



West Coast Wilderness Trail

Activity Management Plan 2021-2031



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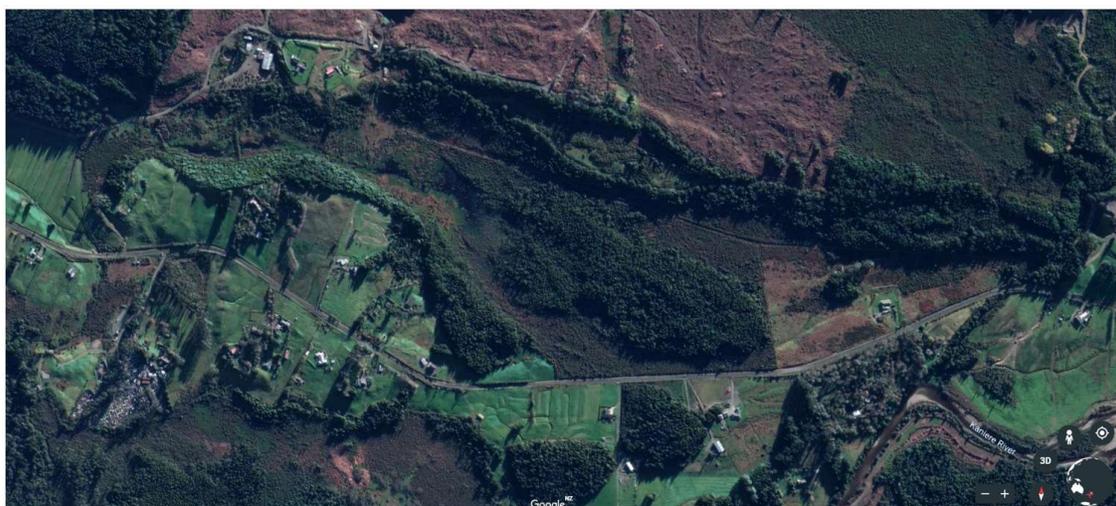
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Photo Credit: Jonathan Kennett

SECTION 1: EXECUTIVE SUMMARY

This cycle trail Activity Management Plan (AMP) is the first document prepared for the West Coast Wilderness Trail activity as one of New Zealand, Ngā Haerenga (the Journeys), Great Rides.

The first stage of West Coast Wilderness Trail was formally opened in November 2013 and further trail development took place, and signed off in 2017 / 2018 to satisfy the Project Completion Plan criteria that had been set by Ministry of Business, Innovation and Employment (MBIE) for the initial MBIE funding agreement.

In late 2018 further funding was secured for enhancement projects through the Maintaining Great Rides Fund (MGR) and a further four kilometres of trail was taken off-road over the next 2 years. Other projects have been programmed for the next 10 years to further enhance the rider experience and improve safety as the popularity of this trail continues to increase. These projects are itemised in Section 1.8.

The trail is promoted as a 3 to 4 day riding experience over 133km, but can be completed in 1 or 2 days by avid riders. An achievable objective of the trail owner is to take a further 7km off-road in the next 5 years and increase and improve wilderness lodging availability.

1.1 How/Why the trail was incepted

The trail was incepted as part of a West Coast regional stimulus package in 2010 to provide sustainable economic benefits to both the District and region as a whole with initial funding and construction work in mid-2013.

The trail was formally inspected and signed off in its entirety, subject to minor improvements in August 2018. Further enhancements have since been undertaken and other projects identified in this document that will be prioritised as part of the 10 Year Plan for continuous improvement.

1.2 What we do

Council manages a range of transportation and recreational services including the relatively newly developed West Coast Wilderness Trail. The transportation objective is to facilitate safe commuting routes and provide recreational facilities and in this instance also a major tourist attraction. A more in-depth overview is provided in Section 8 that covers the work undertaken on these assets.

The project programme in this AMP will inform the spending requirements necessary to continually improve the trail as desired in the New Zealand Cycle Trail strategic framework to take it from 'Good to Great' and 'Home of the World's Greatest Cycling Experiences'.

This trail continues to grow and be one of the leading rides amongst Ngā Haerenga New Zealand Cycle Trail 22 Great Rides providing a showcase Grade 2 and 3 experience suitable for families and inexperienced riders as well as more proficient riders.

The trail traverses multiple land ownership areas and these parties are key and critical stakeholders for the continued success of the trail by way of easements and access agreements.

This AMP incorporates a business case approach to determine strategic issues and justify further proposed investment in the development programme. The document also assesses realised benefits for the issues identified.

Any further investment on enhancements and continuation with sustainable maintenance levels will ensure this trail remains in the top three desirable rides of this rider classification in New Zealand.

The AMP also identifies the risks of significant future costs brought about by increasing demand on this new asset, the economic benefits for the region being realised and dangers of not maintaining assets at a desirable and safe level based on best practice, health and safety and for greater inclusiveness.

1.3 Why we do it

The provision of transport services including roads, footpaths and cycle trail is a public good and therefore a core function of local government. The West Coast Wilderness Trail is identified as a strategic asset in accordance with Council's Significance and Engagement Policy. If the activity and trail is carried out in a safe and efficient manner, it will improve the economic and social well-being of the District.

1.4 Levels of Service

Council currently has reasonably well reported levels of service for its Transportation and Recreational operations however no formal level of service has been adopted for the cycle trail. The level of service to be adopted must be aligned and meet the NZ Cycling strategy measures and targets.

1.5 Key issues

To assist Council with determining its programme of works the same approach needs to be taken as it is for Transportation with an investment logic process. This will ensure that problem statements and benefits arising from any response will be well documented and consulted on in an appropriate manner. An example of the Investment Logic Mapping process used for Lake Kaniere Road Stage 2 is contained in Appendix B.



This information sheet is one of six that are supplementary to the online modules on the strategic case: *Building a strategic case - 1, Building a strategic case - 2 and What's your strategy?*

Investment logic mapping (ILM) is a structured way of reaching agreement on likely problems and benefits, and testing the rationale for potential investment with key stakeholders. Using ILM, even the most complex investments can be communicated clearly on a single page.

How does ILM work?

ILM involves a series of workshops, led by a facilitator, and involving key stakeholders. Usually, it comprises two workshops:

- a problem and consequences workshop
- an outcomes and benefits workshop.

An ILM helps you get stakeholder alignment - not necessarily agreement - on the purpose of an investment.

When is ILM used?

ILM workshops normally happen at the beginning of the development of the strategic case and, less formally, at the beginning of the development of the detailed business case. ILM, like all of the Business Case Approach (BCA), should be fit for purpose. Though the ILM process is not compulsory, it is highly recommended, particularly for complex, high-risk or multi-party proposals. You may not always need formal ILM workshops to achieve this, but using the same format and principles is useful in defining your problems and the benefits of addressing them.

Figure 1: Investment Logic Mapping

1.6 Operational Programme

Council has developed a new capital programme of works based on prioritisation of projects that address safety, renewals and general enhancements.

The cycle trail maintenance and operational programme is a relatively minor activity but has potential for negative publicity if the riders' experience is less than anticipated due to the active marketing of this asset nationally and internationally as a tourism activity and destination.

Operational costs for direct maintenance input by Westland District Council are currently \$80,000 per annum, which is about 1% of the total value of built trail assets and is unlikely to fall below this level the maintain customer service level of satisfaction.

This allows for minor maintenance such as resurfacing on a cyclic programme and monthly inspections including culvert clearing, signage and general trail upkeep. It does not include any significant items for structures or major maintenance.

The Grey District input is currently set at an additional \$15,000 per annum. Each council maintains the trail within their district separately.

The investment available from co-share funding is currently minimal and some NZTA funding opportunities are being further investigated to support identified enhancements. Maintenance costs co-sharing should also be further investigated in the future.



Figure 2: Typical Water Damage "Piping" to Trail

1.7 Capital Project "Wish List"

Council has developed a capital programme of works based on prioritisation of projects that specifically address safety and improving rider experience through enhancements. There is no intention at this time to extend the length of the trail. All enhancement works identified are improvements within the current start and end points of Greymouth and Ross. Most major structures are relatively new and have good life expectancy, with the exception of the Totara Bridge. These are subject to funding being obtained, community input and business case development where necessary.

| Km | Project | Length / No. | Value |
|-----|--------------------------------------|--------------|--------------|
| 17 | Shantytown Loop (Grey DC) | 3.2 km | \$680,000 |
| 19 | Gentle Annie, Taramakau | 1.5 km | \$130,000 |
| 22 | Taramakau major maintenance | 4.0 km | \$75,000 |
| 28 | Kumara Domain & Pump track | 550 m | \$ 32,000 |
| 32 | Larrikins Road | 600 m | \$ 54,000 |
| 40 | Lake Mudgee & Loopline link | 6.5 km | \$ 900,000 |
| 45 | Wilderness Lodge / Accommodation | 1 | \$ 6,400,000 |
| 45 | Old Christchurch Road (Lodge link) | 2.0 km | \$350,000 |
| 47 | Shelters & Toilets | | \$ 74,000 |
| 49 | Kawhaka Stilling Basin Bridge | 1 | \$ 40,000 |
| 60 | Wainihinihi Wet weather route Bridge | 1 | \$ 160,000 |
| 63 | Arahura River North Bank | 9.0 km | \$1,250,000 |
| 64 | Milltown Switchback below Cowboy | | \$ 15,000 |
| 72 | Milltown Pyramid Hill | 6.2 km | \$ 850,000 |
| 81 | Kaniere Water Race Bridges | 3 | \$ 300,000 |
| 87 | Lake Kaniere Stage 2 | 6.5 km | \$1,450,000 |
| 91 | Lake Kaniere Stage 1 | 3.0 km | \$ 180,000 |
| 94 | Lake Kaniere Stage 3 | 2.8 km | \$ 410,000 |
| 98 | Cycle Maintenance Station | 2 | \$ 3,000 |
| 98 | Cycle Storage Hokitika | 1 | \$ 6,000 |
| 99 | Hokitika Bridge Access Approaches | 1 | \$ 12,000 |
| 100 | Hokitika Bridge Passing Bays | TBA | NZTA LCLR |
| 107 | Māhinapua Viewing Platform | 1 | \$32,000 |

| | | | |
|-----|---------------------------------------|---------|--------------|
| 108 | Māhinapua Boardwalk & Bridges | 1 | \$ 1,350,000 |
| 112 | Lake Māhinapua Loop (3 Stage) | 13.6 km | \$ 3,700,000 |
| 113 | Rimu carpark, toilet & disposal field | | \$ 300,000 |
| 118 | Ruatapu Terrace | 3.8 km | \$ 420,000 |
| 129 | Tōtara Bridge Stage 1 | 1 | \$ 300,000 |
| 129 | Tōtara Bridge Stage 2 & 3 | 1 | \$ 400,000 |
| | Interpretation Panels Stage 2 | | \$ 4,000 |

Table 1: Capital Projects Wish List

1.8 Committed & Agreed Capital Projects for 2021-2031 Long Term Plan

The wish list above went through a refinement process with Council’s West Coast Wilderness Trail Subcommittee of Council and the West Coast Wilderness Trust.

The full list of projects in Westland District confirmed and agreed to for the 2021-2031 Long Term Plan subsequent to this process is contained in Section 9.3 of this document. Section 9.3 also includes a breakdown of all funding sources and co-investors.

The total annual financial cost of these projects is shown below:

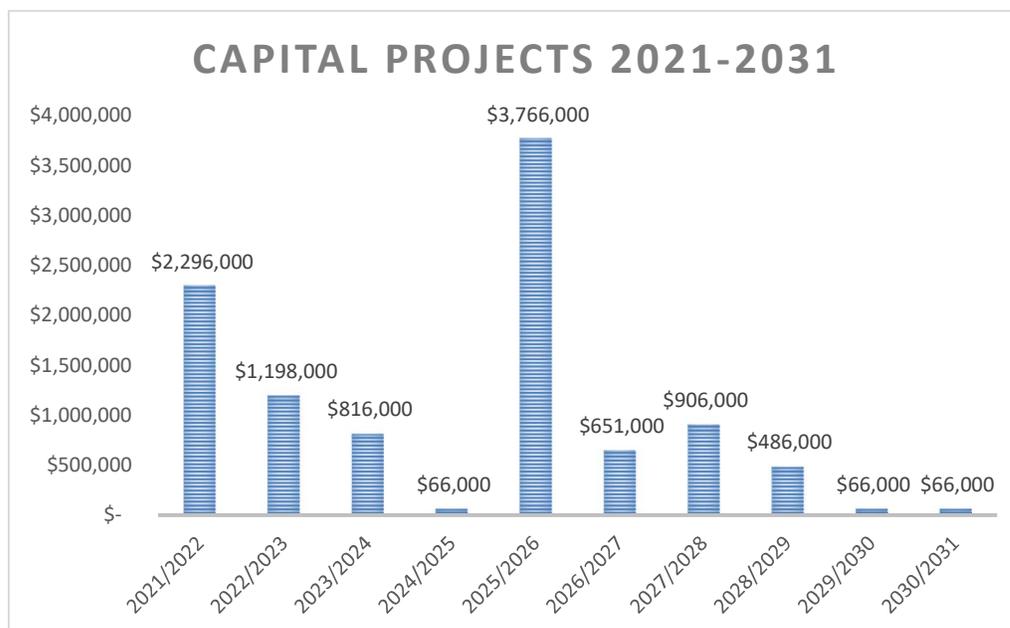


Figure 3: Annual Capital Projects Expenditure

1.8 Key Risks and Assumptions

There are factors outside of Council’s control that could cause changes to what has been planned. This includes; financial, stakeholder investment, land access, levels of service and a review of the trail owner’s vision.

In any planning process there is uncertainty and the key to good quality planning is to make clear assumptions to identify and address this uncertainty.

- Council cannot be certain about climatic conditions in the future which may impact on a number of aspects for riders including safety in remote areas such as Kawhaka, combined with frequency of high rainfall events. This will require further consideration of health and safety, wet weather route(s), cell phone coverage and fore-warning processes.
- Another risk is safety on shared road carriageways due to the posted speed limit and lack of adequate shoulder width combined with road crossing points. The predicted increase in rider numbers means that the risk factor also increases.
- A risk/hazard generic overview was carried out by Golder Associates in July 2019 to cover the main types of risk identifiable and described in the report West Coast Wilderness Trail User Risk Assessment. This was a high level overview and non-specific due to levels of funding available for the overview. A separate letter/report was also prepared by Golder Associates dated 26th July 2019 for the Cowboy Paradise causeway damage that occurred in the 26th March 2019 rainfall event. This document was titled “Cowboy Paradise Causeway Embankment – Imminent Hazard to Members of the Public”. In addition to those presented in the document the current format of bollards also places undue risk on riders due to their lack of visibility in all lights, at any time of day.
- Other risks considered relevant are landowner reconsideration of land use for trail occupancy in the future, waterway hazards, poor social media posts about rider experience, trail quality deterioration and reduction or loss of ongoing financial support for a Trail Manager and enhancements.
- Council, and by association the Trail Trust has the risk of reputational damage due to any poor customer experience, as may the Trail Partners themselves.



Figure 4: Nga Haerenga Cycle Trail Logo

SECTION 2: INTRODUCTION

The purpose of this Activity Management Plan (AMP) is to outline and summarise the Westland District Council’s strategic management and long-term approach for the provision and maintenance of its cycle trail. This asset is currently recognised as 133km cycle trail between Greymouth and Ross. (Part of the trail is located within Grey District Council, however Westland DC is identified as the ‘owner’ of the entire trail for all MBIE affiliations.)



Figure 5: Map of West Coast Wilderness Trail

2.1 Purpose

This AMP demonstrates responsible management of the cycle trail assets on behalf of customers/users and stakeholders and assists with the achievement of strategic goals and best practice management for compliance. This AMP combines management, financial, engineering and technical practices to ensure that desired levels of service are provided at the most affordable long-term cost to the community and is delivered in a sustainable manner.

The provision of a cycle trail service is a relatively new deliverable for council and is considered to be a strategic asset. It is achieving high value outcomes for tourism and promoting the district and region. Council undertakes the planning, implementation and maintenance of the trail to assist in promoting the economic, social, environment and cultural well-being on behalf of the communities and users.

2.2 Description of Assets & Services

Westland District Council is recognised as the official trail owner of the 133 km cycle trail MBIE for both the Grey District and Westland District.

Maintenance and enhancements of the trail within each district are the responsibility of the respective council. A verbal agreement/understanding is in place between these parties but this has not been documented.

The trail has been designed to predominantly comply with the New Zealand Cycle Trail Design Guide which was recently updated August 2019 (5th edition). There are some sections requiring enhancement in the future to meet compliance where this is not currently achieved.

The trail includes on-road sections (46% covering both sealed and unsealed, and private roads that are generally unsealed). The remaining 54 % is described as single track off-road. There are two sections of off-road that remain the ownership of a third party (Department of Conservation) at Lake Kaniere Water Race and Māhinapua Walkway. This includes the bridges and structures listed in the relevant priority project forms in Appendix C.

Some assets on the trail alignment are owned and maintained by other third parties, such as Trustpower, and these remain integral critical assets for the success of the trail.

Data relating to the cycle trail is held in Council's asset management system AssetFinda and has only recently been registered in this system. Further validation and inputs are required to fully populate the system and assets such as culverts that have yet to be populated.

Trail use is measured with fully electronic counters capable of identifying the difference between riders and pedestrians and the direction of use. This data is measured against physical on-site surveys twice a year that further defines the origin of the rider, time being spent on the trail and investment made to undertake the ride. There are currently seven operating counters.

The cycle trail assets are broken down by the following components:

| |
|---|
| Cycle Trail Asset Group Components |
|---|

| | |
|---|---|
|  | 62 km of roads, (23km sealed and 39km unsealed, including private (entire trail) |
|  | 71.8 km of single track off-road (entire trail) |
|  | 28 bridges and major structures (WDC only) |
|  | XX Drainage and culverts (WDC only) |
|  | 34 minor structures (seats, bollards, rails, cattle stops, trail counters, shelters) (WDC only) |
|  | 304 Signs (WDC only) |

Table 2: Cycle Trail Asset Components

All capital projects are considered to be Level of Service (LOS) related as they are typically associated with safety and meeting minimum standard compliance. There is no expectation at this time to increase services for growth, however in some new trail sections it will be necessary to construct to a shared-path width of 2.2m to 3.0m due to expected rider numbers.

2.2.1 Single Track Trail

Single track off-road trail sections have varied construction technique depending on the nature of ground conditions at the time of development. Some areas required geotextile cloth, netting and corduroy construction whereas in other places the trail was built on natural soil. The latter is a significantly cheaper construction option but more prone to early failure if ground conditions deteriorate over time with the high rainfall experienced on the West Coast.

The trail is renowned for its high quality well-compacted top coarse finish using Hokitika quarry pit AP 20 crushed gravel that has excellent binding characteristics for a smooth ride.

2.2.2 Drainage

Drainage assets such as culverts and concrete swales have yet to be captured in the database and there is occasional need to install new mini culverts when upstream

channels change and cause a nuisance effect on the trail. This includes water ponding on inside curves and in high ground water zones. Culverts are typically of concrete construction for large pipes greater than 600mm diameter. Materials such as PVC or Farmboss are used for anything smaller.

2.2.3 Bridges/Boardwalks

There are a variety of bridge types on the trail including suspension bridges, concrete deck, steel and timber. Currently 28 bridges have been identified in the database. This does not include Grey District Council structures. Full details of these structures has yet to be completed for each item.

- There are two significant major railway timber bridges located at Tōtara and Māhinapua. These are both Howe truss bridges and owned by Westland District Council and Department of Conservation respectively. Further major maintenance is required on the Tōtara Bridge whereas the Māhinapua superstructure was upgraded in 2018 and 2019. The running deck on the Māhinapua rail bridge is ownership and responsibility of Westland District Council.
- There are also Trustpower bridge structures at Kawhaka stilling basin and Hurunui Jacks that are critical assets for the cycle trail.

Another 12 bridges owned by Department of Conservation are located on the Kaniere water race and not included in the database for costing, as well as various bridges and boardwalks on the Māhinapua shared path section. Some of these structures have been identified as either high or medium risk to trail users and have been included in the capital programme for review.



Figure 6: Mahinapua Bridge 2016, prior to upgrade in 2018

SECTION 3: STRATEGIC DIRECTION

Strategic direction provides overall guidance to Council and involves specifying the organisation’s objectives for developing policies and plans to achieve these objectives and allocating resources and support for implementation. The cycle trail strategic direction has been set using a number of government support agencies’ inputs such as the NZ Cycle Trail Strategic Framework, Regional Land Transport Plan and Westland District Council’s 30 year Infrastructure Strategy.

3.1 Our Goal

Westland District Council will continue to manage cycle trail activities to ensure we are growing New Zealand by providing an outstanding cycling journey.

3.2 Contribution to Community Outcomes

The Thirty Year National Infrastructure Plan, August 2015 sets out a vision that: “By 2045 New Zealand’s infrastructure will be resilient and coordinated, and contribute to a strong economy and high living standards”. The cycle trail is performing very well in supporting the economy with new businesses being created and existing businesses such as accommodation suppliers having a high number of bed nights, including off-season.

3.3 Infrastructure Strategy

Council’s Infrastructure strategy reports on the assets needed to support its water supplies, wastewater, stormwater and transportation activities. The purpose of the 30 Year Strategy is to ensure that the creation, operation, maintenance, repairs and replacement of assets is managed in the most cost-effective manner and provides the appropriate level of service to meet the needs of present and future residents and visitors. In this context the cycle trail is considered as a transportation and recreational facility.

3.4 Financial Strategy

The financial strategy outlines Councils financial vision for the next 10-20 years and the impacts on rates, debt, levels of service and investments. Council will review this format and the reportable limits in late 2020.

3.5 Key Issues

Council has used business case principles to determine key issues for transportation and will use the same principles for determining cycle trail issues due to their close alignment. There has not been any formal work carried out yet for developing strategic issues or problem statements however this is understood at a basic to intermediate level by the trail owner.

The maintenance programme requires capable contractors to carry out cyclic maintenance with resource, equipment and availability. Sometimes at short notice due to weather impacts.

| Key Issue | Discussion |
|---|--|
| Road safety in some sections is compromised due to traffic speed, increased volume in the peak season and rider’s skill sets. | Rider number increases are evident and there are at least two sections of on-road that have been prioritised for off-road realignment. The final costs and alignments have not been confirmed, nor has appropriate funding sources. The image of the trail would be severely impacted if there was any reports of rider injury or death on these sections of trail. |
| Funding availability | There is no major investor for the cycle trail and basic maintenance is covered by general rates from each of the two councils. These costs are |

| | |
|--|--|
| | currently manageable but need to be challenged due to the condition imposed by MBIE that no rider shall be charged for use of the trail. Projects can be co-share funded by MBIE with a local share required which is a challenge to secure from each of the two councils. |
| Cycle Trail ownership and management structure | The trail has had three iterations of governance since its inception and Council recently adopted the latest format including a Sub-Committee of Capital Project with its own Terms of Reference. |
| Land owner expectations | The aesthetically higher value sections of trail are generally within Department of Conservation estate, however there is no rating revenue or other funding provided by this party. The agreement between DoC and WDC states that any new trail or new structures will become the ownership of WDC. Current alignments and structures remain the ownership of DoC. There are other sections of trail have agreements and/or easements that may expire at the end of their 10/20/30 or 50 year term. |
| Lack of formally procured maintenance contract | The contract for cycle trail maintenance would best aligned with a separable portion in the Transportation contract to ensure best value for money deliverables and for work scheduling, especially increased maintenance need after severe weather events. |
| Natural hazard events resulting in disruption to trail users and business. | Due to some sections of the cycle trail being in remote high country parts of the Westland district they are quite prone to damage from severe weather events such as cyclone and rainfall. Some sections of the Grey District are at sea level and the effects of sea level rise and low-weather fronts may impact on rider safety and trail accessibility in the future, while in the mountainous section higher rainfall is being experienced causing unpredicted damage. Trail closures due to weather events may result in loss of revenue to accommodation places and shuttle services and increase risk to users. |

Table 3: Key Issues

3.6 Prioritisation

Neither Council nor the Trail Trust can afford to undertake all work at once due to both resource and financial constraints. This also impacts on future planning and timeliness of deliverables to ensure that trail users can have the best quality experience during their visit. Prioritisation of work is therefore based on the following factors:

- Public health and safety
- Compliance with best practice
- Agreement conditions
- Co-funding opportunities
- Benefits and risks
- Strategic fit

Council generally prioritises workflows relating to mandatory requirements (e.g. statutory compliance and health & safety) at a higher level, then discretionary activities. There is however greater challenges for some proposed trail development with financial implications and landowner access issues.

SECTION 4: KEY LINKAGES

There are many factors that influence how Council manages and further develops this activity. They include legislation, regulations, strategies, policies and standards and there is a need to ensure that the AMP is consistent with all these where necessary. It is also important to ensure that this document aligns with the Council vision and desired community outcomes/goals.

4.1 Legislation

There is no key legislation that directly influences how the cycle trail must be managed or operated, however there are key documents and agreements that bind parties for who and how these deliverables and standards should be met as best practice. The ability to meet this criteria is generally crucial to enable funding sources to be accessed to support the trail operations and enhancements.

| Key Legislation | Relevance/Implications for Cycle Trail |
|---|--|
| Building Act 2004 | As the owner of various infrastructure requiring building consents Council has responsibilities under this Act to ensure that: <ul style="list-style-type: none"> • Building works comply with the Building Code; • Structures are safe and pose no health risk to users |
| Health and Safety Act 2015 | Health and Safety legislation and associated regulations requires that the PCBU has an obligation to ensure that staff and contractors are kept safe at work. Also notes that this responsibility is shared as staff and contractors also have a duty of care. Ongoing changes to this act and associated new regulations mean that health and safety measures will need continual improvement and monitoring. |
| Local Government Act 2002 | This Act requires local authorities to: <ul style="list-style-type: none"> • Prepare a LTP, at least every three years, including WDC's activities and financials for all activities and service areas. |
| Resource Management Act 1991 | Describes Council's responsibilities to protect natural resources including land, air, water, plants, ecology and stream health. This includes avoiding, remedying or mitigating any adverse effect on the environment. |
| Te Tiriti o Waitangi - Treaty of Waitangi | Agreement between Māori and Crown signed in 1840. Section 4 of the Local Government Act 2002 requires local authorities to 'recognise and respect...the principles of the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to local government decision-making processes.' Sections 77 and 81 outline in more detail the expectations in terms of seeking contribution and involvement from Māori in consultation and decision-making processes. |
| Walking Access Act 2008 | Requirement to provide free, certain, enduring and practical access to the outdoors, particularly for walking and cycling. |

Table 4: Key Legislation

4.2 Key Planning, Policies & Strategies

There are a number of important documents and agreements that influence the operation of the trail ranging from land access easement agreements, New Zealand Cycle Trail Inc Strategy, MBIE partnership and partnership with Grey District Council. Another key relationship is the ongoing purpose and role of the West Coast Wilderness Trail Trust and a Trail Manager.

| Key Policies/Plans/Strategies | Relevance/Implications for Cycle Trail |
|---|--|
| NZ Cycle Trail Strategic Framework | Sets national strategy guideline for all NZCT Great Rides |
| NZTA Bridge Inspection Policy | Identified as most practical document for inspection criteria |
| NZTA Strategic Assessment | Outlines why we should be investing more in cycling and more active transport choice with partners and stakeholders. |
| Te Tāwiri a Te Makō, Lake Māhinapua Management Plan | Management Plan prepared by Ngāi Tahu with vision to recognise the historical and ongoing cultural significance of Māhinapua. |
| West Coast Cycling Strategy 2019 | Independent review to investigate linking the regional trails together and better connect, integrate and fund the network of trails. |
| West Coast Regional Council Land and Water Plan 2014 | Applies rules and conditions to various activities concerning the Region’s lakes, rivers, groundwater, wetlands, geothermal water and river and lake beds. |
| West Coast Wilderness Trail Strategic Plan 2019 | Strategic statement that links with NZCT framework and shows commitment to compliance with the national goals and vision. |
| WDC Asset Management Policy 2019 | Outlines the approach to be taken by WDC when preparing or developing Asset or Activity Management Plans. |
| WDC Consultation Policy 2005 | Defines what WDC considers to be consultation and what is not, outlines WDC’s consultation principles and the types of consultation Council may undertake. |
| WDC District Plan (operative) | Provides a regulatory process for implementing policies prepared under Councils LTP and Activity Management Plans under the Resource Management Act 1991. |
| WDC Financial Strategy | Sets out how Council funds its activities, projected debt levels and management of investments. |
| WDC Infrastructure Strategy | Shows the current and expected upcoming key infrastructure issues and significant projects and expenditure for the next 30 years. |
| WDC Long Term Plan | Required document under Local Government Act, section 93. Contains financial forecast statements for each activity (including wastewater) over the ten-year period. |
| WDC Procurement Policy 2018 and Procurement Strategy 2018 | Defines WDC’s approach to the procurement of goods and services to support the community in an affordable and efficient manner and provides a standardised approach to procurement for all departments. |
| WDC Risk Management Policy 2011 | Policy about how to appropriately address and manage organisational risks. |
| WDC Significance & Engagement Policy 2019 | Lists Council’s Strategic Assets and contains a framework for defining what decisions are considered to be ‘significant’ so the appropriate level of community engagement and/or consultation can be undertaken. |

Table 5: Key Policy & Planning Documents

4.3 Key Industry Standards and Strategic Studies

There are a number of historic regional strategies that are considered out of date but also two recent strategies released within the past 6 months. These documents include:

| Key Industry Standards/Guidelines | Relevance/Implications for Cycle Trail |
|--|---|
| Golder Cowboy Paradise Causeway Embankment, July 2019 | Provides risk commentary statement on priority remedial and action plan needed as a result of major weather event. |
| Golder User Risk Assessment 2019 | Generic evaluation of risk types and zones to be considered for future remedial work to remedy or mitigate issues. |
| Grant Thornton NZ Ltd Independent Assurance Trail Project Report 2016 | Specific statement about organisation review with its findings reported on staffing, skillsets, external inputs, finance and other management shortfalls related to the trail development pre 2016 |
| International Infrastructure Management Manual (IIMM) 5 th ed. 2015 | Builds on previous versions of the IIMM and integrates with ISO 55000 to provide greater guidance on: <ul style="list-style-type: none"> • Developing a business case for asset management and key success factors • The Strategic Asset Management Plan (SAMP) and Policy • Setting of asset management objectives • Risk management • Asset management leadership and communication • Operational strategies and planning • Establishing and maintaining the Asset Management System • Information management • Asset Management Maturity • Asset management performance measurement and auditing • Assessing and managing infrastructure resilience |
| IPWEA Practice Note 1 Footpaths and Cycleways (2014) | Condition Assessment & Asset Performance Guidelines |
| New Zealand Cycle Trail Design Guide (5 th edition) 2019 | Design and construction Guidelines for best practice |
| New Zealand Standard 3910:2013 | Conditions of Contract for Building and Civil Engineering Design |
| New Zealand Standard 4404:2010 | Provides criteria for design and construction of land development and subdivision infrastructure |
| New Zealand Standard HB 8630:2004 | Specifications for design, construction and maintaining tracks and outdoor visitor structures |
| West Coast Regional Walking and Cycling Strategy 2009 | Document is outdated, but has some core values and base information from early planning |
| West Coast Sport and Active Recreation Spaces and Places Strategy 2020 | New document with a regional focus, unfortunately lacks much reference to the cycle trail |
| WCWT Communication Plan | (Under development, as part of Business Case approach) |
| WCWT Economic Assessment 2018 | Summary of local and regional benefits |
| WCWT Economic Impact 2016/17 | Financial summary and comparisons with other trails |

Table 6: Industry Standards & Strategic Studies

SECTION 5: LEVELS OF SERVICE

A key objective of this AMP is to match the levels of service provided by this activity with the agreed expectations of our customers and their willingness to pay for that service. These levels of service provide the basis for life cycle management strategies and works programmes identified in this Plan.

5.1 Our Levels of Service

The current levels of service are outlined in the Westland District Council Long Term Plan 2018-2028. Performance against the relevant KPI's is reported quarterly to Council and in each years' Annual Report. These measures require review and amending to better report on agreed standards for level of service, including service request action and measuring trail defects to define acceptable limits.

Levels of service can be tactical, strategic or operational and align with current industry standards.

Any proposed levels of service change, or to performance measures, are consulted on as part of the Long Term Plan process.

5.2 Proposed Performance Measure Changes

It is important to align future measures with the specific targets of New Zealand Cycle Trail Inc. This will ensure reporting is not any more diverse than required and the targets can be aligned with national standards to enable comparative and relevant assessments.

The WCWT Performance Measures were first introduced for the 2015-2025 LTP after Stage 1 trail official opening in November 2013. It is intended that levels of service be reported as both 'customer' and 'technical' outcomes as they are focussed on different audiences.

5.3 Levels of Service Performance and Analysis

5.3.1 Safety

There is no historical data for trending of serious or minor injury crashes or injuries sustained on the trail. The target is for the trend to remain static as more sections will be taken off-road in the future.

The likelihood of a minor incident occurring on a narrower off-road section may actually increase due to the increase in rider numbers and potential points of conflict or lack of rider skill set. This is not seen as being a serious safety concern at this point in time. Reducing the length of on-road trail will also minimise the likelihood of any serious incident between rider and vehicle and thereby improve level of rider experience. The level of service would therefore be improved, subject to adequate funding to build to the best standard and then safety outcomes will remain static.

5.3.2 Resilience

Specific sites that Council considers to have a high risk of failure or damage are inspected and attended to as necessary, primarily in response to severe weather warnings and events.

Whilst the level of service has been consistently met in the past changes to contractor relationships and reporting combined with an increasing number of warnings and events means that this is not a good measure of the performance of the trail. This should be considered for updating to more relevant measures such as, “The number of instances where trail closure occurs and number of trips impacted” combined with rider satisfaction surveys.



Figure 7: Milltown Causeway Damage March 2019

5.3.3 Trail data

There were consistent errors with early trail counters between 2013 and 2017 due to infra-red false readings. Most of this early data has therefore been discarded.

An improvement in trail counting ensued in 2016 after 2 TrafX counters were purchased and installed as underground units. While these counters gave more reliable data outputs they are no longer in use but held at Council’s office. They could be used for any future additional sites to be counted as short-term monitoring at any specific location.

More recently in February 2018 Eco Counters from “Be Counted” were installed at 3 sites and a further 3 counters installed in October 2018, with the latest single unit install at Kawhaka in March 2020. These units were all sponsored by MBIE and data is available live daily on the Eco Visio web. This information is available to any approved system user. Where cell coverage is not available from a site, namely Lake Kaniere and Kawhaka the data is imported monthly by physically visiting the site and accessing the data remotely.

There are now a number of competitive and leisure events on the trail in different locations typically involving between 100-400 participants between Kumara and Greymouth, but also including Ross to Greymouth for the annual “Ride the Wilderness”. These events typically finish in Greymouth so disproportionate trail user numbers can be reported over the various trail sections on those days. The level of service for these riders has always been described as excellent, with the exception of one section, being the Kaniere Water race when the waterways were flooded and overtopping the trail.

The trail user numbers clearly show classification into urban, rural and wilderness categories. Sections at both Karoro, Greymouth and Hokitika-Kaniere Tramway, Hokitika are termed urban. In the winter time they account for 73% of the total trail users and exceed 50% pedestrian count. Other remote wilderness trail sections have more than 80% cyclists in the summer so these numbers are very disparate

when compared with the commuter sections. The service level for these users is excellent.

The effect of daily cycle tour numbers from companies are evident in the summer season and it is also recognised that the Tour Aotearoa 3,000km event from Cape Reinga to Bluff every two years will contribute to giving unbalanced data during February and March while this organised ride traverses the trail.

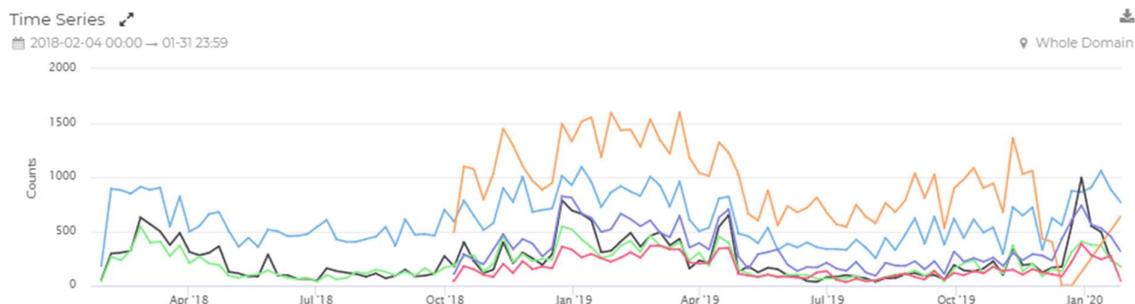


Figure 8: Quarterly Trail Count Data - April 2018 to January 2020

5.3.4 Suitability of Levels of Service

New appropriate levels of service are required to ensure that strategic problems are able to be tracked and reported on. This criteria is based on the MBIE requirements and in addition to this a trail maintenance and performance level of service is also required to ensure the travel quality and aesthetics of the cycle trail network is managed at a level appropriate to the importance of the visitor/trail user skillsets for a Grade 2/3 trail and that satisfies the communities expectations.

We will know this level of service is being met when customer service requests relating to the trail network and activities are completed on time. This will be measured in the maintenance contractor's 'compliance with fault response time' requirements and the percentage of non-critical requests assigned to Council staff which are attended to within a defined closure period e.g. 10 working days.

The current reporting system is NCS service request system. The system has previously not been very well used for monitoring requests about the trail. It is not currently possible to lodge a specific service request for the cycle trail online.

Levels of Service – West Coast Wilderness Trail

| Current Level of Service | Current Target/ Desired Outcome | Technical Performance Measure (i.e. how this is measured?) | Commentary |
|------------------------------|---------------------------------|--|---|
| The cycle trail is well used | 10,000 per annum | Numbers using the trail | This measure is inappropriate and the numbers have already been exceeded by trail counter numbers. There is no continuous practical way to determine where riders get on and off the trail, or how long they have been on the trail. New measures and targets need to be measurable and meaningful. |

Table 7: Performance Measures for Current Levels of Service

| Level of Service | New Target/ Desired Outcome | Technical Performance Measure | Rationale for Proposed Changes and New Measures |
|--|---|---|--|
| Positive user experience that meets customer expectations | Customer led in all decision making based on user reporting of outstanding experiences by 2021 | <ul style="list-style-type: none"> Net Promoter Score (NPS) remains >70 No fewer than 200 customer feedback surveys per annum Annual WOF completed and any identified safety and maintenance issues fixed promptly. | To align with NZCT Strategic Focus 1 – User Experience |
| Outstanding cycle experience that is sustainably managed over time | Ensure governance and management capability to achieve and sustain outstanding cycling experience by 2021 | <ul style="list-style-type: none"> 5 Trail Trust meetings per annum Part-Time Trail Manager in place Effective governance and trail management structure in place | To align with NZCT Strategic Focus 2 – Capability |
| | Demonstrate resources are available to achieve and maintain outstanding user experience by 2021 | <ul style="list-style-type: none"> Funding availability confirmed in LTP and AP | To align with NZCT Strategic Focus 3 – Sustainability |
| Cycle trail is well known and well used | Grow awareness and desirability domestically and internationally | <ul style="list-style-type: none"> Trail usage grows by at least 10% per annum | To align with NZCT Strategic Focus 4 – Promotion |

Table 8: Proposed Future Performance Measures and Levels of Service

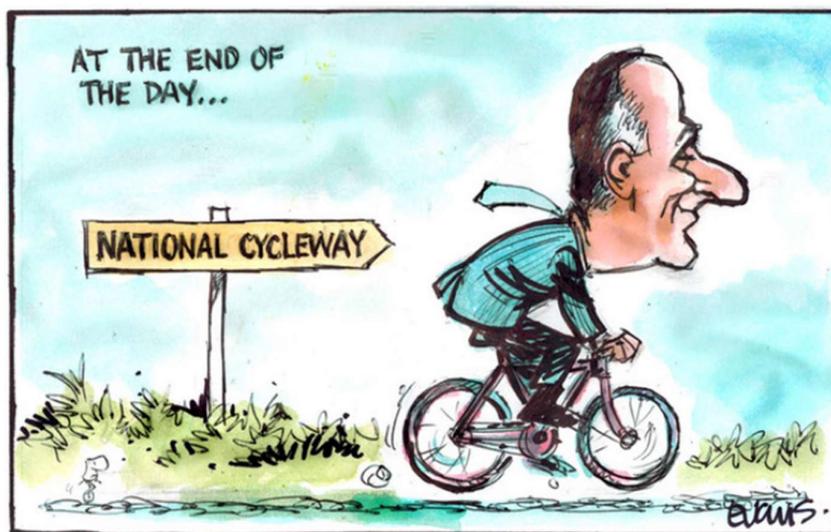


Figure 9: "At the End of the Day" Cartoon by Malcolm Evans

(Ref: DCDL-0035212, Alexander Turnbull Library, Wellington New Zealand. /records/37758534)

5.4 Service Interruptions

Resilience

The Infrastructure Strategy states that both physical and system resilience are crucial. This means:

- Design and construction standards (where cost effective) ensure infrastructure is able to withstand natural hazards and long-term changes in circumstances such as those resulting from climate change.
- Organisations and networks of organisations with the ability to identify hazards must share information, assess vulnerabilities and plan for and respond to emergencies.
- Acknowledging the value of adaptability and redundancy in the network to improve business confidence.

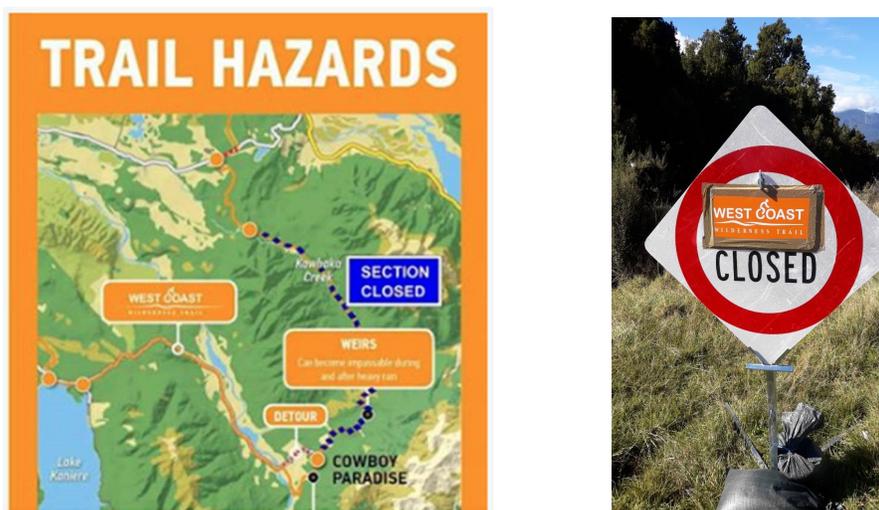


Figure 10: Trail Closure Notices

5.5 Customer satisfaction

Market research surveys are conducted throughout the year and reported as a Net Promoter Score (NPS). It is a prerequisite for all Ngā Haerenga Cycle Trails to provide at least 200 customer feedback surveys each year and for WCWT to maintain a Net Promoter score of 70+. This criteria is currently met and exceeded by the current Trust and Trail Manager with an average rolling annual NPS of 88 versus NZCT 76. The Trail Trust has set its own rider experience standard in its draft 2019 Strategic Plan at 300+ customer feedback surveys per annum and Minimum Net Promoter Score at 90+

Targets have also been set for trail audit outcomes in the future:

| | 2018 | 2019 | Target (1-3 Yrs) |
|------------------------|------|------|-------------------|
| Trail Experience | 3.9 | 4.0 | 4.25 |
| Information & Services | 3.38 | 4.0 | 4.2 |
| Ownership & Governance | 3.7 | 4.0 | 4.6 |
| | 3.72 | 4.0 | 4.35 |

Table 9: Trail Trust's Strategic Targets

5.6 Complaints

The nature of rider complaints generally relate to immediate trail fixes required where deterioration has occurred to the trail surface or signage. These complaints are registered in a number of ways and not always directly to Councils NCS customer service request system. There is currently no formal process for reporting trail damage into the councils NCS system and the current contractor does not have access to this database. There is therefore no direct reportable level of service for maintenance of the cycle trail.

Other areas of complaint or improvements are reported in the monthly dashboard report from MBIE collated from rider's feedback. This activity is under the descriptive ***"What might have made the experience more enjoyable"*** with key items reported including;

- less road riding
- more food and coffee options
- other options near Cowboy Paradise for accommodation
- more info boards and improved signage in places

These will continue to be aspirational levels of service and need to be formally documented for action if there is a desire to work towards continuous improvement with affordable inputs and outcomes.

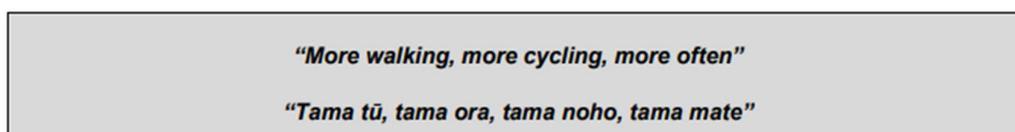


Figure 11: Walking and Cycling Vision Statement from WCRC Walking & Cycling Strategy

SECTION 6: OUR CUSTOMERS AND STAKEHOLDERS

6.1 Stakeholders

There are many individuals, organisations, land owners and operators that have an interest in the management and/or operation of Councils assets and activities. Council has a Significance and Engagement Policy which is designed to guide the expectations with relationships between Council and community.

The Policy, under LGA section 5 considers the West Coast Wilderness Trail to be defined as a Strategic Asset. That is, it needs to retain it if it is to maintain the capacity to achieve or promote an outcome that it determines to be important to the future well-being of the community. Significant changes to the trail therefore require public consultation.

6.2 Consultation

6.2.1 Consultation by Westland District Council

Council has previously had very little direct consultation with the Westland ratepayer public to gain an understanding of current and future customer expectations and preferences. It did however seek community input during the original inception process.

Council's knowledge of customer expectations and preferences is therefore currently based on:

- feedback from on-site customer surveys and online surveys
- analysis of customer service requests and complaints
- feedback from staff / customer contact

In the future it is intended that further knowledge be gained by:

- consultation on Annual Plan and Long-Term Plan processes
- public meetings
- ongoing staff liaison with community organisations, user groups and individuals

6.2.2 Consultation by Trail Trust & others

There is regular consultation carried out by the Trail Trust and Trail Manager while undertaking satisfaction surveys through on-line marketing and physical surveys. An annual Market Research Survey Report was prepared and released in August 2017. This report focussed on determining the demographic profile of riders, what attracted them to ride the trail, how they rode it and feedback on their experience. It also provided an insight into the economic benefit of the trail to the West Coast.

It is also a requirement of all Ngā Haerenga Great Rides to individually report to NZCT annually with a minimum of 200 customer feedback surveys. This number was surpassed by WCWT with the greatest number of completed surveys out of all trails nationwide.

There is also a monthly update with statistics comparison for West Coast Wilderness Trail to all other NZCT trails for both 'last month' and 'last 12 months'.

Feedback about the trail can also be obtained from independent online tourism portals such as TripAdvisor:

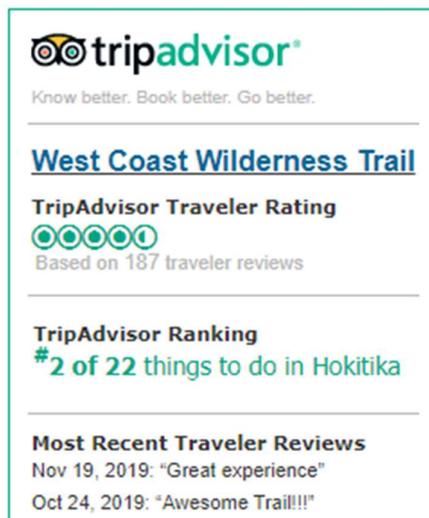


Figure 12: TripAdvisor Rating

6.2.3 Consultation Outcomes/Feedback

Snapshots from the annual West Coast Wilderness Trail Market Research Survey Report from August 2017 reveal the following insights:

The key findings from the inaugural survey of riders are as follows:

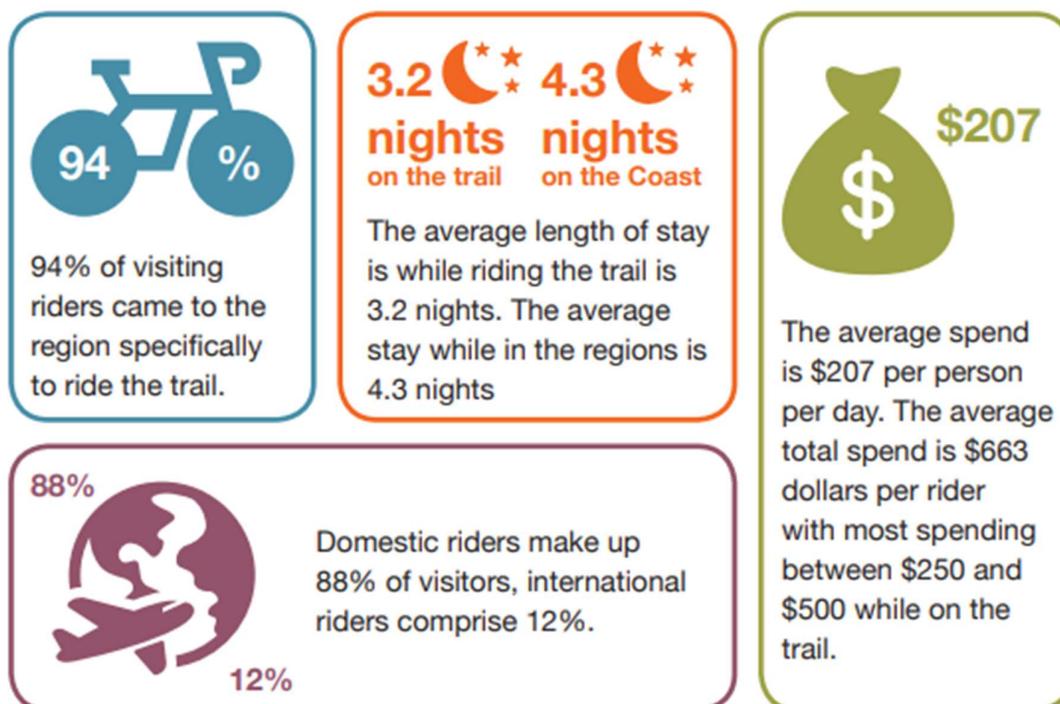
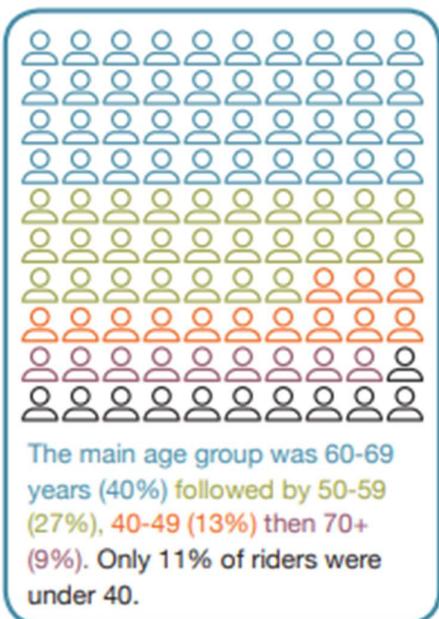
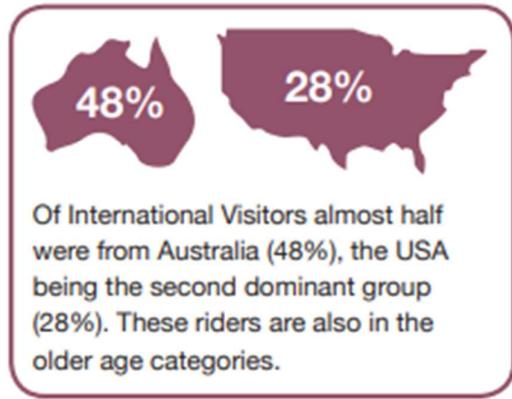
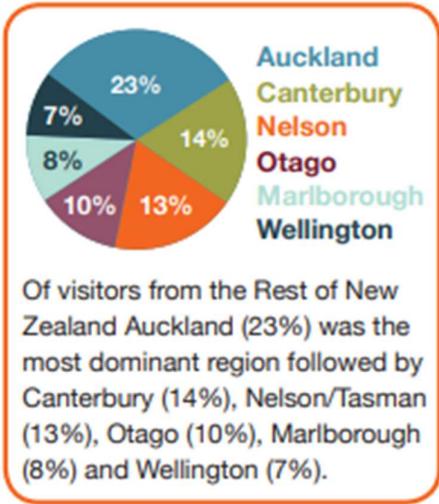


Figure 13: West Coast Wilderness Trail Insights Summary Data 2017




Of the total riders 7.9% are locals in the remoter section at Cowboy Paradise while 35% are local on the sections close to Greymouth. This provides an indication of recreational use of the trail by locals.

The 16% local use by riders is matched by the number of trail walkers.




Significantly large groups are proving a popular way to ride the trail with almost half the riders in groups of six or more.



Accommodation and food and beverage are the main areas of expenditure averaging \$282 and \$182 respectively. Of note is the low number and spend on "other" things outside the direct trail activities. This could be due to the focus being largely on the trail or a lack of activities (or knowledge of activities) available.

When compared to the national network of trails, the Wilderness Trail has:

- more riders coming to ride the trail (↑12 percentile points)
- a longer night stay in the area (↑ 0.6 nights)
- more people staying more than 2 days (↑14 percentile points)
- an older age demographic of riders.

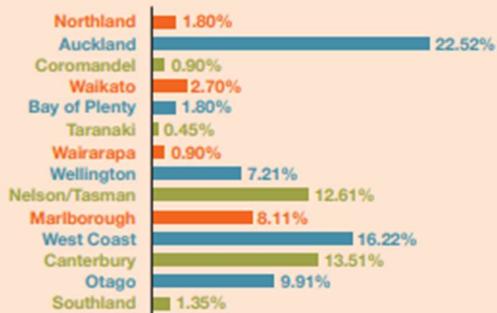
West Coast Wilderness Trail Insights Summary 2017



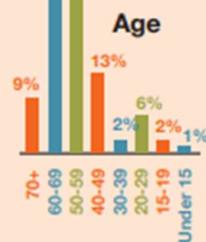
Total Expenditure



Origin - Domestic



Origin - International



Additional Visitors

up to
10,000pa

Length of Stay

on trail | on Coast
3.2 | 4.3

Spend per Rider

per day | on trail
\$207 | \$663

New Businesses

at least
5

Direct Economic Benefit

up to
\$6 million

Direct Business Investment

to date
\$7 million +

Direct Employment

30+ JOBS

Comparisons - New Zealand Cycle Trails v West Coast Wilderness Trail

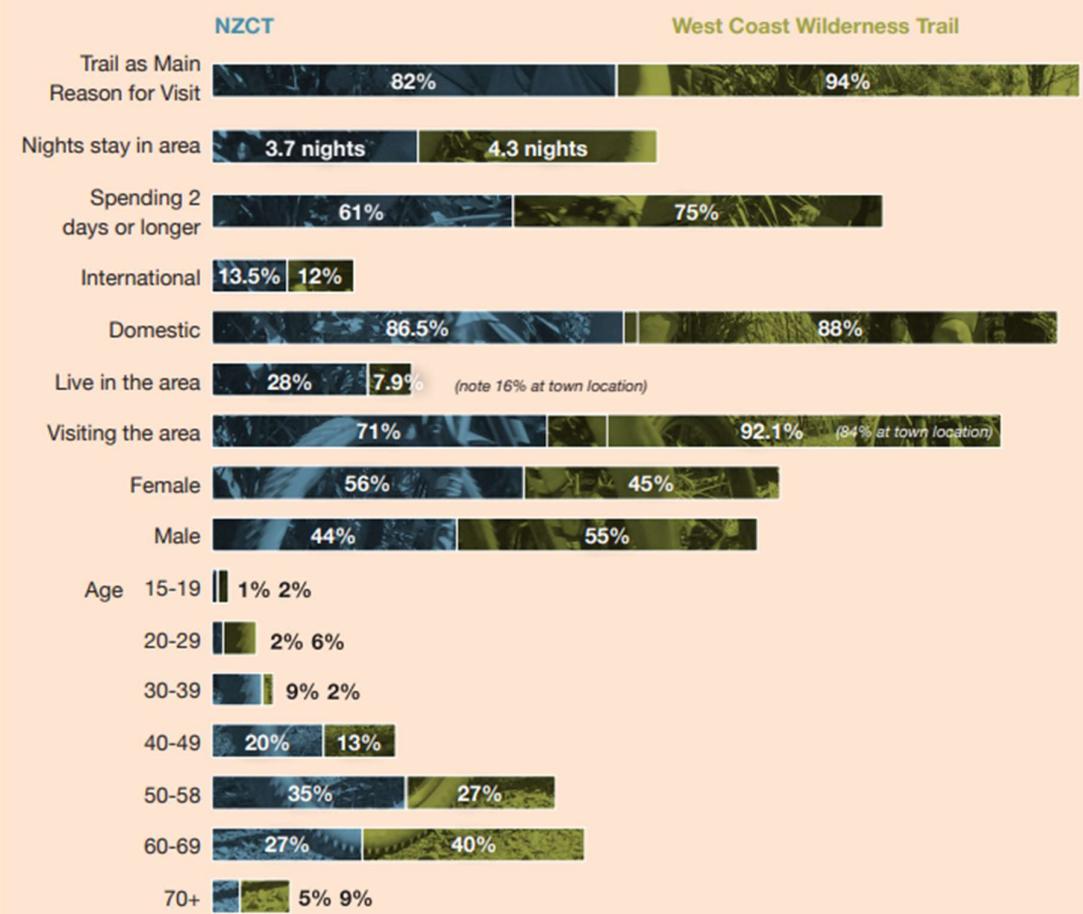
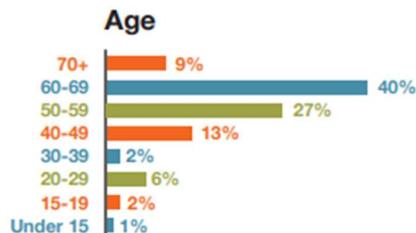
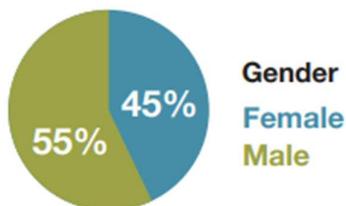
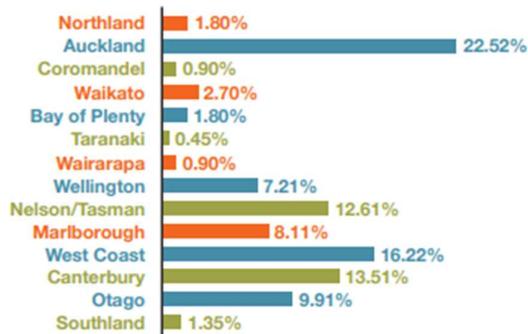


Figure 14: Comparison - New Zealand Cycle Trails vs West Coast Wilderness Trail

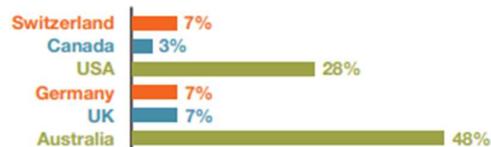
1. Rider Profile



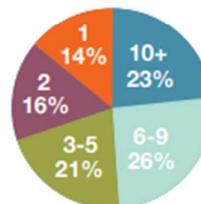
Origin - Domestic



Origin - International



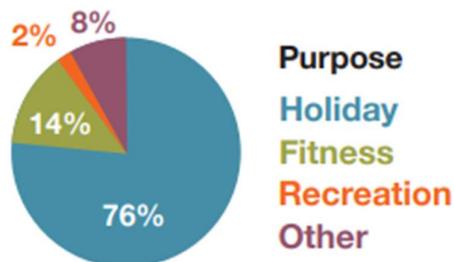
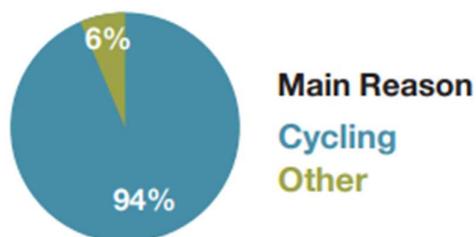
Size of Group



Makeup of Group



2. Choosing the Wilderness Trail



SECTION 7: CURRENT AND FUTURE DEMAND

This section provides an overview of key drivers of demand and what demand measures may be required in the future.

7.1 Demand Drivers

Through the West Coast Wilderness Trail Trust Strategic Plan 2019 it can be seen that the purpose is to provide an outstanding rider experience while creating economic growth to businesses and communities on the trail. This is measured with key performance indicators and will assist with benchmarking the key theme of increasing visitor and user numbers that utilise the trail.

Rider numbers on the trail continue to increase through higher tourist numbers from specialised riding tours and individual participation in the summer period.

There are obvious seasonal and weather influences that determine when highest demand is placed on the trail and that is evident in the unexpected downfall of riders for late 2019 due to 3 months of persistent rain. This trend was then reversed during late February until mid-March 2020 with Tour Aotearoa (TA) 2020 riders traversing this section of New Zealand. There was a further downturn of riders' impact in March and April 2020 due to Coronavirus (Covid-19) Lock Down.

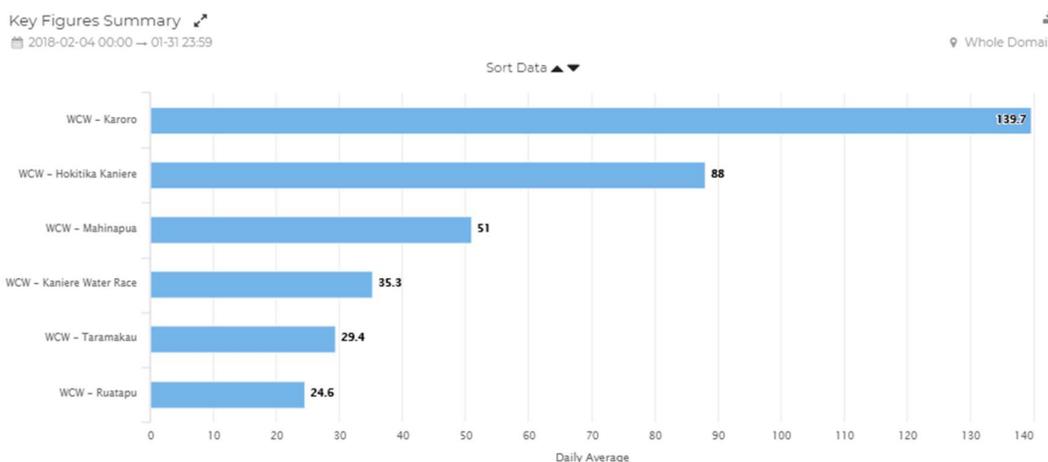


Figure 17: Daily Average Usage by Trail Section - February 2018

7.2 Assessing Demand

The future demand for services and accessibility to the cycle trail are likely to change over time mostly with positive trends.

This need for increasing demand on the related services associated with the trail can generate the need for additional infrastructure. This is likely to be predominantly in the areas of accommodation, transportation and eateries. There may also be at some point a demand to increase the standard of trail including widening at some locations and increasing the number of toilets and shelters.

7.3 Demand Management

It may be necessary in the future to modify customer demands for some services in order to respond to customer needs, deliver a more sustainable service, meet the strategic objectives including social, environmental and political as a well as to optimise the existing assets.

There is a proposal to increase off-season tourism numbers with marketing mechanisms and this will help to ensure that riders get the added value to more likely secure their desirable lodgings, transportation and quality wilderness experience.

Other constraints have been identified and documented by the Trail Trust and reported in the following table.

| | Major Constraints | Focus |
|-----------------------------------|--|--|
| Trail Experience | No High water route | Outside of our control |
| | On-Road riding required | Stage 1-3 plan established over 3 year plan |
| Information & Services | Need for more shelters | Application for MGR fund & alternative local sources |
| | Major accommodation issue at pinch point | Outside of our control |
| Ownership & Governance | Financial support for Trust OPEX | Key focus but difficult to impact significantly. |

Table 10: Identified Constraints

Managing and progressing the improvement process in most cases requires financial input and also investors for items such as major accommodation inception. The challenge for demand management in this instance is to form relationships with other parties and support any business case proposals. Further consideration is needed about this structure process as it does not directly fit with either Council or the Trust in their core business.

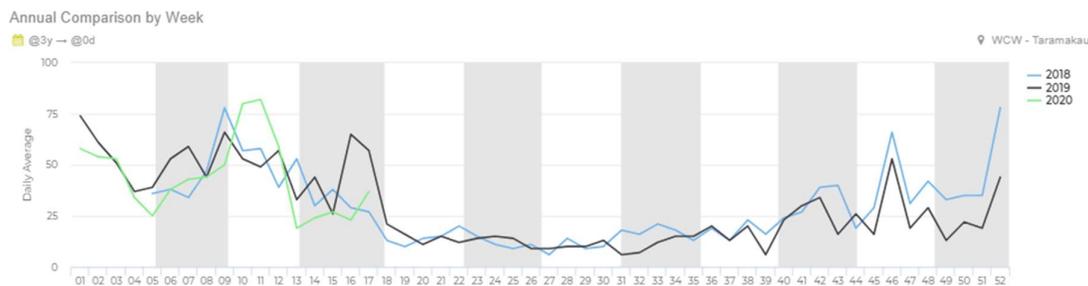


Figure 18: Taramakau Trends - COVID-19 Level 4 Lockdown vs Same Time in 2018 & 2019

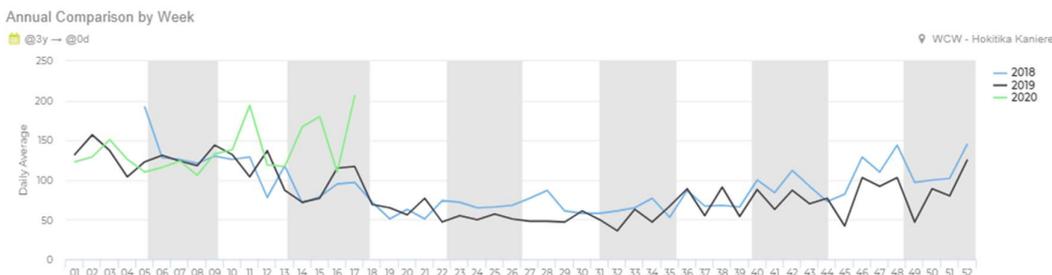


Figure 19: Hokitika-Kaniere Tramway - COVID-19 Level 4 Lockdown vs Same Time in 2018 & 2019

SECTION 8: LIFECYCLE MANAGEMENT

This section summarises how Council plans to manage each part of the lifecycle for this activity.

Lifecycle cost is the process of optimizing the life of an asset and its performance throughout its life, including creation, operation and maintenance, renewal and disposal.

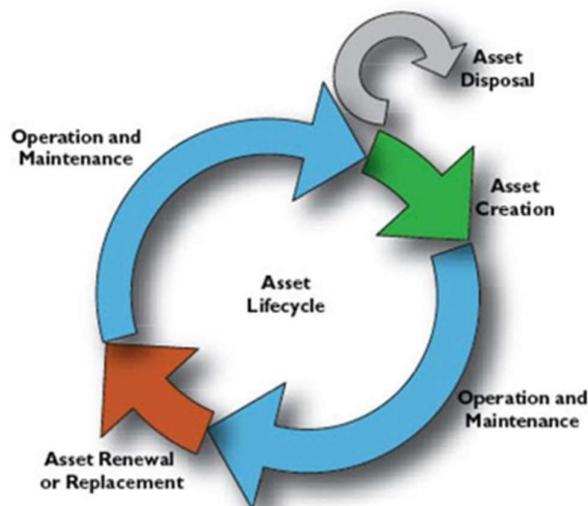


Figure 20: Lifecycle Management Process

8.1 Asset Condition and Performance

The majority of Councils off-road cycle trail is in good to excellent condition although no formal condition rating has been undertaken. The assessment is based on Council officer judgement when compared with other trail standards, user feedback surveys and personal knowledge.

The West Coast Wilderness Trail is required to be maintained to an acceptable standard as one of the Ngā Haerenga Great Rides and is an essential criteria to be eligible for funding assistance.

8.2 Operations and Maintenance

The trail is comprised of various surface types including sealed and unsealed surfaces with some sections of the trail existing prior to the conception of West Coast Wilderness Trail (formally known as Westland Wilderness Trail). These sections were primarily local roads and maintained by Transportation with NZTA co-share funding. They continue to be managed under the same process.

In some instances Council carries out the maintenance of private roads to ensure the riders experience is to an acceptable standard and to support the land owners' acceptance of riders traversing these sections. No formal agreements currently exist for this maintenance regime and are being further investigated for action.

There have been a number of significant weather events since 2015 where Westland experienced heavy rainfall which led to flooding, slips and resulting in both road and trail

closures. The most recent event in March 2019 saw a number of bridges and roads damaged costing \$2.6m in remediation work.

Structures require an appropriate inspection regime to be adopted and put in place. In most instances the relevant standard is adoption of the NZTA Bridge Inspection Policy.

8.2.1 Key Operational and Maintenance Themes

| Bridge Category of Inspection | Minimum frequency of inspection | Personnel involved (minimum requirements) |
|--|---------------------------------|--|
| Routine surveillance inspection | 1 year | Staff competent to identify and report on superficial faults that may occur. This should be an experienced bridge maintenance contractor or someone with relevant inspection / engineering qualifications. |
| General inspection | 2 years | Bridge Inspector |
| Principal inspection | 6 years | Bridge Inspector Principal inspections may include drilling of critical hardwood elements to assess the internal condition of hardwood timber elements. |
| Special inspection (for specifically identified issues, e.g. earthquake risk, subsidence etc.) | As required | As determined by Structural Engineer |

Table 11: Key Bridge Operational and Maintenance Themes

8.3 Asset Renewal/Replacement

The trail is very new and has many assets with different expected life cycles. Primary assets have lives ranging from 10 years for common assets, with structures and culverts having lives of 50 to 100 years (respectively).

| Asset Class | Life (yr) |
|---------------------------------|-----------|
| Bridge | 50 |
| Cattle Stop | 10 |
| Culvert | 100 |
| Cycle Trail | 30 |
| Fencing (Timber Bollard) | 10 |
| Furniture (Timber Seat) | 10 |
| Retaining Wall (Timber Barrier) | 10 |
| Shelter | 10 |
| Signage | 10 |
| Squeeze Bar | 10 |
| Toilet (Private Tui Loo) | 10 |
| Trail Counter (MBIE) | 10 |

Table 12: Lifespan of Cycle Trail Assets

Only structures are currently funded for depreciation and some sections of trail are already requiring some resurfacing after only 7 years. This does not include allowance for significant

weather event impacts where the asset, trail surface has been renewed prior to the expected original life.

There is currently no data comparison to compare various Ngā Haerenga trails asset management processes to identify potential peer standards.

In principle the transportation network has a peer assumption of 6.9% resurfacing for roads per annum which would indicate that there may be a need to resurface and compact up to 5km per annum of off-road over the entire cycle trail, but realistically this is more likely to be 3.5% or 2.5 km/annum as the criteria is not directly correlated. It is most important that when resurfacing of the compacted gravel trail occurs that it is completed with a full-depth 100mm overlay as loss of top surface does occur over time and longevity is essential. The use of bidim cloth and netting during original construction also assists rapid repair as only the top surface is typically affected.



Figure 21: Trail Surface Damage

8.4 Asset Development

This section summarises future capital work requirements for this activity. Capital expenditure is required to create new assets or upgrade existing assets beyond their original design capacity or service potential.

General activity key issues are addressed in Section 3 and specific asset development issues are described in this Section.

Council is under increasing pressure to minimise its long-term debt forecast and keep rates rise to a minimum acceptable level. Council is focusing on delivering critical core infrastructure projects and maintaining its existing assets rather than providing new assets or improving assets that will require on-going maintenance and expenditure.

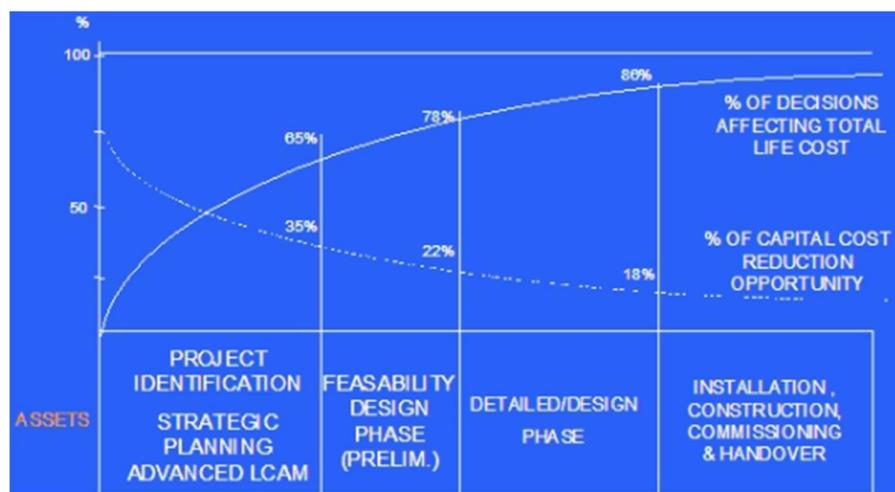


Figure 22: Model of Asset Development Process

Further enhancements were identified in 2016 with a 10 Year Plan that was workshopped with MBIE and priorities set at that time for future development. Since then the trail has progressed to a new level with 5 major projects completed as part of the 2016 Project Completion Plan to enable the trail to be formally recognised as Ngā Haerenga Great Ride.

Due to the need to find co-share funding to enable new trail development to occur there has only been minor projects undertaken since that time with limited Council funding contribution available.

Major projects that require funding for both safety and general improvement are:

- Lake Kaniere Road Stage 2 and 3 to take the cycle trail off-road for safety reasons; and
- Lake Māhinapua enhancements to take riders off Woodstock-Rimu Road and potential loop track.

Wilderness accommodation has also been highlighted as a potential future project to provide more service options for riders and elevate the trail further from “great” to “excellent” status.

8.5 Asset Disposal

Council has a formal process with a Policy on Asset Disposal. Any new or redundant assets are either created or disposed using a standard form. This currently requires follow-up action in both the AssetFinda database and a separate Finance process. It is recommended that in future this process be integrated with AssetFinda as the sole ‘point of truth’ for audit purpose.

In most situations assets are replaced at the end of their useful life and are generally in poor physical condition.

Council follows practices that comply with the relevant legislative requirements for local government when selling off assets.

There are no significant assets intending to be disposed of at the time of this AMP being written.

SECTION 9: FINANCIALS

This section provides a summary of the total value of the activity and investment that Council has planned to make over the next 30 years.

Council has a prudent financial approach to managing its assets and services.

9.1 Funding Sources

The cycle trail activity is currently funded through a number of sources, dependant on whether the activity is maintenance versus new capital.

Council's strategy is to maximise funding sources for all works that qualify for co-investment. It is not currently permissible to charge riders for the use and experience on the trail due to MBIE conditions and this requires further discussion and potential review for change.

9.1.1 Maintaining the Quality of Great Rides Fund

Since its recognition as an approved New Zealand Cycle Trail Great Ride a number of applications have been submitted to MBIE for Maintaining the Quality of Great Rides Fund. This funding has contestable rounds twice a year and requires the Great Ride organisation to contribute at least 50% of the total cost of the project. The maximum amount of government funding available for a project is \$300,000 and minimum is \$10,000. There are some exceptions to this criteria in exceptional circumstances where an extreme event means immediate or time-based action is required i.e. storm damage, flooding, single-event vandalism.

Westland District has accessed this exceptional circumstances funding on two occasions for severe flooding and storm damage, primarily at Kawhaka/Milltown but also Kaniere Water Line with minor recovery work also actioned and approved on the new Māhinapua trail section. These funds were sought and approved in 2015 and 2019.

9.1.2 Enhancement and Extension Fund

This fund provides up to \$6 million each year to approved applicants to extend or improve the New Zealand Cycle Trail. It requires a 3-stage application process.

- Stage 1 Develop and present a plan, being the 10-year vision for the trail broken into different phases and projects.
- Stage 2 Preparation and approval of a business case that gives evidence of benefits of the programme or project and be delivered within a 3- to 4-year time frame.
- Stage 3 Delivery and approval of an implementation plan.

The fund does allow some high priority safety projects to progress straight to stage 3 for critical safety projects to start as soon as possible. This still requires completion of stage 2 application process at a later date and be approved before the project receives funding.

9.2 Asset Valuation and Depreciation

There is a requirement for local authorities to comply with the Generally Accepted Accounting Practice (GAAP) as stated in the Local Government Act 1974 and its subsequent amendments.

Valuations were prepared and included in the financial statements for year ending June 2019 in accordance with the following standards;

- NAMS Group Infrastructure Asset Valuation Guidelines – Edition 1.0
- New Zealand International Public Sector Accounting Standard 17; Property, Plant and Equipment (PBE IPSAS 17) and PBE IPSAS 21 (Impairment of Non Cash Generating Assets).

9.2.1 Asset Valuation 2019

Assets are valued every three years and the cycle trail assets were revalued in June 2019. It should be noted that the asset is registered in Council’s financial system as a single asset with assumptions of component breakdowns. During 2019, more information was recorded for individual components and trail sections in the asset database but this requires further data entry as it currently excludes culverts and Grey District Council data. No comparative data is available from 2016.

All data used for the valuation was obtained from Council’s AssetFinda database with a confidence level of A – Highly Reliable and B – Reliable. This highlights confidence in the data.

| Valuation Year | Optimised Replacement Cost | Depreciated Replacement Cost | Annual Depreciation Rate |
|----------------|----------------------------|------------------------------|--------------------------|
| 2019 | \$8,564,387 | \$7,023,321 | \$251,505 |

Table 13: 2019 West Coast Wilderness Trail Valuation



9.3 Capital Projects: Financial Summary

| Westland District Projects | | | | | | | | | | | | | | | |
|--|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-----------------|------------------|------------------|------------------|--------------------|---|--|
| Project Title | Description | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | Total | Comments | |
| Lake Kaniere Stage 2 | 6.5km new cycle trail, continuation from stage 1 parallel to Lake Kaniere Road | | | | | | \$700,000 | \$750,000 | | | | | \$1,450,000 | | |
| Mahinapua lake loop (Stage 3) | | | | | | | | | | \$350,000 | \$1,650,000 | 1,700,000 | \$3,700,000 | | |
| Wainihinihi wet weather route bridge plus Milltown Switchback below Cowboy | | \$160,000 | \$160,000 | | | | | | | | | | \$320,000 | | |
| Taramakau Section - major maintenance | 2020/21 COMPLETED | \$25,000 | \$50,000 | | | | | | | | | | \$75,000 | | |
| Kumara Domain & pump track | | \$32,000 | | | | | | | | | | | \$32,000 | BMX/pump track. Local community funding | |
| Totara bridge Stage 1 | | | | | \$200,000 | \$500,000 | | | | | | | \$700,000 | | |
| Totara bridge Stage 2 & 3 | | | | | | | | | | | | | | | |
| Mahinapua boardwalk & bridges | | | | \$750,000 | \$600,000 | | | | | | | | \$1,350,000 | | |
| Kaniere Water race bridges | | | \$300,000 | | | | | | | | | | \$300,000 | | |
| Mahinapua Viewing Platform | | \$32,000 | \$38,000 | | | | | | | | | | \$70,000 | | |
| Larrikins Road | | | | \$32,000 | | | | | | | | | \$32,000 | | |
| Milltown Pyramid Hill | | | | | | | | | | | | | | Deferred to 2032 | |
| Ruatapu terrace | | | | | | | | | | | | | | Deferred to 2034 | |
| Seven Golden Gullies | Ross Goldfields | | | | | | | | | | | | | Deferred to 2033 | |
| Major cycle trail safety enhancements | | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$330,000 | | |
| Minor Infrastructure (Shelters, Bike Stands, Signage & Toilets etc.) | | \$74,000 | \$36,000 | \$36,000 | \$36,000 | \$36,000 | \$36,000 | \$36,000 | \$36,000 | \$36,000 | \$36,000 | \$36,000 | \$434,000 | | |
| TOTAL | | \$353,000 | \$614,000 | \$848,000 | \$866,000 | \$566,000 | \$766,000 | \$816,000 | \$66,000 | \$416,000 | \$171,600 | \$176,600 | \$8,793,000 | | |
| Grey District Projects | | | | | | | | | | | | | | | |
| Project Title | Description | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | Comments | | |
| Shantytown | Extension | | | | | | | | | | | | | No funding or timeframe committed yet | |

Table 14: Capital Projects Annual Cost Breakdown

9.4 Capital Projects Co-Investment Breakdown

| Project Title | Total Cost – All Parties | MBIE 50% | MBIE 75% | NZTA 25% | DoC | WDC Contribution |
|--|--------------------------|--------------------|--------------------|------------------|------------------|--------------------|
| Lake Kaniere Stage 2 | \$1,450,000 | \$725,000 | 0 | \$362,500 | 0 | \$362,500 |
| Mahinapua lake loop (Stage 3) | \$3,700,000 | \$1,850,000 | 0 | 0 | 0 | \$1,850,000 |
| Wainihinihi wet weather route bridge plus Milltown Switchback below Cowboy | \$320,000 | 0 | \$240,000 | 0 | 0 | \$80,000 |
| Taramakau Section - major maintenance | \$75,000 | 0 | 0 | 0 | 0 | \$75,000 |
| Kumara Domain & pump track | \$32,000 | 0 | 0 | 0 | 0 | \$32,000 |
| Totara bridge Stage 1 | \$300,000 | 0 | \$225,000 | 0 | 0 | \$75,000 |
| Totara bridge Stage 2 & 3 | \$400,000 | 0 | \$300,000 | 0 | 0 | \$100,000 |
| Mahinapua boardwalk & bridges | \$1,350,000 | 0 | \$675,000 | 0 | \$200,000 | \$475,000 |
| Kaniere Water race bridges | \$300,000 | 0 | \$225,000 | 0 | 0 | \$75,000 |
| Mahinapua Viewing Platform | \$70,000 | \$35,000 | 0 | 0 | 0 | \$35,000 |
| Larrikins Road | \$32,000 | \$16,000 | 0 | 0 | 0 | \$16,000 |
| Milltown Pyramid Hill | \$585,000 | \$292,500 | 0 | \$146,250 | 0 | \$146,250 |
| Ruatapu terrace | \$420,000 | \$210,000 | 0 | 0 | 0 | \$210,000 |
| Seven Golden Gullies | \$840,000 | \$420,000 | 0 | 0 | 0 | \$420,000 |
| Major cycle trail safety enhancements | \$330,000 | \$165,000 | 0 | 0 | 0 | \$165,000 |
| Minor Infrastructure (Shelters, Bike Stands, Signage & Toilets etc.) | \$434,000 | \$217,000 | 0 | 0 | 0 | \$217,000 |
| TOTAL | \$10,638,000 | \$3,930,500 | \$1,665,000 | \$508,750 | \$200,000 | \$4,333,750 |

Table 15: Capital Projects - Co-investment Summary

Please note: To see how the contributions of co-investors affects the funding for each project on an annual basis please refer to Appendix A.

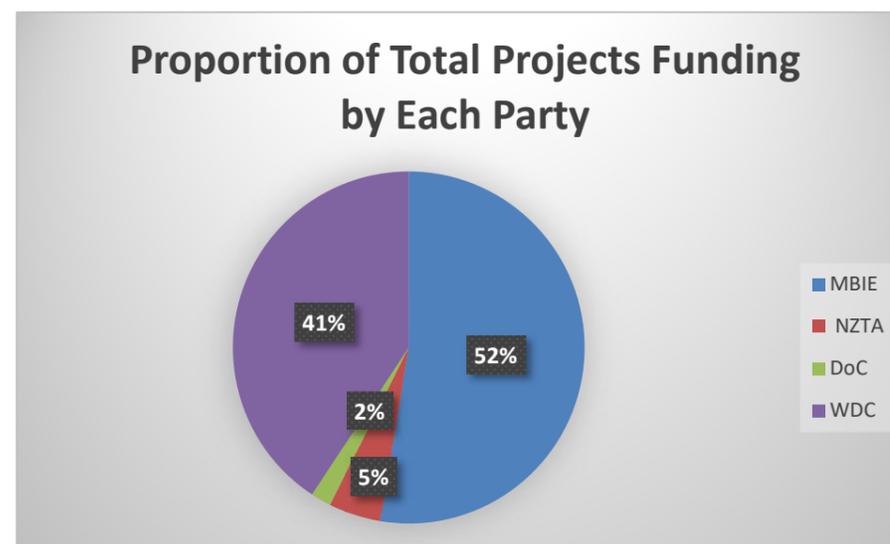


Figure 23: Proportion of Total Planned Projects Funded by Each Party

SECTION 10: SUSTAINABILITY & BUSINESS CONTINUITY

This section focuses on social, cultural and environmental sustainability for the present and future. The Local Government Act 2002 requires local authorities to take a sustainable development approach while conducting business, taking into account the current and future needs of communities for good-quality infrastructure, and efficient and effective delivery of services.

10.1 Potential Negative Effects of Activity

The following table identifies potential negative effects or constraints associated with this activity.

| Effect | Description | Mitigation Measure |
|--------------------------|---|--|
| Road crashes | Social – Road users face potential crashes and associated injury or death. | Detrimental issue of crashes can be reduced through taking the trail off-road and lowering speed limits where the trail remains on-road. |
| Community Cost | Economic – the costs of providing transportation and recreational service. | Council uses competitive tendering processes to achieve best value for money for the work it undertakes. |
| Damage to Historic Sites | Cultural – providing an off-road experience may have potential to affect historic sites | Council undertakes consultation with Heritage NZ and local iwi prior to undertaking work. |

Table 16: Potential Negative Effects of Activity

10.2 Positive Effects of Activity

The following table identifies potential positive effects associated with this activity.

| Effect | Description |
|----------------------|---|
| Economic Development | Provision of an effective trail network between hubs therefore allowing economic growth and prosperity. |
| Public Health | Council's management of this network encourages active modes of travel and enhances people's health and well-being. |
| Access and Mobility | Council aims to optimise access and mobility for all with infrastructure to a relevant standard. |

Table 17: Positive Effects of Activity

10.3 Environmental Management

The Resource Management Act (RMA) 1991 and its amendments is the primary statutory framework defining what activities require resource consent. In addition to this the Westland District Council District Plan provides a regulatory process for implementing policies and its own resource consent requirements. There has also been requirement for some new sections of trail to prepare Archaeological Reports and seek approval from Heritage NZ for an Authority before any physical works could commence. This process seeks to protect both the environment and any historical artefacts considered to be of significance. A case by case assessment is undertaken at the beginning of each project to determine the consents requirements and any applications that may be necessary.

The consents typically require strict compliance criteria in conditions and there are sometimes hold-points before further activity may proceed.

There are also physical works environmental management site controls necessary during the construction of new trail to ensure waterways are protected, vegetation removal is kept to a minimum and acceptable level of disruption occurs during this phase.

The Westland District Plan provides guidance about process to be followed for various activities and the West Coast Wilderness Trail physical presence and development has been considered to fit within the criteria as per section 6.2 Permitted Activities. This is defined as:

6.2 Permitted Activities

The following activities are permitted throughout the District and are not subject to any performance standard or conditions other than those outlined in this part for specific activity categories:

(c)(i) Reconstruction, maintenance (including stockpiling of roading materials), modifications to the geometry of the existing road and state highway network, and improving road design standards, within any existing road reserve or designation.

(d) The construction and maintenance of footways and pedestrian accessways (including pedestrian access facilities).

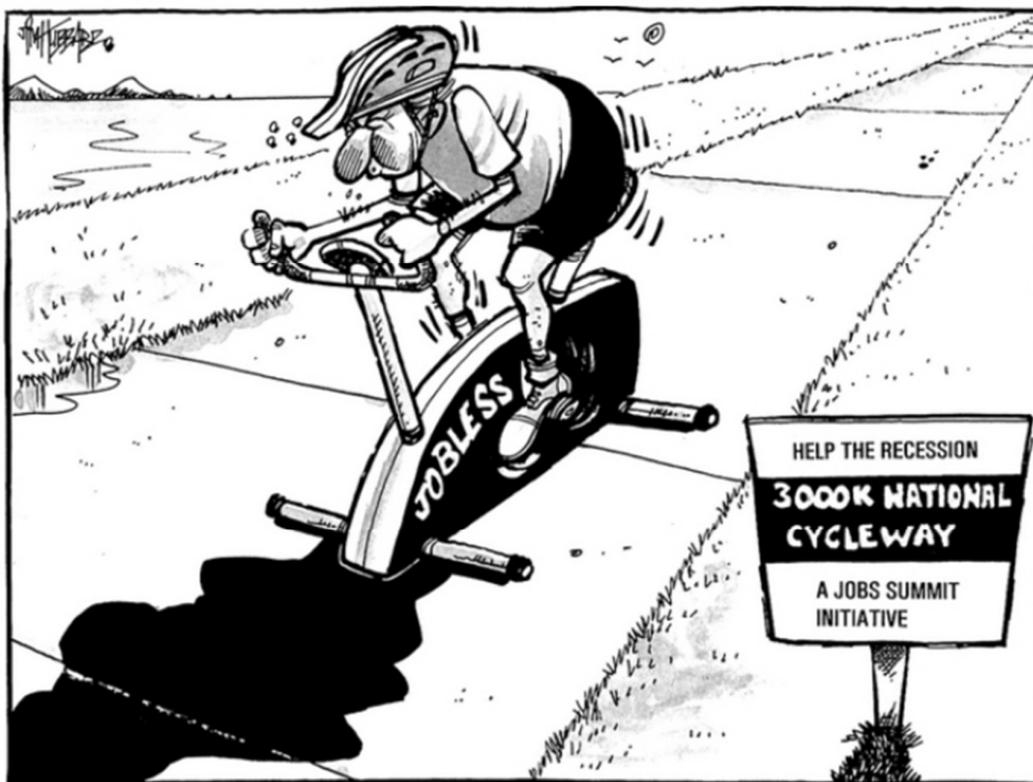


Figure 24: JOBLESS Cartoon - by Jim Hubbard

Ref DCDL-0010783, Alexander Turnbull Library, Wellington, New Zealand. /records/22644934

10.4 Climate Change

Council is using climate change projections for the West Coast region (sourced from the Ministry for the Environment's website).

The anticipated effects from climate change on the West Coast (including Westland District) include:

| Climate Aspect | Description | Future Projections |
|--|---|---|
|  Temperature | Compared to 1995, temperatures are likely to be 0.7°C to 1.0°C warmer by 2040 and 0.6°C to 3.0°C warmer by 2090. | By 2090, the West Coast is projected to have up to 30 extra days per year where maximum temperatures exceed 25°C. The number of frosts could decrease by around 7 to 18 days per year. |
|  Rainfall | Rainfall will vary locally within the region. The largest changes will be for particular seasons rather than annually. | The West Coast is expected to become wetter, particularly in winter and spring. Winter rainfall in Hokitika is projected to increase by 8 to 29 per cent by 2090. According to the most recent projections, extreme rainy days are likely to become more frequent throughout the West Coast region by 2090 under the highest emissions scenario. |
|  Wind | Changes in wind direction may lead to an increase in the frequency of westerly winds over the South Island, particularly in winter and spring. | The frequency of extremely windy days in the West Coast by 2090 is likely to increase by between 2 and 5 per cent. |
|  Storms | Future changes in the frequency of storms are likely to be small compared to natural inter-annual variability. | Some increase in storm intensity, local wind extremes and thunderstorms is likely to occur. |
|  Snowfall | The West Coast region is likely to experience significant decreases in seasonal snow. By the end of the century, the number of snow days experienced annually could decrease by as much as 30-40 days in some parts of the region. The duration of snow cover is also likely to decrease, particularly at lower elevations. | Less winter snowfall and an earlier spring melt may cause marked changes in the annual cycle of river flow in the region. Places that currently receive snow are likely to see a shift towards increasing rainfall instead of snowfall as snowlines rise to higher elevations due to rising temperatures. So for rivers where the winter precipitation currently falls mainly as snow and is stored until the snowmelt season, there is the possibility for larger winter floods. |
|  Glaciers | Overall glacier ice mass has decreased by 25 per cent over the last 60 years in New Zealand, and is expected to continue to do so into the future. Some of our most iconic glaciers (such as Franz Josef) have advanced in recent times. This is a result of more precipitation falling at their glacier heads. | Whether these glaciers continue to advance into the future will depend on the balance between increased melting due to warmer temperatures and increased precipitation in the mountains. For example, one climate modelling study suggests the Franz Josef glacier may retreat approximately 5 km and lose around 38 per cent of its mass by 2100. |
|  Sea-level rise | The Ministry for the Environment provides guidance on coastal hazards and climate change, | New Zealand tide records show an average rise in relative mean sea level of 1.7 mm per year over the 20th century. Globally, |

| | | |
|--|---|---|
| | including recommendations for sea level rise. | the rate of rise has increased, and further rise is expected in the future. |
|--|---|---|

Table 18: Climate Change Projections

Impacts by season

By 2090, seasonally the region could expect*:

| | |
|--------|---|
| Spring | 0.6°C to 2.5°C temperature rise 4 to 9 per cent more rainfall in Hokitika |
| Summer | 0.6°C to 3.2°C temperature rise 2 to 4 per cent more rainfall in Hokitika |
| Autumn | 0.7°C to 3.1°C temperature rise 2 to 5 per cent more rainfall in Hokitika |
| Winter | 0.7°C to 3.1°C temperature rise 8 to 29 per cent more rainfall in Hokitika |

Table 19: Potential Climate Change Impacts by Season

*Projected changes are relative to 1995 levels. The values provided capture the range across all scenarios. They are based on scenario estimates and should not be taken as definitive.

Potential effects

Coastal hazards– Coastal roads and infrastructure may face increased risk from coastal erosion and inundation, increased storminess and sea-level rise.

Most of the trail is not adjacent to the coastline. Sections most likely to be affected by this are:

- The Greymouth coastal section which has previously been affected on annual occurrence by coastal sea-rise events between Greymouth Airport and Paroa, including coastal pulsing foam intrusion onto the trail. This is both an unusual occurrence and confirmation of coastal impacts on the trail that has caused some minor trail closure events for safety (refer photo below taken nearby this trail area). On these occasions riders need to divert off the official trail.



- The only other currently known zone that has a moderate potential impact is the Ross accommodation at Beach Road, which is considered to be an indirect impact on the trail for users, as it is at sea level and currently has occasional sea intrusion onto the property. The future proposed Ruatapu Terrace project near Paiere is likely to improve the effects of coastal impacts as it would redirect the trail onto higher land for 2km and reduce potential trail closure impacts.

Flooding and landslides– More heavy rainfall will increase the risk of flooding, erosion and landslides, which is already high in many parts of the region. Many West Coast communities are located along narrow coastal and river strips beneath mountain ranges, leaving them exposed to increased risks of storms, flooding and landslides.

Most recently the zones likely to be significantly impacted by flooding are associated with general culvert impacts, with creeks re-diverting to new alignments. In particular:

- Milltown at the switchbacks near 65km on the Kawhaka Zone; and
- Kaniere Water Race Zone immediately prior to Hurunui Jacks.

These zones have been subject to significant devastation in recent years and MBIE funding approvals to conduct significant repairs on at least 2 occasions (with 100% funding) so must also be further evaluated in the risk register, to ensure no future impacts occur, or are well understood by the trail owner and the maintenance budget and contractor.

Additionally, there are known issues with flooding over the top of the Mahinuapua boardwalk and there is surface flooding of the Ruatapu section.

Biosecurity– Warmer, wetter conditions could increase the spread of pests and weeds. This could necessitate more frequent track vegetation maintenance and/or pest control.

There are also external aspects to consider related to biosecurity as the trail traverses property owned by other land owners, including Trustpower. For example, through the Kawhaka annual weed spraying occurs by helicopter, causing trail closures for short periods. Short-term impacts for rider satisfaction are overridden by health and safety due to the land agreement process.

The trail maintenance contractor and all its maintenance staff must therefore be fully compliant with all health and safety inputs during this seasonal spray programme, as gorse has become more prevalent recently due to delayed seasonal management processes to control gorse. The invasive impacts of other noxious plants that would be devastating for the trail's status as a wilderness experience.

In August 2019, LGNZ produced a simple maturity matrix for elected members to assess their climate change readiness and maturity.

Example maturity index for climate adaptation

| Level | Networks and cooperation | Leadership and governance | Risk assessment and adaptation planning |
|--------------------|---|---|--|
| 1. Starting out | <ul style="list-style-type: none"> No meetings with other councils or stakeholders regarding Climate Change. No working group within council. No public engagement. | <ul style="list-style-type: none"> Climate change not on the radar. | <ul style="list-style-type: none"> There is no or limited understanding of infrastructure exposed to climate change. No understanding of risks to communities or to councils finances or reputation etc. |
| 2. Making progress | <ul style="list-style-type: none"> Some ad-hoc meetings and cooperation beginning to take shape. | <ul style="list-style-type: none"> Commitment to understand climate exposure and risks. | <ul style="list-style-type: none"> Risk and vulnerability assessment framework developed and commenced. |
| 3. Developed | <ul style="list-style-type: none"> Regular cooperation, working groups established. | <ul style="list-style-type: none"> Climate risks identified and communicated internally and with the public. Adaptation plan developed and signed off. | <ul style="list-style-type: none"> Risk and vulnerability assessments undertaken, high risks prioritised and options/pathways developed. |
| 4. Leading | <ul style="list-style-type: none"> Regular cooperation, working groups established across disciplines and stakeholders. Linking to central government direction. Strong integration with civil defence, land use planning, asset planning etc. | <ul style="list-style-type: none"> Adaptation plan implemented, monitoring and review regularly undertaken. Climate change is a strategic priority that influences all plans and decisions. | <ul style="list-style-type: none"> Defend/accommodate/retreat options (could be part of a DAPP approach) are developed and implemented via appropriate channels/mechanisms. Risks reviewed and updated regularly. Community are aware and engaged in decision-making - within a robust and transparent process. |

Figure 25: LGNZ Climate Change Maturity Index

Using this rating scale, Westland District Council would be somewhere between “starting out”: and “making progress”. Climate change is on the radar but there has been no formal commitment from Council to understand climate exposure or risks. WDC’s Mayor chose not to sign the Local Government Leaders’ Climate Change Declaration. However, there is some staff knowledge and understanding of land and infrastructure most vulnerable to climate change risks. No climate change working group has been established, however District Asset’s aspiration is to develop a draft Climate Change Policy / Adaptation Strategy within the next 12 months.

10.5 Business Continuity/Emergency Management

Council is a member of the West Coast Lifelines Group, along with other West Coast local authorities and other service providers. Schedule 1 of the Civil Defence Emergency Management Act 2001 provides a list of all legislated lifeline utilities.

The West Coast Lifelines Group currently meets quarterly with all other ‘special interests’ groups meeting separately.

In the event of an emergency, all Lifeline Utility Providers, emergency services and welfare agencies work together to ensure essential services are restored as soon as possible. Organisations may call upon resources from within or outside of region.

The 2017 report on improving resilience to natural disasters, titled “West Coast Lifelines Vulnerability and Interdependency Assessment¹” outlines the risks to Council’s utility infrastructure from various types of natural disasters.

One of the main resilience issues that the District faces is due to the vulnerability of the transport network. Westland is 350km long and serviced by only one major road, State Highway 6. This leaves the district vulnerable in the event of road closures

When emergency management for the cycle trail is necessary this typically relates to rainfall events and damage to physical infrastructure, but may also include the need for evacuation of stranded or injured riders. With poor cell phone coverage in many remote areas of the trail this is a concern and identified risk for the trail owner. It is known there have been a number of helicopter ‘rescues’ for both injured and unwell riders, but this has not reflected poorly on either the trail itself or the managers in media commentary.

Business continuity is very important for the trail owner and early intervention has typically resulted to repair any serious defects as quickly as possible and the loss of trail access has been kept minimal. It is the private business owner’s responsibility to have their own business continuity plan in place for recovery from a range of incident and event types.

¹ <https://westcoastemergency.govt.nz/wp-content/uploads/2018/04/12-Westland-Lifelines-Assets.pdf>

SECTION 11: RISK MANAGEMENT & ASSUMPTIONS

This section documents the uncertainties and assumptions that Council considers could have a significant effect on the physical effects and financial forecasts on the trail and discusses the potential risks that this creates. The AMP and financial forecasts have been developed from information that has varying degrees of completeness and accuracy.

Risks are characterised by reference to potential events and consequences, and ranked/rated in terms of the combination of both the probable consequences of an event and likelihood of it occurring.

11.1 Risk Management Philosophy/Approach

Council has a Risk Management Policy and has a continuous improvement process for this management process. It has adopted the Quantate Risk Register and ranked its various risks by category and consequence. This process follows the approach set out in Australia/New Zealand Standard ISO 31000:2009 Risk Management – Principles and guidelines.

Risks can include those related to: Service Delivery, Financials, Governance and Leadership, Strategic, Reputational or Legal, Regulatory, Health & Safety, Business Continuity and Resilience.

For the purpose of this Activity Management Plan, we have identified risks related to:

- Strategic (i.e. Achievement of Council Vision or Community Outcomes)
- Financial
- Health and Safety
- Service delivery to community
- Organisational capability and capacity
- Reputational
- Legal / regulatory compliance

11.2 Activity Risks & Mitigation Measures

The key risks associated with some of those categories itemised above (primarily health and safety) were summarised in a report prepared by Golder Associates in mid-2019 and also a follow-up letter for a specific risk hazard on the trail. They are summarised in the following table:

| Risk Type | Risk Matter |
|-----------------------|---|
| Waterway Flooding | A frequent concern is the rate of water level increase at AW3 and AW2 Trustpower weirs following heavy rainfall. This makes them impassable at times and riders may be lured into a false sense of need to cross these while they are in flood. The user age risk type also means riders may not have the skillsets for this environment. |
| Falling into waterway | There are lengths of narrow trail that traverse parallel with open waterways. There is concern that complacency may be exacerbated by fatigue in these areas. |
| Narrow boardwalks | The Mahinapua boardwalk does not allow for riders to safely pass and there are no safety barriers which may result in a cyclist falling from the structure. |

| | |
|-------------------------|--|
| Hokitika River bridge | The under-width pedestrian crossing has an obtrusive handrail that could potentially catch handlebars, vehicle safety barrier supports are intrusive and impact risk, and wind buffeting could destabilise cyclists. |
| User age and experience | Main user group is 50+ age and riders may only have novice skillsets and overestimate their physical capability leading to a medical event. |
| Track surface condition | Failure to carry out effective repairs in an acceptable time frame may increase likelihood of riders' pleasure and result in crash injury. |
| Other | Miscellaneous land use hazards, interaction with livestock or recreational shooters and vehicles on road sections. |

Table 20: Activity Risks

Mitigation measures for all the risk types will require capital works projects and need to be incorporated in a prioritised 10 Year Vision Plan for financial consideration and preliminary design following a full risk assessment.

11.3 Assumptions & Uncertainties

The following information identifies uncertainties and assumptions that Council considers could have a significant effect on the financial forecasts and discusses the potential risks that this creates.

| Forecasting assumption | Level of uncertainty about the assumption | Risks underlying the financial estimates | Estimate of the potential effect of this uncertainty on the financial estimates provided in the LTP |
|--|---|--|---|
| <p>Replacement of assets:</p> <p>The optimal goal is that assets will be replaced at the end of their economic life. The gap analysis performed during the creation of the Infrastructure Strategy identified areas where this may not be affordable. In view of this careful management of assets replacements is contained within the AMPs.</p> <p>Depreciation rates are shown in the Statement of Accounting Policies. The Council's policy in relation to the funding of capital expenditure is set out in the Revenue and Financing Policy.</p> | High | <p>That Council does not meet the goals set out in its Financial and/ or Infrastructure Strategy.</p> <p>That reactive maintenance costs will be high.</p> | <p>Unexpected or unbudgeted replacement costs may lead to failures in budgets.</p> <p>Spiralling rates.</p> <p>A description of the uncertainty and the potential effect of this uncertainty is disclosed in detail on pages 19 to 21</p> |

Figure 26: Forecasting Assumption - Replacement of Assets

Risk Results:

Likelihood Criteria (adopted for WCWT by Golder)

| Likelihood Rating | Score | Description Summary |
|-------------------|-------|------------------------|
| Very High | 5 | Several times per year |
| High | 4 | Once per 1 year |
| Medium | 3 | Once per 1-10 years |
| Low | 2 | Once per 10-100 years |
| Very Low | 1 | Once per >100 years |

Health and Safety semi-quantitative consequence criteria (modified from NZTA Z/44 – Risk Management

| Consequence Rating | Score | Description Summary |
|--------------------|-------|--|
| Very High | 5 | Potential for fatality or multiple injuries |
| High | 4 | Potential for recoverable injuries requiring hospital treatment |
| Medium | 3 | Potential for recoverable injuries requiring medical treatment – employment lost time |
| Low | 2 | Potential for recoverable injuries requiring medical treatment – no employment lost time |
| Very Low | 1 | Potential for recoverable injuries managed by on site first aid |

Risk Score:

| | | Consequence: | | | | |
|-------------|---|--------------|------|--------|-----|----------|
| | | Very High | High | Medium | Low | Very Low |
| Likelihood: | | 5 | 4 | 3 | 2 | 1 |
| Very High | 5 | 25 | 20 | 15 | 10 | 5 |
| High | 4 | 20 | 16 | 12 | 8 | 4 |
| Medium | 3 | 15 | 12 | 9 | 6 | 3 |
| Low | 2 | 10 | 8 | 6 | 4 | 2 |
| Very Low | 1 | 5 | 4 | 3 | 2 | 1 |

Table 21: Risk Ranking Matrices

It should be noted that this evaluation process varies slightly from the generic model used in other Activity Management Plans prepared by Council as it is only for 'health & safety' from Golder. Results of the Golder Associates 2019 risk assessment are as follows:

- **Risk Score of 15 = HIGH** and includes; Debris flow hazard and Boardwalk/bridge fall or collision
- **Risk Score of 10-12 = MEDIUM** and includes; Falling into water race, Hokitika River bridge crossing, Loss of traction, Health incidents and large earthquake.

A specific risk evaluation was also carried out for the **Cowboy Paradise causeway damage** suffered in the March 2019 weather event. The following score was determined and is likely to be replicated in the future for any similar type of damage.

Likelihood = 4 (Once per 1 year)

Consequence = 4 to 5 (injuries/fatality)

- **Risk Score is 16-20** which is **HIGH** to **VERY HIGH** based on the risk score summary.

Table 22: Categories & Descriptors of Risk Consequence
(refer below)

| | Insignificant (1) | Minor (2) | Moderate (3) | Major (4) | Catastrophic (5) |
|--|--|--|--|---|---|
| Strategic (Achievement of the Vision and Community Outcomes) | <ul style="list-style-type: none"> No impact on the Vision and Community Outcomes | <ul style="list-style-type: none"> Inconvenience or delay in achieving the Vision and Community Outcomes | <ul style="list-style-type: none"> Significant difficulty introduced to achievement of the Vision and Community Outcomes Lost opportunity to contribute positively to one or more of the Vision and Community Outcomes | <ul style="list-style-type: none"> Failure to achieve a specific Community Outcome Lost opportunity to significantly advance a specific Community Outcome | <ul style="list-style-type: none"> Failure to achieve multiple Community Outcomes Lost opportunity to significantly advance multiple Community Outcomes |
| Financial | <ul style="list-style-type: none"> Financial impact of less than \$50,000 | <ul style="list-style-type: none"> Financial impact of between \$50,000 and \$250,000 Financial impact of between 1% and 2% of the Council's total operating expenditure | <ul style="list-style-type: none"> Financial impact of between \$250,000 and \$1 million Financial impact of between 2% and 5% of the Council's total operating expenditure | <ul style="list-style-type: none"> Financial impact of between \$1 million and \$5 million Financial impact of between 5% and 10% of the Council's total operating expenditure | <ul style="list-style-type: none"> Financial impact of more than \$5 million Financial impact of more than 10% of the Council's total operating expenditure |
| Health and Safety (customers, staff, contractors) | <ul style="list-style-type: none"> Minor injury, first aid not required | <ul style="list-style-type: none"> First aid or minor treatment | <ul style="list-style-type: none"> Medical treatment required | <ul style="list-style-type: none"> Serious harm, for example broken bones, hospitalisation | <ul style="list-style-type: none"> Loss of life; multiple serious harms; permanent severe disability |
| Service delivery to community | <ul style="list-style-type: none"> Short-term reduction in service delivery which is easily restored and does not compromise the community's health and wellbeing | <ul style="list-style-type: none"> Reduced service delivery that does not compromise the community's health and wellbeing | <ul style="list-style-type: none"> Key service not available to some of the community for ten hours or more. Continued service degradation of non-key service for two days or more. | <ul style="list-style-type: none"> Key service not available to a significant portion of the community for two days or more. Continued severe service degradation of non-key service for one week or more | <ul style="list-style-type: none"> Key service not available to a large proportion of the community for one week or more Continued severe service degradation of non-key service for one month or more |
| Organisational capability and capacity | <ul style="list-style-type: none"> Temporary problem with organisational capability resulting in no impact on external service delivery | <ul style="list-style-type: none"> Loss of organisational capability in some areas resulting in sub-optimal support to external delivery activities | <ul style="list-style-type: none"> Organisation unable to function for less than 10 hours Serious reduction in organisational capability for one week or more | <ul style="list-style-type: none"> Organisation unable to function for more than 10 hours Serious reduction in organisational capability for two weeks or more | <ul style="list-style-type: none"> Organisation unable to function for more than two days Serious reduction in organisational capability for one month or more |
| Reputational | <ul style="list-style-type: none"> Negative feedback from individuals Short-term 'letters to the editor' (or online equivalent) commentary | <ul style="list-style-type: none"> Short-term loss of confidence among small sections of the community Regional adverse political or media comment for one or two days Sustained 'letters to the editor' (or online equivalent) commentary in usual sources | <ul style="list-style-type: none"> Short-term and manageable loss of community confidence Regional adverse political or media comment for more than two days Significant social media commentary or campaign from new sources | <ul style="list-style-type: none"> Loss of community confidence requiring significant time to remedy National adverse political or media comment for more than two days Regional adverse political or media comment for more than one week Requirement for (televised) public explanation | <ul style="list-style-type: none"> Insurmountable loss of community confidence National adverse political or media comment for more than one week Requirement for (televised) public apology or defence Adverse comments or questions in Parliament |
| Legal / regulatory compliance | <ul style="list-style-type: none"> One-off minor regulatory or legislative non-compliance with no direct impact on the community's health or wellbeing | <ul style="list-style-type: none"> One-off minor regulatory or legislative non-compliance with potential impact on the community's health or wellbeing | <ul style="list-style-type: none"> Complaint to the Ombudsman, Auditor-General or other statutory office Multiple related minor non-compliances due to an underlying systemic issue Significant breach or non-compliance resulting in regulatory scrutiny | <ul style="list-style-type: none"> Significant breach or non-compliance, or multiple breaches or non-compliances, resulting in regulatory action and/or restrictions on Council activities | <ul style="list-style-type: none"> Court proceeding or criminal action for breach or non-compliance; potential for imprisonment of elected member or staff Judicial review on a matter of rates or other funding, or on a matter with significant financial impact |



Kaniere Water Race, narrow, drop-offs & scoured



Kaniere Water Race, narrow, drop-offs & water



Narrow Māhinapua Boardwalk



Narrow Māhinapua Boardwalk submerged



Narrow Hokitika Bridge NZTA Crossing



Kawhaka Weir AW2 Crossing



Unsafe unmarked bollards



SH6 Crossing Point, Mahinapua kiosk



Unsafe unmarked bollards



Unsafe unmarked bollards



Kumara, SH6 cycle lane congestion



Kumara, SH6 intersection

Figure 27: Photos of Trail Safety Risks

SECTION 12: ASSET MANAGEMENT PROCESSES & PRACTICES

12.1 Appropriate practice levels

The Office of Auditor General (OAG) references the International Infrastructure Management Manual (IIMM) as the benchmark for New Zealand council's measure for their activity management practices. There are now five maturity levels with the addition of 'Aware' to Basic, Core, Intermediate and Advanced.

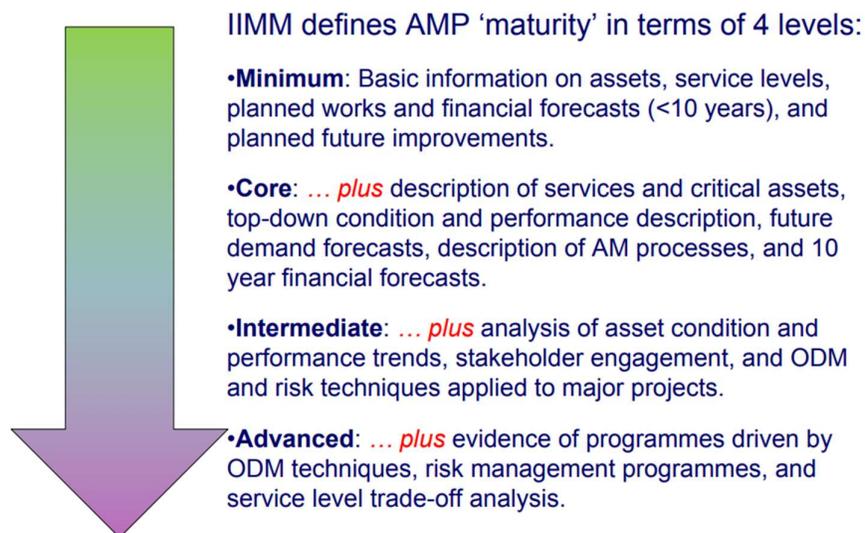


Figure 28: AMP Maturity Classifications from IIMM

In November 2019, Council approved an Asset and Activity Management Policy to guide the preparation of AMPs. The policy sets out the expectations in regards to this function. It also outlines related policies, legislation and a clear, concise methodology for achieving the objectives.

The aspirational level for West Coast Wilderness Trail has been set as high as 80% for some asset activities (high intermediate category to almost advanced). This reflects the higher level priority Council places on the cycle trail as a significant service provider to the community. This is higher than some core 3 waters levels and reflects the commercial impact for regional, national and international benefit. It should be noted that asset management across the organisation is still developing due to past under-resourcing in this area.

12.2 Service Delivery

Council's organisational structure and capability does not currently support effective asset management planning. This gap is being filled temporarily with the use of contractors with prior organisational knowledge. However, it is acknowledged that this is not a long-term solution.

The Long Term Plan steering group consists of the WDC Executive Team, Strategy and Communications Advisor, Finance Manager and Capital Projects Manager. This group sets

the strategic focus for the Long Term Plan as a whole; however, this is not always well integrated at the Infrastructure Strategy and Asset Management Plans level.

There has been two process structures for governance and service delivery since the trail inception in 2013. A third recent revision in 2020 was made to the governance structure.

West Coast Wilderness Trail Governance & Reporting Structure

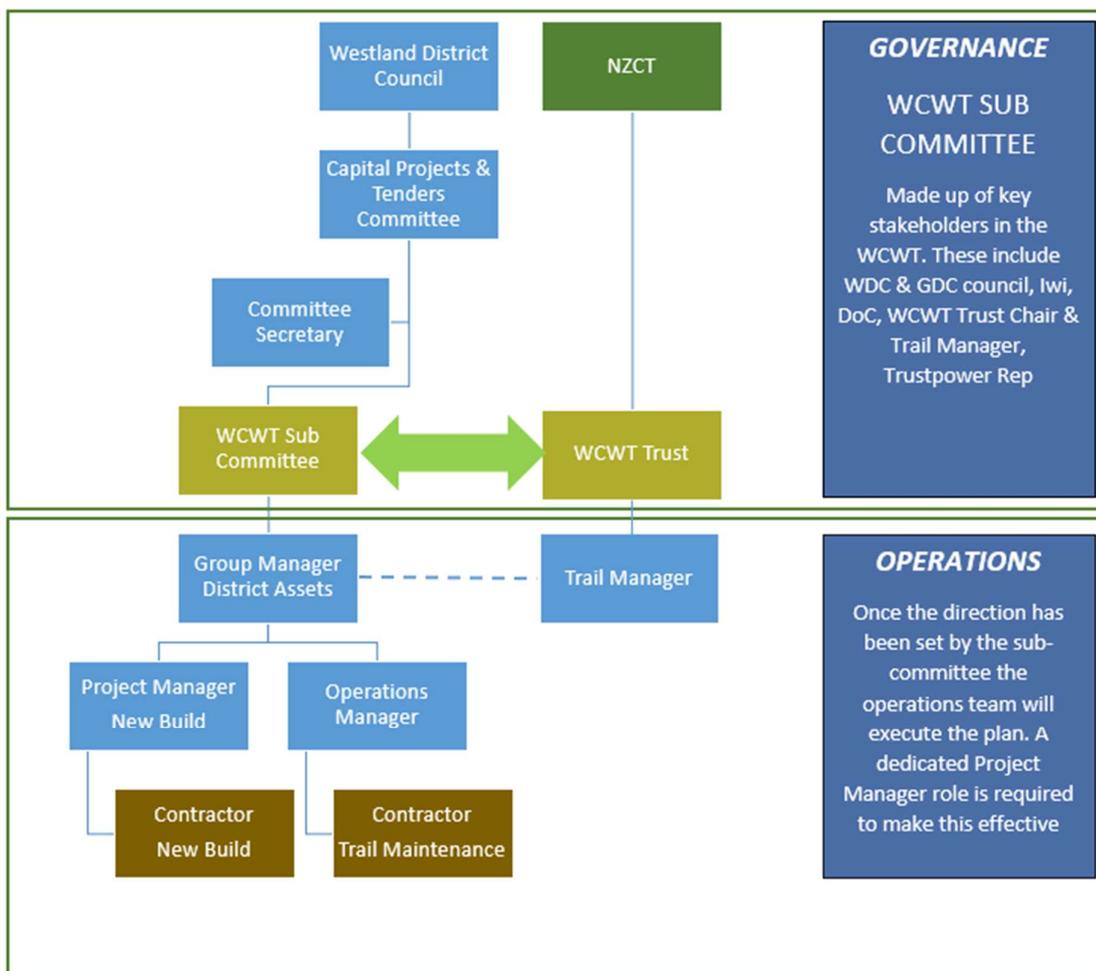


Figure 29: West Coast Wilderness Trail Governance & Reporting Structure

Council has a formal [Procurement Strategy](#) and [Procurement Policy](#) for engaging contractors and consultants. Both of these documents were reviewed and adopted in 2018.

Professional support has been previously obtained from consultants to provide design and technical inputs for trail enhancements and also some in-house skills have been used. External engineering inputs will continue to be needed, as required, including as Engineer to Contract on occasion.

12.3 Asset Management Systems and Data

Trail inspections are recorded monthly on a standard form by contractor and reviewed by the trail owner to prioritise any required actions. This information is not currently entered into the asset management system but is expected to be carried out at this level before the next AMP review.

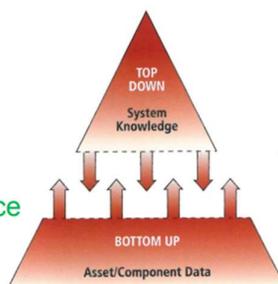
AssetFinda is the database used by the trail owner to register assets and carry out valuations.

This system process was only implemented for this purpose at any level of confidence in 2019 and there are still data gaps and updates/improvements in the system to be actioned. There is currently no internal resource for this to be progressed and has not been prioritised in the overall consideration of all assets that the owner manages, with public health and legislative requirements taking precedence.

The approach will depend on the level of system maturity:

Top – Down Approach

- Typically early AMPs
- Use existing information, experience and judgment
- System level analysis
- Easier and faster to produce
- Early identification of risk areas and improvements
- Judgment based decisions
- Limited options analysis
- Lower confidence levels
- Sub-optimal decisions



Bottom – Up Approach

- Advanced AMPs
- Data and process driven
- Analysis at asset level
- Continuous improvement
- Scenario modeling
- Detailed options analysis
- Evidence based decisions
- Higher level of confidence
- Time and resources intensive
- Risk of becoming data rich and information poor

Figure 30: Top-Down vs Bottom-Up AMP Development Approaches

12.4 Critical Assets

The trail is identified as a strategic asset but is not a critical asset in terms of residents' service provision. However, given the large number of tourists and regional benefits provided by the trail including many businesses daily operations and economic returns it does significantly benefit the tourism and visitor sector.

There are critical asset components associated with the trail in the physical sense and this can be broken down into the various key components of built trail, bridges, culverts, signage and shelters.

Over the next three years Council will focus on the identification, planning and managing of its critical assets as part of the risk, resilience and recovery planning work.

The West Coast Lifelines Report dated August 2017 provides a synopsis of critical lifeline assets and their vulnerability, which excludes the cycle trail.



Figure 31: Critical Asset - Macpherson Creek Suspension Bridge

12.5 Quality Management

Council has not implemented a formal Quality Management system within the organisation. The following table outlines the quality management approaches that support Council’s asset management processes and systems.

| Activity | Current Practice | Proposed Outcome |
|----------------------------|---|--|
| Asset Creation | Previously built assets were not registered in a database. More recently As-built plans (GPS tracker) logged when signed off by Master Trail Builder. | As-built plans (GPS) and AssetFinda data capture of ALL newly created assets are completed at time of official trail signoff by a Master Trail Builder |
| Operations | Infrequent audits are conducted on the maintenance contractor | Audits of a percentage of contract maintenance works are done quarterly to ensure that performance standards are maintained. |
| Levels of Service | Key Performance Indicators are reported annually via Council’s Annual Report. This is audited by Audit New Zealand. | Continue to report but also review and update KPI’s based on rider surveys, counts and strategy adopted by Trail Trust and NZCT |
| Reports to Council | All reports that are presented to Council by staff are reviewed and approved by the relevant Group Manager and CEO | No change required, except possible review and update of report template. |
| Procurement | Best practice tendering procedure is followed depending on the value and nature of tender / contract with Tenders committee approval. | Continue following Policy procedure and ensure new staff have appropriate training in contract evaluation. |
| Capital Programme Delivery | Funding approved for new projects by council then scheduled for construction to be overseen by | Project Priority Forms to be reviewed for work scope and budget. Potential delays are documented prior to |

| | | |
|----------|--|---|
| | nominated Project Manager. There is no formal council process to ensure phases are ready for progression or checks and balance. Land owner agreements is a significant item. | funding being approved and each stage clearly structured. Business case prepared and approved before project progression. |
| Planning | The Long Term Plan and associated processes are formalised across Council. Basic planning only with limited resource input and no input from either a cycle trail project team or governance team or Trail Trust. | Following completion of the AMP a peer review is carried out and the outcomes used to update the AMP Improvement Plan. Development of both Project and Governance Team in collaboration with the Trail Trust. |

Table 23: Quality Management Practices

SECTION 13: IMPROVEMENT PLANNING

This activity management plan has been developed as a tool to help Council manage its assets, deliver on agreed levels of service and identify the expenditure and funding requirements of the activity. Continuous improvements are necessary to ensure Council achieves the appropriate level of activity management practice along with delivering services in the most sustainable way while meeting the community's and users' needs.

13.1 Assessment of AMP Maturity

An assessment of the current asset management practices was undertaken in late 2019. This was a self-assessment with the targets based on Waugh Infrastructure Management Ltd criteria that had been considered relevant for a number of other councils Transportation assets.

The maturity levels were based on the International IIMM descriptions to maturity.

**West Coast Wilderness Trail
Asset Management Maturity Matrix**

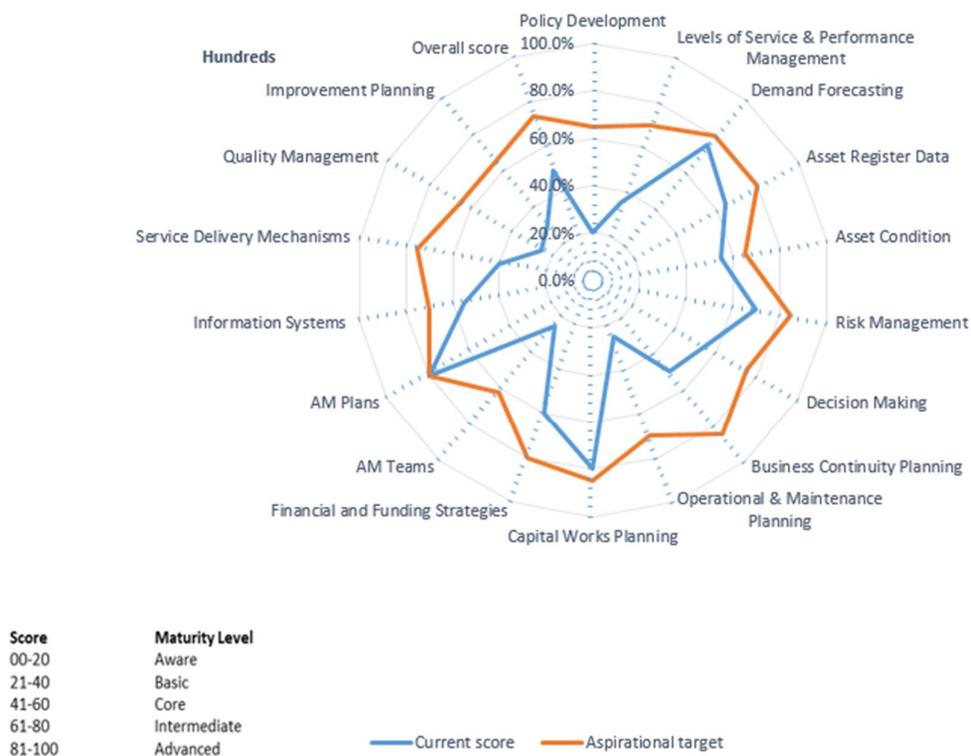


Figure 32: WCWT Asset Management Maturity Matrix

The graph above shows that overall score for Cycle Trail asset management planning is 74. The highest area is shared for a number of activities at 80%, while the lowest area is Policy Development at 20%). The Current Gap is 15.3 with a current Aspirational Gap of 24.2.

13.2 Peer Review

The processes for peer reviewing this activity are primarily measuring and monitoring from the West Coast Wilderness Trail Trust and the ongoing relationship with MBIE.

There are no formal procedures in place with the exception of review by a Master Trail Builder for any new trail sections constructed to ensure they meet compliance standards for grant acquittal and funding release.

The next update of this AMP will require overview analysis of the AMP status against appropriate asset management practice levels adopted in Councils Asset Management Policy.

Review and prioritisation of customer feedback will also be reported and improvements noted that will ensure on-going monitoring is achieved.

13.3 Improvement Plan

It is essential that Council adopts a robust continuous improvement process to ensure that the most cost effective use of resources is achieved to attain an appropriate level of asset management practice.

The continuous improvement process will include identification and prioritisation of improvements before an improvement programme is established and delivered.

There is currently no representative assigned the task of managing this process and this needs to be allocated to a proficient Asset Management representative.

There has not been a peer review conducted yet as this is the first version of asset management planning. It is expected that the ability for a peer review will be achieved with a like-sized cycle trail after June 2020 once all Ngā Haerenga cycle trails have submitted their documents to MBIE.

Some of Councils key achievements with asset management processes over the past three years include:

- Inclusion of individual asset components in AssetFinda, including financial
- Updating the 10 Year Plan for enhancements
- Commencement of a business case approach, but more input needed
- Seeking and obtaining co-share contributions for severe weather events repairs and enhancements
- Delivering capital projects successfully in accordance with the procurement strategy.

A list of recommended Cycle Trail improvement items for next 10 years is detailed in table below:

| Improvement Item | Further Information | Priority (Low/Medium/High) | Expected Action Date | Responsibility |
|---|---|--|-----------------------------------|---|
| Implement regular condition audit assessment and asset inspection programme | Define frequency and set process for assets' condition rating | High | 2020/21 & annually thereafter | Operations Manager |
| Investigate shared resource capability with Grey District Councils | WCWTT Strategic Item Focus 1 | Low | 2022/23 | Group Manager DA & Trail Manager |
| Review & update Quantate risk register | Regular review and updates as necessary | Medium | 2022/23 | Group Manager DA |
| Ongoing asset data improvement in AssetFinda system | Continuous improvement to ensure data is accurate, reliable and complete | Medium | 2020/21 | New Asset Manager to coordinate |
| Review maintenance schedule in preparation for tendering of new Maintenance Contract | Update contract to NZS 3910 either as stand-alone or portion of transportation tender. | Low (as currently covered in-house via Destination Westland) | 2022/23 | Operations Manager / Transportation Manager |
| Implement performance monitoring with contractor | Carry out 6 monthly site audits and PACE reviews. | Medium | 2020/21 | Operations Manager |
| Review and set appropriate maturity targets for each Asset Management class | Review and update as necessary | Medium | 2021/22 | Asset Manager |
| All capital and major renewals proposals to consider alternatives under whole of life costing criteria to ensure optimum results are achieved | Projects need to be well planned, incepted and delivered to meet cost and performance criteria including availability of funding. | Low | 2022/23 | Group Manager DA |
| Identify formula for calculating benchmark rider numbers | WCWTT Strategic Focus 3. To be actioned in conjunction with MBIE | Medium | 2020/21 (delayed due to COVID-19) | Trail Manager |

Table 24: Recommended Improvement Actions

GLOSSARY

| | |
|-------------------|---|
| DA | District Assets – the Department of Westland District Council responsible for the district’s infrastructure. |
| DoC | Department of Conservation |
| GAAP | Generally Accepted Accounting Principles – commonly followed accounting rules and standards for financial reporting. |
| GDC | Informal abbreviation for Grey District Council. |
| Great Ride | A cycle trail included in the NZCT network as approved by MBIE or NZCT Inc. |
| IIMM | International Infrastructure Management Manual – international “bible” for all things Asset Management. |
| ILM | Investment Logic Mapping – An AMP process undertaken with key stakeholders. Involves workshops to ascertain problems and opportunities and develop a business case for funding based on these problems and opportunities. |
| ISO | The International Organization for Standardization. They develop and publish International Standards especially relating to quality management. |
| LGA | Local Government Act – New Zealand legislation governing Councils and Council Controlled Organisations. |
| LTP | Long Term Plan – a mandatory planning document required to be produced by Councils every three years to cover a 10-year period. |
| MBIE | Ministry of Business, Innovation and Employment. |
| MGR | Maintaining Great Rides – a funding stream of MBIE to maintain trail quality. |
| NAMS | National Asset Management Support – NZ chapter of international leaders in asset management that provide technical guidance and support. |
| NCS | “Napier Computer Systems”: IT software predominantly used by Councils with a wide variety of financial functions and service request logging capabilities. |
| NPS | Net Promoter Score – a benchmarking system commonly used in the tourism industry. Refers to the proportion of customers likely to recommend a company, product or service to a friend, ranked on a scale of 0 (lowest) to 10 (highest). |
| NZCT | Ngā Haerenga, the New Zealand Cycle Trail |
| NZTA | New Zealand Transport Agency – one of the trail’s co-investors for certain projects. |
| OAG | Office of the Auditor-General – Branch of central government ultimately responsible for providing independent public assurance that public organisations including Councils are operating and performing in line with Parliament’s intentions. |
| ODM | Optimised Decision Making: decision-making process that facilitates determination of optimal maintenance and renewal treatments based on benefit costs and judged against organisational needs and risks. |
| OPEX | Operational Expenditure. |
| PACE | Procurement Automated Contract Evaluation – a form/process for auditing contract performance |
| PCBU | Person Conducting a Business or Undertaking |
| RMA | Resource Management Act – NZ legislation relating to environmental management. This requires resource consents to be granted before certain types of non-permitted activities to be carried out. |
| SH | State Highways – New Zealand’s main roading network administered by NZTA. |
| TA | “Tour Aotearoa” Brevet event – an official biennial cycle race in New Zealand covering 3,000km from Cape Reinga to Bluff. Event has waves of cyclists with staggered start times – riders are supposed to take no more than 30 days to finish. Route was designed by Jonathan Kennett, a prolific New Zealand cyclist and cycling guidebook writer. Event draws competitors from all around the world. Route can be rode at alternate times as a self-paced bikepacking trip. |
| WDC | Informal abbreviation for Westland District Council. |
| WCWT | Informal abbreviation for West Coast Wilderness Trail |
| WCWTT | Informal abbreviation for West Coast Wilderness Trail Trust. |

APPENDICES

- A. Annual Plan + 2021-2031 LTP Projects with Full Funding Inputs**
- B. Investment Logic Map for Lake Kaniere Road Stage 2**
- C. Priority Project Forms**

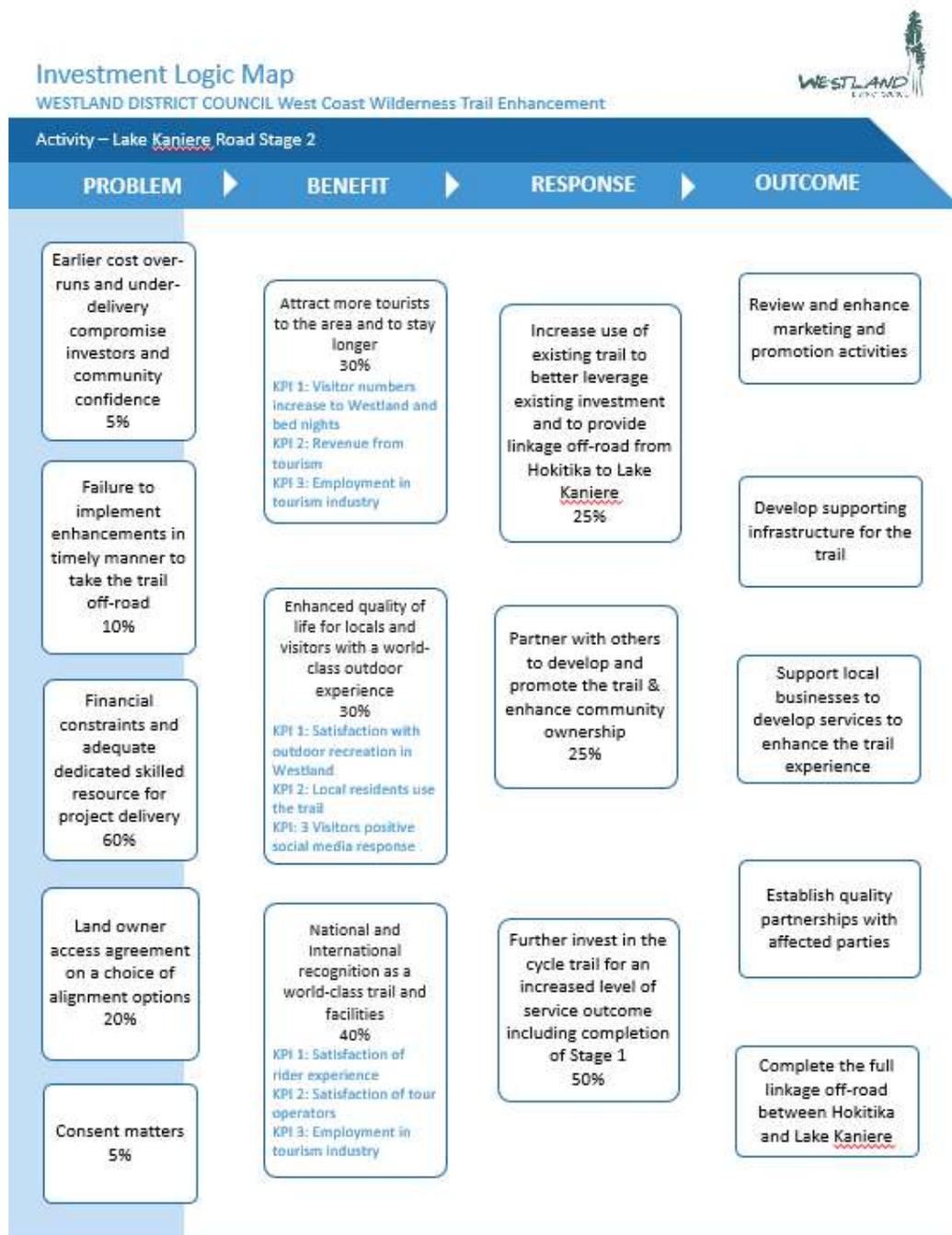


APPENDIX A: Annual Plan + 2021-2031 LTP Projects with Full Funding Inputs

| Project Title | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 11 year total | Comments |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|----------------------|------------------------|------------------------|-------------------------|---|
| | Annual Plan | Years 1-3 of LTP | | | Years 4 - 10 of LTP | | | | | | | | |
| Lake Kaniere Stage 2 | | | | | | \$ 700,000.00 | \$ 750,000.00 | | | | | \$ 1,450,000.00 | |
| Lake Kaniere Stage 3 | | | | | | | | | | | | \$ - | To be validated |
| Mahinapua lake loop (Stage 3) | | | | | | | | | \$ 350,000.00 | \$ 1,650,000.00 | \$ 1,700,000.00 | \$ 3,700,000.00 | |
| Wainihinihi wet weather route bridge plus Milltown Switchback below Cowboy | \$ 160,000.00 | \$ 160,000.00 | | | | | | | | | | \$ 320,000.00 | |
| Taramakau Section - major maintenance | \$ 25,000.00 | \$ 50,000.00 | | | | | | | | | | \$ 75,000.00 | |
| Kumara Domain & pump track | \$ 32,000.00 | | | | | | | | | | | \$ 32,000.00 | BMX/pump track. Local community funding |
| Totara bridge Stage 1 | | | | \$ 200,000.00 | \$ 500,000.00 | | | | | | | \$ 700,000.00 | |
| Totara bridge Stage 2 & 3 | | | | | | | | | | | | \$ - | |
| Mahinapua boardwalk & bridges | | | \$ 750,000.00 | \$ 600,000.00 | | | | | | | | \$ 1,350,000.00 | |
| Kaniere Water race bridges | | \$ 300,000.00 | | | | | | | | | | \$ 300,000.00 | |
| Mahinapua Viewing Platform | \$ 32,000.00 | \$ 38,000.00 | | | | | | | | | | \$ 70,000.00 | |
| Larrikins Road | | | \$ 32,000.00 | | | | | | | | | \$ 32,000.00 | |
| Milltown Pyramid Hill | | | | | | | | | | | | 585000 | |
| Ruatapu terrace | | | | | | | | | | | | 420000 | |
| Seven Golden Gullies | | | | | | | | | | | | 840000 | |
| Major cycle trail safety enhancements | \$ 30,000.00 | \$ 30,000.00 | \$ 30,000.00 | \$ 30,000.00 | \$ 30,000.00 | \$ 30,000.00 | \$ 30,000.00 | \$ 30,000.00 | \$ 30,000.00 | \$ 30,000.00 | \$ 30,000.00 | \$ 872,000.00 | |
| Minor infrastructure (Shelters, Bike Stands, Signage & Toilets etc) | \$ 74,000.00 | \$ 36,000.00 | \$ 36,000.00 | \$ 36,000.00 | \$ 36,000.00 | \$ 36,000.00 | \$ 36,000.00 | \$ 36,000.00 | \$ 36,000.00 | \$ 36,000.00 | \$ 36,000.00 | \$ 758,000.00 | |
| TOTAL | \$ 353,000.00 | \$ 614,000.00 | \$ 848,000.00 | \$ 866,000.00 | \$ 566,000.00 | \$ 766,000.00 | \$ 816,000.00 | \$ 66,000.00 | \$ 416,000.00 | \$ 1,716,000.00 | \$ 1,766,000.00 | \$ 11,504,000.00 | |

Greymouth District Council
Shantytown, Greymouth

APPENDIX B: Investment Logic Map for Lake Kaniere Road Stage 2



APPENDIX C: Priority Project Forms

Project forms for the following projects are contained in Appendix C:

Mahinapua
Viewing
Platform

Ruatapu
Terrace

Kaniere Water
Race Bridges

Mahinapua
Lake Loop

Seven Golden
Gullies

Lake Kaniere
Stage 2

Mahinapua
Boardwalk &
Bridges

Kumara
Domain &
Pump Track

Shelters &
Toilets

Totara Bridge - Stages 1-3

Milltown Pyramid Hill

Larrikins Road

Wainihinini (part of Kawhaka Bridge Project)