

Unite with a shared vision

ACTION PLAN 1 JULY 2020

**Regenerate
Taupō District**

Taupō, He Tupu Ururua

An aerial photograph of a lakeshore at sunset. The sky is filled with soft, golden light and scattered clouds. The water of the lake is calm, reflecting the warm tones of the sky. In the foreground, a sandy beach curves along the water's edge. To the right, a dense line of green trees borders a residential area with several houses. In the distance, a range of mountains is visible under the hazy light of the setting sun. The text "Together we can regenerate Taupō District" is overlaid in a large, white, serif font across the center of the image.

**Together we
can regenerate
Taupō District**

Contents

Executive Summary	4
Purpose of this report	5
Process to determine recommendations	5
Our context is changing	6
Commitment to action	7
Dedicated resource to secure funding sources for critical projects	8
Immediate job creation through conservation	9
Social housing provision for those who need it	10
Supporting our visitor economy	11
Creating new construction jobs for locals	12
Ensure education and training opportunities exist	13
Looking after our most vulnerable	14
Supporting our existing business community to rebound	15
Next steps	17
The longer-term recovery for Taupō District	18
Key themes	20
APPENDICES	24
1. What are the short-term issues identified by our community that aren't being addressed and can we do something?	24
2. What are the key short-term issues identified by our community that are already being addressed in some way?	27
Business & Economy	27
Employment, Education and Training	30
Social, Health & Community (including Sport, Art and Recreation)	32
3. Ideas and opportunities	34
Business & Economy	34
Employment, Education & Training	37
Social, Health & Community (including Sport, Art and Recreation)	38
4. What are the existing recovery-focused initiatives?	40
Central Government	40
Local Government	43
Table of Actions	45
Abbreviations	52
Project Team Membership	53

Executive Summary

This report is a snapshot from a point in time. The rapidly evolving nature of the Covid-19 recovery interventions and actions means that every day we are seeing new announcements for funding, programmes and opportunities.

Whilst we have now reached a significant milestone as a country by returning to 'almost' normal conditions at Level 1, the ripples of impact from the Covid-19 crisis continue to be felt across our community.

To inform this report, we spoke with as many different individuals and communities of interest as possible over a month-long period, and have collated their thoughts, ideas and feedback as appendices to this document. This list is not exhaustive, but it is comprehensive.

It is heartening to see that many of the issues highlighted by our community as requiring urgent or immediate intervention have already been recognised and have actions underway.

However, there are a number of identified gaps that need immediate action, and these form the basis for the following eight focus areas:

1. Dedicated resource to secure funding sources for critical projects.
2. Immediate job creation through conservation.
3. Social housing provision for those who need it.
4. Supporting our visitor economy.
5. Creating new construction jobs for locals.
6. Ensure education and training opportunities exist.
7. Looking after our most vulnerable.
8. Supporting our existing business community to rebound

This 'Taupō, He Tupu Ururua' report demonstrates the complexity of the situation our community (and country) finds itself in, the extensive network of support and action created in direct response to the crisis, and where we can prioritise intervention to have the most direct and beneficial impact.

Together, we can regenerate the Taupō District.

Whakapūpūtia mai ō mānuka, kia kore ai e whati.

Cluster the branches of the mānuka, so they will not break;
Unite with a shared vision and know which direction you are taking.

Purpose of this report

This report and action plan builds on the information and direction from the Regenerate Taupō District Background Report. It is intended to:

- Identify the issues facing our people, businesses and community groups.
- Describe the range of actions already underway at national, regional and local levels that might help mitigate those issues.
- Highlight the important issues that are not already being addressed and propose actions that could be undertaken.
- Explore potential opportunities that could be considered.

Since the beginning of 2020, New Zealand has been feeling the effects of the COVID-19 pandemic. In March, those effects became wide-spread, when unprecedented measures were taken by central government to stop the spread of the COVID-19 pandemic and protect the lives of New Zealanders. These measures included the closure of all non-essential businesses for five weeks, the banning of all non-essential domestic travel, and the closure of all New Zealand borders to international visitors.

This report draws on a wide range of community engagement to understand the issues facing people over the coming six months and beyond. Much of that information has been collected through different surveys, as well as a significant number of meetings and discussions right across the community. The summaries of that comprehensive engagement have been included as appendices; and the detailed ideas, feedback and contributions from these diverse communities of interest that have informed this work are shared as supplementary reading.

Many ideas have emerged from the community about how we can all contribute toward regenerating Taupō District. Some of those ideas have been translated into actions in this report, while the others will be further considered as part of the ongoing recovery effort.

Our community have challenged us to be bold in our thinking for the longer-term recovery; and we now all share in the responsibility to take hold of this challenge and realise the opportunities.

Process to determine recommendations

In order to provide some succinct and actionable recommendations, the project team have analysed, considered, researched and discussed the multitudes of issues and ideas presented by our community.

Not surprisingly, there was commonality in the information provided by our community.

- **Appendix One** provides our assessment on the articulated issues that appear to be requiring further action or intervention.
- **Appendix Two** details the comprehensive activity already under way across the district to address the issues raised by our community.
- **Appendix Three** presents a number of great ideas and opportunities suggested by our community, along with

commentary in terms of what steps could be undertaken by the Taupō, He Tupu Ururua stakeholders to act.

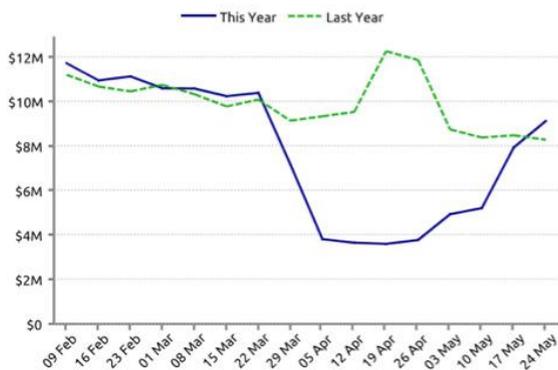
- **Appendix Four** lists the various and complex central and local government interventions and support.
- **Appendix Five** presents a summary of the actions and identifies the wellbeing areas positively impacted.

Aspects from all the background documents have been considered and shared with the Regenerate Taupō District steering group and project team, who collaboratively identified the key themes that informed the recommendations in this report. We note that many of the ideas, actions and opportunities will flow naturally into longer-term workstreams, as this report is focused on immediate actions that need to commence by October 2020.

Our context is changing

Since the first report was published on 11 May 2020 many things have shifted. As a country we moved to Alert Level 2 on Thursday 14 May effectively freeing up some businesses to reopen including retail and hospitality. Subsequent changes to the size of gatherings have also made it possible for church groups and community sports to restart in some capacity.

The move to Alert Level 1 on Tuesday 9 June has brought a sense of normality back to most of society. People can now shop for the things they need, catch up for a coffee with friends and play recreational sport.



Weekly spending value of spending, Taupō District (Marketview 2, June 2022)

Transaction data shows a significant rebound in spending following the move down to level 2. Our district was busy and the accommodation, hospitality and retail sectors received a significant boost from locals and domestic visitors making the most of an opportunity to get out and explore.

These moves down through the alert levels have progressed faster than many initially anticipated. This has enabled the economy to get moving faster and has generally resulted in a more positive economic outlook. Despite that, there continues to be an expectation of ongoing economic pain stretching over a number of years. Uncertainty around solvency post the completion of the 'wages scheme', the impacts of a retracted economy and reduced consumer spending, and the unknown border closure constraints impact on business confidence for the coming year. Numerous national announcements about redundancies across several sectors reinforces this view. Geopolitical and pandemic factors continue to shadow our export sector, with direct impacts to key industries in the Taupō District.

Significant broad support measures were announced by the Government through the budget, and the specific details around these measures are being released daily. These progressively provide more clarity around how the Government's recovery package will actually be spent, and how our district can benefit.

That said, the district has been impacted by a significant jump in jobseeker (work ready) benefit registrations with 310 people registering in April 2020; and economic forecasts indicate this trend will continue unless significant proactive intervention occurs.

Jobseeker Support (Work Ready)	Jobseeker Support (Health & Disability)	All other main benefits
MAY 2019: 434	MAY 2019: 509	MAY 2019: 1024
MAY 2020: 887	MAY 2020: 548	MAY 2020: 1133





Commitment to action

When considering the following focus areas, it is important to note that these interventions are all in addition to the extensive ongoing 'business as usual' services provided by central government, local government, support agencies, social service providers, etc.

Our community feedback presented some common themes and concerns, and our actions focus on identifying some short-term interventions to mitigate these issues;

- Many businesses have been hit by lost revenue during lockdown, whilst still having to pay bills. They are using their reserves to stay solvent and face an uncertain future. If there is a strong downturn, many may struggle to survive and may have to downsize or close.
- Whilst a spike in trading in recent weeks has helped, there is still vast uncertainty about what the future will bring.
- There have been, and will continue to be, significant job losses across multiple sectors.
- Tourism, especially, is impacted by the halt to international travel. Hospitality and retail sectors are also impacted by any loss of visitors, as well as locals reducing unnecessary spending.
- There is potential for commercial and residential construction to significantly halt as businesses and people struggle financially.
- Economic and social impacts are entwined. With lost livelihoods, there will be a need for more social support, including housing, food, heating and other necessities.
- Some of our community will be stressed and depressed and need mental health support and hope for the future.
- There is still vast uncertainty across our community – both for residents of all ages, and our business sectors of all types. Any action that helps to provide clarity and is future focused will assist in instilling confidence.

We have applied the following filters to focus our thinking;

- Impact: will this project or action create a significant positive impact?
- Influence/Immediacy: can we use our influence to create an immediate result?
- Issue: is this issue wide-spread, or narrow in focus?
- Inclusivity: does this action or project benefit a diverse cross-section of our community?

We have indicated who will be involved in leading or implementing these actions. There are still some actions that require community leadership (identified with a '?'). If you are interested in becoming involved, please contact the project manager Philip King at regeneratetaupodistrict@taupo.govt.nz

I. Dedicated resource to secure funding sources for critical projects

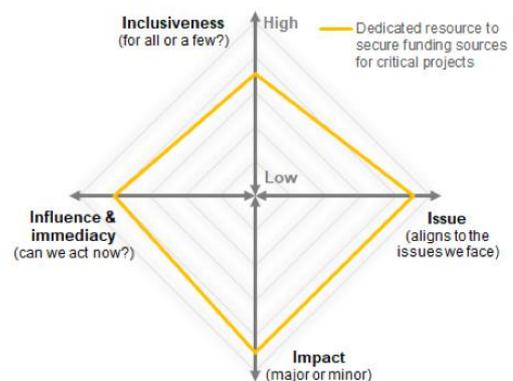
With a vast sum of funding available through multiple central government / agency programmes, we need to be well resourced to move quickly and effectively to ensure Taupō District receives equitable Covid-19 recovery funding support.

Due to the complex network of programme/ intervention development and funding application processes (refer Appendix Four), we recommend a dedicated resource (potentially up to 2 FTE for a fixed term) is secured to drive this work, as “Recovery Funding Navigator/s”.

They would monitor the various funding channels and engage with central government/agencies to ensure Taupō’s voice is heard and well represented. In effect, they would join the recovery team to ‘enable’ this package of actions to occur.

This could include (but is not limited to);

- Tourism (supporting tourism applications, Qualmark business support applications).
- Business (leveraging MBIE and MSD employer programmes).
- Redeployment (working with MSD, DOC and others to access funding for new programmes including the primary sector).
- Infrastructure stimulus and job creation (liaise with CIP and PDU to secure funding for infrastructure projects).
- Education and Training, including trades and apprenticeships (work with Min Ed, iRSLG, and other education providers to maximise education delivery for the district; connecting employers to apprentices, supporting employers to secure funding support, new programmes).



- Social welfare and other social/community assistance and support (advocate for and support our social services sector by ensuring our needs are understood by key agencies).
- Māori/Pacifica focused position to help connect our Māori/Pacifica communities, entities and organisations with the various funding opportunities listed.
- Sports clubs (work with Sport Waikato and others to ensure our sports sector is accessing all available funding).

Many funding channels are still to be finalised and could likely have short windows for response (i.e. the Strategic Tourism Assets Protection Programme – STAPP – had a two-week window from announcement of criteria to applications closing).

If there is a genuine desire to ‘fast track’ project development to secure central government support for our district, we need to be able to scale up our resources to work quickly and maximise the opportunity before it closes.

Action	Owner
1 Define role scope and funding provision - identify where role is best placed and what external funding channels are available.	TDC
2 Identify if existing resources can be redeployed to undertake this work.	TDC and EGLT
3 If no existing resource available, then recruitment to commence.	TDC and EGLT

2. Immediate job creation through conservation

The Department of Conservation (Jobs for Nature Fund) is a new programme that will see new jobs created in our district that will undertake predator control, restoring wetlands, regenerative planting and improving tracks/huts and other recreational and visitor assets on public land. Other programmes/funds (between DOC and MPI) include work streams in biosecurity, wallaby control, weed control and wilding pine control.

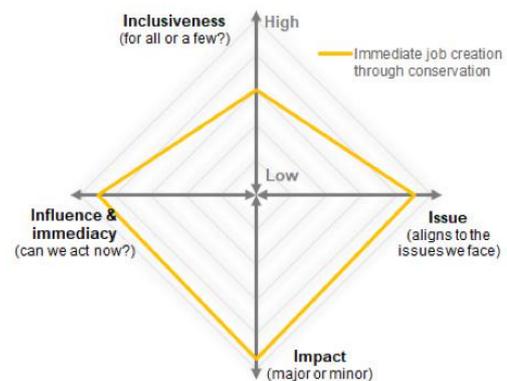
These roles are targeted for displaced workers (i.e. those who have lost their regular employment due to Covid-19).

Job creation is immediate, and funding is available now for approved providers.

We understand from Dept. of Conservation that a regional alliance could be formed with Taupō District and Ruapehu District to work collaboratively on Central Plateau projects.

Once formed, the regional alliance would assist with fund allocation.

There are a number of groups/providers who have already



signalled their interest in the programme, and we know there are jobseekers needing to secure employment.

Furthermore, the Ministry for the Environment has a similar programme (Regional Environmental Projects), with funding support for five years in regional environmental projects, contributing to the health of NZ’s waterways, and support economic recovery in partnership with local government and farmers.

Again, the target cohort for this fund is displaced workers.

Action	Owner
4 Work with Ruapehu DC to establish a regional alliance to inform the decision making for the programme funding.	TDC and DoC
5 Support groups already in the pipeline to access the funding, and recruit for the roles.	EGLT and Recovery Funding Navigator
6 Encourage environmental groups to apply for the regional environmental projects fund and support them with applications if required.	Recovery Funding Navigator

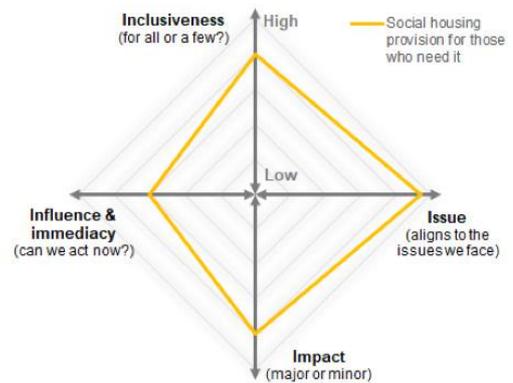
3. Social housing provision for those who need it

The district had experienced some housing challenges pre Covid-19, and the pandemic has both highlighted and deepened these issues.

There are clear shortages of affordable rental residential property across the district, with research released by EGLT (undertaken by BERL) in March showing that our Turangi community have been the hardest hit in terms of rental affordability.

There are also clear shortages of fit-for-purpose community housing for our most vulnerable. The pandemic saw 70+ people, considered 'rough sleepers' placed in state-funded temporary accommodation during lockdown, and thankfully this accommodation is secured for the remainder of this year. However, our community and social service providers reflect that this problem is far larger and needs a more significant and impactful long-term solution.

The government announcement of 8000 new homes (both public and transitional) through Kāinga Ora provides



a potential source of new housing for those in our community who are most in need.

Whilst we recognise that we cannot have new homes built, or the issues resolved in six months, we can start the development and advocacy actions now, sending a clear signal to our community that we acknowledge the problem.

Action	Owner
7 Form a community housing trust who will develop a sustainable 'social enterprise' business plan that includes successful registration as an official community housing provider.	?
8 Assess the options for supporting social housing through mechanisms like land supply, and regulatory and financial tools.	TDC
9 Advocate to MSD, Kāinga Ora, TPK and others to ensure sufficient social housing is provided for our most vulnerable.	Regenerate Taupō District Governance Group
10 Advocate to Kāinga Ora to secure new public/transitional homes constructed in our district.	Regenerate Taupō District Governance Group
11 Support local iwi to continue to pursue their papakāinga plans.	TDC and TPK

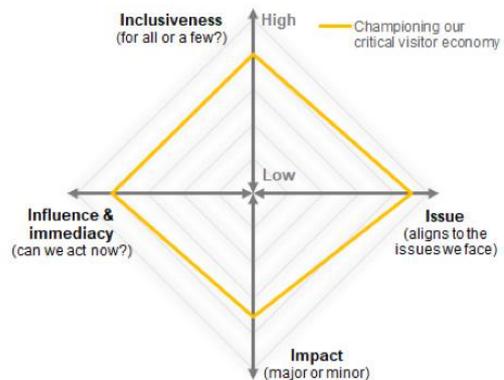
4. Supporting our visitor economy

Our tourism sector has been hit hard by Covid-19, and the medium-term recovery is fraught with variables outside of our control. Factors like the unknown timing of borders reopening, the uncertainty of the ‘trans-Tasman’ bubble, the vastly competitive domestic market and the limited resources of our Regional Tourism Organisation (RTO) impact directly on the sectors ability to bounce back quickly from the initial Covid related closures.

The primary tourism sector (accommodation, activity operators, events) have started to see a return to pre-Covid times, however the medium-term projections are variable depending on the nature of the business and the robustness of their financial structure pre-Covid.

Our secondary tourism sector (retail, hospitality, transport) has rebounded quicker, benefiting from both local spending and early domestic visitation spikes.

Destination Great Lake Taupō has launched a national advertising campaign to attract domestic visitors to Taupō



district, and this has been effective in bringing above-average numbers of visitors for the first few weeks of June, and securing strong forward bookings through July.

There is some Central Government support for the tourism sector, and we need to ensure that our operators and agencies are maximising their ability to access this funding to support the sector recovery.

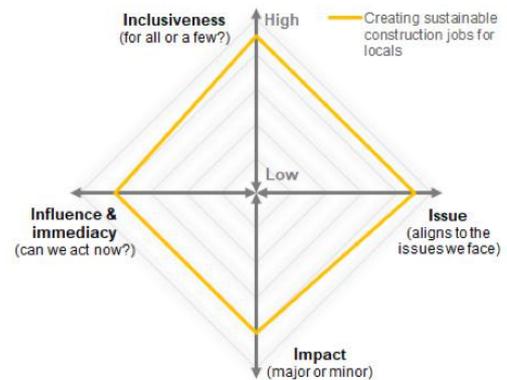
Action	Owner
12 Identify industry leaders from within the tourism sector who can work collaboratively to ensure an industry leadership voice for advocacy and representation.	Barry Searle
13 Foster collaborative approaches to developing visitor packages, supporting the events sector and joint promotion to ensure Taupō district continues to be a front of mind destination for New Zealanders, particularly during the winter ski season ahead.	HUB agencies
14 Apply for government support (\$700k) to be used to accelerate and boost both destination marketing and management activities in the next 12 months.	DGLT and EGLT
15 Accelerate the development of ‘Te Ihirangi Destination Management Plan’ in partnership with Te Kotahitanga o Ngāti Tūwharetoa, Doc, EGLT and other stakeholders.	DGLT and TDC
16 Investigate the implications of Airbnb type operations and consider if there is a need to review the existing regulatory and rating regime.	TDC

5. Creating new construction jobs for locals

Central government has a clear focus on creating immediate and impactful employment opportunities through fast tracking the commencement of large-scale infrastructure projects.

Taupō District has a number of infrastructure projects currently in consideration for central government financial support, both from the public (TDC) and private sectors. Government has recently announced \$20 million funding for Taupō town centre improvements. Decisions on whether other projects will secure funding support will not be made until mid-July at the earliest.

There is a clear need to start to share our ‘pipeline’ of construction projects now to provide clarity and certainty to our construction firms (and sub trades) and training providers to ensure we have the skilled and qualified people in our district ready to work as and when these projects commence.



The newly announced ‘free’ trades training and apprenticeship programmes provide a suitable vehicle to encourage our building trades to recruit new staff; however they understandably need confidence that future work is likely.

Action	Owner
17 Signal the pipeline of significant infrastructure works (as identified through the Annual Plan) and identify the private sector known projects. The shared pipeline list has already started for the CIP applications with our maintenance contractors, those that have similar existing/ recent contracts, and our “pipeline” consultants. These will then be made available to the building/trades/construction sector and training providers to develop defined labour market strategies to ensure workforce is secured.	TDC and EGLT
18 Communicate TDC’s new policy supporting local contractors through tender weighting widely to the community, and where possible, local contractors and tradies are secured for all small scale (non-tender triggering) work.	TDC
19 Apply to the PGF ‘local hall’ fund for repairs and maintenance grants.	TDC
20 Work with the private sector and iwi to encourage commitment to longer-term pipeline projects, with a goal to announce at least two projects by year end.	EGLT
21 Develop and implement a ‘fast track’ process for consenting, including the development of an internal ‘advocate for the applicant’ role to support private developers to navigate the system	TDC
22 Lead a project to provide a venue to house social service agencies previously located at Waiora House	TDC
23 Establish the TEL Community Fund policy to be responsive to community needs.	TDC

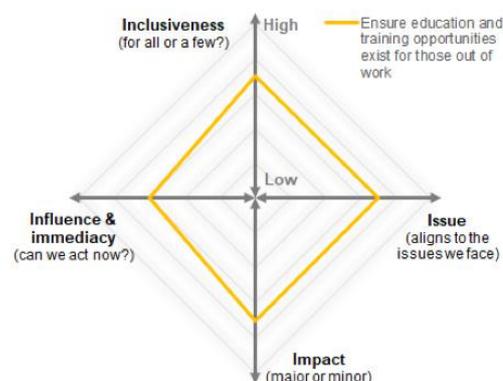
6. Ensure education and training opportunities exist

We have seen a significant spike in jobseeker numbers in the district, and this is forecast to increase (worst case scenario is 2,400 people could be out of work due to Covid-19 related economic contraction in our district).

We are aware that Māori have historically been overrepresented in unemployment statistics. Forecast data from Infometrics suggests that this trend will be amplified during the coming recession.

It is imperative that we have suitable education and training programmes in place to ensure our community can access the right courses/study to help them secure new employment.

There are a number of public and private providers in the district, plus online learning opportunities, that can assist.



When our employers are able to bring on new staff, we need to ensure our locals are ‘work-ready’ and able to step up into the new roles – rather than our employers relying on migrant labour to fill the labour market gaps as has previously been the case.

Action	Owner
24 Support Toi Ohomai in fast-tracking the development of the new Tertiary Hub in the Taupō CBD	EGLT and TDC
25 Work with Toi Ohomai and other providers to ensure course provision matches future labour market needs.	EGLT
26 Share the construction project pipeline with employers to encourage them to take on staff and apprentices/interns.	EGLT and TDC
27 Support Taupō Pathways to secure additional funding so their services can be expanded to support more young people.	EGLT
28 Deliver the Careers Expo in July, with a wider focus than just young people attending.	Taupō Pathways and EGLT
29 Identify volunteering opportunities and match unemployed people with volunteer work to provide work-readiness skill development and valuable social inclusion.	?
30 Secure Government funding for the development of an employment and skills hub, with new resource to: <ul style="list-style-type: none"> Act as a conduit between the newly unemployed, education and training providers and employers. Upskill our workforce and jobseekers with core literacy and numeracy skills; plus other ‘work ready’ skills. Increase the service provision of drivers’ licence training (esp. Class 4 and 5), utilising central government and philanthropic funding to mitigate costs. Maximise the uptake of opportunities through the free trades training scheme 	EGLT

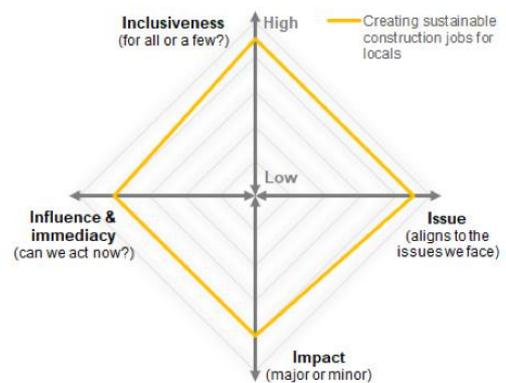
7. Looking after our most vulnerable

The Covid-19 pandemic has both highlighted existing and created new inequalities. Māori feature prominently in the inequity conversation. This was the case pre Covid-19 and will likely be worse post Covid-19. A frequent theme from our community engagement was the need to ensure that ‘no one gets left behind.’

Significant response measures during the peak of the pandemic/lockdown ensured our most vulnerable were cared for through direct action by the Emergency Management Team.

As we transition back to our ‘new’ normal, there are concerns about the continuity of these extended social and community services, and what will happen when/if they cease.

As noted in the appendices, there is a range of support provided by central government, NGOs, Iwi organisations and other community organisations and charities. Agencies who provide these services will continue to prioritise them, and appropriately resource them where there is increased demand. We need to monitor the provisions of the services to make sure that they are reaching everyone who needs them.



Our charity sector (including many not-for-profit social service providers) have been severely impacted with the double whammy of a significant reduction of funding (charity shop trading reductions, gaming fund distribution reductions, et al) and an increased demand for their services. Furthermore, many of their regular ‘volunteers’ are elderly and understandably reluctant to be as involved as previously. This sector needs help to navigate back to a viable position.

Action	Owner
31 Monitoring to ensure there is adequate provision of appropriate wrap around support for those with complex needs ie homeless/rough sleepers who present with multiple challenges including mental health issues, addiction issues, etc.	Regenerate Taupō District Governance Group
32 Young people/students are encouraged to provide volunteer hours to support community groups/social services activities.	?
33 Consider providing assistance towards dump fees for our local charity shops for the remainder of 2020, to directly support a greater return of shop proceeds to deliver community outcomes and service provision.	TDC
34 Develop and launch a community awareness programme, that asks those who have been unaffected (by Covid-19 impacts) to support those who have been. This could generate funds to then be distributed to social service providers/community groups through existing channels (i.e. the Wairoa House Community Grant programme); and/or could involve more practicable outcomes (volunteering, firewood provision for those in need, food bank support, etc.).	?
35 Develop and promote ways in which people can seek help (many of those in need may never have had to ask for help before, and could be too proud to ask, so need to offer visible services that are available to them).	?

8. Supporting our existing business community to rebound

District wide our business and rural community has taken a big hit. The immediate impacts of the Covid-19 pandemic were felt from early March, and the ripples of impact continue to grow.

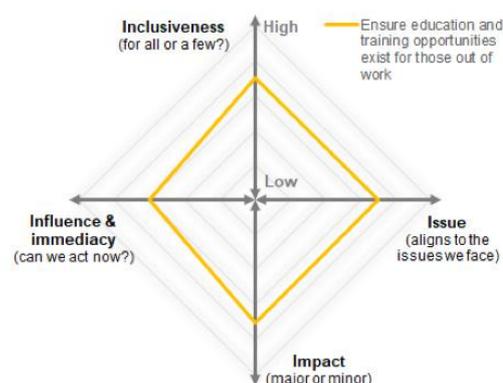
Whilst significant central government intervention has helped to keep many businesses in our district afloat over the past few months, there are understandable and real concerns about what will happen when that support ceases.

We need to keep our businesses alive and keep our people in work. This requires our team of business support advisors to work closely with business owners to ensure they're exploring all avenues of survival, before the business is forced to downsize or close.

Furthermore, some of our business owners/managers and farmers are facing increasing mental strain, and there are valid concerns about emerging mental health issues and challenges.

Businesses need targeted, free, professional advice and support;

- to navigate challenging economic conditions
- to explore new business models and products to adapt to changing markets



- to access government and other financial support that is available
- to 'gracefully exit' their business if unavoidable

There is a range of support already in place, provided (mostly) by our economic development agency, however capacity is limited due to funding constraints. The collective Hub agencies have prioritised resources during the Covid-19 response phase to respond to, and support, the business sector/group they represent. However, as we transition into recovery phase, their focus and resources have understandably shifted back to core functions.

Action	Owner
36 Secure additional funding support through advocacy to central government to enable enhanced business support service delivery.	EGLT and TDC
37 Develop and deliver new programmes that support business owners/managers to explore new business models and adaption opportunities.	EGLT
38 Partner with Lakes DHB to deliver mental health support services for business owners/managers throughout all sectors within our district.	EGLT
39 Develop and launch a new employment portal that ensures job seekers are able to identify and access local job opportunities.	EGLT
40 Seek funding support to continue to deliver the 'Love this Place' shop local, explore local campaign to support our local businesses.	HUB agencies





Next steps

This report has identified new and existing workstreams that are building blocks in the regeneration of the Taupō District. There is also a wide range of ideas and opportunities that have been identified by the community that warrant further investigation. The various groups, organisations and agencies involved will now be asked to take this direction and integrate it into their recovery programmes and plans.

The economic and social impacts from Covid19 could be wide-reaching and long lasting. There is still a huge degree of uncertainty regarding the depth and spread of economic/social harm. Our response therefore needs to be bold, scenario led, flexible and adaptative, and integrated into wider (Central Government) mechanisms so we are adding value and focus in the right areas, not duplicating workstreams or slowing down progress.

To ensure that we can remain agile in our regeneration efforts, we will continue to monitor the changing economic and social conditions and regularly check on progress in implementing the actions in this plan. We acknowledge that over time some of those actions may become unnecessary, while new ones will emerge.

We recommend that when the individual actions in this plan are developed, appropriate monitoring indicators are confirmed and included in the specific action framework. The outcomes/outputs can then be collated and assessed after a suitable interval and presented to the community.

The Regenerate Taupō District Governance Group will meet six-weekly to monitor progress and outcomes of the 40 actions contained in this report. A dashboard of activity will be shared with the wider community via the Regenerate Taupō District website.

There are a number of existing monitoring tools available that are shared publicly, including;

- Quarterly Economic Monitor (produced by Infometrics)
- Quarterly Retail Spend data (produced by Marketview)
- Jobseeker and other benefit numbers (provided by MSD)

Other aspects may require creation of new monitoring mechanisms and/or access to new sources of data. These may include;

- Housing (homeless, rent wait lists, state housing provision)
- Health (mental health services, suicides)
- Crime (domestic violence, shoplifting, burglary)
- Social (food bank parcels, gambling, truancy)

The longer-term recovery for Taupō District

There are a number of existing frameworks and plans in place across multiple organisations and agencies that provide a roadmap for a sustainable future for the Taupō District. Rather than create yet another layer of planning in response to the Covid-19 pandemic, we recommend that these foundational plans and strategies continue to be implemented and adapted to fit our 'new' normal.

The next Long-term Plan (2021-31) is being prepared by Council and will be consulted on in March 2021. It will be a pivotal process in the regeneration efforts, providing the community with an opportunity to shape significant investment decisions to aid in economic recovery while helping to manage social issues. We expect that through the Long-term Plan Council will leverage its balance sheet to help maintain economic activity and retain local employment, at a time when few other organisations have the same flexibility.

EGLT and Council also have a role to play in helping position our district as one that is open for business. A positive outlook and enabling attitude will be critical in helping us take the new opportunities that will emerge as economic activity picks up. We recognise the need to continue to invest in the services that EGLT provides, particularly in difficult economic times. We can also see the potential to use the review of the Taupō District Plan as a way to reset the regulatory environment to support future economic development.

Other key contributors to Districts' long-term recovery efforts are currently undertaking detailed strategic planning activities to frame up what a reimagined Taupō District could be. These include (but are not limited to) Ngāti Tūwharetoa, Dept. of Conservation, Enterprise Great Lake Taupō and Destination Great Lake Taupō. Once these various processes are concluded, these strategies will form the long-term reimagination framework for the Taupō District.





Key themes

The following themes emerged from our community, and we encourage all stakeholders to consider these when looking to the longer-term recovery for the Taupō District.

Big opportunity to rethink/reshape the region and reset the Taupō District to become more resilient and have the ability to ‘pivot’ in the future.

Will require a holistic approach to recovery through the four wellbeing pillars (environmental, cultural, social and economic).

A clear need to ensure we’re reaching all vulnerable members of our community and have highly integrated and synergistic programmes of support to ensure no one is left behind.

Sharing of information, openness of communication, transparency of action and decision making is critical to maintain trust in, and support for, the recovery process.

Ensure our sustainability and environmental actions are at the highest level and implemented with authenticity. Mitigating potential environmental impact of infrastructure projects needs to be a priority.

Long term goals must include;

No-one falling through the gaps (economic / social inclusion)

Reduced inequality

Environmental suitability and sustainability

Supporting the needs of our Māori and ethnic communities

Economic / business resilience

Productivity / prosperity / incomes

Community / social connectedness

Community spirit - local supporting local



Appendices

I. What are the short-term issues identified by our community that aren't being addressed and can we do something?

The following issues have been raised by our community and appear to be outstanding with no identified intervention or action at the time of writing. Some suggestions for interventions/actions are noted where applicable.

ISSUE	WHAT COULD BE DONE	WHO COULD BE INVOLVED
Community Groups are missing the income from fundraising shops and gaming revenue; whilst facing increasing demands for their social services	<p>TDC could change criteria and/or increase the quantum for community grants; TDC could waive 'dump' fees to ease financial burden on fundraising shops</p> <p>Community funders like Baytrust could provide targeted financial support for the vulnerable groups in the Taupō community</p> <p>Central Government could increase funding availability to community groups through programmes like COGS.</p> <p>Advocate for increase in budget for mental health services and local DHB could struggle in this space</p>	TDC / Funders / COGS
Social housing focus - find a solution	<p>8000 social housing homes planned within the 2020 Budget</p> <p>On-going requirement from the community - advocate with community groups to create social housing initiatives and a long term community housing trust - will be long-term initiative but can leverage to start process of trust development by Dec 2020.</p>	TDC / MSD / TCOSS / EGLT / TPK / Iwi groups / LDHB
Housing affordability continues to negatively impact across the district	<p>Establish a community housing trust to provide affordable housing for Taupō District residents - long term plan of job creation through housing development projects.</p>	TDC / MSD / TCOSS / EGLT / TPK / Iwi groups / LDHB
Insufficient public housing for those vulnerable people in need across the district	<p>Establish a community housing trust to become the social housing provider for vulnerable Taupō District residents</p> <p>Advocate with Kāinaga Ora to get state houses built in the Taupō District and work with TPK to create opportunities for more housing via Papakainga projects</p> <p>Kāinga Ora could fast track purchasing/developing suitable properties for social housing across the Taupō District. TDC potential partnership with Kāinga Ora to support and leverage social housing projects</p> <p>Temporary accommodation solutions via MSD for vulnerable persons with directive for long term solutions to be established</p>	TDC / MSD / TCOSS / TPK EGLT / Iwi groups / LDHB

ISSUE	WHAT COULD BE DONE	WHO COULD BE INVOLVED
Impact of changes to business travel due to changing nature of the workplace impacted by Covid-19 (i.e. technology being used instead of travel for business continuity) impacting commercial accommodation, conference and meetings businesses.	Marketing campaign to attract corporate conferences that might otherwise head overseas or to the South Island – become the conference centre in the ‘central of the North Island’	TDC / EGLT / DGLT
Lack of commercial development lending is seeing some pre-Covid developments put on hold indefinitely, and is restricting new developments from occurring	Commercial lenders could be asked to revisit their lending constraints.	TDC / EGLT / Govt
Construction projects are being put on hold, downsized or cancelled, with immediate impact on primary and secondary contractors. Some construction companies are business as usual but adjustments will need to be made in their project pipeline as they catch up	Taupō District Council could progress the expected capital works programme with an emphasis on utilising local contractors so they can secure project work.	TDC / MSD / TCOSS / EGLT / TPK / Iwi groups / LDHB
Business support needs are greater than current service providers capacity, due in part to resource constraints, quickly evolving programmes, and depth of need.	Advocate to central government agencies for funding support to the EDA so the burden of funding the increased service provision does not fall on local government.	TDC / EGLT / Funders / Iwi
Pipeline investment projects have stalled due to economic uncertainties.	Need to demonstrate to potential investors or investment project developers that Taupō is open for business TDC needs to deliver capital works programme	NZTE / EGLT / TDC
Funding for targeted training and development to help non-tourism businesses adapt and pivot has ceased.	EGLT support networks and business continuity planning initiatives	EGLT
Key initiatives to support and attract people to Kinloch	Lobby central government for PGF funding initiative for the Hillary Outdoors Centre. Work with local developers and community members to identify opportunities for growth.	TDC / EGLT / Kinloch Community Group
Environmental focus on sustainability initiatives for the District around waste management / predator control / pollution reduction	Green Covid-response focus and community gardens and plant fruit trees – ‘grow your own food’ initiatives / green business development and focus Taupō Beautification Project – take pride in the place and space	TDC / Green Business Initiatives
Redeployment opportunities will be available and need to get information out into the community.	Potential to create a new proactive service to extend the current work broker role within MSD and the existing job’s portal with EGLT.	EGLT / MSD

ISSUE	WHAT COULD BE DONE	WHO COULD BE INVOLVED
Mangakino - create opportunities to attract people to the area and support local community	<p>Marketing campaign to attract corporate conferences that might otherwise head overseas or to the South Island - become the conference centre in the 'central of the North Island'</p> <p>Identification of key community-based projects that would be positive to try and attract people to the area i.e. wetland project with Mercury Energy, frisbee golf development, lakefront facility development, marae stays, and sports grounds refurbishment. Work with iwi and local community groups to create funding opportunities.</p>	TDC, Iwi, Mercury, community groups
Opportunity to develop the arts /creative sector in the community	Work with the local arts/creative sector to ensure opportunities are identified, articulated, and included in the Phase 3 plan	TDC / Creative Taupō
Our younger residents have legitimate concerns over economic recovery, career challenges ahead and keen to get involved in the community	<p>Need to engage with youth to hear their voice - active members of the community that could volunteer for community-based projects, more vocational training opportunities so they can upskill to get ready for the workforce - need to look after generation of tomorrow - form a Student Army that can support community projects</p>	Schools / Taupō Pathways / Iwi groups / Youthtown Squad / Churches
Increasing pressure for youth trying to access short term or casual employment as older or more experienced people start to take those jobs	<p>Create suitable job streams for youth within the community or work experience</p> <p>Taupō Pathways / Youth groups</p>	Taupō Pathways / Youth groups
Reduction in fundraising opportunities for our local schools	Initiate opportunities via event operators for volunteering within the community. Advocate to the government to fund the shortfall.	Ministry of Education
Social inequities and discrimination will become exacerbated under economic pressure, resulting in increased discrimination.	Need to explore this issue more fully, and integrate with central government responses to inequality and discrimination.	TCOSS
Need focused programmes and outreach for elderly or immune compromised people.	Need to work with our social services community who provide outreach services to identify both need and service provision.	TCOSS

2. What are the key short-term issues identified by our community that are already being addressed in some way?

BUSINESS & ECONOMY

SECTOR/INDUSTRY	ISSUE	ACTIONS UNDERWAY	LED BY	SUPPORTED BY
Cross-Sector	Businesses need advice and support to navigate challenging economic conditions. Our economy will continue to retract, and consumers will restrict their discretionary spend.	EGLT has provided extensive business support and advice during Covid-19 and has a long-term support programme developed for support throughout the recovery phase. Business associations (TCT and Chamber) also provide support to their members.	EGLT	MBIE / MSD
Cross-Sector	Access to government recovery funding schemes has at times been very difficult and often a very protracted process with criteria and information still lacking clarity and evolving quickly.	EGLT has provided free support to help businesses navigate the process and encouraged business owners to use the expertise of their trusted business advisor to assist where possible. Creation of this Regenerate Taupō District project has brought central government agency representatives to the table to ensure they're aware of our local issues and concerns.	EGLT / TDC	MSD / MBIE / INZ
Cross-Sector	A centralised distribution model has not always served our community well due to lack of meaningful engagement at local level.	EGLT has provided extensive business support and advice during Covid-19. Central Govt financial support was provided through the wages subsidy/extension, the government backed loan scheme, the small business loan scheme and industry specific bulk funding	Government	EGLT / MSD / MBIE
Cross-Sector	Fixed operational costs like rates, tax, rent and insurance make it difficult to remain solvent with limited revenue, and not all businesses are able to access government backed/provided loan funding.	EGLT have provided direct support to help with cashflow management and business continuity planning. EGLT & DGLT have advocated to various central govt agencies for targeted support. Taupō District Council has not raised fees and charges and is budgeting to operate on the same level of rates revenue for the coming financial year as the previous one.	EGLT	DGLT / TDC
Cross-Sector	Businesses need advice on how to change business models and products to adapt to a new market.	Central Govt funding has been provided to Qualmark to provide targeted business support specifically for tourism businesses. EGLT provided some 'pivot' support and resources.	Qualmark / EGLT	DGLT
Cross-Sector	Reliance on international workers to cover seasonal positions (e.g. dairy) and skilled tourism positions	Go with Dairy programme launched to encourage people to move into a new career. EGLT and business owner liaison with Immigration NZ to fast track visa process. Opportunities to redeploy/retrain to fill labour market shortages identified as priority focus for iRSLG for Bay of Plenty region including Taupō.	EGLT	iRSLG / Dairy NZ / INZ

SECTOR/INDUSTRY	ISSUE	ACTIONS UNDERWAY	LED BY	SUPPORTED BY
Cross-Sector	Redundancies are inevitable and the process to restructure and enact redundancies is challenging.	EGLT has developed employment related resources and provided targeted advice, with a focus on retention, redeployment and retraining. EGLT has developed a portal of resources on restructure and redundancy to inform business owners. MSD have Work Brokers who sit alongside the business owner and support them in the process.	EGLT / MSD	EGLT / MSD
Cross-Sector	Growing reliance on central govt intervention (i.e. wage subsidy) to sustain business operations, with little foresight to what occurs once that ceases.	EGLT has offered extensive business planning and recovery planning support packages.	EGLT	Central Government
Cross-Sector	Mental health challenges are inevitable due to the increased strain and stress felt by business owners (and staff). They may not ask for help directly.	EGLT and DHB are working to develop and deliver a range of targeted services and programmes to support business owners address issues like resilience, anxiety, stress, wellbeing and coping strategies. Hub agencies in constant contact with their members to ensure community connectivity and support network.	EGLT / LDHB	Lakes District Health Board / Hub agencies
Cross-Sector	Need good news and positive messages to keep morale up.	Love this Place and Your Local provides a new consumer focused platform to celebrate success DGLT creative marketing campaign and video campaign and sharing stories TCT shop local videos / vinyl project and good new stories and Taupō Chamber of Commerce business support network	All Hub agencies	All Hub agencies
Tourism	Stretch of tourism marketing dollar in competitive domestic market	EGLT produce a series of editorial articles shared in the Taupō Weekender and on social media to highlight business innovation, adaption and success. Application to Central Govt fund for \$700k of RTO support for destination management & marketing DGLT have provided fully funded comprehensive marketing development programmes for operators, including workshops, webinars and one-on-one advice.	DGLT	EGLT / TDC / TKNT
Tourism	Financial challenges faced by small tourism operators unable to access central govt funding, beyond the standard business support package.	Advocacy to MBIE for consideration as a collective application for the STAPP programme.	DGLT	EGLT / TDC / TKNT
Tourism	Ongoing concerns about over-tourism in New Zealand and a need to make the industry more sustainable. Once borders globally begin to reopen, all countries will be jostling for 'market share' and New Zealand will need to remain competitive.	Te Ihirangi (Taupō District Destination Management Plan) is in development that will address sustainability, product development, point of difference and other key components to ensuring Taupō remains viable and competitive. Funding for this work is being secured through MBIE DGLT work alongside Tourism New Zealand on global marketing activities	DGLT	EGLT / TDC / TKNT / MBIE

SECTOR/INDUSTRY	ISSUE	ACTIONS UNDERWAY	LED BY	SUPPORTED BY
Tourism	Limited hours of operation as tourism operators kickstart their businesses (e.g. open weekends only) impacts continuity of supply and makes it difficult to promote and package.	Operators have been encouraged to partner and package deals where possible, to better leverage limited marketing dollars	EGLT	MBIE / MSD
Tourism	The 'race to the bottom' in terms of tariff discounts has a long-term impact on the sector viability.	DGLT have encouraged operators to consider value add propositions rather than discounting.	EGLT / TDC	MSD / MBIE / INZ
Tourism (Turangi and Mangakino)	Concern that Mangakino and Turangi are not getting the exposure that they need through local marketing campaigns to be discovered	DGLT have launched an extensive national marketing campaign that includes imagery of the wider district, and their website has extensive information about the whole district - direct effort to ensure Turangi and Mangakino included in all Love This Place 'explore local' campaign strategies.	Government	EGLT / MSD / MBIE
Tourism (Accommodation)	Ongoing competition for commercial accommodation businesses from Airbnb and other unregulated providers.	Discussion has been initiated with Council but needs to be further progressed. Impact from Airbnb is an ongoing accommodation sector issue and is a central government directive.	TDC	DGLT
Tourism (Events)	Need community and council support for events of all scales	TDC has worked closely with event operators to support them through rescheduling and planning processes. Collective Events Industry submitted survival strategy to government during lockdown - medium term request was \$80m contestable fund to support the industry. On-going process to get events up and running again - need to foster a united industry approach for a Tourism and Events collaboration Towncentre Taupō could assist as retailers identify event weekends as key to bring customers in year round.	Events Capital / DGLT	Event operators
Retail	Need to encourage people back into Taupō CBD / Turangi Mall (particularly office workers). Encourage 'shop local to support local' -community spirit	Love this Place (shop local) campaign launched with ongoing activity to encourage in person spending. Many offices reopened at Level 1. Is there a role for TDC to encourage its own staff back into CBD offices?	Hub	TDC
Construction	Civil, construction and council jobs are not being awarded to local contractors.	TDC have increased their weighting toward local suppliers through all levels of the tendering process	TDC	Construction sector
Construction	Projects are being stalled due to Council processing delays.	TDC implementing RMA changes in accordance with legislation amendments and review of TDC consenting resources to complete back-log	TDC	

SECTOR/INDUSTRY	ISSUE	ACTIONS UNDERWAY	LED BY	SUPPORTED BY
Construction	Lack of clarity in the large-scale public project pipeline, provides pressure on labour market forecasting and sequencing for suppliers/sub-trades.	TDC has applied to Crown Infrastructure Partners for significant financial support to enable large scale projects to commence sooner than planned. Work has also been undertaken to improve project management and delivery performance to increase certainty around programming and delivery.	TDC	Central Govt
Construction	Concern that Council will not complete new or planned development projects due to 'rates' freeze.	TDC has committed \$63m in capital works programme for the coming financial year and can share with local construction industry as method of encouragement to take on staff and apprentices	TDC	Central Government
Forestry / Wood processing	Lack of staff (suitably skilled, qualified or work-ready) to fill vacancies as sector has restarted.	MSD and EGLT working with employers to find solutions to labour market shortages. EGLT working with Toi Ohomai and PTE to create targeted retraining programmes.	EGLT	MSD / Toi Ohomai
Turangi	Need to revitalise the mall areas and develop Turangi CBD area	Turangi / Tongariro Community Board are working with business owners, iwi and Council to identify ways to revitalise the Turangi town centre.	TTCB	TDC / Turangi Community Group / Business operators
Tertiary	Toi Ohomai offering needs to be revised to best implement the new central government funding programmes (i.e. free trades training) and satisfy labour market shortages.	Toi Ohomai are designing a new Taupō Tertiary Hub that will provide enhanced programme delivery. Toi Ohomai are working with EGLT to understand labour market shortages and design programme delivery accordingly. The newly formed iRSLG will lead the development of integrated labour market strategies, and guide/oversee the implementation.	Toi Ohomai / iRSLG	EGLT / TEC
Transition to work	Taupō Pathways limited resourcing provides service delivery challenges, especially in terms of growing need for apprenticeship support with trades training focus from Central Government.	EGLT is working with Taupō Pathways to access central government funding support for their programme roll-out.	Taupō Pathways	EGLT
Skilled Migrants	Those in Taupō District under a skilled migrant visa may now be unemployed and unable to access financial support	INZ and EGLT are trying to identify those at risk and provide support and/or redeployment within their visa classification.	INZ	EGLT

SECTOR/INDUSTRY	ISSUE	ACTIONS UNDERWAY	LED BY	SUPPORTED BY
Job Seekers	Massive increase in job seeker numbers in Taupō District	INZ and EGLT are trying to identify those at risk and provide support and/or redeployment within their visa classification.	EGLT	MBIE / MSD
Schools	Intervention need in lower decile schools and Kaupapa Māori given higher needs	This remains the primary role of the Ministry of Education.	Ministry of Education	TDC
Schools	Pressure on students due to lost time during the lockdown period.	Government has amended the requirements for NCEA and the university entrance requirements to account for the disruption.	Ministry of Education	
Schools	Many children have not returned to school – identified truancy issue	This remains the primary role of the Ministry of Education	Ministry of Education	TDC
Tertiary	Minimal tertiary opportunities in Taupō	Establishment of IRSLG within Bay of Plenty to create connectivity within the wider BOP region for labour market opportunities and initiatives. New extended offering at Toi Ohomai for the District	TEC	IRSLG / Toi Ohomai
Tertiary	Parents may not be able to support children through vocational training	Free trades training programme should assist with creating opportunities for vocational training and career help	TEC	TDC
Tertiary	Need a diversity of training opportunities not just the trades.	Establishment of IRSLG within Bay Of Plenty to create connectivity within the wider BOP region for labour market opportunities and initiatives	iRSLG	Business operators

SOCIAL, HEALTH & COMMUNITY (INCLUDING SPORT, ART AND RECREATION)

SECTOR/INDUSTRY	ISSUE	ACTIONS UNDERWAY	LED BY	SUPPORTED BY
Homeless / Rough Sleepers	EOC provision of free accommodation has expired and the management has been handed over to the appropriate government departments to manage - long term solutions need to be addressed	MSD has secured extensions of accommodation for 75 Taupō based people until 30 March 2021 and 40 Turangi based people until 30 Sept 2020 and then the Turangi group will return to marae accommodation until housing can be found for them. Ministry of Housing and Urban Development and other govt agencies will be working with them to become independent to live in a home - as more permanent and sustainable housing becomes available, they will be placed into accommodation.	MSD	TCOSS / TDC
Social/Community services	Charity funding has reduced due to multiple Covid impacts	Working with charitable funders to provide targeted covid response packages and investigate central government response packages for social services providers.	TCOSS	TDC / Iwi
Social/Community services	Increasing economic pressure leading to domestic and family violence	Government \$180m nationwide funding for Family violence. Details on programmes/initiatives to follow. Currently Taupō VIN, Awhina Society, Māori Womans Refugee and Taupō Police actively provide actions in this space.	MSD/NZ Police	Local providers Central REAP, Māori Womans Refugee, Awhina Society provider, Taupō Police Family Violence Sergeant
Mental Health	Isolation, anxiety and stress for people within the community - youth and elderly particularly vulnerable. Many people don't know where to turn for help or are too proud to ask for help.	REAL Taupō is contracted by LDHB to deliver specific Youth mental health services. Age Concern Taupō provide a range of services to the elderly, including information and advocacy services. Linking to other social and health services. Local General Practitioners are also the primary healthcare providers for youth and elderly if individuals are not aware of wider services. Potential publicity campaign needed to raise awareness of help available including helplines or face-to-face support networks Hub agencies have been in contact with their group members to ensure local connectivity and support - offering the personal touch and supportive network out into the community.	LDHB, MoH	Local social service providers / REAL Youth services mental Health / Age Concern Taupō for Older persons / Hub agencies

SECTOR/INDUSTRY	ISSUE	ACTIONS UNDERWAY	LED BY	SUPPORTED BY
Social/Community services	Increasing demands on a wide range of social services	TCOSS and VIN have local directory of Social and support services. Local Social Services have direct link with their contract holders regional often in Rotorua. Including the Regional Commissioner MSD that meets with TDC Mayor for any local challenges. Foodbank and associated community food providers are under increasing pressure and further support/integration of services/collaboration of delivery is required.	MSD	Local Social Services providers
Social/Community Services	Increased demand from the community for social services - there is a need to understand and manage the increased capacity effectively.	Social service providers are working together to create suitable platforms to reach out to community	MSD / TCOSS / TDC	Local Social Services providers
Social/Community services	Loss of volunteers with many being over 70 and losing confidence.	Volunteer support, training, capacity and capability - option for youth volunteers as community support network.	Volunteer Waikato	WCT / TDC Community Team
Social/Community services	Significant loss of funding has either already happened or is on the horizon.	Social Service grant \$100k Various initiatives regarding MSD.	WCT/TDC	MSD
Social/Community services	Need a central location where social services can be grouped together and deliver a collaborative approach to supporting the community	Plans to rebuild Waiora House and create a community / social / youth hub are developed. Timing unknown due to covid related funding pressures. Waiora Community Trust manages the Social Service buildings on behalf of Taupō District Council including the temporary premises at 107 Tamamutu street and 28 HeuHeu. Opportunity to develop further collaboration hub and working together through this mechanism. TCOSS facilitates monthly network opportunities for Social Services.	TDC, WCT	TCOSS
Social/Community services	Engagement with non-physical practitioners particularly those in private practice so they are aware of any funding opportunities so they can provide community counselling services.	Ensure there is transparency across all social services providers to ensure they can have the opportunity to contribute or support the District	TCOSS and other social services providers	TDC
Social/Community services	Concern there may not be sufficient counselling services including self-employed who may not be linked to employment assistance programmes.	EGLT engagement with business operators via business advisory, survey and support networks - alerting social services providers to any concern	TCOSS / EGLT / TDC	TDC

SECTOR/INDUSTRY	ISSUE	ACTIONS UNDERWAY	LED BY	SUPPORTED BY
Sports	Many sporting organisations are facing funding shortfalls due to reduced revenue from lotteries	Council Community Sports Grants \$40k for 20/21 including an additional \$15k carried over from 19/20 due to COVID challenges. Sport NZ National \$15m Community Resilience national fund for Sports and Recreation Sport NZ \$265m nationwide engagement, partnering with Sport Waikato including professional and amateur with broad scope of 'Play, Active, Recreation and Sport with a larger workstream of the wider 'Wellbeing of NZ' focused on reset and rebuild / different and better and breakdown barriers to participation	Sport Advisory Council Sport NZ	TDC Sport Waikato

3. Ideas and opportunities

The following ideas or opportunities have been suggested by our community. Where applicable, we have noted existing activities that correspond to the idea.

BUSINESS & ECONOMY

IDEA OR OPPORTUNITY	WHAT COULD BE DONE / IS BEING DONE	WHO COULD BE/IS INVOLVED
Options for small businesses to join together to encourage new and innovative business opportunities or retail or tourism packages; get all tourism operators / accommodation providers, cafes, restaurants and tourism activities together to come up with packages	DGLT encourages operators to work collaboratively. The 'Love this Place' and 'Your Local Taupō' initiatives foster partnership and package activity.	DGLT / Hub / Business Owners / TCT / Taupō Chamber of Commerce
Lobby government for event support and include events in tourism conversations.	TDC and EGLT, along with local event operators, have been advocating to central government for financial support. DGLT consider the events sector a key pillar to our destination marketing activity, and actively partner with event operators to raise profile and attract visitors to Taupō.	TDC / EGLT / DGLT / Event operators
Attract large scale conferences and other corporate events	DGLT run a conference and incentive programme, proactively promoting the Taupō District as a place to meet for conferences and corporate events.	DGLT
Development of regional / national booking site to reduce and minimise commissions going out of the District – book 'direct' campaign for region and leave 10-15% of commissions in the District	DGLT could explore this idea.	DGLT

IDEA OR OPPORTUNITY	WHAT COULD BE DONE / IS BEING DONE	WHO COULD BE/IS INVOLVED
Create partnerships with camping grounds to assist by letting campervans into their campground facilities and providing toilet / hygiene facilities and then can track/trace travellers for contact tracing for Covid-19 and manage the waste issues associated with freedom campers.	Need collaboration with local camping grounds to check capacity and capability to provide this solution as an option	TDC
Make Taupō motorhome friendly – create parking facilities for them close to town then they will come into town – if motor home parking needs to be monitored then could create a job opportunity for someone.	Designation of daytime only motorhome parking near the town centre would be helpful to attract motorhomes to stop off and visit – could be reviewed for Taupō, Turangi and Mangakino – become motorhome friendly district. Taupō District Council could review the Freedom Camping Bylaw to enable camping in Ferry Road, however this would take 6-12 months and may not deliver change depending on the community views and issues	TDC
Catchment of retirees and older generation who usually escape overseas to ‘sunshine’ in winter to come to Taupō as alternative domestic location both for summer and winter i.e. offer unique experiences for the older generation	DGLT have different marketing campaigns to target various audiences or consumer segments.	DGLT
Create activities in Taupō that are not weather focussed (wet weather activities)	A private developer is constructing a significant indoor ‘pay for play’ facility that will be open early 2021.	Private Sector
Implement and advocate for National Policy Statement for Indigenous Biodiversity (NPSIB) and essential Freshwater Package	Government is progressing these national planning instruments via the Ministry for the Environment work programme.	Central and Local Government
Promote Taupō for fly-fishing – world class fishery that could attract more visitors	DGLT have fly-fishing as a campaign activity for the coming year	DGLT
Promote free scenic / less expensive attractions so spare money to spend in cafes/restaurants /retail shops	DGLT promote free/low cost activities alongside commercial activities to ensure wide engagement with our visitors and demonstrate the depth of activities on offer to our potential visitors.	DGLT
Form an amalgamated business focus group with reps from council, various business groups and selected individuals to develop the plan to work through for business growth and development in the area and then implement the plan.	The Regenerate Taupō District project aims to do just this, and the phase three stakeholder engagement activities will provide opportunities for interested parties to participate and contribute towards the Phase 3 District Plan	Regenerate Project Sponsor/ Project Manager/ Project Team
Turn town into Tertiary Education hub - bring a university into the town like Tauranga has with Waikato University	Toi Ohomai plan to expand the Taupō campus to create a Tertiary Hub, that will include outreach programmes from NZ universities. Further plans to develop and open a Geothermal Centre of Excellence, with academia, industry and research functions in partnership with NZ and global Tertiary specialist providers have been prepared. Funding restraints are only barrier to development.	Toi Ohomai / EGLT

IDEA OR OPPORTUNITY**WHAT COULD BE DONE / IS BEING DONE****WHO COULD BE/IS INVOLVED**

Electric Car charging stations installed in Turangi, Kinloch and Mangakino to encourage drivers to stop, stay and spend.

Taupō District Council has facilitated private charging infrastructure on public land to encourage uptake of electric vehicles.

TDC

Discounts or waivers on Council Consents to fast track developments and reduce cost burden.

TDC could consider in resource planning initiatives

TDC

Recruit those out of work in Mangakino and have them undertake community enhancement projects (developing walking tracks, beautification of the town, etc).

TDC could consider and investigate other community projects like the Mercury Energy Wetlands Project to see if there are other opportunities to leverage into their community and use locals to implement it

TDC / Mangakino Community / Local businesses

The pandemic has shown up the importance of having a robust, resilient food chain.
 Food security will become increasingly important locally, regionally, nationally and globally. Explore/investigate opportunities in this area. Is this a potential partnering opportunity with Māori and private landowning entities, or at least a conversation? What high yield, high value food crops are suited to our local climate, soil conditions, etc?
 To help address post COVID impact on Māori, be good to partner with and gauge how Māori can be part of the food supply chain right along the spectrum.
 How do we leverage our location/isolation as a country to our advantage?

EMPLOYMENT, EDUCATION & TRAINING

IDEA OR OPPORTUNITY	WHAT COULD BE DONE / IS BEING DONE	WHO COULD BE/IS INVOLVED
<p>Ensure business support mechanisms in place in the community to ensure career outplacement support in place for those made unemployed or opportunities for redeployment options are readily available to those who might be interested in changing career paths or options – need to create a community support network.</p>	<p>EGLT and MSD are working closely with employers and individuals to try and place the recently jobless into work. Various retraining and redeployment programmes are in development, making the most of the central government funding support. Sectors prioritised include construction related trades, heavy vehicle driving, and environmental cadetships. EGLT works with employers to conduct targeted talent attraction activities to place skilled workers into job vacancies.</p>	EGLT / MSD / Pathways
<p>Infrastructure investment using local products, business and trades</p>	<p>TDC have increased weighting for local suppliers through the tender processes. Private construction companies encouraged to support local whenever possible. TDC to signal pipeline of work through the Long-Term Plan and EGLT could via private sector developments</p>	TDC / EGLT
<p>High user local card so get special bonuses for supporting local businesses – short/sharp effective campaign; discounts for locals to use tourist activities.</p>	<p>‘Your Local Taupō’ provides locals special deals and promotions just for local. Incentivised campaign to entice locals to get out and explore ‘their own backyard’</p>	Your Local Taupō
<p>Make walking and cycling tracks amazing with spare labour. Start construction of the Taupō to Turangi bike trail to link the Tongariro River and continue south to link up to other managed DOC tracks.</p>	<p>Taupō to Turangi bike/walk track could be revisited with local iwi to gauge their interest in restarting the project.</p>	Bike Taupō / DOC / Iwi
<p>Increase funding for community groups and non-profits to increase its capacity to maintain our biodiversity – invest in community-based initiatives such as composting / trapping / green spaces; Increase funding for weed and predator control; freshwater restoration projects / clean up our waterways, with planting; Wetland restoration (boardwalk) in Whakamaru</p>	<p>Green business initiatives and DOC jobs in nature programme development for environmental development</p>	TDC / EGLT / DOC
<p>Council staff could work from home, with just offices for meetings, to save money on buildings and rent</p>	<p>Taupō District Council operates with a flexible approach to working arrangements. This enables a mix of working from home and in the office. Having workers located in the town centre provides rent for commercial landowners, adds vitality to the town centre and contributes to economic activity.</p>	TDC
<p>Create a platform that connects ideas to local investors – similar to Angel Investment group</p>	<p>EGLT delivers an entrepreneur start up programme, with networking and events (‘The Engine Room’) and supports start-ups and high growth companies to secure venture capital funding through multiple sources (including angel investors).</p>	EGLT
<p>Lobby government to get CIP/PGF funding for public and private project investments in the Taupō District.</p>	<p>Currently underway and awaiting final decision from central government</p>	TDC / EGLT
<p>Opportunity to attract new businesses to Taupō from other regions or countries affected by Covid-19 to be able to do business</p>	<p>Business attraction activities have been put on hold during this crisis due to reprioritisation of economic development funds with a focus on supporting our businesses to survive, rather than bring new businesses here to compete.</p>	TDC /EGLT

SOCIAL, HEALTH & COMMUNITY (INCLUDING SPORT, ART AND RECREATION)

IDEA OR OPPORTUNITY	WHAT COULD BE DONE / IS BEING DONE	WHO COULD BE/IS INVOLVED
Engage with highly skilled retirees to help with recovery and community projects (could potentially be community mentors). With zoom becoming prevalent as part of the new normal, this allows us to be able to connect digitally with others external to our region and country that can also be valuable mentors. We're only a click away from the rest of the country/globe.	Create community mentor networking opportunities or vocational training support/mentor programme. Taupō Pathways – Apprenticeship Programme has retired tradesmen working with new apprentices to help them with their work requirements	TDC / EGLT / Hub agencies
Fundraising events across the community (for schools and other community groups) with events and business and industry support.	Fundraising opportunities available across the 400+ events district wide for clubs i.e. Sika, Lake Taupō Cycle Challenge, Ironman – possible community promotional push of the opportunities that will be available	Events Capital
Make creative use of unused buildings in the Taupō CBD	Towncentre Taupō are applying large, full colour murals onto the windows of empty buildings in the CBD. Could be extended if funding secured	Towncentre Taupō
Need to be conscious that some people will not ask for help or want to be given help. It may be hard to identify them - need to connect indirectly to help those ones in our community that are too proud to ask for help	Market the support mechanisms that are available within the community and make them accessible to all those in need – focussed campaign Proposal to create a Community Social and Youth Hub for the community	TCOSS / TDC / Social Services providers
Everybody in the community needs to be thanked and acknowledged for their community contribution – community awards process. Create community/neighbourhood event(s) to foster community spirit e.g., create a Top Town event for Taupō	TDC could launch a 'community spirit' awards initiative as part of post-Covid recovery programme - concept would need to be developed. The business awards have been cancelled so could realign the focus to 'community spirit' awards as a way of saying thank you to the community and its members - create community spirit	TDC / Hub agencies
Council staff could work from home, with just offices for meetings, to save money on buildings and rent	Taupō District Council operates with a flexible approach to working arrangements. This enables a mix of working from home and in the office. Having workers located in the town centre provides rent for commercial landowners, adds vitality to the town centre and contributes to economic activity.	TDC
Upgrade play and recreational spaces across the district	Tongariro South Domain playground project is underway and will be completed this year and there are recreational projects on the TDC pipeline.	TDC
Provide wheelie bins for waste management and reduce 'double charge' for paying for bags/stickers and dump fees.	TDC could consider in their community management programme	TDC
Reduce or remove 'dump fees' paid by our local charity op-shops to reduce their overheads, and therefore allow more funds to flow to the communities in need	TDC could consider in their community management programme	TDC

IDEA OR OPPORTUNITY

WHAT COULD BE DONE / IS BEING DONE

WHO COULD BE/IS INVOLVED

Rent-freeze for commercial leases

Independent commercial landlord decision-making process

Commercial Landlords

More communal public spaces – urban planning management to create a town that faces the lake and a pedestrian Bridge across Spa Road for safety and accessibility

Urban planning projects in the long-term plan for the Taupō CBD could be bought forward.

TDC

Review Mapara Valley Structure Plan for future development from Kinloch to Acacia Bay inclusive of Whakaipo Bay

TDC could consider this as part of the District Plan review process.

TDC

Infrastructure Upgrade – sewerage / roading and main thoroughfare management / waste management
Ensure infrastructure is able to cope with development pace and increased capacity
Limit development around waterways and lake.
If we look after our environment, the environment will look after us. It's a reciprocal relationship with our environment – post COVID phase allows us the opportunity to be more perceptive to the impact of our activities on the taiao (natural environment).

CIP Project submissions to central government includes focus on infrastructure including: Ensure Safe Drinking Water / Water and Wastewater – reticulation / Ensure safety through telemetry and Turangi Wastewater Treatment Plant – discharge and plant relocation Environmental focus on creating Zero Waste management for Taupō District.
Opportunity to rethink our ideas about waste, reuse/repurpose/recycle things. Parakore or zero waste can align with circular economy concept.

TDC and Central Government

Create Taupō as the 'Adventure Capital of the World' – get community onboard and make it District-wide – the mountains (Turangi) the lake (Taupō) and the river (Mangakino)
Develop bike trails that have a point of difference

Bike Taupō and other tourism operators developing or pivoting their tourism product to develop and incorporate adventure tourism. New trails could be developed.

Tourism operators, Bike Taupō, DGLT

Maintenance programme for public buildings including marae and rural community halls

Funding opportunity via Provincial Growth Fund to receive maintenance funding for marae and rural community halls for general repair work.
Tuwharetoa are working directly with TPK for any marae renovation opportunities for the fund.

TDC, Iwi

4. What are the existing recovery-focused initiatives?

CENTRAL GOVERNMENT

A summary of central government recovery focused initiatives is provided below. Potentially contestable funding or available grants are in bold.

ACTION	WHAT IS IT	TIMING
Infrastructure and jobs	<ul style="list-style-type: none"> • 'Shovel ready' projects - Government has earmarked \$3 billion nationally for 2020/21. It's looking at the list of 'shovel ready' projects provided by regions and government agencies that are \$20 million or more. • Provincial Growth fund (PGF) - \$600 million of the fund has been repurposed to support regional jobs, focusing on skills programmes, sectors needing support, and infrastructure. The major focus is projects that are ready to get underway as soon as possible. <ul style="list-style-type: none"> • \$100 million will go towards programmes of waterway fencing, riparian planting and stock water reticulation - focusing on large landowners • \$70 million for upgrades (under \$500,000) of marae, town halls, Pasifika churches and war memorials. • It's also looking at the list of 'shovel ready' projects provided by regions and government agencies that are \$20 million or less. • School Property Investment package (\$115 million) providing \$50,000 to \$400,000 per school to bring forward improvement projects. 	<p>Cabinet will make the decision on which projects are funded in the coming weeks and months. Information on criteria and applications for new PGF focus areas will be provided soon. Government officials expect to contact Iwi and Councils to identify possible marae and town hall projects in coming weeks. Ministry for Education will support schools to identify projects. Schools should focus on projects that can be delivered by December 2021</p>
Wage subsidy scheme and other business support	<p>Available to businesses who have a revenue drop of 40% compared to the same month last year.</p> <ul style="list-style-type: none"> • Also loans available to support cashflow for small businesses. • Tax changes to support cashflow and investigation of new business models. • Grants to support small business to improve their e-commerce service offerings. • Loans to support research and development. 	<p>8-week scheme extension from 10 June to 5 August.</p>

ACTION	WHAT IS IT	TIMING
Environmental jobs	<ul style="list-style-type: none"> • Regional environmental projects (\$433m) to support temporary redeployment of staff to nature-based jobs including restoring mini wetlands, stabilising riverbanks, removing sediment, and providing for fish passage • Government managed pest eradication and management, including wilding pines (through DoC, Ministry for Primary Industries, and Land Information NZ). Government will also be working with Iwi. • Jobs for Nature Fund (\$200m) for conservation work on DoC land. The Department of Conservation will work with councils, iwi and local businesses such as tourism operators to provide nature-based jobs. • New jobs to restore indigenous biodiversity and habitat on public and private land (\$154m). Jobs will be primarily in the regions through agencies like QEII and Landcare Trust, regional councils and landowner groups. • One Billion Trees Fund (\$240m). Direct Grants are available to landowners, including private landowners, farmers and Māori landowners, to help with the costs of planting trees or assisting reversion to native forest. Grants are intended to cover some, but not all, the costs of planting or reversion. • Fund to clean up rivers and lakes (\$700m). The primary sector, iwi/Māori, local government and their communities will be financially assisted with the implementation of the new clean water standards. 	The Department of Conservation will work with councils, iwi, large private landowners, and local businesses such as tourism operators to provide nature based jobs. Details TBC.
Māori Housing and Development	<ul style="list-style-type: none"> • Whenua Māori (\$100m) provides loans of up to \$10 million to support Māori landowners to develop their land. • Te Maihi O Te Whare Māori - Māori and Iwi Housing and Innovation Fund (\$40 million) to accelerate the supply of quality housing stock for whānau. 	Details TBC.
Strategic Tourism asset protection	<ul style="list-style-type: none"> • A fund to ensure key tourism assets survive. The programme will also consider assets that are culturally and historically significant. • Also providing funding to regional tourism organisations (like Destination Great Lake Taupō) to implement Destination Management and planning and other projects to support local tourism. 	Applications open on 4 June 2020 and will close at 5pm on 18 June 2020. RTOs need to complete a short investment proposal template which was distributed to RTOs in the week of 8 June 2020.
Health and housing	<ul style="list-style-type: none"> • Budget 2020 provided additional funding to deliver 8000 more public houses • Budget 2020 provided additional health funding, including to catch up with elective surgery that was delayed due to Covid-19 lock down. • Warmer Kiwi Homes - grants of (now) 90% of the costs of an insulation and/or heating retrofit homes of low income households or low income areas. 	Warmer Kiwi Homes grants are in place and active

ACTION

WHAT IS IT

TIMING

Education and Training

- Free trades training in critical industries
- Funding support for employers to retain and keep training their apprentices
- **Māori Apprenticeships Fund** (\$50m) - Māori community groups will partner with the Crown to establish and design group training schemes that employ Māori as apprentices and support the placement of apprentices across a range of workplaces. It will provide tailored support for Māori employers to take on Māori apprentices.
- **He Poutama Rangatahi** - provides funding of up to \$1 million per year to support communities to develop pathways for rangatahi (aged 15-24) that are not currently in employment, education or training and take them through to sustained employment underpinned by intensive pastoral care.
- **Te Ara Mahi** - a fund to support regional employment, skills and capability initiatives (for any age group)
- **Mana in Mahi** - pays a wage subsidy to employers who are willing to hire a person in receipt of a main income support benefit and offer that person an industry training qualification or apprenticeship.
- **Māori Cadetships** - a fund that supports employers to develop, mentor, train and grow full-time permanent Māori staff in order for them to take on more senior roles within an organisation.

Māori Apprenticeships Fund details TBC
Other funds are in place and active.

Safety net services

- **Worker redeployment package** (\$100m announced March 2020) - \$71 million has already been allocated to projects in Tairāwhiti, Hawke's Bay, Northland, Rotorua and Queenstown
- Additional funding for MSD Employment Support.
- Additional funding for Whānau Ora – community lead families/whānau wellbeing services that integrate health, education and social services.
- **Funding boost to social service providers**, including responding to the increase in demand for food through food banks and other community food service providers as a result of COVID-19
- **Additional funding for grants for community groups** - a specific focus will be made to enable Māori, Pacific, refugee and migrant communities to continue the ongoing response and recovery of the communities they are connected to and support.
- Support for rural and fishing communities - increase access to support, advice and mental wellbeing services. It will target support to vulnerable groups, and enable community hubs and advisors to facilitate engagement, learning and access to services.
- **Tertiary student hardship fund** (\$20 million for 2020)
- Expansion of school lunch programme - From feeding nearly 8000 students currently, to around 200,000 students by mid-2021.
- Placing 10,000 people into primary sector jobs through a range of initiatives to help thousands of recently unemployed New Zealanders access training and work opportunities in the primary sector
- **Fund for NGOS that support women and women's rights** (\$1m) - applications close on 15 June 2020

Details TBC.

ACTION	WHAT IS IT	TIMING
Arts, Culture and Sports	<ul style="list-style-type: none"> • Sport NZ community resilience fund - immediate funding to help regional and local organisations remain financially. \$1000 for clubs, \$40,000 for regional organisations. • Sport Recovery package (\$78m) to be devoted to community, regional and national organisations. • Sport and Active Funding Initiative - Sport NZ - \$265m nationwide partnering with Regional Sports Trusts (Sport Waikato) and TLA's including professional and amateur with broad scope of 'play,active, Recreation and sport with the larger workstream of the wider 'well-being of NZ' • Creative Arts Recovery and Employment Fund (\$70m) supporting the rebuild of the creative industries by commissioning and supporting creative projects at a national and local level. • Cultural Innovation Fund (\$60m) to support new ways of operating, cross-sector partnerships, and create new ways to add value to the economy, particularly through digital exports. This will include supporting innovative approaches to Māori artforms and traditional knowledge. • Cultural Capability Fund (\$20m) focusing on immediate needs in response to Covid-19, such as legal services, online delivery and audience development. • Museum Hardship Fund (\$2m) to support museums, galleries and heritage organisations. • Additional funding for libraries to ease the burden on councils by paying librarians' wages, providing free internet and reducing other library costs 	Sport NZ community resilience fund available now Other details TBC.

LOCAL GOVERNMENT

ACTION	WHAT IS IT	TIMING
Annual Plan	<p>Taupō District Council has promised to deliver an Annual Plan for the 20/21 financial year that does not increase the general rates. This is intended to minimise the rates burden on businesses and households. While operational costs have been cut to achieve this, there has been a concerted focus on maintaining the capital works programme as a way to generate economic activity and employment. The Council's policies around rates relief for those in financial hardship continue to be applied with tailored solutions to fit the circumstance of those affected.</p> <p>Waikato Regional Council has also signalled efficiencies in planned spending in the Annual Plan 2020/21 to ensure continued support for jobs. The budget is seen as the most direct way to provide financial support to residents in the short term and is accompanied by a new provision of \$400,000 for rates relief to support those ratepayers facing financial hardship.</p>	The Annual Plan will apply across the 2020/21 financial year from July to June. Spending on capital works will be spread across the financial year.

ACTION	WHAT IS IT	TIMING
Fees and Charges	Taupō District Council has not increased any of the fees and charges for the coming financial year with the exception of a few which are required by statute requirements.	This will apply across the 2020/21 financial year.
Rental costs	A fee waiver has been provided to community and commercial tenants to help reduce their operating costs during a time of significant financial pressure.	Need to double check the time this applies to
Procurement	Taupō District Council has amended its approach to procurement across the range of services and capital projects it undertakes. Additional weighting in the selection process has been applied with a 15% weighting in favour of local suppliers.	Check whether this has a finite timeframe.
Long-term plan	Taupō District Council is currently preparing the next iteration of the Long-term plan. This will set out the intended levels of service for community activities like libraries and public pools. It will also detail the capital works programme for the coming 10 years. This is an important opportunity to identify work that can help to regenerate the Taupō district.	The Long-term Plan is being prepared between now and February 2021. The community will be consulted on the draft and the final plan will be adopted at the end of June 2021.
Crown Infrastructure Partners application	Taupō District Council has made 16 applications to the Government's fund for significant shovel ready projects. The applications totalled \$316 million. 15 of these projects have been shortlisted for consideration, either by the CIP process and/or through the Provincial Growth Fund.	Decisions by the Government are expected over June and July.

Table of actions

ACTION		LEAD	WELLBEING AREA*			
			ECONOMIC	ENVIRONMENT	CULTURAL	SOCIAL
Focus Area One: Dedicated resource to secure funding sources for critical projects			✓	✓	✓	✓
1	Definite role scope and funding provision - identify where role is best placed and what external funding channels are available.	TDC	✓	✓	✓	✓
2	Identify if existing resources can be redeployed to undertake this work	TDC / EGLT	✓			
3	If no existing resource available, then recruitment to commence	TDC / EGLT	✓			✓
Focus Area Two: Immediate job creation through conservation						
4	Work with Ruapehu DC to establish a regional alliance to inform the decision making for the programme funding	DOC / TDC	✓	✓	✓	✓
5	Support groups already in the pipeline to access the funding, and recruit for the roles	EGLT and Recovery Funding Navigator	✓	✓	✓	✓
6	Encourage environmental groups to apply for the regional environmental projects fund and support them with applications if required.	Recovery Funding Navigator	✓	✓	✓	✓

ACTION		LEAD	WELLBEING AREA*			
			ECONOMIC	ENVIRONMENT	CULTURAL	SOCIAL
Focus Area Three: Social housing provision for those who need it						
7	Form a community housing trust who will develop a sustainable 'social enterprise' business plan that includes successful registration as an official community housing provider.	?				✓
8	Assess the options for supporting social housing through mechanisms like land supply, and regulatory and financial tools.	TDC				✓
9	Advocate to MSD, Kainga Ora, TPK and others to ensure sufficient social housing is provided for our most vulnerable	Regenerate Taupō District Governance Group				✓
10	Advocate to Kainga Ora to secure new public/transitional homes constructed in our district	Regenerate Taupō District Governance Group	✓			✓
11	Support local iwi to continue to pursue their papakāinga plans.	TDC/TPK	✓		✓	✓

ACTION		LEAD	WELLBEING AREA*			
			ECONOMIC	ENVIRONMENT	CULTURAL	SOCIAL
Focus Area Four: Supporting our visitor economy						
12	Identify industry leaders from within the activity tourism sector who can work collaboratively to ensure an industry leadership voice for advocacy and representation.	Barry Searle	✓			✓
13	Foster collaborative approaches to developing visitor packages, supporting the events sector and joint promotion to ensure Taupō district continues to be a front of mind destination for New Zealanders, particularly during the winter ski season ahead.	HUB agencies	✓			✓
14	Apply for government support (\$700k) to be used to accelerate and boost both destination marketing and management activities in the next 12 months.	DGLT/EGLT	✓			✓
15	Accelerate the development of 'Te Ihirangi Destination Management Plan' in partnership with Te Kotahitanga o Tūwharetoa, Doc, EGLT and other stakeholders.	DGLT / TDC	✓		✓	✓
16	Investigate the implications of Airbnb type operations and consider if there is a need to review the existing regulatory and rating regime.	TDC	✓			✓

ACTION	LEAD	WELLBEING AREA*				
		ECONOMIC	ENVIRONMENT	CULTURAL	SOCIAL	
Focus Area Five: Creating new construction jobs for locals						
17	Signal the pipeline of significant infrastructure works (as identified through the Annual Plan) and identify the private sector known projects. The shared pipeline list has already started for the CIP applications with our maintenance contractors, those that have similar existing/recent contracts, and our “pipeline” consultants. These will then be made available to the building/trades/construction sector and training providers to develop defined labour market strategies to ensure workforce is secured.	TDC / EGLT	✓			✓
18	Communicate TDC’s new policy supporting local contractors through tender weighting widely to the community, and where possible, local contractors and tradies are secured for all small scale (non-tender triggering) work.	TDC	✓			✓
19	Apply to the PGF ‘local hall’ fund for repairs and maintenance grants.	TDC	✓		✓	✓
20	Work with the private sector and iwi to encourage commitment to longer-term pipeline projects, with a goal to announce at least two projects by year end.	EGLT	✓		✓	✓
21	Develop and implement a ‘fast track’ process for consenting, including the development of an internal ‘advocate for the applicant’ role to support private developers to navigate the system and provide faster outcomes to accelerate development timelines.	TDC	✓			✓
22	Lead a project to provide a venue to house social service agencies previously located at Waiora House	TDC	✓		✓	✓
23	Establish the TEL Community Fund policy to be responsive to community needs	TDC	✓	✓	✓	✓

ACTION		LEAD	WELLBEING AREA*			
			ECONOMIC	ENVIRONMENT	CULTURAL	SOCIAL
Focus Area Six: Ensure education and training opportunities exist						
24	Support Toi Ohomai in fast-tracking the development of the new Tertiary Hub in the Taupō CBD.	TDC / EGLT	✓			✓
25	Work with Toi Ohomai and other providers to ensure course provision matches future labour market needs.	EGLT	✓			✓
26	Share the construction project pipeline with employers to encourage them to take on staff and apprentices/interns.	EGLT / TDC	✓			✓
27	Support Taupō Pathways to secure additional funding so their services can be expanded to support more young people.	EGLT	✓	✓		✓
28	Deliver the Careers Expo in July, with a wider focus than just young people attending.	Taupō Pathways / EGLT	✓			✓
29	Identify volunteering opportunities and match unemployed people with volunteer work to provide work-readiness skill development and valuable social inclusion.	?				
30	Secure Government funding for the development of an employment and skills hub, with new resource to: <ul style="list-style-type: none"> Act as a conduit between the newly unemployed, education and training providers and employers. Upskill our workforce and jobseekers with core literacy and numeracy skills; plus other 'work ready' skills. Increase the service provision of drivers' licence training (esp. Class 4 and 5), utilising central government and philanthropic funding to mitigate costs. Maximise the uptake of opportunities through the free trades training scheme 	EGLT	✓			✓

ACTION	LEAD	WELLBEING AREA*			
		ECONOMIC	ENVIRONMENT	CULTURAL	SOCIAL
Focus Area Seven: Looking after our most vulnerable					
31	Monitoring to ensure there is adequate provision of appropriate wrap around support for those with complex needs ie homeless/ rough sleepers who present with multiple challenges including mental health issues, addiction issues, etc.	Regenerate Taupō District Governance Group	✓		✓
32	Young people/students are encouraged to provide volunteer hours to support community groups/social services activities.	?			✓
33	Consider waiving dump fees for our local charity shops for the remainder of 2020, to directly support a greater return of shop proceeds to deliver community outcomes and service provision.	TDC	✓		✓
34	Develop and launch a community awareness programme, that asks those who have been unaffected (by Covid-19 impacts) to support those who have been. This could generate funds to then be distributed to social service providers/community groups through existing channels (i.e. the Wairoa House Community Grant programme); and/or could involve more practicable outcomes (volunteering, firewood provision for those in need, food bank support, etc.).	?			✓
35	Develop and promote ways in which people can seek help (many of those in need may never have had to ask for help before, and could be too proud to ask, so need to offer visible services that are available to them).	?			✓

ACTION	LEAD	WELLBEING AREA*			
		ECONOMIC	ENVIRONMENT	CULTURAL	SOCIAL
Focus Area Eight: Supporting our existing business community to rebound					
36	Secure additional funding support through advocacy to central government to enable enhanced business support service delivery	TDC / EGLT	✓		✓
37	Develop and deliver new programmes that support business owners/managers to explore new business models and adaption opportunities	EGLT	✓		✓
38	Partner with Lakes DHB to deliver mental health support services for business owners/managers throughout all sectors within our district.	EGLT	✓		✓
39	Develop and launch a new employment portal that ensures job seekers are able to identify and access local job opportunities.	EGLT	✓		✓
40	Seek funding support to continue to deliver the 'Love this Place' shop local campaign to support our local businesses	HUB agencies	✓		✓

***DEFINITIONS OF THE FOUR WELLBEINGS (PROVIDED BY SOCIETY OF LOCAL GOVERNMENT MANAGERS)**

Social	Economic	Environmental	Cultural
Involves individuals, their families, whanau, hapū, iwi, and a range of communities being able to set goals and achieve them, such as education, health, the strength of community networks, financial and personal security, equity of opportunity, and rights and freedoms.	Looks at whether the economy can generate the employment and wealth necessary to provide many of the requirements that make for social well-being, such as health, financial security, and equity of opportunity.	Considers whether the natural environment can sustainably support the activities that constitute healthy community life, such as air quality, fresh water, uncontaminated land, and control of pollution.	Looks at the shared beliefs, values, customs, behaviours and identities reflected through language, stories, visual and performing arts, ceremonies and heritage that make up our communities.

Abbreviations

COGS	Community Organisation Grants Scheme
DGLT	Destination Great Lake Taupō
DHB	District Health Board
EGLT	Enterprise Great Lake Taupō
HUB	Hub Agencies (EGLT, TCT, DGLT, Taupō Business Chamber, TDC)
INZ	Immigration New Zealand
IRSLG	(interim) Regional Skills Leadership Group
MBIE	Ministry of Business, Innovation & Employment
MHUD	Ministry of Housing and Urban Development
MSD	Ministry of Social Development
RTO	Regional Tourism Organisation
TCT	Towncentre Taupō
TDC	Taupō District Council
TEC	Tertiary Education Commission
TKNT	Te Kotahitanga o Ngāti Tūwharetoa
TMTB	Tūwharetoa Māori Trust Board
TST	Tūwharetoa Settlement Trust





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Regenerate Taupō District

Taupō, He Tupu Ururua