



HE PAPA KÁINGA, HE HÁPORI TAURIKURA TE POUPOU RAUTAKI

HOMES AND THRIVING COMMUNITIES STRATEGIC FRAMEWORK

**TE ARAWA
WHĀNUI**

**ROTORUA
LAKES COUNCIL**
Te kaunihera o ngā roto o Rotorua



Prepared by Rotorua Lakes Council on behalf of the Establishment Leadership Group.

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HE PAPAĀINGA, HE HĀPORI TAURIKURA ROTORUA HOUSING AND THRIVING COMMUNITIES

TE POUPOU RAUTAKI STRATEGIC FRAMEWORK

Te Arawa Vision Statement (provided by Te Tatau o Te Arawa)

Mauri tū, mauri ora, Te Arawa e!

Stemming from the Te Arawa 2050 Vision, 'Mauri tū, Mauri ora, Te Arawa e!' refers to the optimal growth and wellbeing of culture, people, place, environment, economy, innovation, leadership, and unity and collaboration for all within the Te Arawa rohe.

This vision is guided by the words of our ancestor Houmaitawhiti:

Tūrou Parea

Eke panuku, eke Tangaroa i te orooro, i te oromea i tukitukia ai koe, i tātāia ai koe
Oī, kiri o Tangaroa

Oī, tere te waka nei, tere āngaia

Oī, tūtaki ki tēnei mānuka, tūtaki ki tēnei ngahoa

Tupu te mahara, tupu ki roto, kia hono koe ki te hono tawhito

Purea ō taringa, kia turi, ā, kia hoi

Kei whakarongo koe ki te kōrero iti

Ko te kōrero iti, ka tahuri nā ko te hau aitū

Kīhai te kanohi i titiro, ko te taringa tē whakarongo

Bind all in the world of light to the world unseen

Pay homage to Parea from whence you came

Rise with the movements of the land and the sea

Set forth over the ocean

Ensure the safe and direct passage of the waka

Meet and overcome all challenges

Let the thought grow, let it grow within and be bound to the ancient bond

Do not let negativity and conflict distract from the achievement of success.

Rotorua Lakes Council Vision: Rotorua 2030

Koinei tō tātau kāinga
Ko tātau ōna tāngata
Nā tātau tonu i ora ai te ahurea Māori me ōna āhuetanga katoa
He iwi auaha tātau e tuku nei i tā tātau e ako nei
E kōkiri nei tātau i te angitu, i te hihiri me ngā rerekētanga maha
E kaha tautoko nei tātau i te whakapūmautanga o te taiao
Mō te katoa o Rotorua - Tātau tātau

This is our home
We are its people
We're connected to each other through our culture and communities
We're innovative and we share what we learn
We're driving opportunity, enterprise and diversity
We're supporting a legacy of sustainability for our environment
Rotorua is a place for everyone
Tatau Tatau - We Together



HE KUPU NÓ NGÁ RANGATIRA FROM OUR LEADERS

Housing is one of the biggest issues the Rotorua community faces. As identified by the Ministry for Housing and Urban Development, our wonderful district has attracted a growing population, but without homes being built to meet our needs, resulting in severe housing deprivation. That lack of housing affects all parts of the Rotorua community, but it disproportionately affects Te Arawa peoples. As a result, Te Arawa and Council have identified safe, secure housing for all our people as our top shared priority to ensure positive, thriving communities.

Te Arawa and Council have worked together to develop this strategic framework because we understand the importance of partnership. No organisation can deliver the vision single-handedly. But together we can deliver more connected, well-designed, thriving communities that express our identity as a district and as a city.

Furthermore, our partnership is not just a practical necessity, it reflects our values and our heritage as a district. In 1880, Ngāti Whakaue gifted to the Crown 12 square kilometres of land to establish the modern city of Rotorua (under the Fenton Agreement). That historic leadership was built on a vision not just of homes, but of thriving communities. It included land gifted for hospitals, railways, parks and reserves (including Kuirau Park, the Lakefront, race course, Sanatorium and Government Gardens).

Similarly, this strategic framework puts people and wellbeing at the heart of our work to deliver more housing and to ensure communities are supported, safe, healthy and connected, with homes that match needs, and access to services and facilities. People, homes, communities – our Strategic Framework understands the importance of all three.

We recognise that we all have a part to play in delivering on the vision. We cannot do this alone. Our strategic framework looks at the roles that local and central government, iwi, landowners, developers and social housing providers can play in addressing the issues of housing supply, the quality of our homes and the development of safe, sustainable and connected communities for the future.

Engagement across a wide variety of communities late in 2019 clearly identified the values and aspirations, which have informed the development of this strategy for the Rotorua district. Over this time Te Arawa whānui have also been sharing their moemoea and wawata for the Te Arawa 2050 Vision. Their wawata have also been woven into this strategy.

An establishment leadership group has supported the development of this strategic framework. The group includes Ministry of Housing and Urban Development (MHUD), Council and iwi, and has strong connections with the work programmes of other agencies such as Ministry of Social Development (MSD), Kāinga Ora and the NZ Transport Agency. A particular thank-you to Karen Vercoe, Geoff Rolleston, Hingatu Thompson and Tupara Morrison for their contributions.

We have identified some areas of urgent need that will help address immediate issues while we work together to develop the longer-term actions to address urgent issues such as homelessness. However this is just the beginning of a long journey.

The COVID-19 pandemic has forced us into unfamiliar territory. We are faced with difficult times ahead that will require challenging and brave decisions to ensure we recover and become stronger, better and more resilient. This strategy has potential to contribute to keeping local businesses going and people in jobs through construction and associated sectors as well as addressing our critical housing shortage.

Our local economy has been devastated and there are many strands to the recovery plan, including bringing businesses from all sectors together to develop strategies. In July Finance Minister Grant Robertson and Infrastructure Minister Shane Jones jointly announced \$55m for roading improvements and infrastructure that will help unlock land for housing in Rotorua. The funding will enable a series of intersection upgrades along Te Ngae Road and storm water construction that will also support Ngāti Whakaue Tribal Lands' plans for housing at Wharenui Road. It is a big boost towards positive outcomes for our district – it will help stimulate the local economy by providing work and jobs, and will enable progress towards much-needed housing, so it strongly supports Rotorua's Build Back Better economic recovery.

Tatau tatau, we together.



Hon Steve Chadwick
MAYOR
OF ROTORUA



Sir Toby Curtis
CHAIR
TE ARAWA LAKES TRUST



Cr Tania Tapsell
COUNCILLOR
ROTORUA LAKES COUNCIL



Te Taru White
CHAIR
TE TATAU O TE ARAWA

TE POUPOU RAUTAKI INTRODUCTION

Housing plays an important role in people's health and wellbeing, in people's ability to access work, bringing communities together and in shaping our district. Rotorua's future homes and communities critically underpin our social, cultural, environmental and economic wellbeing. Over the past ten years, Rotorua communities have seen a growth in our populations, which has led to a shortage of housing at all levels of the market for both renters and owner-occupiers, increasing housing costs, reducing affordability and increasing homelessness. Hence the need for a plan moving forward.

Last year, Rotorua Lakes Council and Te Arawa asked the community what our collective vision for housing should be, and what are the challenges to achieving it?

We developed this strategic framework in draft and consulted our communities and stakeholders through face to face workshops and on line feedback this year. This final document has been amended to reflect Te Arawa and community feedback.

This framework sets out our collective community vision for homes in Rotorua district communities. It describes the challenges we face and the strategies we will use to ensure everyone can enjoy a good quality of life, now and into the future. This strategy belongs to the communities of the Rotorua district, and is overseen by the critical partnership between Te Arawa, the wider community and Council. It will only be achieved if we are working together – and with support from the Crown, Government agencies and local and regional partners.

The COVID-19 pandemic arose during the development of this strategy. It presents the greatest economic shock in memory, and although it is still early days, what is clear is that the economy will be irrevocably changed by this pandemic. We expect significant impact on local employment and economic activity.

This along with other uncertainty means that we must continue to monitor progress, evaluate, learn and be ready to adapt to changing circumstances and opportunities to ensure we achieve our objectives, and longer-term Rotorua 2030 and Te Arawa 2050 goals.

ROTORUA 2030 GOALS:

-
- » **Kāinga noho, kāinga haumaruru | Homes that match needs**
Quality affordable homes which are safe and warm, and available to meet everyone's needs.

 - » **He hāpori pūmanawa | A resilient community**
Inclusive, liveable and safe neighbourhoods give residents a sense of place; and confidence to be involved and connected.

 - » **Tiakina to taiao | Enhanced environment**
Rotorua is known globally for its clean, natural environment, air quality and healthy lakes.

 - » **Waahi pūmanawa | Vibrant city heart**
The inviting and thriving inner city reflects Rotorua's unique heritage and lakeside location.

 - » **Papa whakatipu | Outstanding places to play**
Recreation opportunities are part of the Rotorua lifestyle; connecting us, transporting us and surrounding us.

 - » **He huarahi hou | Employment choices**
Rotorua is a prosperous connected community; growing education, training and employment opportunities.

 - » **Whakawhanake pākihi | Business innovation + prosperity**
Rotorua boasts a diverse and sustainable economy energised by natural resources and innovative people.

TE ARAWA 2050 GOALS:

-
- » **Te Arawatanga (culture)**
Our future has Te Arawa reo, tikanga and values woven into the everyday of our people, our partners and the communities in our rohe.

 - » **Te Arawa Tangata (people)**
Our future has all Te Arawa uri in peak physical, emotional, spiritual and mental condition and we prosper and flourish across all measures of wellbeing – health, education, welfare and employment.

 - » **Te Arawa Takiwa (place)**
Our future is one that recognises that the wellbeing of taiao is intimately connected to our own wellbeing. Our wai and our whenua are restored and healthy - providing the food and resources we need to sustain us, and we are actively engaged with our taiao.

 - » **Te Arawa Ohanga (enterprise and economy)**
Our future is one where we work together to increase our commercial success, which is the vehicle that continues our people's wellbeing.

 - » **Te Arawa Urutau (technology and innovation)**
Our future is one where all Te Arawa uri are able to access have capability to fully participate and gain benefit from innovation and technology.

 - » **Te Arawa Rangatiratanga (leadership and influence)**
Our future has the best leaders making and effectively implementing the best decisions about our resources to continuously achieve the best outcomes for our people. We lead, create and shape korero, partnerships and opportunities that bring about positive change on kaupapa that affect us.

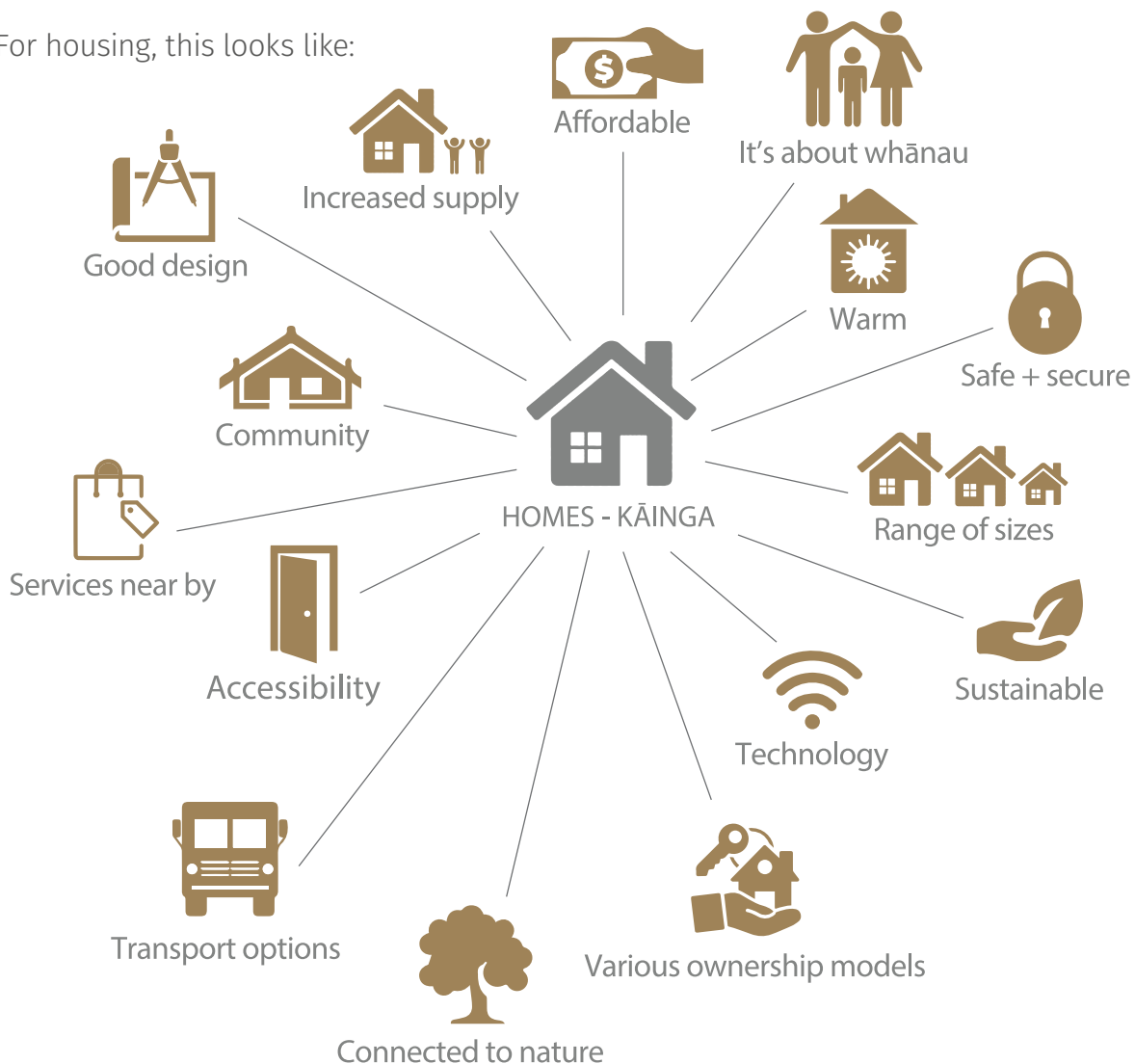
 - » **Te Arawa Tūhononga (unity and connection)**
Our future has collaboration and connection as a mainstay of Te Arawa operations.

HE HÁPORI TAURIKURA THRIVING COMMUNITIES

VISION - 'HE PAPA KĀINGA, HE HÁPORI TAURIKURA'

From meeting and talking with our communities, it is clear that they want safe, connected, sustainable and thriving communities. Rotorua encompasses a range of community settings including rural, lakeside, papakāinga, suburban and central. People have different preferences about the place they call home, everyone is not the same. However there is a shared vision, that homes are about connection to whānau and a sense of belonging. The range of homes needs to be affordable to meet the needs of different households, and there need to be enough homes for everyone to be safe and warm. Homes are of different sizes and in different places, located in well-designed communities where people can readily access school, work, shops, services and transport. Well-designed communities include welcoming shared public spaces that connect us to nature.

For housing, this looks like:



WHAT ARE THE CHALLENGES?

In late 2019, Council and MHUD worked together to understand the challenges which inform the strategy.

We identified the following issues:

- Homelessness
- Increasing waiting list for social housing
- Unaffordable both to rent and buy
- Poorly maintained homes
- Cost to build is high
- A shortfall of 1,500 - 1,750 homes (as at end 2019)
- Relatively high rates of unemployment
- Households are more likely to receive a social welfare benefit
- Relatively higher rates of crime and victimisation than nationally

Rotorua also has unique opportunities:

- A strong Te Arawa culture and community
- Future workforce - a higher proportion of young people aged under 25 than nationally
- Undeveloped Māori-owned land
- A community that values manaakitanga
- Outstanding lakes, forests, geothermal areas and other environments

HOUSING CONTINUUM



Whatever type of housing people need, choose or aspire to, they should feel safe and secure. At present there are solutions required at every step.

Our investigation identifies the need to address supply and quality issues for the full range of the housing continuum, with urgent priority on the lower end of the continuum. Central government have now recognised the increasing pressures in Rotorua and have pledged to support the delivery of solutions.

NGĀ TINO TATAURANGA

A QUICK LOOK - CRITICAL NUMBERS

12 times more
people waiting
on the social
housing register

12x

85-90% are Māori

(from 30 in 2015 to 416 in 2019)



Current estimate of housing shortfall is

1,500-1,750

**COVID-19
PANDEMIC**



is expected to increase unemployment,
create uncertainty for housing, increase
inequities, and compound issues
disproportionately affecting Te Arawa

Rotorua homes estimated to be
poorly maintained in communities of
need:




9,000

1,017


dwellings built

(between 2013 and 2018)







63%
increase in house prices
(from median of \$263,000 in 2015 to \$428,000 in 2019)

5x 

Five times more homeless people accessing Emergency Housing
- Special Needs Grants
83-89% are Māori
(from 81 in 2016 to 498 in 2019)

Population growth of 6,597
to 71,887 PEOPLE 
(usually resident in Rotorua) between 2013 and 2018

Māori population growth of
4,375 to 28,839
*NZ Census data

51%
increase in rental prices
(from median of \$248/week in 2014 to \$373/week in 2019)

NGÁ MÁTAPONO ARATAKI OUR GUIDING PRINCIPLES

The following principles set out the fundamental beliefs or values that will govern our actions.

MAHI TAHI

Strategic partnerships: As partners, Council and Te Arawa are committed to working together to develop and implement this Strategic Framework and the work programmes flowing from it. Collaboration and strategic relationships with our central government and community partners will be critical to our success.

TE HOAHOA

Cultural design: Recognise the unique requirements and aspirations of the Rotorua community and particularly Te Arawa, to thrive in an urban environment and ensure integration of cultural values and concepts into the master planning and urban design (of homes, places and spaces).

TE TAIAO

Environment: Housing developments promote and support best practice in environmental management through the application of sustainable development methodologies and land use practices that align with Te Arawa kaitiakitanga values.

MANAAKITANGA

Social and economic: Create liveable communities for Te Arawa and the wider community that promote whanāu wellbeing and social prosperity through affordable housing, educational and employment opportunities.

TUKU IHO

Heritage: Develop processes that support best practice in natural, built and cultural heritage management, including the preservation and protection of archaeological and significant cultural sites and places.

WHAI HUA

Facilitate and co-create opportunities for economic/commercial development that benefits Rotorua.

NGĀ WHĀINGA MATUA ME NGĀ PAEARU KEY OBJECTIVES AND SUCCESS

These objectives apply to a diverse range of communities across the Rotorua district.

OBJECTIVE

Te Arawa, local and central government are partners in the governance and delivery of this Housing Strategy

Success will look like:

- Regular meetings of Te Arawa, Council and government agency leadership group to monitor implementation of this strategy
- Establishment of partnerships between Kāinga Ora and mana whenua groups
- Te Arawa are active partners in planning and delivery processes
- Planning and consenting documents provide for Te Arawa values and aspirations
- Social services (to support housing stability and housing quality) are delivered in a way that ensures measurable equitable outcomes for Te Arawa people
- Te Arawa groups are active participants in building neighbourhoods at all levels of the market

OBJECTIVE

Safe emergency housing options that meet differing needs are available for short-term use

Success will look like:

- There is a range of emergency housing options to meet different needs
- Emergency housing is needed for no more than seven days
- Emergency housing options are supervised and safe from violence, alcohol and drug abuse
- Emergency housing facilities are safe and sanitary
- Users and their neighbours feel safe
- Te Arawa organisations participate in the co-design, co-development and co-delivery of emergency housing to ensure effective delivery to diverse communities

OBJECTIVE Increase the supply of transitional and social homes and locate through a range of mixed communities

Success will look like:

- Transitional homes are increased to meet needs so that emergency housing is required for no more than seven days
- Social homes are increased so that transitional homes are required for no more than three months
- Transitional and social homes are safe and sanitary
- Transitional and social homes are available which are accessible for people with disabilities and older people
- Transitional and social homes are located through a number of communities with no more than 33% concentration in any one Statistical Area 2 unit (SA2)*
- Connection and participation between people and of people to their community, marae, hapū and iwi is supported

* SA2 refers to a geographical area in the Census with 2,000-4,000 residents

OBJECTIVE Support services (to move from emergency to stable housing) are readily accessible

Success will look like:

- Te Arawa organisations participate in the co-design, co-development and co-delivery of support services
- A plan of support with confirmed service providers is agreed with every household using emergency or transitional housing
- Alcohol and drug detoxification services are provided locally and include a pathway plan for recovery which includes housing
- People with very complex needs will have an individualised plan of long-term support

OBJECTIVE

Increase the supply of rental and owner-occupier homes to meet population needs

Success will look like:

- The growth in number of homes being built over five years
- Improving home affordability measures across communities
- Increase in the rate of home ownership by Te Arawa
- The number of homes built on Māori-owned land increases
- Partnerships and master-planning enable infrastructure and development of new housing
- 50 new papakāinga homes built on Māori freehold land within three years
- Increase in homes designed for multi-generation households
- Increased range of housing options for Māori to live within their iwi rohe
- Increase in kaumatua housing available

OBJECTIVE

Improve the quality of housing stock to a healthy standard

Success will look like:

- 800 homes per annum in Deprivation 9-10 SA2 areas receive free home assessment (per annum for 10 years)
- 350 owner-occupied homes per annum receive an improvement plan and mixture of grants and interest free loans for essential home maintenance and improvement
- 600 owner-occupied homes per annum are improved to meet healthy homes standards
- Reduction in avoidable hospitalisation rates for asthma, respiratory infections/ disease and rheumatic fever
- Increased training, apprenticeships and employment in construction and related sectors
- Increase in local business sectors relating to construction, planning, engineering, environment, health and social services
- Reduction in inequity of unemployment statistics for Te Arawa and youth

OBJECTIVE

Homes are part of well-designed, thriving and connected communities for the future

Success will look like:

- Improved indicators of social equity, including access to health care and other community services
- Improved indicators of child equity including early childhood education and school participation and achievement, and health measures
- Increased measures of Te Arawa connectedness including participation in kōhanga and kura kaupapa, participation in cultural activities e.g. kapa haka, sports, mahinga kai and visual arts; attendance at marae
- Increased proportion of Te Reo Māori speakers in the Rotorua district
- Reducing rates of crime and victimisation reported in communities
- Increase in affordability of homes
- Increase in energy efficiency of homes
- Increase in active and public transport use compared to private vehicle use
- Improved water quality indicators for Te Arawa lakes
- Improved quality and quantity of habitats for indigenous species
- Medium density developments
- Increase in number of smaller homes
- Improved quality and equity of access to green spaces, parks and natural environments
- External recognition of excellent community design

OBJECTIVE

Increase local economic development, employment and training

Success will look like:

- Increased local employment in construction, planning, engineering, environment, health and social services
- Increase in successful participation in education, training and employment in construction, planning, engineering, social and health sector related trades and professions
- Increase in educational achievement measures
- Reduction in inequity of unemployment statistics for Māori and youth
- Te Arawa and local businesses indicators of growth and thriving

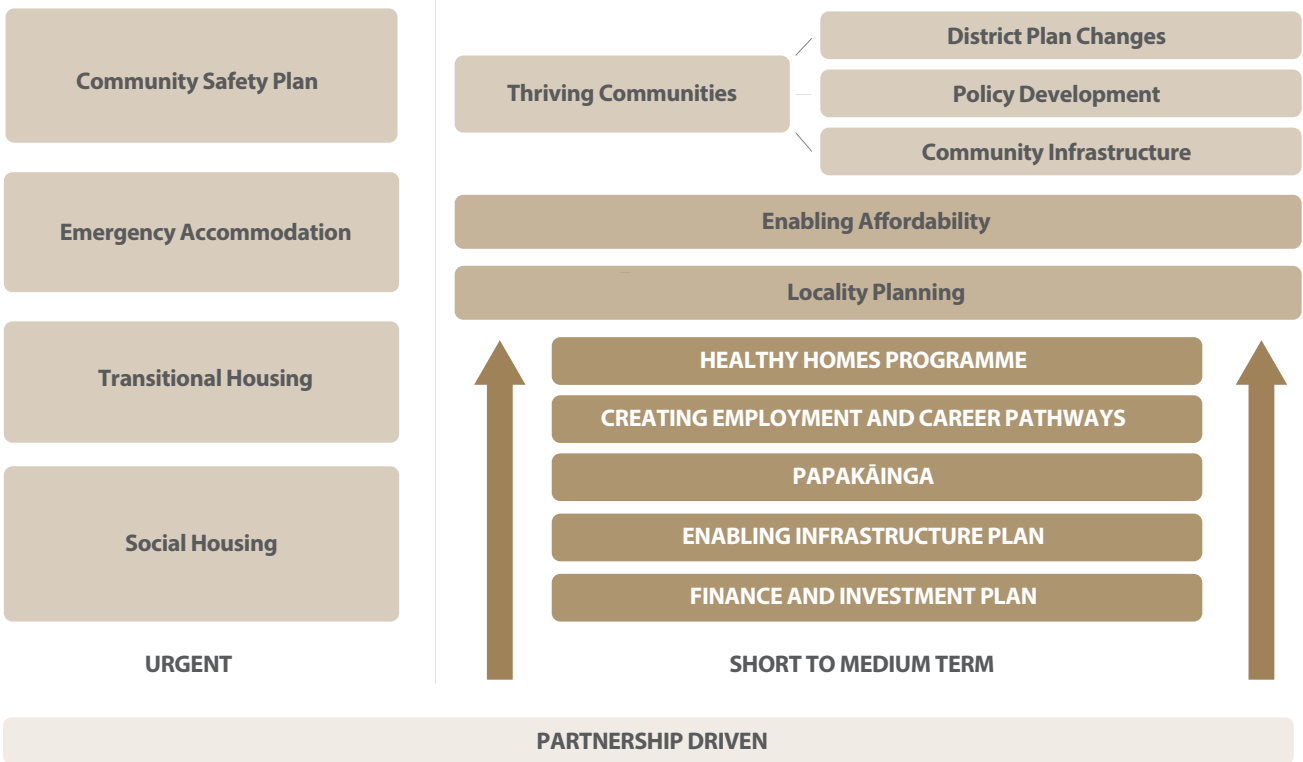
OBJECTIVE Rotorua is a safe place to live, learn, work and play

Success will look like:

- People feel safe across our communities
- Reduction in anti-social behaviour and crime
- Reduction of family harm



NGĀ ARA TUTUKI WORK STREAMS



NGĀ MAHI TUTUKI WORK PROGRAMME

DEVELOP A COMMUNITY SAFETY PLAN

A Community Safety Plan is needed to coordinate the response of partners including Council, Te Arawa, Police and social service agencies to ensure that public places, including Rotorua's CBD and parks and reserves, are safe and enjoyable spaces for everyone to share. Over the last several years there have been growing complaints about anti-social behaviour in the inner city and surrounding parks, affecting people's sense of safety. While anti-social behaviour of this kind has existed for some time, increasing housing insecurity, stress and use of temporary non-residential facilities in some circumstances creates an environment where anti-social behaviour can occur. As well as these issues that directly relate to our housing shortage, we know people are concerned about family harm, alcohol and drug abuse and crime. We want to ensure that all people feel safe and have a sense of belonging in neighbourhoods across our district.

The actions will be

1. Outline the coordinated response of Police, Council, Māori Wardens and health and social service agencies to ensure that public places including Rotorua's CBD, parks and reserves are safe and enjoyable spaces for everyone to use
2. Zero tolerance for anti-social behaviour
3. Ensuring that vulnerable people sleeping and living in public places are encouraged to take up support services to ensure they have safe shelter
4. Utilise Crime Prevention Through Environmental Design (CPTED) principles in design of all public spaces and neighbourhood development/redevelopment
5. Provide and support opportunities for diverse communities and groups to recreate, celebrate or work together to enhance their sense of connection
6. Work with partners and utilise regulatory tools to reduce alcohol and other drug-related harm
7. Identify regulatory tools to support implementation

Our objectives are

- Rotorua is a safe place to live, learn, work and play

Success will look like

- People feel safe across our communities
- Reduction in anti-social behaviour and crime
- Reduction of family harm

The lead agencies are

Rotorua Lakes Council, Te Arawa and Police

EMERGENCY ACCOMMODATION

An increasing number of people are homeless in Rotorua. In 2019 there were 12 times as many people waiting on the public housing register as there were in 2015. For the same time period there were five times as many people accessing Emergency Housing Special Needs Grants. Māori (including Te Arawa) are disproportionately affected by homelessness. MSD has increasingly utilised motels and backpacker accommodation for emergency housing due to a lack of other supply. However, people are staying in these places for much longer than intended as there is a shortage of transitional, social and market housing across Rotorua for people to move on to.

These numbers don't include hidden homelessness, those in insecure settings such as sharing with extended family or friends resulting in overcrowding and ill health. Emergency accommodation provides immediate safe shelter for people who find themselves homeless. It is intended to be very short-term to enable a place of safety from which to connect to a pathway to resolve the housing issue as well as connection with support services.

There is also a need for drug and alcohol addiction, mental health and other intensive support services which are responsive to people with very complex and long-term needs. This is a part of the pathway of services to assist people who are homeless, or at risk of being homeless into safe accommodation, and has been identified as a service gap in Rotorua.

The actions will be

1. Support a range of emergency accommodation options which provide immediate, safe, shelter for people who find themselves homeless, AND
2. Develop a pathway to connect emergency accommodation to support services which assist to resolve housing and underlying issues
3. Investigate and support the development of a comprehensive service pathway by December 2021, to ensure support services are accessible and responsive to people with complex needs including mental health and addiction
4. Te Mangatakitahi (Housing First Rotorua) - assists chronically homeless people into safe and permanent housing solutions, continuing to support them
5. Strengthen Housing First connections to market and social rental accommodation providers
6. Referral pathway to connect those living in public spaces with Housing First

Our objectives are

- Safe emergency housing options that meet differing needs are available for short-term use
- Support services (to move from emergency to stable housing) are readily accessible



Success will look like

- There is a range of emergency housing options to meet different needs
- Emergency housing is needed for no more than seven days
- Emergency housing options are supervised and safe from violence, alcohol and drug abuse
- Emergency housing facilities are safe and sanitary
- Users and their neighbours feel safe
- Te Arawa organisations participate in the co-design, co-development and co-delivery of emergency housing to ensure effective delivery to diverse communities
- Te Arawa organisations participate in the co-design, co-development and co-delivery of support services
- A plan of support with confirmed service providers is agreed with every household using emergency or transitional housing
- Alcohol and drug detoxification services are provided locally and include a pathway plan for recovery which includes housing
- People with very complex needs will have an individualised plan of long-term support

The lead agencies are

MHUD, MSD, Lakes District Health Board, Te Arawa and Mangatakitahi; PLUS a supporting role for Rotorua Lakes Council - as champion for community needs, and regulating and consenting functions for development and buildings

TRANSITIONAL HOUSING

People in emergency accommodation are there for much longer than intended because there are few places for them to move on to. Transitional housing is required to bridge the gap between emergency housing and a permanent home. Some people requiring this housing are potentially vulnerable and in need of accessible, wrap-around support services. Transitional housing is safe and meets the needs of a range of different people and households in the short-term while the supply of permanent social housing and affordable market housing is increased.

The actions will be

1. Kāinga Ora and Te Arawa will work together to develop opportunities for temporary transitional housing units
2. Identify and connect Kāinga Ora with local and Te Arawa landowners willing to lease or sell land
3. Investigate the opportunity to purchase and redevelop motels as apartment-style accommodation

Our objectives are

- Increase the supply of transitional and social homes and locate through a range of mixed communities

Success will look like

- Transitional homes are increased to meet needs so that emergency housing is required for no more than seven days
- Transitional and social homes are safe and sanitary
- Transitional and social homes are available which are accessible for people with disabilities and older people
- Transitional and social homes are located through a number of communities with no more than 33% concentration in any one SA2
- Connection and participation between people and of people to their community, marae, hapū and iwi is supported

The lead agencies are

MHUD, Kāinga Ora, MSD, Te Arawa; PLUS a supporting role for Rotorua Lakes Council as champion for community needs, and regulating and consenting functions for development and buildings

SOCIAL HOUSING

There is a shortage of social housing evidenced by the growing number of people in emergency housing for long periods, and the growing wait list on the public housing register, which has grown 12-fold since 2015. Rotorua has relatively high rates of unemployment and our households are more likely to receive a social welfare benefit compared to nationally. The cost of private rental housing at the lower end has also disproportionately increased, driven by there not being enough homes to meet demand. Currently social homes are concentrated in a few communities. A plan is required to increase social housing across a range of communities, and to ensure the size of homes is appropriate to the households in need. There is significant need for smaller homes.

The actions will be

1. Kāinga Ora will develop a pipeline to increase the number of permanent public houses based on government budget announcements
2. Social housing re/development will utilise modern urban design principles to be part of quality, liveable, connected communities
3. Develop partnerships between Kāinga Ora and Te Arawa groups to increase land available for social housing, including Māori land
4. Identify Council land which can be sold or leased for housing
5. Identify a wide range of communities where land is able to be purchased and built on to reduce the concentration of public housing in a small number of suburbs
6. Identify surplus motel stock which is suitable for purchase and renovation/repurposing to increase the supply of one-two bedroom apartment-style units
7. Leverage Kāinga Ora investment for wider public benefit in community infrastructure
8. Identify opportunities for Community Housing Providers (CHPs) to contribute to social housing provision

Our objectives are

- Increase the supply of social homes and locate through a range of mixed communities

Success will look like

- Social homes are increased so that transitional homes are required for no more than three months
- Social homes all meet residential home standards
- Social homes are available which are accessible for people with disabilities and older people
- Transitional and social homes are located through a number of communities with no more than 33% concentration in any one SA2
- Connection and participation between people and of people to their community, marae, hapū and iwi is supported

The lead agencies are

Kāinga Ora, Te Arawa and MSD; PLUS a supporting role for Rotorua Lakes Council as champion for community needs, and regulating and consenting functions for development and buildings

RURAL AND URBAN PAPAĀINGA

Traditionally, the literal meaning of Papakāinga housing is, 'a nurturing place to return to'. Colonial settlement and the discriminatory policies of successive governments have challenged Māori connections to whenua and kāinga. Today, home ownership rates for Māori are well below the national average and Māori are over-represented in the statistics of substandard housing. Papakāinga is a form of housing development for a hapu or whanāu community which occurs on multiply-owned Māori or ancestral land.

However, the fact that Māori land has multiple owners has raised barriers to development.

The actions will be

Develop a papakāinga framework including:

1. Establish a Te Arawa papakāinga development company to build capacity and capability
2. Provide development expertise to assist landowners to achieve their papakāinga goals
3. Develop three papakāinga master plans
4. Identify funding and financing mechanisms for papakāinga development

Our objectives are

- Homes are part of well-designed, thriving, sustainable and connected communities for the future

Success will look like

- 50 new papakāinga homes built on Māori freehold land within three years
- Increased range of housing options for Māori to live within their iwi rohe
- Increase in homes designed for multi-generation households
- Increase in kaumatua housing available
- Increase in home ownership by Māori
- Increased measures of Te Arawa connectedness including participation in kōhanga and kura kaupapa, participation in cultural activities e.g. kapa haka, sports, mahinga kai and visual arts, attendance at marae
- Increased proportion of Te Reo speakers in the Rotorua district

The lead agencies are

Te Arawa, Te Puni Kokiri; PLUS a supporting role Rotorua Lakes Council as champion for community needs, and regulating and consenting functions for development and buildings



From meeting and talking with our communities, it is clear that they want safe, connected, sustainable and thriving communities.



THRIVING COMMUNITIES

Thriving communities are great places to live, work and play. These include:

- more varied lifestyle, work, transport and recreation options
- more effective and efficient places that work better for us, and use less energy and water
- making it easier to access friends, work, and leisure activities
- feeling safer - supporting both physical and mental health, making walking and cycling real options
- reflecting the values we hold as a community:
 - the love of our strong landscapes – lakes, forests and geothermal
 - our Te Arawa culture
 - an inclusive mix of people and cultures
 - the desire to play and have fun

The National Policy Statement on Urban Development (NPS-UD) is part of the urban planning pillar of the Government's Urban Growth Agenda. It requires local authorities to open up more development capacity, so more homes can be built in response to demand. Rotorua is identified as a medium-growth Tier 2 urban environment.

The NPS-UD requires medium-growth local authorities to produce a Future Development Strategy (FDS). The FDS will act as a guide for planners, decision-makers, infrastructure providers, iwi, businesses, and the community, for future urban growth; potential constraints to urban growth; and opportunities and solutions to respond to growth over the next 30 years.

The actions will be

1. Adopt integrated planning/urban design guidelines for Rotorua which identify a holistic definition of successful community development supporting regeneration, growth and affordability by December 2020
2. Within the next three months, Council will review its regulatory documents to identify the changes needed to simplify, speed up and reduce the cost of housing development, including:
 - District Plan review - followed by Plan changes required to support density, locations, quality, sustainable design and resilience for climate change
 - Policy guidance tools e.g. Papakāinga design kit, urban design guidance, engineering development standards and open space policy
 - Integrated planning and consenting for speed, quality of developments
 - Community infrastructure initiatives – this is likely to include reserve development, public transport planning/routes, library bus/services, cycleway development, schools & early childhood services (Council infrastructure and services to be included in Long-term Plan (LTP)
3. Work with partners on integrated transport planning
4. Develop social and sustainable procurement policies to strengthen the positive impacts on economic, social, cultural and environmental wellbeing through all projects

5. Prepare a Housing and Business Assessment (HBA) to inform the development of a Future Development Strategy (FDS) alongside the 2024 Long-term Plan
6. FDS is a 30-year plan of where development can occur and how the infrastructure to support it will be provided. The FDS can identify when the funding has to come from somewhere other than local Council, including where private capital investment can release capacity. The FDS aims include 'urban intensification' and 'well-functioning urban environments'. The FDS brings together Spatial, District, Regional, Infrastructure and Financial Planning. The HBA comprises the research and analysis to inform these plans

Our objectives are

- Homes are part of well-designed, thriving and connected communities for the future

Success will look like

- Improved indicators of social equity, including access to health care and other community services
- Improved indicators of child equity including early childhood education and school participation and achievement, and health measures
- Increased measures of Te Arawa connectedness including participation in kōhanga and kura kaupapa, participation in cultural activities e.g. kapa haka, sports, mahinga kai and visual arts; attendance at marae
- Reducing rates of crime and victimisation reported in communities
- Increase in affordability of homes
- Increase in energy efficiency of homes
- Increase in active and public transport use compared to private vehicle use
- Improved water quality indicators for Te Arawa lakes
- Improved quality and quantity of habitats for indigenous species
- Medium density developments
- Increase in number of smaller homes
- Improved quality and equity of access to green spaces, parks and natural environments
- External recognition of excellent community design

The lead agencies are

Rotorua Lakes Council and Te Arawa

ENABLING AFFORDABILITY

Homes have become increasingly unaffordable for many members of our communities particularly renters on low or fixed incomes. Although an increase in the number of homes may reduce growth in price, by addressing some demand, there is a need to consider wider mechanisms to improve affordability for a range of different households. Some of the factors contributing to affordability include:

- more demand than available supply pushes prices up both for renters and homeowners because it becomes competitive to secure a home
- cost of building new – checking and addressing land issues and associated regulatory and consultant fees, infrastructure, bespoke design, large homes, low density
- time and delays in building add costs
- size of individual homes and properties is larger than household needs
- older homes may have high maintenance costs, and be inefficient to heat and cool
- distance of homes from work, schools and services adds to transport living costs
- households on low or fixed incomes

Actions

1. Identify land tenure options including leasehold
2. Identify financial tools which support e.g. Kiwi Build, progressive home ownership, subsidies
3. Support standardised building designs, including kit-set, construction off-site, modular
4. Streamline integrated consenting and identify methods of reducing compliance and consultant costs
5. Master plan infrastructure for optimum land use, to de-risk development, reduce costs long-term for users
6. Identify opportunities to build with wood and local products
7. Identify opportunities for bulk procurement with partners
8. Identify opportunities for self/ community-supported building labour
9. Support medium-density developments with a range of typologies e.g. multi-level, terrace, duplex, apartments and shared community green spaces
10. Enable smaller homes as subsidiary dwellings
11. Support medium density developments in walking, cycling or public transport proximity to work, school and amenities
12. Support sustainable energy, product and resource use methods

Objectives

- Homes are part of well-designed, thriving and connected communities for the future
- Increase supply of rental and owner-occupier homes to meet population needs

Success looks like

- Improved indicators of social equity, including access to health care and other community services
- Improved indicators of child equity, including early childhood education and school participation and achievement, and health measures
- Increased measures of Te Arawa connectedness, including participation in kōhanga and kura kaupapa, participation in cultural activities e.g. kapa haka, sports, mahinga kai and visual arts; attendance at marae
- Increase in affordability of homes
- Increase in energy efficiency of homes
- Medium density developments
- Increase in number of smaller homes
- Improving home affordability measures across communities
- Increase in the rate of home ownership by Te Arawa
- The number of homes built on Māori-owned land increases
- Partnerships and master-planning enable infrastructure and development of new housing

The lead agencies are

MHUD, Rotorua Lakes Council, Kāinga Ora, Te Puni Kokiri

LOCALITY PLANNING

The Rotorua Spatial Plan 2018 identified areas across Rotorua with opportunity for growth in new homes and need for regeneration. There is an estimated shortage of 1,500-1,750 homes at present. Homes are part of communities, and in the effort to increase homes that meet our needs, it is important to ensure they are connected, sustainable and are located in well-planned communities. Homes are not one-size-fits-all. There is a need to identify our communities' needs and the range of different typologies and forms of tenure that will provide quality housing that is affordable for different households in terms of size, accessibility, proximity to education and work, income and choice. Four focused areas for attention are prioritised.

The actions will be

Focused effort on new urban growth areas (zoning changes required under the District Plan) requiring careful planning that reflects our changing community needs and the opportunities to strengthen and develop thriving communities. Existing urban areas will have different requirements and plans than new greenfield developments. Elements of local planning will include:

1. structure plan development and District Plan changes which enable housing density
2. programme development and local service delivery locations (Council, Government and community groups)
3. assessments of cultural values by mana whenua
4. cultural landscape and heritage protection guidelines
5. protection of water quality and indigenous habitats
6. community space development
7. green and play spaces
8. integrated transport planning with partners
9. development of a locality plan for Eastern Rotorua, to implement spatial, infrastructure and other plans enabling a thriving community in collaboration with communities and businesses
10. development of a locality plan for Western Rotorua to implement spatial, infrastructure and other plans enabling a thriving community in collaboration with communities and businesses
11. development of a locality plan for Ngongotahā, to implement spatial, infrastructure and other plans enabling a thriving community in collaboration with communities and businesses
12. development of a locality plan for the Central City, to implement spatial, infrastructure and other plans enabling a thriving community in collaboration with communities and businesses

Our objectives are

- Increase the supply of rental and owner-occupier homes to meet population needs
- Homes are part of well-designed, thriving and connected communities for the future



Success will look like

- The growth in number of homes being built over five years
- Improving home affordability measures across communities
- Increase in the rate of home ownership by Te Arawa
- The number of homes built on Māori-owned land increases
- Partnerships and master-planning enable infrastructure and development of new housing
- Improved indicators of social equity, including access to health care and other community services
- Improved indicators of child equity including early childhood education and school participation and achievement, and health measures
- Increased measures of Te Arawa connectedness including participation in kōhanga and kura kaupapa, participation in cultural activities e.g. kapa haka, sports, mahinga kai and visual arts; attendance at marae
- Reducing rates of crime and victimisation reported in communities
- Increase in active and public transport use compared to private vehicle use
- Improved water quality indicators for Te Arawa lakes
- Improved quality and quantity of habitats for indigenous species
- Medium density developments
- Increase in number of smaller homes
- Improved quality and equity of access to green spaces, parks and natural environments
- External recognition of excellent community design

The lead agencies are

Te Arawa, Rotorua Lakes Council, Kāinga Ora

HEALTHY HOMES

Housing is widely acknowledged as a determinant of health. Improving housing is also an equity issue, with Māori and Pacific families being over-represented in low-income households in areas of poorer quality and crowded housing and experiencing related health problems at a higher rate than the general population.

Some quick facts:

- Cold, damp homes and indoor pollutants play a role in the development of asthma and a host of other respiratory health problems including cancer, particularly affecting our tamariki and koeke
- Substandard housing and in particular crowded, cold, damp and mouldy homes have been linked to poorer mental health and psychological distress for whanāu
- Housing type can influence the quality and quantity of interactions within neighbourhoods, affecting social cohesion, trust and a collective sense of community

While there have been a number of programmes to support home insulation and clean heating in Rotorua, this has only addressed a part of our problem with cold and damp homes. There are still many homes in Rotorua which are not healthy to live in because of factors including lack of maintenance, poor construction, age, and impact of only minimum building standards. BRANZ estimates 20-30% of all NZ homes are not well-maintained. Rotorua has a higher than national average proportion of homes in lower socio-economic areas, and the affordability of critical repairs is a barrier to achieving healthy homes and maintaining the 18 to 20°C internal temperature recommended for health.



The actions will be

Council will lead a programme to ensure Rotorua homes are warm, dry and well-maintained to be weatherproof. This will include:

1. reviewing the range of existing healthy homes initiatives and funders, and identifying funding gaps
2. securing new funding sources for grants and loans to ensure low income households are able to access funding support to address home maintenance and repair needs
3. developing a Healthy Homes Toolkit to communicate to homeowners (including renters and landlords) what funding is available and how to access it
4. delivering 800 independent and free home assessments per annum in NZ Dep 9-10 areas (or similar need)
5. homeowners and landlords will be given independent advice to enable them to upgrade their homes so they can achieve an indoor temperature of 18 to 20°C throughout the home
6. 350 owner-occupied homes per annum have improvement plans supported by a mixture of grants and loans

Our objectives are

- Improve the quality of housing stock to a healthy standard
- Increase local economic development, employment and training

Success will look like

- 800 homes per annum in Deprivation 9-10 SA2 areas receive free home assessment (per annum for 10 years)
- 350 owner-occupied homes per annum receive an improvement plan and mixture of grants and interest free loans for essential home maintenance and improvement
- 600 owner-occupied homes per annum are improved to meet healthy homes standards
- Reduction in avoidable hospitalisation rates for asthma, respiratory infections/disease and rheumatic fever
- Reduction in inequity of unemployment statistics for Te Arawa and youth
- Increased local employment in construction, planning, engineering, environment, health and social services
- Increase in successful participation in education, training and employment in construction, planning, engineering, social and health sector-related trades and professions
- Te Arawa and local businesses indicators of growth and thriving

The lead agencies are

Rotorua Lakes Council, Te Arawa, Lakes District Health Board, Toi Te Ora Public Health, Te Puni Kokiri

ENABLING INFRASTRUCTURE

Infrastructure refers to the roads, paths, water supply, stormwater and wastewater systems that support our communities to function. Our community has told us that a major barrier to development is the cost of infrastructure. We need to explore ways of funding and designing sustainable infrastructure that enables development to proceed.

The actions will be

1. Council will work with Te Arawa and central government towards supporting infrastructure investment for State Highway roading and three waters that enables thriving communities
2. Council will undertake master planning of infrastructure, at a catchment level, to ensure efficient and sustainable land and water use, reduce risk and costs of development
3. Council will review funding models for infrastructure to support affordable housing development by June 2021
4. Develop policy for development contributions, connection agreements, financial contributions (under RMA) and different forms of rating
5. Investigate options to work innovatively with partners by June 2021
6. Partnership between Kāinga Ora and landowners enables development

Our objectives are

- Increase the supply of rental and owner-occupier homes to meet population needs

Success will look like

- The growth in number of homes being built over five years
- Improving home affordability measures across communities
- Increase in the rate of home ownership by Te Arawa
- The number of homes built on Māori-owned land increases
- Partnerships and master-planning enable infrastructure and development of new housing
- 50 new papakāinga homes built on Māori freehold land within three years
- Increase in homes designed for multi-generation households
- Increased range of housing options for Māori to live within their iwi rohe
- Increase in kaumatua housing available

The lead agencies are

Rotorua Lakes Council, Te Arawa, Waka Kotahi (NZTA), MHUD, Kāinga Ora

CREATING EMPLOYMENT AND CAREER PATHWAYS

Rotorua's average annual unemployment rate to March 2020 was 5.5%. The impact of COVID-19 on the tourism, hospitality and retail sectors is expected to drive unemployment to reach 10.7% by March 2021. Youth, Māori and people in low-skilled jobs are likely to be worse affected. The recovery of those sectors will continue to be impacted by travel restrictions and reduction in discretionary spending. There will be a need for retraining and development of alternative sectors for employment. The implementation of this strategy provides opportunities for workforce development and careers in a range of trade, construction, planning, engineering areas as well as environmental, social and health services.

The actions will be

1. Council and Te Arawa will work with government agencies, construction, trades, planning, engineering and related training and education providers and businesses to identify opportunities for training, workforce development and career pathways
2. Identify industries with future demand and develop career and retraining pathways in partnership
3. Assess local workforce capacity and capability to meet demand; identify development needs and opportunities
4. Develop sustainable procurement policies which support local businesses providing workforce development and employment for Rotorua people
5. Partner with anchor institutions in Rotorua to collectively implement sustainable procurement policies which support local workforce development, employment and business
6. Consider opportunities for workforce development and employment in the implementation of all aspects of the strategic framework

Our objectives are

- Increase local economic development, employment and training

Success will look like

- Increased local employment in construction, planning, engineering, environment, health and social services
- Increase in successful participation in education, training and employment in construction, planning, engineering, social and health-sector related trades and professions
- Increase in education achievement measures
- Reduction in inequity of unemployment statistics for Māori and youth
- Te Arawa and local businesses indicators of growth and thriving

The lead agencies are

The lead agencies are Te Arawa, MSD, Te Puni Kokiri, Ministry of Education, Ministry of Business Innovation and Employment (MBIE), Rotorua Lakes Council, Toi Ohomai



**TE ARAWA
WHĀNUI**

ROTORUA
LAKES COUNCIL
Te kaunihera o ngā roto o Rotorua