

Queenstown Lakes District Joint Housing Action Plan 2023-28

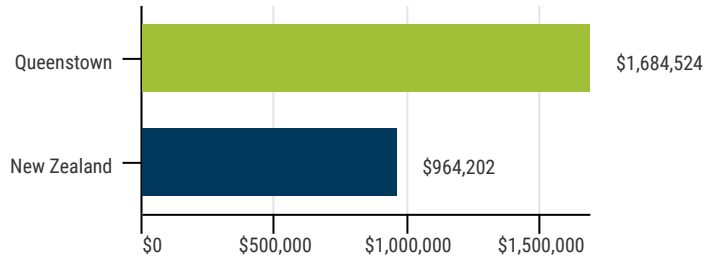
To well-designed neighbourhoods and
improve housing outcomes
in order to develop thriving communities



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About housing in the Queenstown Lakes District:



The average house price in the district is currently just under \$1.7m. 75% more than the New Zealand average.

Demand estimates for housing



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



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

860 households are on the Queenstown Lakes Community Housing Trust waitlist



Median rent at Feb-23 is \$700p/w compared to \$560p/w nationally.

27%

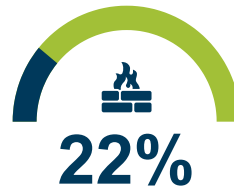
UNOCCUPIED DWELLINGS within Queenstown Lakes District



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



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



of residents were unable to always heat their home according to the 2021 Queenstown Lakes Quality of Life Survey.



The average property value is 14 x average household income. The NZ average is 9.



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



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



While the district has enough planned 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.

GROW WELL WHAIORA PARTNERSHIP AND QUEENSTOWN LAKES SPATIAL PLAN

GROW WELL WHAIORA PARTNERSHIP

The Grow Well Whaiora Partnership is an Urban Growth Partnership between Central Government agencies (including Waka Kotahi), 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 below:

Value	Description	Application
Whanaukataka	Family and community focussed	Ensuring consideration of the social implication of decisions to enable community and whanau connections and growth
Manaakitaka	Hospitality	Demonstrating behaviour that acknowledges others, through the expression of aroha, hospitality, generosity, and mutual respect
Rakatirataka	Leadership	Ensuring the treaty partnership is recognised to enable mana whenua leadership in decision making processes
Haere whakamua	Future focussed	Adopting a forward looking orientation with future generations in mind
Tikaka	Appropriate action	Ensuring consideration of the appropriateness of decisions that will have a bearing on social, economic, environmental, and cultural outcomes
Kaitiakitaka	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
Mauri	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

GROW WELL WHAIORA PARTNERSHIP AND QUEENSTOWN LAKES SPATIAL PLAN

QUEENSTOWN LAKES SPATIAL PLAN

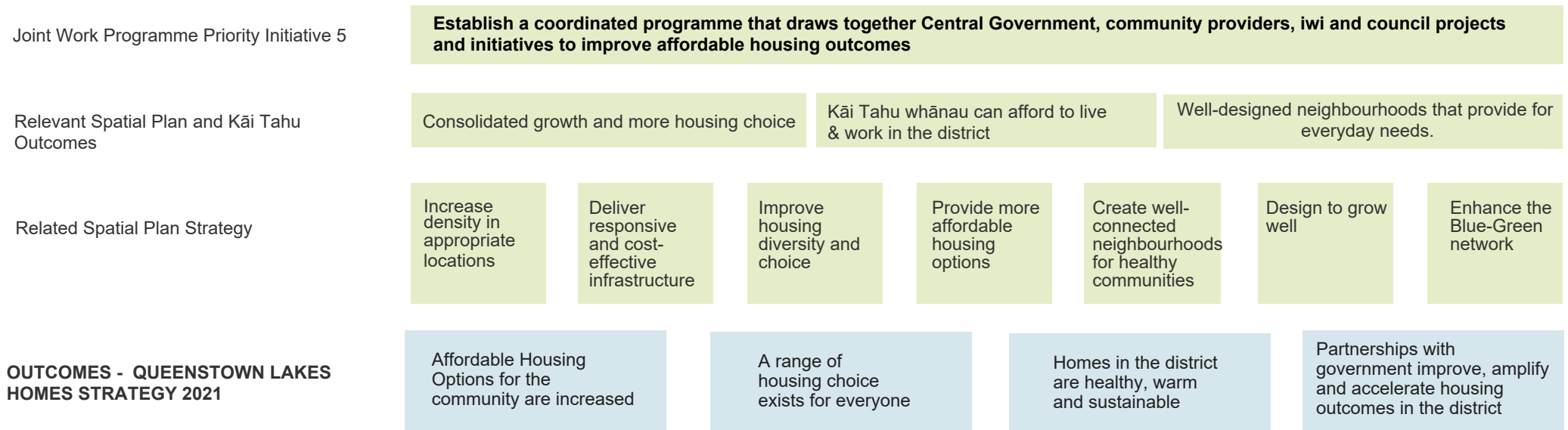
The Queenstown Lakes Spatial Plan sets out a vision and framework for how and where the communities of Whakatipu and Upper Clutha can Grow Well and develop to ensure our wellbeing and prosperity.

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 well-being 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 KĀI TAHU VALUES AND OUTCOMES, QUEENSTOWN LAKES SPATIAL PLAN AND QUEENSTOWN LAKES HOMES STRATEGY



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.

Vision

Well-designed neighbourhoods and improved housing outcomes for homeowners and renters in order to develop thriving communities.

Objectives

Anyone who chooses to live here can easily access quality, stable, affordable housing now and into the future.

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

Outcomes

Affordable housing options for the community are increased

A range of housing choice exists for everyone

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

Stronger partnerships that accelerate delivery

Success measures

Reduction in Queenstown Lakes Community Housing Trust waitlist.

Decreased median house price to median income ratio.

Increased choice of housing options

Increased proportion of houses in the 'lower value' band

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. Partners will work collaboratively to investigate opportunities to utilise a range of legislation and other tools to enable affordable housing choices in the Queenstown Lakes District.



4. Continue to assist in supporting Queenstown Lakes Community Housing Trust and other providers through various means.



5. Influence and incentivise current developers and attract new developers from outside the region to provide affordable housing.



6. Work with the community to find solutions to rental shortage with a particular focus on housing for the workforce.



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



8. Implement plan changes and review District Plan to enable more affordable housing and choice.



9. Design and implement structure plans with Queenstown Lakes community.

WHAT OUTCOMES DO WE WANT TO ACHIEVE?

Anyone who chooses to live here can access quality, stable, affordable housing now and into the future

Measures of Success*



Reduction in Queenstown Lakes Community Housing Trust Waiting List

Currently, the Queenstown Lakes Community Housing Trust waitlist is sitting at around 860. About 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. Reducing this waitlist is a direct measure of success for this JHAP.



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'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 number of affordable houses in the 'lower value' band

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 14 x average household income. The NZ average is 9. 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 well-being in the community related to housing

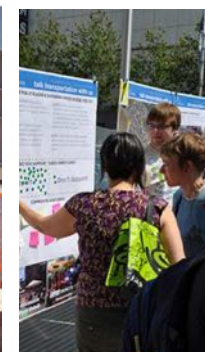
The provision of affordable, sustainable, warm and healthy housing for both home owners and renters is a key determinant of health and wellbeing and could be measured using the QLDC's Quality of Life survey.

MOVING TOWARDS THE VISION

Achieving a vision of homes and communities that meet the existing and future needs and aspirations of our communities 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 and partnerships to both understand and address needs along all housing needs and types.
- **Builds on strengths 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-oriented** – 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) to contribute to delivering affordable, secure, mixed tenure & typology housing through building and/or regulations and policies to meet the needs of our community.

- Form a clear evidence-based understanding of the district's housing issues and regularly monitor key indicators.
- Realise opportunities to purchase and develop land for the provision of affordable housing in the Queenstown Lakes District.
- Partners will work collaboratively to investigate opportunities to utilise a range of legislation and other tools to enable affordable housing choices in the Queenstown Lakes District.
- Continue to assist in supporting QLCHT and other providers through various means.
- Influence and incentivise current developers and attract new developers from outside the region to provide affordable housing.
- Work with the community to find solutions to rental shortage with a particular focus on housing for the workforce.
- Further develop public/private partnerships to deliver affordable housing and choice.
- Implement plan changes and review district plan to enable more affordable housing.
- Design and implement structure plans with community.

Solutions have been unpacked into actions in the Action section

The Action Plan



1. 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 areas¹.

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.

Council's Housing Development Capacity Report 2021 found there is a major shortfall in the "affordable" housing bracket and this shortfall is expected to grow over the next 30 years.

Key Actions	Who is involved	Timeframe	Cost	Further funding required?	Time required to prepare
a) 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	✗	
b) Co-ordinate and consolidate all housing monitoring and reporting.	QLDC, HUD, MSD, QLCHT	Short-term (0-2 years)	Low	✗	
c) 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	Short-term (0-2 years)	Low	✗	
d) Government partners facilitate engagement regarding the Accommodation Supplement.	HUD, Kāinga Ora, QLDC	Short-term (0-2 years)	Low	✗	

¹ <https://www.hud.govt.nz/our-work/public-housing-plan/>

² Affordable is generally considered as a household spending of less than 30% of gross income on accommodation.

The Action Plan



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

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?	Time required to prepare
a) Work collaboratively to investigate opportunities where the Kainga Ora Land Programme could enable affordable housing choices in the Queenstown Lakes District.	Kāinga Ora, Grow Well Whaiora, Developers, QLCHT, QLDC	Short-term (0-2 years)	High	✗	
b) Continue to work collaboratively with iwi and QLCHT to investigate opportunities to utilise vacant or underutilised Crown land through the Land for Housing Programme in the Queenstown Lakes District.	HUD, Kāi Tahu, Developers, QLDC	Underway	Medium	✗	
c) Queenstown Lakes Community Housing Trust to purchase land to develop affordable housing when opportunities arise.	QLCHT, QLDC, Developers, Kāinga Ora, HUD	Short-term (0-2 years)	High	✓	
d) 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	✓	
e) 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	✓	

The Action Plan



3. Partners will work collaboratively to investigate opportunities to utilise a range of legislation and other tools to enable affordable housing choices in the Queenstown Lakes District

In 2020, The Urban Development Act granted significant new development powers to the Crown entity Kāinga Ora – Homes and Communities to initiate and undertake large-scale comprehensive urban development. The UDA enables Kāinga Ora to initiate, facilitate and carry out large-scale urban development within “Specified Development Project Areas” (SDP), through a new Specified Development Process. Once an SDP is established and a Development Plan is approved by the Minister, Kāinga Ora is given a wide “tool kit” of new powers to accomplish its development objectives within the SDP area which include the ability to:

- Override, add to or suspend provisions in regional and district plans or policy statements;
- Act as a territorial consenting and requiring authority, take over monitoring and enforcement functions including for subdivision consents - note not for regional consents;
- Create, re-configure, and reclassify reserves;
- Build, change and move infrastructure (roads, water supply, wastewater, and drainage); and
- Set and collect targeted rates, certain charges and require development contributions or betterment payments.
- Kāinga Ora also has general land acquisition powers

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 allow for land taken by Kāinga Ora to be transferred to a developer undertaking the specified work and also allow for land taken to be used for another specified work different from its initial purpose. These powers don't apply to Māori land.

Key Actions	Who is involved	Timeframe	Cost	Further funding required?	Time required to prepare
a) 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	✓	
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	✗	
c) Investigate increasing public housing in the district.	QLDC	Short-term (0-2 years)	Low	✗	
d) 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	Short-term (0-2 years)	Low	✗	

The Action Plan



4. Continue to assist in supporting Queenstown Lakes Community Housing Trust and other providers through various means

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 well-being 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 funding/land source for the QLCHT.

This action plan acknowledges the importance of the QLCHT and agree 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?	Time required to prepare
a) Implement inclusionary housing plan change including negotiating new stakeholder deeds.	QLDC Policy Planning Team	Short-term (0-2 years) Underway	In progress	✗	
b) Enforce existing Stakeholder Deeds.	QLDC	Short-term (0-2 years) Underway	Low	✗	
c) 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	✗	
d) 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	✗	
e) Encourage broadening the work of the Queenstown Lakes Community Housing Trust or other Community Housing Provider to grow their offering.	QLDC, QLCHT	Short-term (0-2 years)	Medium	✗	

The Action Plan



5. Influence and incentivise current developers and attract new developers from outside the region 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?	Time required to prepare
a) 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	✓	
b) Improve partnerships between developers and QLDC, QLCHT or other Community Housing Provider, 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	✗	
c) Explore options to bring forward the development of vacant zoned land.	QLDC, HUD, QLCHT, Kāinga Ora	Medium-term (2-4 years)	Low	✗	

The Action Plan



6. Work with the community to find solutions to rental shortage with a particular focus on housing for the workforce

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?	Time required to prepare
a) Engage community and businesses 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, Destination Queenstown, Chamber of Commerce, QLCHT	Underway	Low	✗	
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	✗	
c) Facilitate a community group focused on local community solutions to housing.	QLDC	Short-term (0-2 years)	Low	✓	
d) Education on the benefits of long term rentals - i.e., Seasonal worker accommodation in empty homes.	QLDC, QLCHT	Medium-term (2-4 years)	Medium	✗	
e) Further investigate the obstacles for landlords to rent out property as long-term accommodation	QLDC	Short-term (0-2 years)	Low	✗	

Case Study

Adopt A Worker

Douglas Shire Adopt A Worker

'Adopt A Worker' is an initiative championed by Tourism Port Douglas 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.

The Action Plan



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

Challenges persist for low-income households to find affordable accommodation in Queenstown Lakes and it is acknowledged that both Local and Central Government needs to reposition itself 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?	Time required to prepare
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	Short-term (0-2 years)	Low	✓	
b) Investigate the potential of the Infrastructure Funding and Financing Act to bring forward investment in infrastructure (including social infrastructure).	Crown Infrastructure Partners, Kāinga Ora, QLCHT, QLDC, HUD	Underway	High	✗	



8. Implement plan changes and review the 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?	Time required to prepare
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	✗	
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	✗	

The Action Plan



9. Design and implement Structure Plans with the Queenstown Lakes 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 well-being, 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?	Time required to prepare
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	X	

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
Anyone who chooses to live here can access quality, stable, affordable housing now and into the future. (60%)	Reduction in Queenstown Lakes Community Housing Trust waitlist (15%)	<ul style="list-style-type: none"> Number of residents on QLCHT waitlist 	<ul style="list-style-type: none"> c.860 - January 2023 	800 by January 2024	<ul style="list-style-type: none"> Queenstown Lakes Community Housing Waitlist 	<ul style="list-style-type: none"> Annual
	Decreased income-to-housing cost ratio (25%)	<ul style="list-style-type: none"> Median property price to median household income Mortgage proportion of income Average rent to average household income 	<ul style="list-style-type: none"> 14.2% (QLD) vs 8.2% (NZ) June 2022 80.9% (QLD) vs 49.2% (NZ) June 2022 22.9% (QLD) vs 22.2% (NZ) June 2022 	Ongoing reductions	<ul style="list-style-type: none"> Infometrics Infometrics Infometrics 	<ul style="list-style-type: none"> Annual Annual Annual
	Increased proportion of houses in the 'lower value' band (25%)	<ul style="list-style-type: none"> The proportion of houses in the 'lower value' band (Need to define lower value) 	<ul style="list-style-type: none"> Most recent data 	<ul style="list-style-type: none"> Increase 	<ul style="list-style-type: none"> QLDC Housing Development Capacity Assessment 	<ul style="list-style-type: none"> Tri-annually
	Increased choice of housing options (35%)	<ul style="list-style-type: none"> Townhouses, apartments, or flats as % of new consents, 12 month rolling average Number of houses built with 1, 2, 3, 4 bedrooms 	<ul style="list-style-type: none"> 32% (as at June 2022) Current number 	<ul style="list-style-type: none"> Increase Increased proportion of higher density housing options 	<ul style="list-style-type: none"> QLDC consenting data QLDC 	<ul style="list-style-type: none"> Consents data released monthly Annual

Measurement and monitoring

Benefit	KPI	Measure	Baseline	Target	Source	Timeframe for reporting
Housing solutions to deliver better economic, social, cultural and environmental outcomes to our community and NZ Inc. (40%)	Increased stability of tenure across all ethnicities (20%)	<ul style="list-style-type: none"> • . Number of bonds lodged in the last 12 months • Number of property transfers • Percentage of residents who moved house in the last 12 months 	<ul style="list-style-type: none"> • 1,866 (July 2022) • 4,281 (2021) • 20% (QoL survey) 	<ul style="list-style-type: none"> • Increase • Decrease per capita • Reduce 	<ul style="list-style-type: none"> • MBIE - New bonds lodged • Stats New Zealand • QoL survey 	Annual
	Increased number of housing within walkable catchments (within 600-800m of public transport, shops and services). (40%)	<ul style="list-style-type: none"> • Number of new houses within 400-800m of commercial activities and community services (e.g. public transport) 	<ul style="list-style-type: none"> • Existing 	<ul style="list-style-type: none"> • Increase % of total houses 	<ul style="list-style-type: none"> • QLDC 	Annual
	Decrease in housing as a barrier to establishing businesses and to recruitment and retention of staff (25%)	<ul style="list-style-type: none"> • Number of new businesses located within the district in the last 12 months • Percentage of businesses citing housing as a challenge to recruiting and retaining staff 	<ul style="list-style-type: none"> • Most recent data • No baseline as yet 	<ul style="list-style-type: none"> • Increase of businesses locating to the district • Decrease in percentage of businesses citing housing as a challenge to recruitment and retention 	<ul style="list-style-type: none"> • QLDC • Business Survey by QLDC Economic department? 	Annual
	Increased sense of well-being in the community related to housing (15%)	<ul style="list-style-type: none"> • Overall Quality of Life 	<ul style="list-style-type: none"> • 76% (QoL survey, 2023) 	<ul style="list-style-type: none"> • Increase 	<ul style="list-style-type: none"> • QoL survey - QLDC 	Annual



Additional Actions from the Queenstown Lakes District Homes Strategy

The Homes Strategy 2021 was developed by QLDC officers with a focus on what QLDC and the QLCHT could do to improve housing affordability in the district. The draft JHAP will now supersede the Homes Strategy 2021. Although a significant number of the Homes Strategy actions are included in the draft JHAP above, not all of the actions have been included as they will not be delivered jointly. Those particular actions are specified below separately as QLDC has still made a commitment to them and will include these in the implementation plan. Some of these actions are also included in the Climate & Biodiversity Plan.

Key Actions

Timeframe

Outcome 1: Affordable housing options for the community are increased

Incorporate inclusionary zoning in the district plan to retain affordable housing in perpetuity

- Advocate to Central Government for improved legislative pathways for inclusionary housing.

Ongoing

Outcome 2: A range of housing choice exists for everyone

Existing housing serves people who live and work here

- Scale up monitoring and enforcement of existing rules managing short-term holiday home letting.
- Develop programmes promoting good tenant and landlord practices.
- Investigate options to address vacant zoned residential land and empty homes such as the rating system.

Year 2

Year 2

Year 3

Outcome 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.
- Find methods to incentivise and accommodate the re-purposing and recycling of building materials.
- Demonstrate leadership through best practice sustainability principles for QLDC buildings.
- Seek incentives to encourage uptake of solar technologies, and examine and remove barriers if possible.

Year 3

Year 2

Ongoing

Year 2

Our homes are warm

- Address energy poverty through supporting and enhancing existing programmes, and developing new programmes.
- Develop a home heating advisory service and tools such as Home Performance Advisor ([Action 3.4 of Climate & Biodiversity Plan](#))
- Enhance and improve connection with the Tenancy Services Compliance and Investigations Team to aid in improvements to rentals which are below acceptable thresholds.

Year 2

Year 3

Year 1

Our homes are well built

- Advocate for improvements to the Building Code to improve future house quality, sustainability and performance.
- 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](#)).
- Find ways to encourage subdivision and site design to consider site orientation for sun ([Action 3.4 of Climate & Biodiversity Plan](#)).
- Advocate for improvements to the building supply chain.

Ongoing

Year 1

Year 3

Ongoing

Outcome 4: Partnerships accelerate housing outcomes in the district

Increase the presence of Central Government housing assistance in the district

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

Year 2