

Head of the Lake Trails Strategy 2019 to 2029

A 10 year strategic plan for
the Head of the Lake Trails Trust, Glenorchy

Acknowledgements

The Head of the Lake Trails Strategy been prepared by TRC Tourism Ltd (www.trctourism.com) for the Head of the Lake Trails Trust.

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1 INTRODUCTION

This document is a strategic plan for the Head of the Lake Trails Trust (The Trust). It seeks to present a strong situational analysis, a vision and objectives, and an action plan for the trust to guide the next 10 years of trail maintenance and construction.

The implementation of this plan in collaboration with neighbours in Queenstown will see Glenorchy and the Head of the Lake develop its outstanding natural assets into a world class trails destination, linked to Queenstown.

1.1 Background Context

Glenorchy sits at the Head of Lake Wakatipu approximately 45 kilometres from Queenstown in Otago New Zealand. The area is astoundingly beautiful and has been the set for many films including the famous Peter Jackson trilogy 'Lord of the Rings'.

Glenorchy has a hotel, several resorts and bars/restaurants, a school and small shops catering for residents and tourists alike. Other facilities include a community airstrip, and a boat ramp and jetty for water based activities including transport.

Nearby settlements at Kinloch and Paradise also serve tourism through the provision of high quality and unique accommodation, food and other services including guiding and tours.

Activities in the region are predominantly outdoor based. They include access to some of New Zealand's Great Walks including the Routeburn Track which is accessed via Glenorchy. Additional well known walks in the area include the Rees and Dart Tracks, and the Greenstone and Caples Tracks.

Outdoor adventure activities that are popular with visitors and residents include canyoning, jet boating, fly fishing, horse riding, helicopter tours, mountain biking, skiing, snowboarding and boating.

Glenorchy is located in Queenstown Lakes District Council area and also falls within the Otago Regional Council.

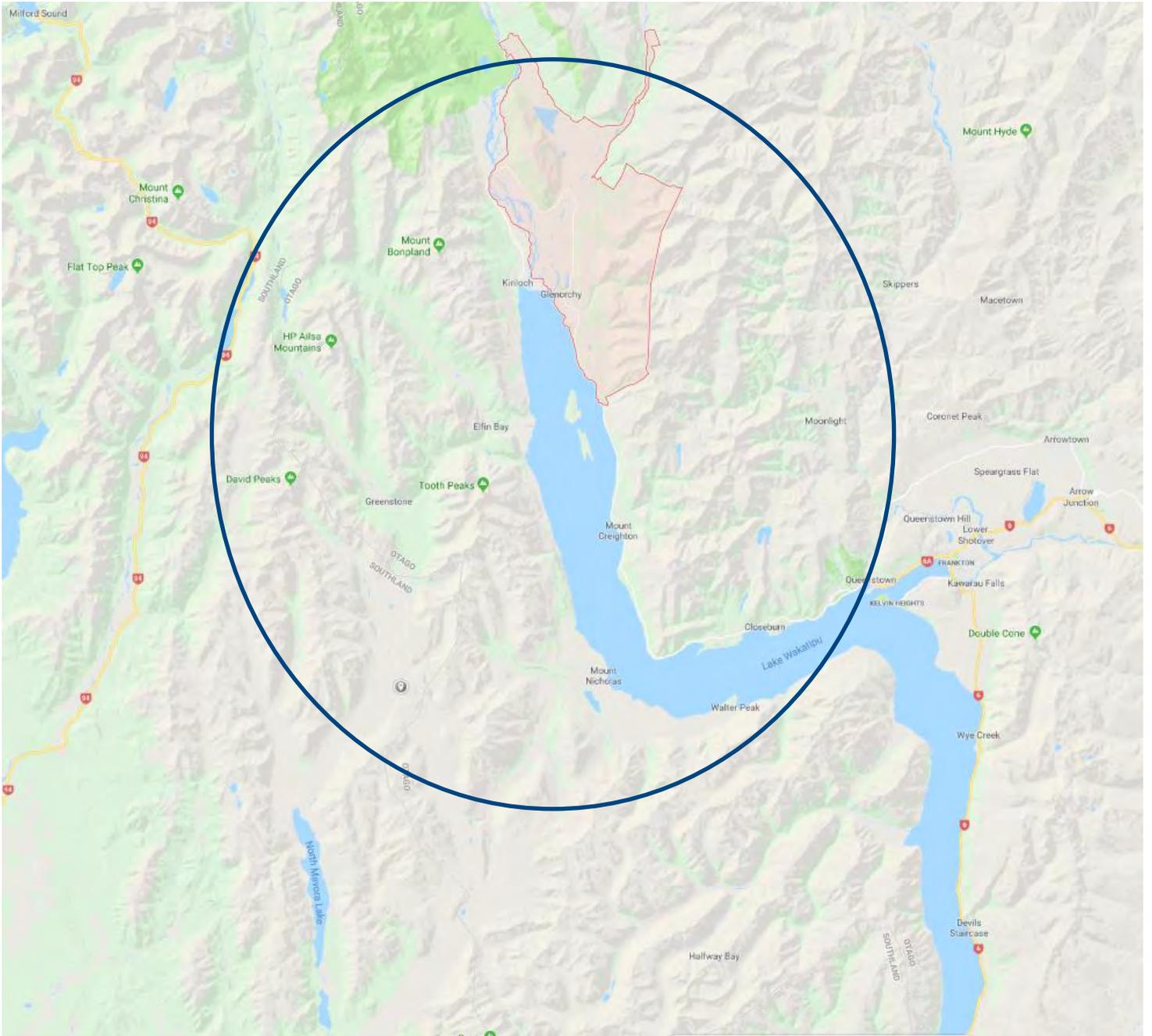


FIGURE 1. MAP SHOWING GLENORCHY AND LAKE WAKATIPU (COURTESY GOOGLE MAPS)

1.2 The Head of the Lake Trails Trust

In 2017, the Head of the Lake Trails Trust (The Trust) was formed by the creation and execution of the first trust deed for the organization.

The purpose of the Trust is specified in the Deed and accordingly will drive the direction of this strategy. Generally, the intent is to grow Glenorchy and Kinloch areas as a trails-based destination while at the same time developing community-based outcomes including safer access to schools and the foreshore for residents. The purpose as described in the Deed is:

- » To promote, plan, fund, develop, establish and maintain a functional and high-quality network of trails for walking, tramping, running, cycling, mountain biking, horse riding and any other similar non-motorized recreational leisure activities in the Glenorchy and Kinloch areas and all surrounding areas known colloquially as the 'Head of the Lake'
- » Where there is a need to provide a safe walking / riding environment alongside or near motor vehicle roadways, to establish trails that are separate (but they can be alongside) motor vehicle roadways as to provide safety and protection for the trail users
- » To allow the trails to be used by people using a wheelchair or similar access restricted devices, and to allow e-bikes with power of less than 300W to use the trails
- » To allow trails to be used to promote health, fitness, wellbeing and general benefit of all members of the community and also members of the public including visitors
- » To establish trails for single purposes where that purpose may not be compatible with other uses from a safety perspective (i.e. Mountain bike downhill single-track trails)
- » An example of the trails the Trust may pursue includes the joining of the Te Araroa Trail with Queenstown and the Greenstone Valley passing through the Head of the Lake area
- » To consult widely with the Queenstown Lakes District Council (QLDC), the Department of Conservation (DoC), the Te Araroa Trust (TAT) and all other land owners and entities concerned with areas the Trust may wish to pursue access to or easements over for trails associated with this strategy or the trust deed
- » To establish, implement and manage a system of raising funds, saving and investing funds for the purposes of the Trust which will likely be to plan, develop and maintain and operate the trails
- » To seek, accept and raise funds by several means so as to be able to invest in trails aligned to the purpose of the Trust.

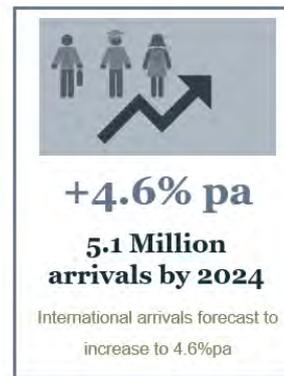
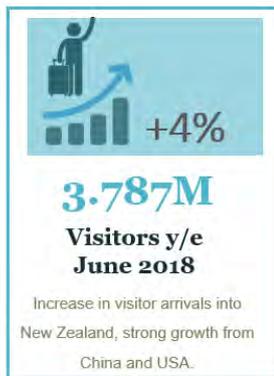
The purpose will be reflected in the way the strategy unfolds into a series of objectives and actions further into this document.



2 TRENDS IN TOURISM AND TRAILS

2.1 Tourism

Tourism is on an upward trajectory in New Zealand with 3.787 million visitor arrivals into the country for the year ended June 2018 (up 4% on the previous year), with strong growth from China, and the US. Australia remains the country's biggest market with 1.472 million visits. This trend is set to continue with international arrivals forecast to increase 4.6% per annum to 5.1 million arrivals by 2024. Domestic tourism is strong too, with a 4% growth in domestic visitor expenditure in the year to March 2017 (21.4 billion). International visitor expenditure for the same period was 14.5 billion.¹



¹ Key Tourism Statistics, Ministry of Business Innovation and Employment, August 2018

The Queenstown Lakes District (which includes Glenorchy), continues to be the lead nature and adventure tourism destination in New Zealand. For the year ended July 2018, there were 3.630 million guest nights (2.6 million international, 1 million domestic). This translates to 1.406 million arrivals staying in commercial accommodation, with an average length of stay of 2.58 nights.²Visitors in the peak of summer or winter outnumber locals by three to one.

As a destination the Queenstown Lakes District is renowned for outstanding nature and adventure activities blended with quality food and wine, shopping, accommodation, golf and events. Over 150 activities are on offer at any one time. With relevance to this strategy, hiking/walking and biking started out as niche activities over 10 years ago but have now become part of the mainstream in the district's offering to visitors, and an important feature for residents.



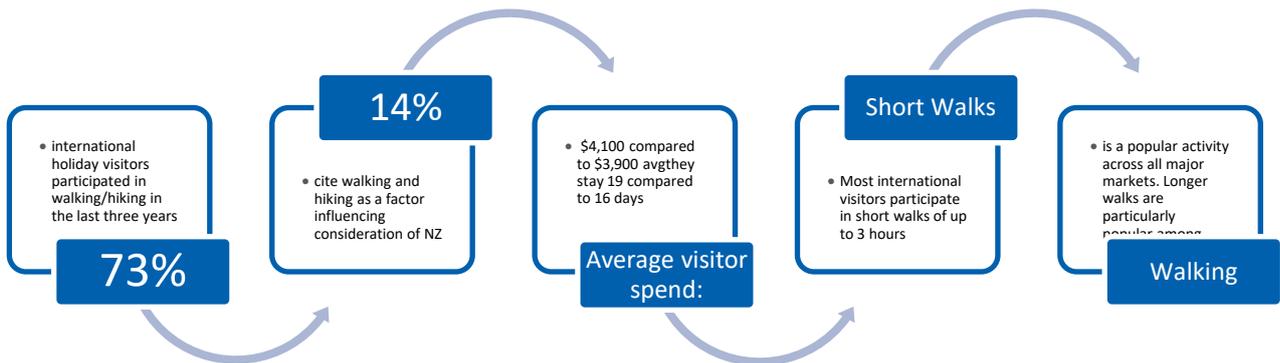
The following section explores these activities at a national level and then examines how these trends translate on the ground in the Queenstown Lakes District.

² Commercial Accommodation Monitor, July 2018 Statistics NZ

2.2 Walking and Hiking

Tourism New Zealand (TNZ) regards walking and hiking as a Special Interest sector along with cycling, golf, and skiing. The agency is committed to growing levels of participation in these activities through its international marketing channels.

Walking and hiking are popular activities for many tourists with a range of options from easy short walks to multi-day great walks. The following points highlight what is known about these visitors from an international perspective³:



WITH A RANGE OF WALKING OPTIONS MOST INTERNATIONAL VISITORS PARTICIPATE IN SHORT WALKS OF UP TO THREE HOURS



FIGURE 2. VISITORS AND WALKING. SOURCE TOURISM NZ 2018

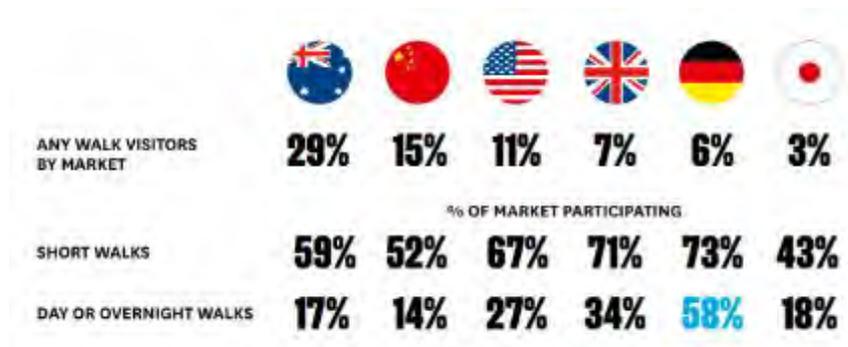


FIGURE 3. ORIGIN OF VISITORS AND WALKING PREFERENCES. SOURCE TOURISM NZ

³ Special Interest sector market stats- walking and hiking; Tourism New Zealand, 2018

The regions that are most popular with international walkers/hikers are the Mackenzie (72,800), West Coast (50,800), Lake Taupo (46,100), Fiordland (35,700), Ruapehu (31,500) and Wanaka (31,100). These and other regions most visited for walking and hiking are shown in Figure 2.⁴

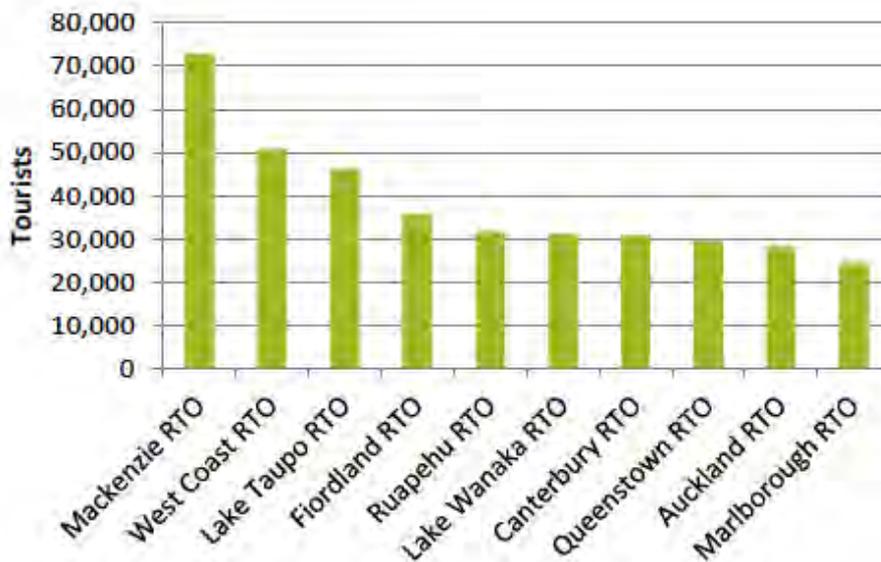


FIGURE 2. LOCATIONS FOR WALKING AND HIKING BY INTERNATIONAL VISITORS (2009-2013). SOURCE TOURISM NZ

The Mackenzie region rates most highly because of the high proportion of international visitors walking in the lower Hooker and Tasman Valleys for views of Aoraki Mount Cook and the Tasman Glacier. The West Coast also rates highly, attributable to the short walks at Punakaiki, Cape Foulwind and at the Glaciers. Fiordland region is next most visited because of the Milford, Routeburn (including the short walk up to Key Summit) and Kepler Great Walks.

2.3 Cycle and Mountain Bike Tourism

Cycling has shown more growth in participation by domestic and international visitors than any other outdoor activity in recent years.



FIGURE 4. CYCLING TOURISM. SOURCE TOURISM NZ

⁴ www.tourismnewzealand.com/media/1768/tourism-profile-walking-and-hiking.pdf

The following points highlight what is currently known about cycling in relation to international visitors:⁵

- Around 138K holiday visitors say they participated in some form of cycling
- On average, cycling tourists spend more on their visit = \$4,900 compared with \$3,900
- Cycling tourists tend to stay longer - around 33 days compared to an average visitor who stays around 16 days
- International cycling visitors tend to be most interested in adventure tourism activities during their stay in New Zealand
- Cycling tourists tend to visit more regions and are likely to include a vineyard experience into their stay
- Markets that provide the most cycling tourists include Australia, UK, USA and Germany



FIGURE 5. CYCLING MARKETS. SOURCE TOURISM NZ

Nationally, Nga Haerenga - the New Zealand Cycle Trail has stimulated demand for easy off-road cycling through the development of 22 Great Rides.

Annual use of these trails ranges from approximately 4,700 visits at the low-end to over 211,000 on the Queenstown Trails. The Around the Mountain Cycle Trail is the second great ride in the Queenstown area. Most of the great rides are dominated by domestic visitors, except for the Queenstown Trails and the Otago Central Rail Trial, which both have a higher proportion of international visits.

For the 2015 calendar year⁶:

- An estimated 1.3 million users visited the 22 Great Rides in 2015
- Approximately 86.5 per cent of users of the Great Rides were New Zealanders, and just over 114,000 or 13.5 per cent were international visitors
- For every dollar attributed to construction and maintenance of the Great Rides in 2015, approximately \$3.55 of annual benefits were generated
- The social contribution of the Great Rides was estimated to be \$12 million. This includes reduced mortality and cost savings from diseases associated with physical inactivity
- Key factors of successful governance included having a clear strategy, marketing expertise and dedicated resource for trail maintenance.

⁵ Special Interest Sector market stats- cycling and mountain biking; Tourism New Zealand, 2017 N.b. This data highlights behaviour of holiday visitors over the three years to March 2017.

⁶ www.mbie.govt.nz/info-services/sectors-industries/tourism/nga-haerenga-new-zealand-cycle-trail/evaluation

FIGURE 6. EVALUATION OF THE NEW ZEALAND CYCLE TRAIL 2015 SOURCE MBIE



FIGURE 7. NEW ZEALAND GREAT RIDE DATA 2016. SOURCE MBIE



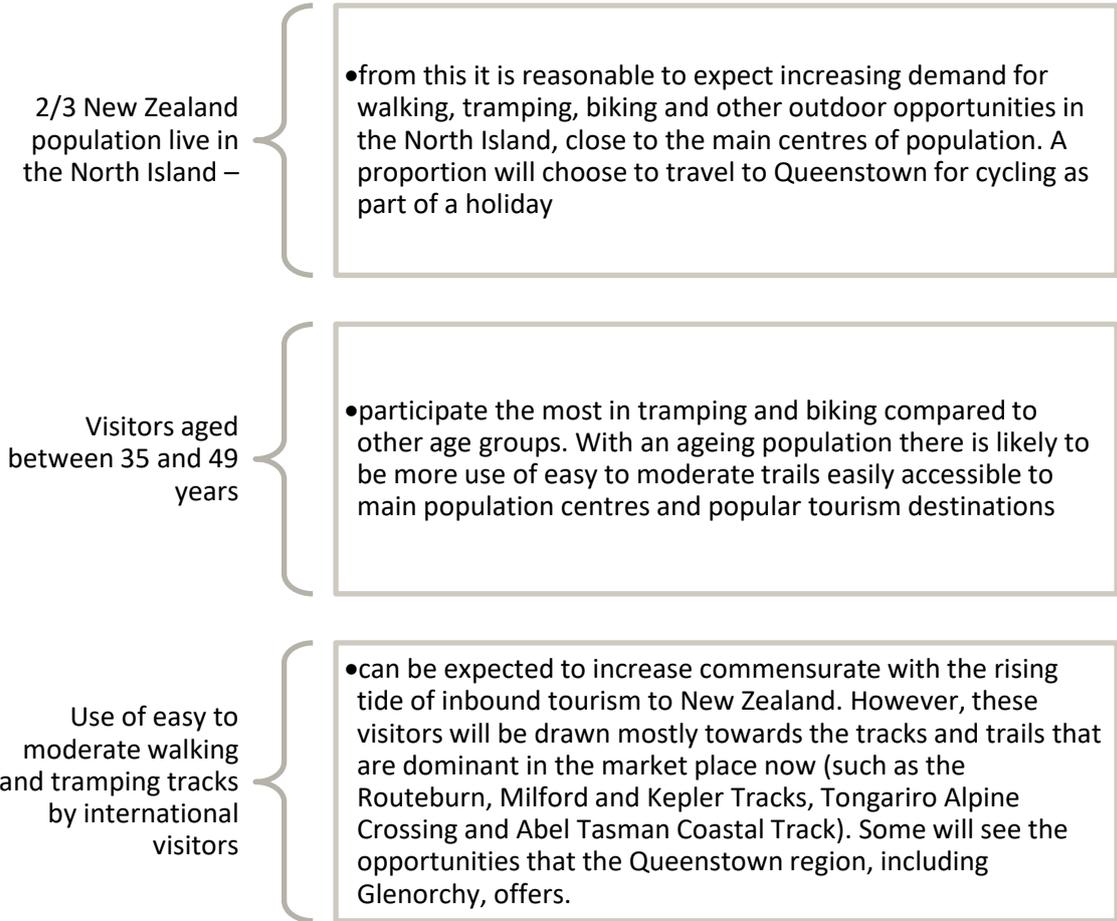
2.4 The Great Outdoors

New Zealand wide, 29% of youths and 59% of adults regularly (i.e. once in seven days) participated in walking; 52% of youths and 20% of adults participated in running, jogging and cross country running; 5% of youths and 4% of adults participated in mountain biking; and 10% of youths and 4% of adults participated in tramping. Annually, 85% of adults participated in walking, 38% in running and jogging, 14% in mountain biking, and 23% in day tramps.

In the Otago region participation rates for youths in these same activities did not significantly differ to the national rates, with the exception of tramping and bush walks which was 5% higher.

Participation rates for adults in the Otago region also did not differ significantly from the national participation rates, with the exception of mountain biking which was 3% higher than the national average.⁷

Looking ahead the next 10 to 15 years, the following trends will have an influence on participation in walking/hiking and cycling:



⁷www.sportnz.org.nz/managing-sport/search-for-a-resource/research/active-nz-survey-2017



3 EXISTING TRACKS AND TRAILS

Glenorchy and the head of the lake region boasts more than 18 walking and tramping tracks on spectacular public conservation land (including conservation areas, Mount Aspiring National Park and part of the Te Wahipounamu–South West New Zealand World Heritage Area). Walks range in duration from 1-2 hour loop tracks, day return walks to overnight walks and multi day tracks including the Great Walk branded Routeburn track.

The walks traverse river valleys (Rees/ Dart), sub alpine, mountainous, tussock, ancient beech forest and lake environments, and include islands within Lake Wakatipu.

The area has a rich natural and cultural history including glacier retreat and tectonic forces forming landscapes, early Maori visits for Mōa and pounamu/greenstone hunting, gold mining, and early European runholders.

The walks include a range of campsites and huts (ranging from basic 4 bunk huts up to 50 bunk great walk huts).

Figure 8 provides the map of the walks in the area managed by DoC which account for the vast majority of walks in the area.

These are summarised in the following Table1 below. Some of the trails listed are capable of multiple forms of trail use including mountain biking and cycling.

TABLE 1. TRAILS IN THE HEAD OF THE LAKE REGION (INFORMATION COURTESY OF DOC)

WALK NAME	AVERAGE TIME / DISTANCE	START/ FINISH	DESCRIPTION	ACTIVITIES
1. Glenorchy Walkway	1 – 2 hour loop track	Glenorchy waterfront	An easy family walk partly on gravel on partly on boardwalk including a traverse of wetlands	Walking, dogs allowed and great views of Mt Earnslaw
2. Mount Judah Track	2 – 3 hours one way	Whakaari car park	A steady climb from the car park 3 kilometres from Glenorchy to the old Scheelite Mine, and further up the old Mount Judah Road, wonderful mountain huts	Suitable for walking, horse riding, mountain biking and with historic remnants in-tact.
3. Heather Jock Track	3 – 4 hours one way	The end of the Mount Judah Tck, 2 hours from the Whakaari car park	A marked track from the end of the Mount Judah Track rising to old mountain huts	Tramping, walking and historic features including mountain huts
4. Mt McIntosh Loop Track	8 to 10 hours return	Starts at the Whakaari car park and finishes on the Queenstown Glenorchy Rd close to the car park	A track that is steep in part climbing to old huts with great views of Lake Wakatipu area. Views also extend to Mt Earnslaw and the Dart Valley	A good day walk option close to Glenorchy with strong views, huts and mountain bike options.
5. Diamond Creek	45 minutes each way to Lake Reid	Starts on the Routeburn Rd 15 minutes from Glenorchy	Follows a popular trout stream and has good views of Paradise and birdwatching opportunities	Walking and fishing, as well as bird watching.
6. Invincible Gold Mine	2.5 hours return	Starts on the Rees Valley Road 30 minutes from Glenorchy	An 1880 miners track that features great views and remnants of old water wheel	Walking with views and historic features
7. Earnslaw Burn Track	4 – 6 hours one way	20 minutes from Glenorchy on Lovers Leap Rd	Follows the bush and basin to the head of the valley and includes views of icefalls	Walking with views, and tramping
8. Kea Basin Track	4 – 5 hours one way	30 minutes from Glenorchy starting from the Muddy Creek car park on the Rees Valley Rd	Stunning views up the Rees Valley towards the Rees Saddle	Tramping and day walks with great views and mountain huts
9. Lake Sylvan	1 hour 40 loop track	30 minutes from Glenorchy at the Lake Sylvan car park	A recently upgraded track traversing tall beech forests and areas once cut over	Walking, camping and bird watching
10. Sugarloaf Rockburn Track	8 – 11 hours as a full loop track	30 minutes from Glenorchy at the Lake Sylvan car park	A loop track taking in parts of the Lake Sylvan Track and the Routeburn Tracks.	Tramping and views

WALK NAME	AVERAGE TIME / DISTANCE	START/ FINISH	DESCRIPTION	ACTIVITIES
11. Routeburn Nature Walk	40 minutes to 1 hour	Starts at the Routeburn car park 30 to 40 minutes from Glenorchy	A family friendly trail meandering on the flats and joining the Routeburn Track including a swing bridge option	Family walks, bird watching and fishing
12. Routeburn Flats	3 to 5 hours return	Also starts at the Routeburn car park. Follows an old bridal track from the 1870's	Beech forests and river gorges including a swing bridge crossing	Family walks, walking, views, fishing and huts
13. Routeburn Falls	5 – 8 hours return	Also starts from the Routeburn car park 40 minutes from Glenorchy	A steady climb through beech forest including 2 swing bridge crossings with excellent views leads to the Routeburn Falls and a hut.	Family walks, views, fishing huts and birdwatching
14. Harris Saddle	4 to 6 hours one way	Starts from the Routeburn car park as described above.	The track follows the route to Routeburn Falls as described above then climbs steadily to the outlet of the river at Lake Harris. The high point of the track at Harris Saddle is reached after a sidle through moraine above the lake.	Strong day walk for fitter groups
15. Scott Creek Track	3 to 4 hours one way	Signposted near the Scott Creek Bridge on the Glenorchy Routeburn Rd.	A rough and at times ill defined track rising to the ranges and accessing Kay Creek and into the Caples Track	Day walking and tramping including longer trips
16. Glacier Burn	2 hours each way	Signposted off the Glenorchy Kinloch Rd.	A strong walk through Beech Forest and passing old forest snig lines until the tree line is reached with good views over the Humboldt Mountains	Day walking and longer tramping.
17. Lake Rere	4 to 6 hour loop track	Greenstone Car Park near Lake Wakatipu	A nice loop walk joining the Greenstone Track and Lake Rere	Day walking and access to longer tramps.
18. Lake Wakatipu's Islands	30 minutes to 1 hour	Accessible by boat	Multiple short walks from 30 minutes to 2 hours. Strong birdlife being predator free	Short walks and camping
19. Rees-Dart Track	4 to 5 days with shorter options retracing routes	Muddy Crk Car park about 1 hour from Glenorchy	A moderately demanding 4 to 5 day tramp. Following the Rees and Dart rivers. Spectacular mountain scenery, forests, alpine vegetation, glacier fed rivers and the Dart Glacier	Tramping, camping, fishing.
20. Caples and Greenstone Tracks	4 day round trip	Either the Routeburn or the Greenstone car park near Lake Wakatipu	A solid tramp through two differing alpine valleys and linking the Routeburn Track in the north west.	Tramping, camping and fishing.



4 GOVERNANCE AND MANAGEMENT

A number of community, government and private interests intersect with the implementation of this strategy. A brief description of the main entities is provided below.

4.1 Head of the Lake Trails Trust

The Head of the Lake Trails Trust (the Trust) is the governing entity for this strategy⁸. The Trust has been established and registered under the Charitable Trusts Act (1957) and the Charities Act (2005), and is also governed by the Trustee Act (1956). The New Zealand Government through the Companies Office generally govern the administration of the Acts under which the Trust has been established.

Details of the purpose and intent of the Trust have been described in earlier sections of this strategy.

4.2 Glenorchy Community Association

The Glenorchy Community Association (GCA) is a community based incorporated society. Membership is made up of members of the community including residents and property owners living in the Head of the Lake area.

The principle objectives of the GCA are to promote the interests, needs and well-being of the Glenorchy community with government, local government and other entities and decision makers, and to support community initiatives.

⁸ Head of the Lake Trails Trust Deed of Trust, and the Companies Office website.

A Community Plan was completed in 2001⁹ and is still used as the guiding document for community aspirations, development and direction with the QLDC.

The following statement encapsulates the spirit of Glenorchy and the Head of the Lake:

Vibrant community where lifestyle and freedom are highly valued together with the peaceful, unspoilt rural environment and the dynamic interaction of the spectacular landscape, heritage and wilderness.

During the development of the plan, 9 strategic outcomes were identified as important to achieve the vision for the community responsibility and ownership for the future of Glenorchy – Head of the Lake:

1. A safe, community with services and facilities for all ages
2. Rural – wilderness and landscape to remain unspoilt
3. Glenorchy – Head of the Lake to be an end destination
4. Activities to be low impact and ‘fit’ and respect the environment
5. Widespread awareness of Glenorchy – Head of the Lake values, the vision and direction
6. There is an awareness of and respect for rural activities
7. Recreation opportunities and access to be retained
8. Heritage and the culture of Glenorchy -Head of the Lake retained and protected
9. Control of Weeds

The Community Plan also contains goals and actions for each of these strategic outcomes.

4.3 Queenstown and Lakes District Council

Queenstown and Lakes District Council (QLDC) is the local level government authority that has accountability for the Head of the Lake region. Queenstown and Lakes area is the fastest growing district in New Zealand with a 7.1% rise in population¹⁰. This is placing strains on the liveability of the region with increased housing prices, and strains on infrastructure including transport. The 2017/2018 QLDC Annual Plan highlights the need to invest in a range of services to cope with the growth including:

- Investment in traffic solutions
- Investment in increased services and resourcing
- Investment in the environment (lake quality), wilding pines and recreation
- Investment in people (living and housing affordability, education and health).

A number of these areas intersect with the Trust’s aspirations and goals contained within this report. A new 10 year plan is not far away, and this strategy has the potential to input directly into the plan’s aspirations and goals.

⁹ Glenorchy – Head of the Lake 2001 Community Plan (Incorporating The Community Visioning Report 2016)

¹⁰ QLDC Annual Plan 2017-2018

4.3.1 Department of Conservation (DoC)

The Department of Conservation (DoC) is the New Zealand agency charged with conserving New Zealand. DoC has an inspiring vision:

'Our Vision is for New Zealand to be the greatest living space on Earth'

DoC organises its work around five outcomes:

1. The diversity of natural heritage is maintained and restored
2. The history is protected and brought to life
3. More people participate in recreation
4. More people engage with conservation and its benefits
5. Conservation gains from more business partnerships

The relevant office for DoC in the Wakatipu area is in Queenstown, plus a ranger station in Glenorchy. The Trust enjoys a strong and positive relationship with DoC, and a DoC Officer enjoys a position on the Trust Board.

Many of the trails in the region, are situated outstanding DoC managed National Parks and other forms of public land and conservation areas. Mount Aspiring National Park, and the Routeburn Track are internationally recognised as are the Dart and Rees Valleys.

4.4 The Queenstown Trails Trust

The Queenstown Trails Trust (QTT) is a formally constituted trust created under similar arrangements to the Head of the Lakes Trail Trust. It has been very successful in raising funds for the creation, development, maintenance and growth of a world class network of trails across a variety of land tenures. This has been driven by several factors including:

- The strength of the strategic planning undertaken
- The quality and passion of the Trustees
- The environment in which the trails sit
- The growth in population and infrastructure shortages in the district.

The QTT has a current strategic plan that guides the priorities for the next decade; Queenstown Trail for the Future (2015 to 2025).

The QTT has the experience and capability to assist the Trust. While the areas covered are different, they are essentially neighbours, and both seek to advance trail use in the broader area. A number of priority actions may be able to be shared across both organisations as will advocacy with elected officials at District and National levels.

4.5 Ngai Tahu

The Ngai Tahu are the local iwi of the land surrounding Lake Wakatipu and much of the South Island of New Zealand.

Three high country farms on the eastern side of the Lake are owned by Ngai Tahu and operated as a working farm. The organisation also has significant tourism assets in the South Island.

Opportunities in the district and on the Ngai Tahu land will emerge over time and the ability to partner to achieve mutual aims is an important objective.



5 SWOT ANALYSIS

Understanding the strengths, weaknesses, opportunities and threats (SWOT) for the Head of the Lake is an important step in determining the future. The following infographic provides a summary of the current state





6 LOOKING FORWARD

6.1 Vision for the Trust

'The Head of the Lake will be regarded among New Zealand's finest trail based destinations for visitors, and connected, safe and accessible for our residents.'

6.2 The Mission of the Trust

To build trails for walking, cycling, horse riding in the 'Head of the Lake' for everyone's enjoyment, safety and well-being

Sitting within the mission statement is the intent to provide a number of outcomes for the Glenorchy area. Included are the desire to implement and maintain a network of trails to classified standards fit for purpose, and to identify a sustainable network that endures into the future.

6.3 What will success look like at the 'Head of the Lake'?

At the end of this strategy, we will have:

1. The TRUST working with a range of partner organisations, businesses, community groups and leaders implementing new trail projects that benefit the community and visitors
2. More people using trails in the Head of the Lake area for commuting, outdoor active pursuits, recreation and enjoyment
3. Safer trail use within Glenorchy and more parts of the community linked
4. Achieved at least one 'Game Changer' project
5. A successful funding strategy that will see money continually available to leverage grants and philanthropic sources
6. Contributed to a vibrant and higher yielding tourism economy in Glenorchy
7. Helped build a sustainable community in the Head of the Lake region.

6.4 Principle Based Strategy Development

Adopting a set of principles allows the Trust to adapt to opportunities and threats that will emerge during the life of this strategy, and in considering those opportunities and threats, ensures the Trust continues to make decisions that will seek to deliver the vision and outcomes of this strategy.

6.4.1 The Trust Principles

1. Act in the interests of the community at all times, aligning to the Glenorchy Shaping Our Futures vision

- Section 2.7.2 of this strategy outlines the role of the GCA, and the objectives within the community plan. It seeks to benefit the whole community while recognising the TRUST is separate entity with its own Trust Deed, operating within the broader community.

2. Build world class trails that deliver lowest possible annual maintenance costs

- As a general principle, the Trust will seek to invest in construction methodologies and materials that provide an outstanding experience for users, and that seek to minimise ongoing maintenance costs of trails and associated facilities into the future.

3. Seek to improve accessibility for residents of Glenorchy, and its visitors

- This principle seeks to ensure that residents and community members of Glenorchy and surrounds are serviced by an accessible and easy to use network of trails that link town infrastructure and are age and disability appropriate in their design and construction.

4. Supporting Experience Development and Business Opportunities

- Building trails and experiences that help create lasting and relevant experiences. In doing so, the trail network will enable business development and local economic opportunities, not only in the trail construction and maintenance, but in ongoing tourism industry growth.

5. Building Partnerships to Grow and Leverage

- The Trust will actively seek to work with other organisations including those listed in section 2.7 of this strategy to ensure its operations compliment a broader regional approach, and to help leverage funds of the Trust and its partners with other funding and trail based opportunities.

6. Seeking to Change the Game

- This is the first strategic plan of the new Trust. The strategy acknowledges the gaps in the broader regional trail network including the gaps in the Te Araroa Trail and linkages to the Greenstone. The Trust will seek to progress those gaps and significant trails over the life of this strategy.

6.5 THE TRUST Objectives

To deliver the vision, a set of objectives is described, under each are a set of strategies and actions described in the action plan component of this strategy.

6.5.1 The Trust Objectives

1. Grow the capability and funding of the Head of the Lake Trails Trust

- An enabling objective that will help drive success in other areas for the Trust. In order to deliver most the elements of this strategy, the Trust will continue to grow its capability, its partnerships and its capacity. Funding will play a significant role in it being able to achieve this element.

2. Develop a connected trail network for residents, communities and visitors

- This objective aims to improve the quality of infr
- astructure directly aimed at accessibility for residents. In doing so, the quality and safety of the community facilities will improve. In seeking to deliver this objective, it is also noted that the visitors to Glenorchy also benefit from this.

3. Create a world class trails network in and around the Head of the Lake

- The objective is to develop the trail network completing gaps in the marquee trails such as Te Araroa and other trails, and capitalise on the ability attract trail users and develop sustainable businesses.

4. Help maintain trails and associated infrastructure in and around the Head of the Lake

- Trail managers around New Zealand and internationally find it difficult to maintain assets in excellent condition. This particularly applies in terrain similar to the Head of the Lake and the likelihood of weather events damaging infrastructure. This objective aims to support the maintenance and management of trails and trail stewardship.

5. Increase use and knowledge of the Trails

- This objective aims to increase participation in a growing trail network across the relevant user sectors including walking, tramping, cycling, mountain bike riding and horse riding.

6.6 Our Decision Making Criteria

It is important to develop decision procedures and criteria that help Trustees and partners ensure the highest priority projects are funded, supported and advocated for with Council.

Applying decision making criteria enables the best possible outcome for the opportunity available, particularly with so much to do. Criteria will be used to help guide decisions, influence advocacy, respond to new ideas, deal with issues such as flood damage as they arise, and help guide partner actions across the multi-agency/partner network of trails.

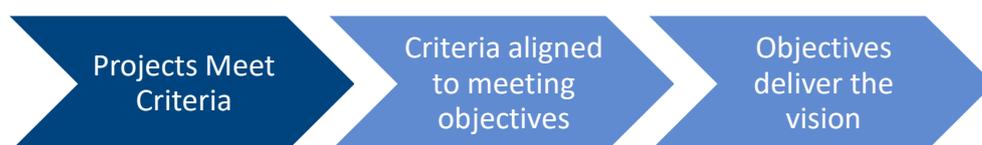


Figure 9. Logic Flow for selecting projects to deliver on the vision of the Trust.

Decision Making Criteria

1. The project contributes significantly to the community including safety	•Logic - The project maximises opportunities for the use of the facilities for community benefit, active transport, recreation and other social benefits. Aligns to objective 2.
2. The project will help the Trust grow its ability to fulfil its purpose.	•Logic – The project will enable the Trust to build its capability in a range of areas including fund raising, marketing trails, project management, and partnership development. Aligns to objective 1.
3. The project fits with national or regional strategies	•Logic - Existing and relevant strategies and plans approved for implementation are supported and are likely to attract funding from sources outside the QLDC. Aligns to objectives 2 and 3.
4. The project adds diversity in type and standard of walking or cycling facility in an area where it is strategically important to do so	•Logic - Encouraging all sections of the community to use and enjoy trails requires facilities of different standards and types. The aim is to appeal to new and existing markets, to encourage walking and cycling. Aligns to objectives 3 & 5.
5. The project showcases the head of the lake regional scenery and history including pre European occupation	•Logic - Aligned to activating an area for people, it is important to provide facilities that inspire people to use them, including the opportunity for views, history and other attributes. Aligns to objectives 2, 3 and 5.
6. The project has a funded or well-articulated maintenance plan attached to it.	•Logic - Asset managing authorities, DoC, Council and other community bodies must be able to maintain assets once constructed. Aligns to objective 4.
7. The project provides important links to other parts of the network	•Logic - The network has a number of missing sections that if completed would enable a broader trail offering and improved experience.
8. The project offers significant value for money	•Logic - The project delivers considerable trail improvements and consequently improvements for residents of economic benefits to the region for the funding available.



7 ACTION PLAN

The action plan below follows a logical approach of identifying the actions that sit underneath each objective of this plan.

Decision making criteria have assisted with the development of an initial list of action priorities.

Supporting agencies and potential partners are also listed. A description of the role of each agency or partner is contained in Appendix B.

Objective 1.	<ul style="list-style-type: none">• Grow the capability, and funding of the Head of the Lake Trails Trust
Objective 2.	<ul style="list-style-type: none">• Develop a connected trail network for residents and communities
Objective 3.	<ul style="list-style-type: none">• Create a world class trails network in and around the Head of the Lake
Objective 4.	<ul style="list-style-type: none">• Help maintain trails and associated infrastructure in and around the Head of the Lake
Objective 5.	<ul style="list-style-type: none">• Increase Use and Marketing of Trails

Objective 1. Grow the capability, and funding of the Head of the Lake Trails Trust

An enabling objective that will help drive success in other areas for the Trust. In order to deliver most the elements of this strategy, the Trust will continue to grow its capability, its partnerships and its capacity. Funding will play a significant role in it being able to achieve this element.

Action No.	Action	Supporting Partners	Priority	Suggested Timing
1.1	<p><u>FUND RAISING</u></p> <p>Develop a fund-raising strategy that seeks to achieve at least \$50,000 in year 1. The Trust will struggle to be effective in its advocacy and planning without funds to use for trail development and its own operations.</p>	DoC, QLDC, QTT	Very High	Year 1
1.2	<p><u>EMPLOY AN EXECUTIVE OFFICER (PART TIME INITIALLY)</u></p> <p>Once the Trust has some funds, employ a part time executive officer to begin the planning and implementation of many of the actions in this strategy. The Officer can draw upon the skills and enthusiasm of the trustees and add capacity to the organization. The option of exploring a joint role with the Glenorchy Community Association and or the Queenstown Trails Trust can be explored.</p>	QTT, GCA	High	Year 2 and Ongoing
1.3	<p><u>BUILD A REGIONAL PARTNERSHIP</u></p> <p>With the QTT and the Trust neighboring each other, and with Council and DOC as well as other land owners integral to a regional network of trails, work with the QTT in developing a regional partnership model. The partnership can work collectively to advocate for game changing projects, and ensure linkages to areas outside each other's jurisdictions can be considered more broadly.</p>	DoC, QLDC, QTT	Very High	Year1 to Year 3 and then ongoing
1.4	<p><u>RELATIONSHIPS</u></p> <p>Develop more informal relationships with neighboring and regional trail entities and leaders to help develop the Trust's profile and ability to leverage off other entities. Other relationships to be developed include Walking and Cycling NZ, Walking Access NZ, DoC, and the Te Araroa Trust.</p>	QLDC, QTT	Very High	Ongoing
1.5	<p><u>MARKETING</u></p> <p>Participate in the development of promotional material on the opportunities within the Head of the Lake area. This will help the Trust position itself and the region as an area ready for investment in trails with businesses, philanthropic organisations, community and government.</p>	QLDC	High	Years 2, 3 and onward

Objective 2. Develop a connected trail network for residents, communities and visitors

This objective aims to improve the quality of infrastructure directly aimed at accessibility for residents. In doing so, the quality and safety of the community facilities will improve. In seeking to deliver this objective, it is noted that the visitors to Glenorchy also benefit from these actions.

Action No.	Action	Supporting Partners	Priority	Suggested Timing
2.1	<p><u>COMMUNITY ACCESS</u></p> <p>Stage 1 - Develop an off-road path for resident and community access south of Glenorchy to Buckler Burn. There is currently no off-road path, and this is needed for school children safety for school access and community use.</p>	QLDC	Very High	Year 1
2.2	<p><u>LOOP TRAIL – BUCKLER BURN TO GLENORCHY</u></p> <p>Develop a 1 to 2-hour loop walking track. Extend the trail from action 2.1 south across Buckler Burn on the highway with an off road option, and then follow the ridge line NW to the lake shore, crossing Buckler Burn at an appropriate location with a suspension bridge and linking back to Glenorchy.</p> <p>NOTE – this also links into the Scheelite Mine car park and walk making it accessible from Glenorchy via a loop trail.</p>	QLDC, DoC	Very High	Year 2 to Year 5
2.3	<p><u>LINKING KINLOCH AND GLENORCHY</u></p> <p>Kinloch and Glenorchy are not currently linked other than by water or road. It is noted that recent flooding has rendered the Kinloch jetty unserviceable. Investigate ways of developing trail-based linkages between the communities noting the difficulty of the Dart River crossing and the changing nature of particularly the Dart River delta.</p>	DoC	High	Year 2 to Year 5
2.4	<p><u>UNDERTAKE A RANGE OF SMALLER PROJECTS IN GLENORCHY TO HELP SAFETY</u></p> <p>This will include a range of small additions and improvements to the off-road network and trails. Includes off road trails linking the boardwalk and the main area of the town, and footpaths in areas of high traffic within the township of Glenorchy.</p>	QLDC	High	Years 2 to Yeas 10

Objective 3. Create a world class trails network in and around the Head of the Lake

The goal is to develop the trails network with the objective of completing gaps in the marquee trails such as Te Araroa and other trails, and to capitalise on the ability attract trail users and develop sustainable businesses.

Action No.	Action	Supporting Partners	Priority	Suggested Timing
3.1	<p><u>GAME CHANGER PROJECT – COMPLETING THE MISSING – QUEENSTOWN TO GLENORCHY</u></p> <p>Develop a plan and feasibility for a trail linking Glenorchy through to Queenstown. If feasible, develop a funding and action plan for implementation.</p>	QTT, DoC, QLDC, National Government	Very High	Years 1 to 3 Years 3 to 5
3.2	<p><u>DEVELOP A FEASIBILITY FOR A LAKESIDE TRAIL BETWEEN QUEENSTOWN AND GLENORCHY</u></p> <p>The feasibility should be undertaken to determine the practicality of a trail running along the foreshore or close to the Lake linking Queenstown and Glenorchy. The potential trail would also form a world class loop track with Action 3.1.</p> <p>If feasible, develop a plan for funding and implementation.</p>	QTT, GLDC, DoC	High	Year 2 to Year 5 Years 3 to 7
3.3	<p><u>DEVELOP A LOOP TRACK SHOWCASING PARADISE AND THE REES AND DART VALLEYS</u></p> <p>Undertake a feasibility and plan for the development of an off road (or partial road where no alternative exists) trail from the wetland walk in Glenorchy, along the Rees and Dart Valleys linking Paradise.</p> <p>If feasible, seek funding and implement over several years.</p>	DoC, QLDC	Medium	Years 3 to 7 Years 5 to 10
3.4	<p><u>LINKS TO THE GREENSTONE RIVER</u></p> <p>The Caples and Greenstone Tracks both converge at Greenstone Point on Lake Wakatipu. There is currently no public access north to Kinloch. Work with landowners to develop a model for public access to enable a link between Greenstone Point and Kinloch</p> <p>Investigate water-based options</p>	QTT, QLDC, Walking Access Commission, Ngai Tahu, DoC	High	Ongoing
3.5	<p><u>ACCESS TO MOUNT JUDAH ROAD</u></p> <p>Access to the old Mount Judah mining track is currently steeper than the grade of the road. Investigate alternative routing to enable an easier grade that will allow additional use of the trail for bikes, horses and walkers.</p>	DoC	Medium	Year 3 to Year 8

Objective 4. Help maintain trails and associated infrastructure in and around the Head of the Lake

Trail managers around New Zealand and internationally find it difficult to maintain assets in excellent condition. This particularly applies in terrain similar to the Head of the Lake and the likelihood of weather events damaging infrastructure. This objective aims to support the maintenance and management of trails and trail stewardship.

Action No.	Action	Partners	Priority	Suggested Timing
4.1	<p><u>EXISTING TRAIL STANDARDS</u></p> <p>Working with land managers and Council, adopt a set of trail standards for trails within the head of the lake.</p>	QTT, DoC, QLDC, IMBA	Very High	Years 1 to 3
4.2	<p><u>ASSIST LAND MANAGERS WITH MAINTENANCE PRIORITIES</u></p> <p>Work with land managers and the Queenstown and Lakes District Council to advocate for maintenance funding on the highest priority tracks to help ensure trails are maintained at the appropriate standard.</p>	DoC, QLDC	Very High	Ongoing
4.3	<p><u>COMMUNITY VOLUNTEERISM</u></p> <p>Develop a community volunteer program that seeks to undertake work in partnership with land managers on major maintenance or construction projects.</p>	QLDC, DoC	High	Ongoing

Objective 5. Increase Use and Marketing of Trails

This objective aims to increase participation in a growing trail network across the relevant user sectors including walking, tramping, cycling, mountain bike riding and horse riding.

Action No.	Action	Partners	Priority	Suggested Timing
5.1	<p><u>BRAND AND STYLE GUIDE</u></p> <p>Develop a brand and style guide for the Trust to enable the organization to develop awareness and start to sign trails and provide user information.</p>	QLDC, QTT	Very High	Year 1
5.2	<p><u>WEBSITE</u></p> <p>Develop a website to begin promoting the Trust's activities, seeking funding and promoting the vision, objectives and projects that the Trust seeks to develop and implement.</p>	QLDC, QTT	VERY HIGH	Year 2
5.3	<p><u>DEVELOP AN INVESTMENT PROSPECTUS</u></p> <p>At the conclusion of the feasibility work, and in order to help deliver increased trails and increased use, develop an investment prospectus for the Trust, Council, DoC and the national Government. The objective of the prospectus to sell the region, its attributes, the benefits of investing in trails and the Trust, and outcomes more broadly. It will also clearly outline the future, the priorities and funding needed to achieve the outcomes of this strategy.</p>		High	Year 3 and ongoing
5.4	<p><u>PARTNER PROMOTIONS</u></p> <p>Work with Destination Queenstown, QTT, QLDC, and other partners including industry to effectively market Queenstown and the Head of the Lake as a broad trails destination through a collaborative industry program.</p> <p>Include digital website offerings, collateral, targeted advertising etc.</p>	Destination Queenstown QTT, QLDC	High	Year 2,3 and then ongoing

APPENDIX A – GLOSSARY OF TERMS

Commuter cycling refers to use of a bicycle as a mode of daily commuting transport mostly in an urban environment. It is undertaken mainly by local residents.

Recreational cycling involves ‘sport’, ‘fitness’ or ‘leisure’ cycling. This form of cycling has the highest participation. Recreational cycling is generally informal in nature although some cycling clubs and associations run regular social rides for members.

Cycle touring involves touring and exploration by travellers to our region or sightseeing by bicycle for leisure. This is mostly undertaken on existing roads and paths including the Queenstown Trail. Guided cycle tour products are also offered by commercial operators. A range of bicycles (road, hybrid, electric bikes or mountain bikes) is used depending on the trail section and distance to be ridden.

Mountain biking involves riding a purpose-built bicycle to explore unsealed off-road trails and pathways. These bicycles have wider cushioned tyres, suspension and a more upright riding position than dedicated road bicycles. Mountain biking can be classified into several sub-categories:

- **Mountain Bike Touring** - This is the ‘softer’ end of the mountain bike spectrum and overlaps with novice or beginner cross country riding. There is also some cross over with broader cycle touring markets. These riders often seek relatively flat trails off road, often old rail trails, fire trails or gravel multi-use paths. They may use ‘hybrid’ bikes which have no suspension or cross country/all-mountain bikes. This type of riding is often the first exposure to off road riding or ‘mountain biking’ for many people.
- **Cross Country** – This is a broad term describing a wide range of riding from novice or beginner riding on relatively flat trails with limited technical features, through to more advanced riding by experienced riders on technical trails with considerable changes in elevation.
- **All Mountain / Trail** - All mountain and trail riding are more recent terms that reflect the evolution of cross-country bikes towards dual suspension and longer travel suspension which can handle a range of trail conditions, including more technical and gravity-oriented sections of trails. These bikes allow riders to explore a greater range of trails and travel longer distances in relative comfort.
- **Downhill /Gravity** - Downhill and gravity riding describes riding downhill (with the aid of gravity), with speed, jumps, berms, drops and other technical features as common elements. Riders often use full faced helmets and body armor (particularly in competition). This type of riding typically involves lift access or car shuttles to access trails or ‘runs’ from a high point at the top of a hill and utilises heavy bikes not designed to be ridden uphill. The broader term *gravity riding* is also used to describe more recent racing disciplines of *four cross* and *dual slalom* where riders ride head to head on the one track (four riders in four cross) or two parallel tracks (dual slalom). Dirt jumps are common elements in the tracks used in these disciplines.
- **Dirt Jumping** – Dirt jumping usually occurs in small purpose-built areas with a series of dirt jumps in various lines or runs from a starting hill or mound. The bikes used are specifically designed for jumping and are closely aligned to BMX or ‘street’ bikes. A more recent evolution has been the *pump track* which is based on a small oval or circular track with a series of small jumps and berms where riders generate initial speed to carry them through the course without pedalling.
- **BMX** – BMX riding involves competitive sprint racing on a purpose built, single loop track containing jumps, banked corners and a starting hill. BMX bicycles are small, and purpose built for racing. BMX appeals to youth and BMX tracks, similar to skate parks, are often sites where riders will congregate, socialise and practice their BMX skills.
- **Enduro** - a form of Mountain bike racing in which there is a greater proportion of downhill sections, which are timed, to uphill and cross country sections. This aims to test rider's technical bike handling skills as well as providing endurance and climbing.

APPENDIX B – ROLE OF OTHER AGENCIES AND PARTNERS

Organisation	Roles
Cabinet	The Prime Minister, Finance Minister, Minister of Transport & Health, Associate Transport Minister, Minister of Business Innovation and Employment, Minister of Conservation, Local Members of Parliament are all engaged in strategic aspects of the trail environment.
Central government (other than DOC) – Ministry of Business, Innovation and Employment (MBIE), Tourism New Zealand (TNZ)	Funding for development, major upgrade (MBIE) and marketing the Great Rides network (TNZ).
Department of Conservation (DOC)	Trail maintenance and development, advocacy and information. Promotion of Great walks
Destination Queenstown	Destination marketing and market research that includes Glenorchy.
Glenorchy Community Association	The formally constituted community association for the head of the lake area. Raises funds and plans with Council the community development projects.
New Zealand Transport Agency	Funding for alternative transport networks, road safety, information and advocacy.
New Zealand Cycle Trail (NZCT)	Brand, marketing, communications, data collection and assurance, advocacy to key national organisations, trail relationship management and capability building and funding development of national partnerships for the greater New Zealand Cycle Trail Network.
Queenstown Lakes District Council	Supporting trail development, funding and planning through 10 year plans and 1 year plans. Trail maintenance and advocacy with central government.
Queenstown Mountain Bike Club and Queenstown Peddlers	Trail user clubs, involved to carrying degrees in events, trail building and digging, and trail maintenance.
Queenstown Trails Trust	Trails Trust for the trails in and around Queenstown. Potential partner to the Head of the Lake Trails Trust.
Rotary Club, Lions Club and other community organisations	One off projects and advocacy.
Tourism industry	Provision of visitor experiences on trails, support services, information, market research, advocacy.



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