

Engagement Feedback

General Hui			
<i>How do you see Kāinga Ora complementing the urban development activity already happening in your community? Do you have any concerns about our proposed approach in the strategy? What would success look like?</i>			
Feedback	Strategy reference	Response	Action
Responses focused on the need to be regionally responsive, focus on thriving communities and work collaboratively, with tailored solutions for local problems. Transport solutions and access to nature stood out in terms of infrastructure, and ensuring intensification is well designed with permeable environments. Working closely with councils and community organisations was stressed.	General	<p>Points are generally provided for in the strategy which reflects the importance of</p> <ul style="list-style-type: none"> - Thriving communities - Accessibility - Well-designed intensification - Working with councils through urban growth partnerships - Tailoring our interventions <p>Principle 7 is that “we are flexible and tailor our interventions” – bringing the right intervention to the right place.</p>	<p>Reword principle 7 to clarify (in heading) that it allows for different regional /locality approaches</p> <p>Add new How We Work section (draw from He Toa Takitini)</p>
Using the role and influence of Kāinga Ora to encourage great urban design and development and ensuring all parties hold a long-term view of the community, was another theme, with a view that Kāinga Ora has a role in encouraging the sector to consider people, not just houses.	Objectives and principles	<p>Our objectives, outcomes and principles reflect both the importance of great urban design and of thriving communities.</p> <p>The principles guide our activities across all four strategic priorities however this could be made clearer.</p>	<p>Include a summary of the principles before the detailed discussion of strategic priorities and expand on</p>

			principles in the Plan on a Page
Early and ongoing engagement and connection with the community is vital, as is ongoing communication. Partnering with Māori and sharing success stories of partnering with Māori so other areas can benefit from learnings was suggested.	Objectives and principles, strategic priority 2 Engagement	Kāinga Ora is committed to early and ongoing engagement with communities in all locations where it undertakes development. The strategy reflects that Māori are a key urban development partner and a commitment to Māori-led urban development solutions.	Add new How We Work Section
Supporting and building capacity in the community, especially with Māori, was stressed, especially providing support where regulatory and planning changes are needed to develop papakāinga housing.	Strategic priority 2	The strategy includes a commitment to partnering on papakāinga projects and to using the Whenua Māori Development Team to support Māori to better access technical advice to enable land development and housing supply. (SP2)	No change required
Looking to learn from successful overseas models and supporting and encouraging mixed housing models that cater for different needs, with a focus on quality over quantity, was raised.	Objectives and principles Implementation	Noted. The strategy includes a strong focus on quality urban design, well-functioning communities, and quality housing (public, affordable and market). Note that this is relevant to the Affordable Housing Plan.	No change required
One respondent noted a lack of focus on community in the strategy.	Objectives	The strategy recognises the importance of increasing housing supply within thriving communities. The objective for Thriving Communities is that people live within well-designed and well-functioning urban environments, with access to jobs, public transport and social services. Our objective for Customer Wellbeing is that people live in communities with strong human connections, high levels of social capital and social and cultural amenities.	New How We Work Section
Another respondent suggested Kāinga Ora needs to ask how well it understands our communities because a strong understanding of local communities will be of significant value. "Communities want to see their local context	Engagement	Kāinga Ora is committed to early and ongoing engagement with communities in all locations where it undertakes development.	New How We Work Section Reword principle 7 to clarify (in

<p>reflected back as something important to Kāinga Ora.”</p>		<p>Principle 7 is that “we are flexible and tailor our interventions” – bringing the right intervention to the right place by engaging extensively with wider communities.</p>	<p>heading) that it allows for different regional /locality approaches</p>
<p><i>What aspects of the strategy work well for you? Are there parts that you think have missed the mark?</i></p>			
<p>Areas for improvement featured a stronger emphasis on good urban design principles, including involving people who understand the community’s needs. One comment noted “it seems like you are too focused on quantity at the expense of quality.” There was a perceived need for a stronger emphasis on thriving communities, particularly around amenity and ease of movement. One comment was “the spaces between the buildings are just as important as the buildings.” Being regionally and locally responsive was also raised, especially being able to adapt to meet local needs. Transport again stood out as a key need locally.</p>	<p>Objectives and principles</p>	<p>Our objectives, outcomes and principles reflect both the importance of great urban design and of thriving communities. The principles guide our activities across all four strategic priorities.</p> <p>Principle 7 is that “we are flexible and tailor our interventions” – bringing the right intervention to the right place by engaging extensively with wider communities.</p>	<p>Include a summary of the principles before the detailed discussion of strategic priorities and expand on principles in the Plan on a Page</p> <p>Link activities to principles in Implementation Plan</p>
<p>A stronger emphasis on mixed housing models that cater for different needs was raised, particularly to cater to disability, ageing populations and multi-generational households. A greater emphasis on affordability was also raised.</p>	<p>Strategic priorities</p>	<p>Noted – the strategy recognises the need for a greater range of housing typologies. The specific typologies mentioned here are noted.</p> <p>The strategy has a strong emphasis on affordability – e.g. through increasing the supply of build ready land (SP1) and providing certainty and stability of land and housing supply through market cycles (SP3).</p>	<p>No change required</p>

		<p>It also takes a broad view of affordability that includes costs to heat and maintain housing as well as transport/commuting costs.</p> <p>Note - Our ability to provide directly for affordable housing through our large-scale projects is dependent on future funding decisions.</p>	
<p>Communication was an area considered to be working well and where improvements could be made, especially focusing on non-traditional providers, such as NGOs.</p>	<p>General</p>	<p>Noted</p>	<p>No change required</p>
<p>It was noted that local government was missing as a key partner noted in the strategy.</p>	<p>Our Toolbox</p>	<p>Urban growth partnerships are referenced in the strategy and are the key vehicle for partnering with local government. The strategy also refers to place-based partnerships where Kāinga Ora is likely to take a more active leadership role in the future.</p>	<p>New section on How we Work will include how we work with local government.</p> <p>Expand other references to local government.</p>
<p><i>Do the principles and strategic priorities resonate with you? Why or why not?</i></p>			
<p>Overall the principles and strategic priorities were endorsed in their entirety, with some respondents mentioning specific priorities. Those mentioned were:</p> <ol style="list-style-type: none"> 1. Strategic Priority 2 – Supporting Māori aspirations 	<p>Strategic priorities</p>	<p>Support noted</p>	<p>No change required</p>

<p>2. Strategic Priority 3 – Providing certainty and stability of land and housing supply through market cycles</p> <p>3. Strategic Priority 4 – use of our statutory powers.</p>			
<p>Some respondents suggested that strategic priority 4 deserves to be given a higher priority in order to leverage a focus on quality and the role Kāinga Ora has in emissions reduction.</p>	<p>Strategic priority 4</p>	<p>SPs are of equal importance</p>	<p>Remove numbering from headings on plan on a page and add footnote</p>
<p>There were a number of questions and comments about the need for clarity about when and how Kāinga Ora would use its statutory powers.</p>	<p>Section 9 -use of strategic powers</p> <p>And strategic priority 4</p>	<p>These parts of the strategy set out, at a high level, how Kāinga Ora will use its strategic powers to overcome barriers to high quality urban development – e.g. to aggregate land and address infrastructure constraints.</p> <p>Will be covered in the communication of the Implementation Plan.</p>	<p>No change required</p>
<p>Comments about why the strategic priorities resonate or not, included the need to focus on affordability, implementation and giving stronger emphasis to climate change impacts and emissions reductions in the principles. Other comments included the need for more emphasis on supply and more choices of housing type and models.</p>	<p>Strategic priorities and principles</p>	<p>The strategy has a strong emphasis on affordability – e.g. through increasing the supply of build ready land (SP1) and providing certainty and stability of land and housing supply through market cycles (SP3). It also takes a broad view of affordability that includes costs to heat and maintain housing as well as transport/commuting costs.</p> <p>The strategy will be accompanied by an Implementation Plan.</p> <p>SP1 recognises the need for greater housing choice – both in terms of typologies and tenures.</p>	<p>No change required</p>

		<p>Principle 6 – We actively mitigate the effects of climate change and Principle 5 – We protect and enhance the environment, address emissions reductions and climate change impacts</p> <p>Environmental Wellbeing is one of Kāinga Ora’s outcomes – with an objective to ensure that investment and design choices lower the emissions profile of a development. The Strategy should be considered in conjunction with the Environment Strategy.</p>	
<p>One comment stated that “The strategic priorities are too focused on quantity. What about good quality urban design principles and placemaking?”</p>	<p>Strategic priorities</p>	<p>It is important to consider the strategy as a whole, rather than the strategic priorities on their own. For example, the principles (which apply to all strategic priorities) includes that we create places people want to live in (well-designed, well-functioning)</p>	<p>Include a summary of the principles before the detailed discussion of strategic priorities and expand on principles in the Plan on a Page</p>
<p>One comment noted that principle two should be altered to say “We complement the private and public sector,” to reflect the role of local government.</p>	<p>Principle 2</p>	<p>This principle clearly articulates that Kāinga Ora does not seek to compete with the private sector and will only intervene where it can deliver outcomes that the private sector would not – in accordance with a GPS HUD expectation.</p>	<p>New section on How we Work will include how we work with local government.</p>
<p><i>On a scale of 1-5 (1=none, 5=high) what level of understanding do you think your organisation / community has of Kāinga Ora as an urban development agency?</i></p>			
<p>Responses ranged from 1 to 5 with an average score of 2.75.</p>	<p>General Communications and Engagement</p>	<p>Noted</p>	<p>No change required</p>

<p>Verbal responses noted understanding has developed through communication and engagement events, with some comments noting a significant improvement in engagement since Housing NZ days. Good relationships and partnerships resulted in greater understanding of the urban development role of Kāinga Ora, however there was variation across different areas depending on the urban development activity in those areas.</p>			
<p><i>Should we be more proactive in promoting what we do and how we can help? If so, how?</i></p>			
<p>The most common response to this question was about communication, which included engaging with communities to educate and share information with them; and the need for more visibility of our urban development role, as many people still think about the role of Kāinga Ora, as being the provider of public housing. One person noted “your communication has improved dramatically.”</p>	<p>Implementation – Engagement and communication</p>	<p>Noted</p>	<p>No change required</p>
<p>Other responses included the desire for more partnerships and collaboration and joined up decision making. There was a willingness expressed to work together in the implementation phase of this strategy. Having a focus on thriving communities and local community development and placemaking, engaging with local community groups and being regionally responsive and adaptive were also considered important.</p>	<p>Toolbox Implementation Plan</p>	<p>Noted – partnerships and collaboration are a strong focus of the Strategy which allows for Kāinga Ora to further its urban development outcomes through facilitating others, entering into partnerships and direct delivery.</p>	<p>Add new section on How We Work</p>
<p>Finally, there was a desire for government to be more joined up, especially across housing,</p>	<p>General</p>	<p>Noted – The strategy provides for whole of government collaboration in a number of ways – e.g. through Urban</p>	<p>Communicate feedback to HUD</p>

education and transport, to ensure best outcomes.		Growth Partnerships, through prioritising our activities to leverage other government investments, and through the strategic use of our regulatory powers to unlock urban development.	Add new How We Work section
<i>What do you see as the key challenges / barriers facing your organisation in delivering good urban development outcomes?</i>			
The key themes that arose as challenges were the need for better communication to the right people, through the right channels, including improving our internal communication; along with the need for early and frequent engagement; and frequent and robust collaboration. Being joined up with councils was especially important “because you can’t deliver on your own.”	Communication and Engagement	Noted	Add new How We Work section
Another factor raised was the impact of policy and legislation and a desire for Kāinga Ora to play a greater role in supporting and guiding organisations through these processes. The impact of reforms on councils was noted, and the backlash they are required to deal with from members of the public. It was noted that this can get in the way of desired behaviour changes.	General	Noted	No change required
Resourcing, especially funding for infrastructure, was a key issue raised and a significant issue for councils, when thinking about implementing this strategy. The need for a network wide strategy that involves “joined up, meaningful planning” involving government organisations and local government was raised. Available land and timeframes were also a concern.	Strategic priority 4 Kāinga Ora Land Programme	Strategic priority 4 recognises Kāinga Ora’s role in in helping to address barriers to high quality development, including infrastructure funding and financing issues. It highlights that this will be in collaboration with local government and other central government agencies. Note that the Government’s \$3.8 billion Housing Acceleration Fund (HAF) includes \$1 billion for the Infrastructure Investment Fund (IAF). The IAF is a contestable fund for	Add more detail about the IAF to the strategy

		<p>infrastructure investment to unlock housing development in the short to medium term.</p> <p>The HAF is complemented by the Kāinga Ora Land programme which includes \$2 billion of lending for Kainga Ora to strategically acquire and development land to increase housing supply and affordability.</p>	
<p>Relationship expectations was noted as an issue, with a need for expectations of each other to be made clear and ideally formalised. There was also a comment that Kāinga Ora has some ground to make up due to previous negative experiences people have had when dealing with the organisation.</p>	<p>Communication and Engagement</p>	<p>Noted</p>	<p>New section on How we Work</p>
<p><i>We increasingly see our role as working with others to deliver their urban development aspirations or working in partnership to deliver joint projects – would you or your organisation be interested in working with us? How would you see this happening? What would success look like?</i></p>			
<p>There was support for working with Kāinga Ora and the majority of responses to this question focused on partnerships and how they could work effectively. Having shared objectives, the right people involved, an outcomes focus that includes community needs, not just commercial imperatives, and a shared strategy with councils were seen as important.</p>	<p>Principle 2 Implementation</p>	<p>Noted – Principle 2 clarifies that Kāinga Ora delivers outcomes that the market will not deliver on its own, such as social cohesion and connectivity.</p>	<p>New section on How we Work</p>
<p>One comment noted that partnerships needed to be more prominent in the strategy.</p>	<p>Toolbox Strategic Priorities 1-4</p>	<p>Partnerships are a cornerstone of the strategy. Kāinga ora recognises the importance of working with local government, other central government agencies, iwi partners, private sector, and the not-for-profit sector. Kāinga ora’s toolbox includes a continuum from facilitation to partnering and direct delivery The strategy also notes that, right across the continuum, Kāinga Ora’s approach is to collaborate and engage with others in every aspect of its wok.</p>	<p>New section on How we Work</p>

		Kāinga Ora has and has already established a strong track record in urban growth strategic and spatial planning partnerships. As the organisation matures, there will be more emphasis on delivering urban development through partnering models.	
Other responses focused on systems and processes, and the need for good collaboration, especially with councils and other government organisations. Waka Kotahi noted that they are keen to see the implementation plan so they can look at how to integrate their work to support joined up urban development. A multi-agency approach was seen as more effective and a more efficient use of resources.	Implementation Plan Engagement	Noted	No change required Provide IP to Waka Kotahi
Other responses focused on a desire to see more varied housing models, more housing supply and good communication. This included sharing future planning ahead of time so all parties can work together to deliver.	Communication and Engagement Strategic Priorities 1 and 2	Noted re communication. Strategic priorities 1 and 2 recognise the need for more housing supply and choice.	New section on How we Work
One comment stated that local government isn't really recognised in the strategy and they would like local government to be recognised as a key partner.	Our Toolbox. Prioritising our activities by place	The strategy makes several references to urban growth partnerships which are one of the key methods by which Kāinga Ora partners with local government. To date, these have been mainly planning partnerships, but we expect to see a shift towards more delivery partnerships with local government in the future. To this end, one of the criteria for prioritising our activities by place is the willingness of local authorities to partner and to enable development	New section on How we Work
<i>What do you think should be the most important elements of the urban development projects that we facilitate or deliver? And why?</i>			

<p>Responses included a focus on thriving communities, which included good public transport, good access to the natural environment and amenity, and a focus on inclusion. One respondent noticed “the area outside the house should be given equal importance to that of housing itself.” This includes good urban design, parks and transport and identifying heritage issues early. Housing supply types and models, was also important, including different types of housing to meet differing needs. The need to focus on disability needs, ageing population, multi-generational living, cultural needs, accessibility and affordability were seen as important. Regional responsiveness supported by good community development and social outcomes having equal prominence to economic outcomes were also noted.</p>	<p>General</p>	<p>Generally supportive of the strategy which seeks to improve housing choice, quality, accessibility, affordability and promotes a flexible approach to urban development in different locations.</p>	<p>No change required</p>
<p>Another key theme was the role Kāinga Ora can play and the influence it can have on the sector. Responses particularly focused on the need for good urban design, a focus on quality housing, building community, local economic development and the ability of Kāinga Ora to influence the market by doing things at scale that other developers won't try, such as medium density housing and emissions reduction strategies. Some commented they would like to see Kāinga Ora revitalising the rural and provincial sectors by building more in these areas, as this would support economic regeneration in these areas. Another comment was that “given its scale, Kāinga Ora needs a</p>	<p>Principle 3 Strategic Priority 1 Prioritising our activities by place</p>	<p>Generally supportive of principles 3 and SP1. Principle 3 – We create places people want to live in, includes design, quality, community and accessibility to places that people live, work and play.</p> <p>SP 1 includes that we will deliver additional outcomes that the market would not deliver on its own including higher densities, range of housing typologies and tenures and initiating the delivery of New Zealand’s first low carbon neighbourhood.</p> <p>The strategy prioritises development according to a set of criteria which include rate of growth, demand, and supply shortages and also the ability to support well-functioning</p>	<p>No change required</p>

<p>strong focus on good urban design and placemaking.”</p>		<p>urban environments. This will generally favour existing urban areas which may include fast growing provincial towns. Kāinga Ora may support development in rural areas where this aligns with Māori urban development aspirations.</p>	
<p>One comment noted that the approach outlined in the strategy is currently very inward focused and gives the impression that it is exclusively focused on its customers without acknowledging the wider community. Being cognisant of the impacts of development on the wider community, was considered critical.</p>	<p>General Thriving Communities objective Principle 7</p>	<p>The strategy has a much broader focus than public housing tenants (customers). The strategy provides for public, affordable and market housing and so has a strong focus on meeting needs of the wider community. The objective for “Thriving communities” is that people live in well designed and well-functioning urban environments.</p> <p>Principle 7 – recognises the importance of community engagement</p>	<p>New section on How we Work</p>
<p>Another comment was “I’d like to see more mention of transport and the outcomes strengthened on the transport front.”</p>	<p>General</p>	<p>There are a number of references in the strategy to transport including aligning development with rapid transit infrastructure, ensuring access to public transport and promoting density to achieve transport mode shift.</p> <p>The strategy clarifies that we will use our statutory powers to support government investment in transport and that we will prioritise locations that with transport accessibility and the ability to leverage other government investment. There are also multiple references to accessibility to jobs, facilities, amenities etc and to strengthening connections between people and the places they want to live, work and play.</p>	<p>No change required</p>
<p>Finally, a comment was that “quantity of housing seems to be the focus and the importance of good urban design doesn’t come through” in the strategy.</p>		<p>Our objectives, outcomes and principles reflect the importance of great urban design.</p> <p>The principles guide our activities across all four strategic priorities however this could be made clearer.</p>	<p>Include a summary of the principles before the detailed discussion of strategic priorities and</p>

			expand on principles in the Plan on a Page
<i>What more would you like to see or understand about our proposed approach to urban development?</i>			
Responses covered how intensification and other projects will be resourced; and the need for good amenity, both for houses and for neighbourhoods, especially green space and gardens, given the know health and social benefits of these.	Resourcing	Noted and reflected throughout the strategy including in principle 3 - that We create places people want to live in	No change required
Other responses focused on thriving communities, especially wanting a greater focus on diversity and inclusion, and a focus on safety in developments, including utilising Crime Prevention through Environmental Design (CPTED) principles.	Implementation	The strategy provides for and promotes housing choice and good quality design . The specific matters raised, such as safety will be key considerations as the strategy is implemented.	No change required
There was a desire to better understand how Kāinga Ora plans to use its legislative powers of land acquisition and support for the organisation to support Māori to build capacity and capability to develop Māori housing.	Strategic use of statutory powers Strategic Priority 2	Both of these points are covered at a strategic level in the strategy. Section 9 – strategic use of statutory powers, includes a section on land aggregation powers. Strategic Priority 2 is to Support Māori urban development aspirations and build development capacity and capability.	No change required
Providing evidence of the return on investment of Kāinga Ora developments was noted as it was questioned whether Kāinga Ora is delivering better cost and outcomes than the private sector.	General	Kāinga Ora seeks a return on investment that is measured in outcomes such as scale, density, affordability, connectivity, social cohesion, quality of design and other characteristics of well-functioning communities.	No change required

		Kāinga Ora also seeks to build at build at scale which will enable innovation in design and construction that will help to reduce costs (for the industry) over time.	
Integrating heritage outcomes into urban development planning and factoring in renewable energy were also noted.	Implementation	The strategy provides for and promotes housing choice and good quality design . The specific matters raised, such as safety will be key considerations as the strategy is implemented.	No change required

Iwi engagement				
<i>Theme - Definition of urban development and whether it covers rural</i>				
Feedback	Strategy Reference	Response	Who	Action
<p><i>General Feedback:</i></p> <p>All participants were confused about the term 'urban', asking for the difference between urban, regional and rural development in regards to this strategy. As many of the participants lived rurally, they didn't understand how their communities would fit into the Urban Development Strategy. It was their recommendation that a definition of the term is incorporated into the strategy.</p>	<p>Strategic Priority 2</p> <p>Toolbox</p>	<p>Kāinga Ora's legislative role relates to Urban Development however this can cover development outside of built-up urban areas. The Strategy provides for flexibility in supporting land development and Māori housing solutions on whenua land.</p> <p>In addition, MAIHI Ka Ora – National Māori Housing Strategy, has a wider housing focus. Our commitment to a 'one door' cross Government approach means that we may direct Māori to the appropriate government agency, where their housing aspirations do not fit within the mandate of Kāinga Ora.</p>	Te Tai Tokerau	No change required

		The Strategy also refers to opportunities to develop affordable and market housing alongside redeveloped public housing in many locations across the country. This work has yet to receive funding.		
<p><i>Regional Responsiveness / Papakāinga Housing:</i></p> <p>In the last few years, iwi representatives have seen more whānau making the move from the big metropolis to smaller urban centres as well as rural towns – this strategy needs to account for the rural drift. This means considering papakāinga developments for those who have returned home or are planning to return, and urban housing for whānau still living in urban centres. Kāinga Ora should also continue to support whānau and individuals who are making the move from rural towns to urban centres.</p>	Strategic Priority 2	<p>See previous comment</p> <p>SP2 also refers to partnering on papakāinga housing.</p>	Te Tai Tokerau	No change required
Theme - Te Tiriti o Waitangi - partnerships and engagement				
<p><i>Genuine Partnership:</i></p> <p>This strategy should recognise and honour mana whenua and partner with mana whenua to deliver housing – specifically within urban environments. Relationships with iwi and hapū should be established with the intention of lasting generations</p>	<p>Principle 1</p> <p>Strategic Priority 2</p>	Kāinga Ora acknowledges the importance of building enduring partnerships with iwi and hapū through a Treaty Partnership model. He Toa Takitini, our partnership and engagement framework guides our approach.	Te Tai Tokerau	No change required
<p><i>True Treaty partnership:</i></p> <p>Questions were raised about where Māori as treaty partners sit across the strategy. Participants asked about the option to participate in this strategy and stated that Māori should be sitting alongside Kāinga Ora to build this strategy.</p>	Principle 1	Noted	Te Puku Ikaroa – Bay of Plenty	No change required

<p><i>Genuine Engagement:</i></p> <ul style="list-style-type: none"> When asked how Kāinga Ora can better promote and be visible to the community, one participant asked, “What is Kāinga Ora prepared to do to be more visible?” This is a question Kāinga Ora should consider when engaging with Māori. Both participants are interested in working with Kāinga Ora in the urban development space. 	<p>Implementation Engagement</p>	<p>Noted</p>	<p>Te Puku Ikaroa – - Waikato and East Coast</p>	<p>No change required</p>
<p><i>General Strategy Feedback:</i></p> <ul style="list-style-type: none"> The participant viewed the principles and priorities through a Māori lens and acknowledged the simplicity and clarity they provide. They wondered whether there was a single saying/whakatauki Kāinga Ora could use to capture the essence of the Urban Development Strategy. The participant who comes from a law background sought to better understand Kāinga ora, the legislation that binds them, how they are ensuring that these align to Māori aspirations and clarity of what certain terms mean to Kāinga ora. They raised questions as to how Kāinga Ora defines “honouring” te Tiriti, and how the statutory powers will support Māori aspirations. 		<p>The vision of Te Rautaki Māori – Kāinga Ora’s Māori Strategy, provides this.</p> <p>The Kāinga Ora Home and Communities Act provides the legislative framework for Kāinga Ora and its specific obligations towards Māori in relation to urban development.</p>	<p>Te Puku Ikaroa – - Whanganui and Taranaki</p>	<p>No change required</p>
<p><i>Genuine Engagement:</i> Although the strategy is in everyday language, it is not reaching the people because the engagement process is not</p>	<p>Engagement and communication</p>	<p>Noted – Kāinga Ora has a strong commitment to communication and engagement in accordance with He Toa Takitini – our Partnership and Engagement Framework.</p>	<p>Te Puku Ikaroa – - Whanganui and Taranaki</p>	<p>No change required</p>

strong. Kāinga Ora need to have kōrero with the kaumātua in the regions and allow them to invite their whānau so they can learn together. This is how Kāinga Ora will reach everyday people.				
<p>Early and meaningful engagement from the start of the strategy draft = better, more informed strategy that truly reflects views of iwi/Māori.</p> <p>Hard to give feedback when the strategy is almost complete. Ability to change and weave in feedback is not guaranteed.</p>		Noted	Te Rūnanga o Toa Rangatira	No change required
Theme - Navigating government				
<p><i>Disjointed housing sector:</i> Participants mention the clear disjoint between Kāinga Ora and other relevant organisations in the housing sector which makes it hard for Māori to know whom to go to.</p>	General	Noted – MAIHI Ka Ora – National Māori Housing Strategy recognises the need for a ‘one door’ cross government approach so that Māori do not have to navigate the complexity of agency responsibilities when seeking advice in relation to housing and urban development. Kāinga Ora is committed to being part of this approach.	Te Tai Tokerau	No change required
<p><i>Information Sharing (across housing sector):</i> Participants stressed the need for a resource that informs which organisations are doing what within the housing space and what they can provide to iwi, hapū and rōpū Māori. One participant used the example of a whānau member who wanted to relocate their whare but had no knowledge of the process and the relevant organisations to ask.</p>	Strategic Priority 2	Kāinga Ora’s Whenua Māori Development Team’s role is to support Māori to better access technical advice to enable land development and housing supply.	Te Tai Tokerau	No change required

Theme - Infrastructure				
<p><i>Infrastructure needs in Urban Development:</i> There needs to be an assurance that all factors are being considered in delivering good urban development outcomes. One participant mentioned that they live in a beautiful area, but the roads are underdeveloped and dangerous. Certain homes in the area can only be accessed by quad biking or walking. This participant wants road development and maintenance to be considered in urban development projects.</p>	<p>General Thriving Communities Outcome</p>	<p>Noted – infrastructure is a key consideration in Kāinga Ora’s urban development projects. The objective for Thriving Communities is that people live in well designed and well-functioning urban environments with access to jobs, public transport and social services.</p>	<p>Te Tai Tokerau</p>	<p>No change required</p>
<ul style="list-style-type: none"> Tauranga is growing very quickly, and infrastructure is needed across the board, including housing, roading, and schooling. Iwi and hapū want to work with Kāinga Ora so that these needs can be achieved. Kāinga Ora must consult with Māori and not halfway through a project, participants experienced being brought on halfway through the Haukore Street redevelopment. 	<p>Engagement</p>	<p>Noted - He Toa Takatini – our Partnership and Engagement Framework - will guide future engagement</p>	<p>Te Puku Ikaroa – Bay of Plenty</p>	<p>Add new section on The Way We Work</p>
<p><i>Infrastructure Needs in Urban Development:</i> For some iwi, building houses is the easy part. The challenges lie below the ground when you are waiting for the road to be put in, stormwater systems or other infrastructure aspects that need to be completed before the house building can be progressed.</p>	<p>Strategic Priority 4</p>	<p>The strategy recognises the importance of infrastructure in unlocking development potential. Kāinga Ora may use its powers under the Urban Development Act or investigate other avenues such as the Funding and Financing Act, to provide funding for infrastructure.</p> <p>Note that the IAF fund provides funding for up to \$1billion of infrastructure to support urban development.</p>	<p>Te Puku Ikaroa – Waikato and East Coast</p>	<p>Add more detail about the IAF to strategy</p>

<p>Ngāti Toa tribal area - infrastructure is a challenge - so the needs from an iwi perspective are different to that in Ngāi Tahu. Does the strategy reflect this?</p>	<p>General</p>	<p>The strategy recognises the importance of infrastructure as a key driver for the location of Kāinga Ora's development activities. Kāinga Ora also seeks to use its legislative tools to provide funding for infrastructure where there is a shortfall.</p> <p>Note – the aspirations of Ngāti Toa in the South Island will be recognised separately from those of Ngāi Tahu's.</p>	<p>Te Rūnanga o Toa Rangatira</p>	<p>No change required</p>
<p>Theme - Self Determination and specific needs</p>				
<p><i>By Māori - For Māori:</i> The housing shortage is evident and social housing pigeonholes Māori, participants feel as though this strategy provides them with an opportunity to deliver quality housing to their people.</p>	<p>General Strategic Priorities</p>	<p>Support for strategy noted</p>	<p>Te Tai Tokerau</p>	<p>No change required</p>
<p><i>General Strategy Feedback:</i> Participants appreciated the marae-led solutions, environmental whakaaro, whenua security and the procurement side of this strategy. They praised the mahi that Kāinga Ora does, the case studies in the strategy gave participants hope.</p>	<p>General</p>	<p>Support for strategy noted</p>	<p>Tāmaki Makaurau</p>	<p>No change required</p>
<p><i>Rangatiratanga:</i> The most important thing for participants is that the mahi Kāinga Ora does should create opportunities for iwi to ensure their rangatiratanga by determining what options are best for their people.</p>	<p>Principle 1 Section 7 – supporting Māori urban development Strategic Priority 2</p>	<p>The strategy has a strong focus on self-determination and supporting Māori led urban development. It commits to building capacity and capability within iwi and ropū through partnerships, procurement and other means. Principle 1 expresses a commitment to honouring Te Tiriti o Waitangi including early and meaningful engagement.</p>	<p>Tāmaki Makaurau</p>	<p>No change required</p>

<p><i>Housing types / Papakāinga Housing:</i> Kāinga Ora need to ensure that they are catering to the intergenerational needs of iwi. When asked what success would look like, participants explained that iwi want the ability to live in a collective environment whether that be through papakāinga or housing developments that are close to the marae.</p>	Strategic Priority 2	The strategy provides for Kāinga Ora to assist or partner on papakāinga projects.	Te Puku Ikaroa – Waikato and East Coast	No change required
<p><i>Theme - Role of Kāinga Ora – and resourcing Of Kāinga Ora</i></p>				
<p><i>Māori Staffing and Capacity in Kāinga Ora:</i></p> <ul style="list-style-type: none"> For better engagement with Māori, there needs to be more investment in Māori staff, Kāinga Ora should specifically look at recruiting a Māori communications specialist as Māori will generally share more with their own people. 	Resourcing Implementation	Noted and acknowledged As part of implementing the Strategy there is a need for Kāinga Ora to assess its SME requirements and whether it has the internal resourcing required to give effect to the Strategy.	Tāmaki Makaurau	No change required
<p><i>Genuine Engagement:</i> Kāinga Ora is widely understood to be a public housing landlord, and its role as an urban development agency is not widely known. In order for the wider community to understand the role of Kāinga Ora as an urban development agency, it is essential that Kāinga Ora are engaging with the iwi, hapū and rūpū Māori so that they can keep up will all mahi that Kāinga Ora facilitate. One suggestion is to provide some examples of mahi Kāinga Ora has done with Māori.</p>	Engagement Implementation	Noted and acknowledged	Tāmaki Makaurau	No change required
The capacity issues that Kāinga Ora are facing within their Te Kurutao team are being felt by iwi in Tāmaki Makaurau. Kāinga	Implementation	Noted and acknowledged	Tāmaki Makaurau	No change required

<p>Ora need to increase investment into Te Kurutao, as they stretch over wide regions and cover a number of iwi and developments. One participant stated that there needs to be a Māori lead for each of the Kāinga Ora developments in Tāmaki, rather than one Māori lead covering all developments.</p>		<p>As part of implementing the strategy there is a need for Kāinga Ora to assess its SME requirements and whether it has the internal resourcing required to give effect to the Strategy.</p>		
<p><i>Working with iwi and hapū to build local capacity and capability:</i> One of the challenges iwi and hapū have is their lack of capacity and capability in the housing space. As an example, Kāinga Ora might have 40 kaimahi working on a special project, whereas iwi and hapū will have 2 people. One suggestion to help build capacity and capability was to have someone from Kāinga Ora mentor iwi and hapū. Any skills and resources Kāinga Ora have need to be shared with iwi and hapū to strengthen the partnership.</p>	<p>Strategic Priority 2 Implementation</p>	<p>The strategy recognises the need to build capacity and capability and these suggestions are consistent with the strategy intent</p>	<p>Tāmaki Makaurau</p>	<p>No change required</p>
<p><i>General Strategy Feedback:</i></p> <ul style="list-style-type: none"> There was confusion amongst the participants when asked about their understanding of Kāinga Ora as an urban development agency. One participant who has had very limited engagement with Kāinga Ora came out of the presentation feeling blank because bigger aspects of the strategy like schools and parks were things that the participant had considered – this speaks to the lack of knowledge some iwi have in the urban development space. Similarly, a participant who has 	<p>Engagement and communication</p>	<p>Noted</p>	<p>Te Puku Ikaroa – Waikato and East Coast</p>	<p>No change required</p>

<p>sat at the table with Kāinga Ora mentioned that urban development can still be confusing at times because relevant policies are always changing. Participants noted that some people still think that Kāinga Ora only delivers social housing.</p>				
<p>Urban Development Act presents a significant opportunity but this hasn't been fully realised, particularly for iwi. There are so many competing interests with the 3 legacy organisations. Bolster up the capacity to act on the mandate to grow communities.</p>	<p>General Implementation</p>	<p>Noted and acknowledged – Urban development is a new function for Kāinga ora and, by its nature, takes time to delivery results. The strategy seeks to direct and strengthen Kāinga Ora’s urban development role and deliver greater benefits to iwi long term.</p>	<p>Te Rūnanga o Toa Rangatira</p>	<p>No change required</p>
<p>Theme – Growing Capacity and Capability</p>				
<p><i>Prioritising Māori:</i> There is competition between tauiwi, iwi, hapū and rōpū Māori developers for urban development projects – the current selection process isn’t working for Māori. Prioritising Māori developers, builders and architects is something Kāinga Ora should consider in the future.</p>	<p>Strategic Priority 2</p>	<p>Strategic priority 2 includes that we will use our social and sustainable procurement framework and practices to prioritise Māori as localised suppliers and vendors.</p>	<p>Te Tai Tokerau</p>	<p>No change required</p>
<p><i>Creating local career and employment opportunities for the greater good:</i></p> <ul style="list-style-type: none"> Looking into the future, participants are currently succession planning for rangatahi and tamariki and urge Kāinga Ora to be a part of the process. Participants want to see Kāinga Ora a part of the education curriculum so rangatahi are looking at urban development as a desirable career. This 	<p>Strategic Priority 2</p>	<p>SP 2 includes a commitment to building Māori urban development capacity and capability consistent with these aspirations.</p>	<p>Te Puku Ikaroa – Bay of Plenty</p>	<p>No change required</p>

ensures Kāinga Ora have a long-standing relationship with iwi and hapū that transcends generations.				
<p><i>Capacity Issues:</i> Iwi are called on to offer support in all aspects of whānau lives. With the limited resources, work is spreading thin, and nobody has capacity. One participant commented that their lack of resources was a barrier to them contributing effectively to the urban development session. If they had more resources they would be able to take their time to understand the presentation and the questions and therefore participate in a more meaningful way.</p>	Strategic Priority 1	Noted. We recognise that resource management input by iwi and hapū, requires resourcing which is not always adequately provided for.	Te Puku Ikaroa – Waikato and East Coast	No change required
<p><i>Building Capacity and Capability:</i> In the past, Kāinga Ora have been invited to speak at online homeownership forums in the rohe. This was valuable because it allowed everyday whānau to see the impacts that strategies like this will have on them and where their voice is reflected within each strategy. Moving forward, the participant’s organisation is looking to hold another forum to cement the learnings from the first one, showcasing all the steps they have taken up until that point and teaching them more about housing options available like renting-to-own.</p>	Engagement and communication	Noted	Te Puku Ikaroa – Whanganui and Taranaki	No change required
<p><i>Information Sharing (across housing sector):</i> During the time of the pandemic, a lot of Māori businesses have been flexible in their capacity and capability, it would be</p>	Strategic Priority 2	SP 2 includes a commitment to building Māori urban development capacity and capability consistent with these aspirations.	Te Puku Ikaroa – Whanganui and Taranaki	No change required

<p>beneficial for Māori to understand who the strong businesses are in each area of housing, this leads back to the place-based approach in the strategy and is another avenue of support for Māori</p>				
<p>Other Feedback</p>				
<p><i>Te Ao Māori Concepts:</i></p> <ul style="list-style-type: none"> • More Māori designers are needed in the urban development space. Māori designers have the ability to accurately portray Māori narratives through their lived experiences and Māori worldview. Māori are wanting to see more papakāinga and intergenerational homes which are the housing models that Māori like to live in. • Māori designers bring te ao Māori concepts into design plans. Concepts like tapu and noa provide context as to why toilets and kitchens should not go right next to each other. 	<p>Strategic Priority 1 Implementation Plan</p>	<p>Growing housing choices/options is an integral part of SP1. This includes housing options accessible to whānau Māori across the housing continuum. The partnership approach envisaged by the strategy, provides the opportunity for the types of examples provided here, to be fully explored as the strategy is implemented.</p>	<p>Tāmaki Makaurau</p>	<p>No change required</p>
<p><i>Housing Supply:</i> It is important to participants that housing whānau Māori in Kāinga Ora homes across the country is the priority. Participants working at a grassroots level noted that is their own people that are homeless or living in overcrowded homes.</p>	<p>Public Housing</p>	<p>The strategy recognises that Māori have been disproportionately impacted by housing affordability, quality and supply pressures.</p>	<p>Te Puku Ikaroa – Bay of Plenty</p>	<p>No change required.</p>
<p><i>Simplify the language for a Māori and whānau audience:</i> The only concern participants had in regard to the strategy was the language. Participants appreciated the kōrero but noted that the language can be</p>	<p>Communications</p>	<p>Noted. Although there is some scope to simplify the language, we will consider this further as the strategy is communicated.</p>	<p>Te Puku Ikaroa – Bay of Plenty</p>	<p>Simply language to the extent possible.</p>

overwhelming for whānau. Kāinga Ora and the participants understand the big terms that are used in the strategy, but certain kupu are not part of whānau vocabulary. In order for whānau to be able to comprehend the strategy and better understand how Kāinga Ora can help them, the language needs to be simple and straightforward.				
<p><i>General Strategy Feedback:</i></p> <ul style="list-style-type: none"> Participants noted that the examples of urban development projects in the strategy were Tāmaki-centric, participants would have liked to see some examples of urban development projects in Waikato. 	Case studies	We acknowledge this feedback and note that Kāinga Ora’s Urban Development role is still relatively new. Most projects to date have been in Tāmaki, but increasingly Kāinga Ora is undertaking development activities in other areas	Te Puku Ikaroa – Waikato and East Coast	No change required
<p><i>Supporting Māori Providers:</i></p> <p>One participant feels they are in a dilemma whereby they are working hard to deliver housing to iwi members, but also have to deliver commercial developments. It is important that Kāinga Ora help iwi get the balance right.</p>		Noted	Te Puku Ikaroa – Waikato and East Coast	No change required
<p><i>Housing Aspirations:</i></p> <p>The participant shared that some whānau in their rohe do not have a dream of owning a home and do not see themselves renting or buying their own home because the idea is unfamiliar to them.</p>	General	Noted – the strategy seeks to provide more housing choice for Māori, across the Māori housing continuum, which may open up options that have not previously been available to whānau.	Te Puku Ikaroa – Whanganui and Taranaki	No change required
The strategy is a national one – it needs to be flexible to allow bespoke co-designing approach with iwi at the regional level.	Strategic Priority 2 Principle 7	While the strategy is a national strategy it allows for different approaches in different locations.	Te Rūnanga o Toa Rangatira	Reword principle 7 to clarify that the strategy

		<p>SP 2 reflects a 'by Māori, for Māori' approach which requires Māori led solutions tailored to specific needs.</p> <p>Rewording of Principle 7 will help clarify the commitment to locally appropriate approaches</p>		<p>allows for different solutions in different locations.</p>
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