2022		Infometrics	Annual
		Average rent to average household income	22.9% (QLD) vs 22.2% (NZ) June 2022		Infometrics	Annual
	Increased proportion of houses in the 'lower value' band (25%)	The proportion of houses in the 'lower value' band (Need to define lower value)	Most recent data	Increase	QLDC Housing Development Capacity Assessment	Tri-annually
	Increased choice of housing options (35%)	Townhouses, apartments, or flats as % of new consents, 12 month rolling average	32% (as at June 2022)	Increase	QLDC consenting data	Consents data released monthly
		Number of houses built with 1, 2, 3, 4 bedrooms	Current number	Increased proportion of 1 and 2 bedroom houses	QLDC	Annual

Benefit	KPI	Measure	Baseline	Target	Source	Timeframe for reporting	
<b>Housing solutions to deliver better economic, social, cultural and environmental outcomes for our community and NZ Inc. (40%)</b>	Increased stability of tenure across all ethnicities (20%)	KPIs/measures relating to Māori housing are to be further developed in consultation with Aukaha, Te Aa Marama Incorporated and local community.					Annual
		Number of bonds lodged in the last 12 months	1,866 (July 2022)	Increase	MBIE – New bonds lodged		
		Number of property transfers	4,281 (2021)	Decrease per capita	Stats New Zealand		
		Percentage of residents who moved house in the last 12 months	20% (QoL survey)	Reduce	QoL survey		
	Increased number of housing within walkable catchments (within 600-800m of public transport, shops and services). (40%)	Number of new houses within 400-800m of commercial activities and community services (e.g. public transport)	Existing	Increase % of total houses	QLDC	Annual	
	Decrease in housing as a barrier to establishing businesses and to recruitment and retention of staff (25%)	Number of new businesses located within the district in the last 12 months	Most recent data	Increase of businesses locating to the district	QLDC	Annual	
		Percentage of businesses citing housing as a challenge to recruiting and retaining staff	No baseline as yet	Decrease in percentage of businesses citing housing as a challenge to recruitment and retention	Surveys undertaken by the Chamber of Commerce		
	Increased sense of wellbeing in the community related to housing (15%)	Overall quality of life	76% (QoL survey, 2023)	Increase	QoL survey – QLDC	Annual	

# Additional Actions from the Queenstown Lakes District Homes Strategy

The Queenstown Lakes District Homes Strategy 2021 was developed by QLDC with a focus on what QLDC and the QLCHT could do to improve housing affordability in the district. Although a significant number of the Homes Strategy actions are included in the JHAP not all of the actions have been included. Whilst these actions will not be delivered jointly, QLDC has still made a continued commitment to them. These actions are listed below. The JHAP replaces the actions section of the Homes Strategy - not the full strategy. The intent and direction of the Homes Strategy remain.

## Key Actions and timeframe

1	<b>Affordable housing options for the community are increased</b>	
	<i>Incorporate inclusionary zoning in the district plan to retain affordable housing in perpetuity</i>	
	Advocate to Central Government for improved legislative pathways for inclusionary housing.	Ongoing
2	<b>A range of housing choice exists for everyone</b>	
	<i>Existing housing serves people who live and work here</i>	
	Scale up monitoring and enforcement of existing rules managing short-term holiday home letting.	Year 2
	Develop programmes promoting good tenant and landlord practices.	Year 2
	Investigate options to address vacant zoned residential land and empty homes such as the rating system.	Year 3

### Homes in the district are healthy, warm and sustainable

#### *Develop a sustainable housing framework*

Find methods to support and promote sustainable design and construction for the district, such as free public sustainability design advisory service.

**Year 3**

Find methods to incentivise and accommodate the re-purposing and recycling of building materials.

**Year 2**

Demonstrate leadership through best practice sustainability principles for QLDC buildings.

**Ongoing**

Seek incentives to encourage uptake of solar technologies, and examine and remove barriers if possible.

**Year 2**

#### *Our homes are warm*

Address energy poverty through supporting and enhancing existing programmes, and developing new programmes.

**Year 2**

Develop a home heating advisory service and tools such as Home Performance Advisor (Action 3.4 of Climate & Biodiversity Plan)

**Year 3**

Enhance and improve connection with the Tenancy Services Compliance and Investigations Team to aid in improvements to rentals which are below acceptable thresholds.

**Year 1**

#### *Our homes are well built*

Advocate for improvements to the Building Code to improve future house quality, sustainability and performance.

**Ongoing**

Promote access to guides which go beyond the building code and promote sustainable and resilient housing and buildings (Action 3.4 of Climate & Biodiversity Plan).

**Year 1**

Find ways to encourage subdivision and site design to consider site orientation for sun (Action 3.4 of Climate & Biodiversity Plan).

**Year 3**

Advocate for improvements to the building supply chain.

**Ongoing**

3

### Affordable housing options for the community are increased

#### *Increase the presence of Central Government housing assistance in the district*

Collaborate with partners to support healthy housing initiatives in the district.

**Year 2**

4

