



Kaipara te Oranganui • Two Oceans Two Harbours

Cycle and Walkway Trails

A Beginners Guide for Community-led Projects



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The Purpose:

The purpose of this guide is to outline the principles of communication and provide transparency of engagement and project activities. We hope this guide will provide support and direction to both members of the public and project managers as they research and construct their trail.

This document has been created “as we go” on the Kaihu Valley Trail project. As this document goes to print we are entering into phase 4, the design and construction phase. We will continue to add to our project documentation and will publish version 2 of this guide upon close out and the opening of the trail in November 2022.

Along with this PDF document are three separate documents in word and excel that you can use to create your own action plan, communication and engagement strategy, project plan and stakeholder register.

Please feel free to contact us for further information and also to provide feedback on your learnings, to further enhance this guide by contacting media@kaipara.govt.nz

Hint: Manage your expectation

*Do not underestimate the time your trail will take to initiate, design and construct.
The project could take years - so be aware, resilient and be committed!*

Cycling and Walking Trail Action Plan

ACTIONS	QUESTIONS	NOTES
PHASE 1: Project Initiation		
Creation of group to facilitate the building of the trail.	Is it Community or Council-led?	If Council-led then a project team will be created. Discuss with your Community & Engagement (C&E) Advisor at Council. Your group may be involved in an advisory role.
	If Community-led then think about who should be in this group?	A Community-led project must have a Council staff member assigned to the ownership of the project and a Project Sponsor which is ideally a General Manager with sign off authority. It is ideal also to have representatives of all stakeholders. i.e. Landowners, Iwi, DOC, local town groups, local cycling or walking groups and regional and national cycling and walking stakeholders. NTA and Waka Kotahi consultations. Consult, consult, consult. Discuss with your Community & Engagement (C&E) Advisor at Council.
Stakeholders	Who are your stakeholders?	Landowners, Iwi, DOC, local town groups, local cycling or walking groups and regional and national cycling and walking stakeholders. NTA and Waka Kotahi consultations.
Landowners	Have you spoken to and got written agreement from landowners?	It is important to speak to landowners and get buy-in before communicating routes to the public. Note: "buy-in" should not just be verbal, it would be conducive to the success of the trail to have the owners of the private land and easements sign a simple memorandum of understanding before proceeding.
	Do you need easements to build trail?	There may be parts of the trail that cross private land or you may need to divert away from significant maori sites or state highways and need easements to do this. There is quite a process to do this and this is best to be Council-led. Make sure these are all in place before going too far with the design.
Ownership of trail	Have ownership, stewardship and maintenance decisions been made already?	Who will own the trail and associated assets/depreciation and maintenance obligations – ideally it is owned by Council. This decision needs to be made very early in the process. This can be the hardest aspect of most Community-led projects. Need to determine which department at Council will own sections or asset types. Also what assets (normally plants and materials) are acceptable or not? Will the community group have stewardship – normally advertising, weed spraying and planting. Can include tasks like scraping of the limestone trail.
		If the route forms part of or connects to a national regional or district cycle trail (identified in either Regional or District Walking and Cycling Strategies or NZTA Business Case then it is more likely the Council will own the project and invest. If it is for local benefit only then the project must go to local Council for a decision.
		Council support staff may be offered once Council (elected members) formally adopt the project typically with grant funding to support it. The grant funding often comes with conditions i.e. to support a Community-led project such as develop a project feasibility report.

ACTIONS	QUESTIONS	NOTES
PHASE 1: Project Initiation continued		
Adopted by Council	Has the project been formally adopted by Council?	Regardless of who is leading the project it needs to be formally adopted by Council. This needs to include the ownership aspect. This removes any inhouse debate about who is responsible for ownership of cost, depreciation and ongoing customer relationships.
Grant funding from Council	Is there an opportunity to apply for funding from the Council for research requirements?	Speak to your C&E Advisor as there are granting funds available through the Council to apply for some of the initial research costs, for example is a feasibility study required prior to further work being undertaken.
SEEK ADVICE FROM Community and Engagement Advisor for your area.	Does the community group have the capability and capacity to take on the project? Depending on the scale of the project will depend on if this is Community-led or Council-led. Do you understand the difference?	Speak to your C&E Advisor at Council to discuss this. Think about speciality roles that can determine the success of the trail, for example project manager, project engineer, funding role, marketing and communication role.
Iwi and Marae Consultation	Is the trail on Maori land? Who are the local iwi? What marae are in this area? Who are the key people you need to talk to in the iwi?	If you think about the analogy that all land in New Zealand is attached to iwi like an umbilical cord. It is respectful to discuss any plans with iwi before proceeding. Also discuss with Council who will be able to assist with direction. Consult, consult, consult. <i>Iwi and sites of interest/sensitivity</i> Iwi may wish to hold onto the Intellectual Property (IP) of these sites, and potentially share indicative or general information about sites. Needs respect for their kaitiaki and kawanatanga roles here. Not all sites of interest to iwi are archaeological sites. Includes a wide variety of site types such as sacred/wahi tapu, wahi tupuna (ancestral) mahinga kai, puna wai etc. Please note: it is critical that regardless of who owns the land the local iwi needs to be consulted in the very early stages.
DOC Land	Is the trail on DOC land?	Discuss this with your C&E Advisor at Council who will be able to inform and direct you to a contact in DOC if required. <i>Environmental fit</i> It's worth understanding from early in the scoping phase what the potential environmental risks and opportunities might be e.g ecological, archaeological, hydrology, climate change and resilience. For example if a trail was to be partially built along an estuary but there were concerns raised about dog control in a wildlife refuge and that paused the project for a while until an alternative route option was found.
Route Decisions	What type of trail are you building?	Decide where it will start and end. Consider the likely end users – trail could be used by a diverse group including runners, cyclists, walkers, mobile scooters, families, rest home residents, mums with buggies and prams, dog walkers etc. Having a wider path and a good surface has helped to deliver a reasonable level of service for all these different users.
	How will you liaise and get feedback from your community on any preferred routes?	Ensure this is included in the Community and Engagement strategy.

ACTIONS	QUESTIONS	NOTES
PHASE 1: Project Initiation continued		
Route Decisions continued	Under the New Zealand Cycling Strategy all trails are graded 1-4. What is your trail likely to be?	See Kaipara Walking and Cycling Strategy Document 2017 and the Northland Walking and Cycling Strategy 2016 and the New Zealand Cycling and Walking Strategy for details.
	Does it align with the New Zealand Cycling Strategy and the strategies in the Northland region and Kaipara district?	See above. Will the trail link to other trails as part of a network? If yes, does there need to be some congruence in design, look, ease of connection etc.
	Is it on roads, road reserves or land reserves?	Talk to your C&E Advisor at Council for further information about this. The best outcome from previous trail experience is where the project is led by the community and assisted/guided by Council as the owners of the asset product - with high community stewardship.
PHASE 2: Planning and Investigation (scoping design)		
Route Approval Refer to Iwi and Marae consultation above.	Do you need permission from landowners or approval from Council?	For example at KDC if you are removing more than 50 cubic metres of soil (5 trucks) then you will need an earthworks consent. Consult with KDC. Other Councils will have different requirements. Discuss with your C&E Advisor at Council.
Permits and Consents	Ensure sufficient time to obtain consents and permits e.g resource, wildlife and arch authorities?	Each permit type has a different regulator with their own timelines for consultation and decision-making which may require from 4 weeks to 6 months. There may be seasonal requirements for wildlife impacts and monitoring. Consultation is important with Council (district and regional), DOC, HNZPT and iwi.
Safety Reviews (SSAF & RSA)	Do you know what the safety requirements are or has your Project Manager identified these?	This is a priority and one that needs to be identified by your C&E Advisor and/or Council support.
Underground Services	Do you know where these will be required?	Liaise with service authorities and get services marked out in advance of construction.
Amenities	Amenity and finishing details-to be considered during scoping design so built into plan and budget.	Are there any needed amenities along the trail e.g shelter with shade/wind protection, maybe bus stops, toilets, rubbish bins, wayfinding signage, safety signage/rails etc.

ACTIONS	QUESTIONS	NOTES
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PHASE 2: Planning and Investigation (scoping design) continued

<p>Cultural and Historical Requirements</p>	<p>Do you need consents from NRC, KDC, DOC, NZTA?</p> <p>Do you need a Cultural Impact Assessment (CIA) - CIA from Iwi?</p> <p>Do you need an Archaeological Assessment (AA) - AA of the area?</p>	<p>The earthworks consent will trigger the DOC concession (if required) the CIA and the AA Report.</p> <p>You may need environmental consents from your Regional Council.</p> <p>Pre-1900 sites or significant iwi sites will require an AA.</p> <p>Archaeological requirements and authorities granted by HNZPT</p> <p>The guideline needs updating to reflect the process to talk early in scoping phase to HNZPT area office (Kerikeri) about likely requirements and effects, along with iwi.</p> <p>HNZPT will advise if you need to get an AA done once you have a sufficiently detailed design to know your earthworks impacts.</p> <p>All pre-1900 recorded and unrecorded sites are protected by the HNZPT Act (2014) and you will need an archaeologist to identify the potential for unrecorded ones.</p> <p>Iwi have an important role in the process if you need an archaeological authority (another form of permit or consent) HNZPT will advise on this.</p> <p>Note: Waka Kotahi commissioned an AA of State Highway 12 in 2017. This report is available from Dr Jonothan Carpenter, Consultant Archaeologist based in Whangarei or from the Whangārei Waka Kotahi office.</p>
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<p>Organisation to Administer the trail i.e. Local Group, Trust</p>	<p>Is your organisation set up as an incorporated society or trust?</p> <p>Does the community group have the capability and capacity to take on the project?</p> <p>Have you made contact with stakeholders in regard to marketing of the trail?</p>	<p>In order to comply with New Zealand Charities you need to have a governance and financial audit process requirement in place.</p> <p>Consider joining a registered charity that already exists that has the same purpose as your project. This will provide you with credible and experienced support and will save you from the work needed to register a trust when it may be unnecessary.</p> <p>It is important to have key stakeholders invested in your project.</p> <p>Discuss this with your C&E Advisor from Council.</p> <p>Local cycling or walking groups, regional and national cycling and walking stakeholders are a great support.</p>
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<p>Funding outside Council</p>	<p>Is your organisation set up as an incorporated society or trust?</p>	<p>You will need to be a registered society in order to be able to apply for funding.</p> <p>This can be the key to the success of the project. This can require a large amount of work and time.</p>
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PHASE 3: Community Engagement

<p>Engaging with Community</p>	<p>Do you have the capacity and ability to engage with the community?</p>	<p>Discuss this with your C&E Advisor from Council. Depending on the project, engagement with the community is critical to achieving the outcomes the community aspire to.</p> <p>It might be that the C&E Advisor takes the lead on this with help from a sub group with key community people involved.</p> <p>A Community and Engagement Strategy is a priority to ensure that all stakeholders in the community are identified. A template of this is attached. Your community must be able to engage with you also.</p>
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<p>Communicating engagement with funders.</p>	<p>Have you set up a report where you can report to the funder when required?</p>	<p>Funders will often require some form of reporting and this can also be a good point of reference for any communications to local papers or marketing material at any time.</p>
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<p>Social Media Presence</p>	<p>Have you covered this in your C&E Strategy?</p>	<p>This is not only important for the marketing of your project but also to keep the community engaged when there may be nothing physical that they can see.</p>
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ACTIONS	QUESTIONS	NOTES
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PHASE 4: Detailed Design and Property

PLEASE NOTE: THIS GUIDE WILL NEED TO BE UPDATED AS WE GET TO THIS PHASE.

Project Management	Is your organisation set up to be able to manage this project?	Discuss this with your C&E Advisor from Council. A Gantt Chart is attached as a template of some of the tasks that need to be identified and allocated to the Project Team.
	Can you work in with specialist project managers at Council?	Discuss this with your C&E Advisor from Council.
Planting	Have you thought about involving community?	A community planting day is a great opportunity for community engagement.
Story Platforms and Artworks	Think about what you would like users to see and read along the trail that will create more of an experience?	A cycleway is also a blank canvas for a range of environmental and social opportunities. These can include story telling of local history/ecology. Combined with distinctive wayfinding signage, artworks (pou whenua etc). Landscaping to enhance biodiversity and offset environmental impacts or to deliver broader social outcomes for iwi and community (using local sourced plants, local labour to plant or to maintain).

PHASE 5: Construction

PLEASE NOTE: THIS GUIDE WILL NEED TO BE UPDATED AS WE GET TO THIS PHASE.

Building of trail	Is your trail a low level earthworks construction and is able to be built using local contractors and local groups?	Discuss this with your C&E Advisor from Council.
	If your trail is a large project does it need to be managed and lead by Council?	Discuss this with your C&E Advisor from Council.
Health & Safety (H&S)	Has your Project Manager identified the H&S risks?	Should be in your risk analysis.
Procurement	Are the providers or suppliers to the project listed as preferred suppliers at Council?	Project Manager will manage this.
Road Safety	Have you got a traffic management plan approved?	This is required when any works are carried out along the road corridors particularly State Highways although check with your Council. Project Manager will manage this.
Sod Turning Event Blessing of land and work during the construction.	Have you thought about a mini celebration to help in marketing the trail? Have you consulted with Iwi/hapu to bless the land and work to be completed.	Think about asking elected members and representatives of the key stakeholders to ensure all associated to the trail feel they belong to the success. Book in important guests. Perhaps organise an unveiling of a sign at the beginning of the trail. Book in Kaumatua from Iwi to attend and share the celebration with. Look at including local media to market when the first milestone is reached.

ACTIONS	QUESTIONS	NOTES
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PHASE 6: Close Out/Opening/Stewardship Vesting and Admin

PLEASE NOTE: THIS GUIDE WILL NEED TO BE UPDATED AS WE GET TO THIS PHASE.

Closing out or handover of the trail for ongoing management	<p>Do you know who will be managing the trail upon opening?</p> <p>Has a handover been organised from the Project Team to the Council management?</p>	<p>From research the most common structure upon opening is for someone at the local Council to manage the day to day requirements. This could change over time as more effective management and governance structures are put in place. For example a community trust may oversee the trail which is owned by Council.</p> <p>Project Manager and Council to organise.</p>
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OPENING Celebration and Marketing of the trail	<p>Have you made contact with the key stakeholders in the trail and strategy for example Nga Herenga New Zealand Cycle Website?</p>	<p>There are some effective marketing platforms already working well around New Zealand and Northland.</p> <p>Discuss this with your C&E Advisor from Council.</p>
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	<p>Celebrate the opening of the trail with your group and local community and key stakeholders.</p>	<p>Congratulations on reaching this point you have added a wonderful asset to your community.</p>
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STEWARDSHIP AND VESTING Ongoing maintenance of the trail	<p>Have you made decisions and put in place the ongoing maintenance of the trail?</p>	<p>Is the trail a roading asset and therefore may be maintained by NTA.</p> <p>If your group is going to maintain this do you have a Memorandum of Understanding with Council.</p> <p>Discuss this with your C&E Advisor from Council.</p>
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Asset Plan	<p>Has this been created to assist with any ongoing maintenance plans.</p>	<p>Council will manage this.</p>
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Creation of Trust	<p>Will the creation of a trust provide funding?</p> <p>Will the creation of a trust provide more vested interest from the community?</p>	<p>www.register.charities.govt.nz</p>
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FUNDING Funding applications outside of Council.	<p>The Council may have a budget to work with so outside funders can be very effective.</p> <p>However this can only be achieved if you are a charitable trust.</p>	<p>www.fis.org.nz</p> <p>www.charities.govt.nz/how-to-fund-your-charity</p>
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ADMIN Injury Prevention	<p>It appears that ACC cover users of the trail in the case of an injury.</p>	<p>See www.acc.co.nz for information</p>
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Crime Prevention	<p>Engage with stakeholders in your community to work on crime prevention.</p>	<p>Local Police, Iwi, Community Groups, MSD</p>
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Insurance – Public Liability	<p>Although the trail and trust may not need public liability insurance the trustees may need to be covered.</p>	<p>Seek advice from a trusted insurance broker.</p>
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Communication and Engagement Strategy Template

1. Project Summary

The purpose of this communications and engagement strategy is to outline the principles of communication that will be applied throughout the project and provide transparency of communication and engagement activities.

Outline the purpose of this particular project as succinctly as you can. This statement could be used in marketing material or grant applications and once the project summary is decided it should not need to be changed for the life of the project.

2. Background

Outline the background of why your group is looking to complete this project. This background is also important when marketing the project and also engaging with the community.

3. Engagement objectives

These are examples and can be changed to fit your project:

Through our engagement strategy we wish to achieve the following	We will know we have succeeded when
Local iwi endorsement	We receive positive feedback from local iwi as to visibility of and involvement in engagement activities
Landowner endorsement	90% of private landowners agree to the trail 100% of Marae agree to the trail
Stakeholder endorsement	90% of the stakeholders agree to the trail

4. Key messages

These are examples and can be changed to fit your project:

- Funding has been received from (Group).
- This project has been enabled with funding from (Group) and will be delivered in partnership by (key stakeholders).
- The (name of) trail will be a 35km walking and cycling track that will follow sections from (where) to (where).
- The trail will provide an opportunity for new tourism activities, bringing people and visitor spending to (district) and surrounds and new business opportunities' relating to the trail.
- The trail will provide economic development opportunities in the short term throughout construction.
- Locally-owned businesses and operators will be prioritised for contract and subcontract work on the trail.
- We are working with landowners along the trail to determine where the trail may go and will work through options with them.
- The trail will eventually form part of the (bigger picture).

5. Community Engagement

This describes how we will work with the communities that are affected by and interested in the trail. We will plan our engagement using the international IAP2 engagement framework on page 6 of this guide.

Interested and Affected Communities	Their interest in the project	Level of the input into the project	Desired outcome	Engagement 1 (l) - 5 (h) Refer to IAP2 framework
Iwi who are directly affected	High	Part of both steering and project group, full integration	Sharing of resources and skills.	Collaborate (4)
Affected landowners and adjacent landowners	High	Need to feel consulted, heard, understood and a part of the entire process	That the landowners become supporters of the trail	Involve (3)
DOC	High	Part of both steering and project group, full integration	Sharing of resources and skills	Collaborate (4)
Marae	High, as key community meeting places to gather information and share with Whanau. A hub for information to be shared effectively with good two-way communication	A view to the trail being a community asset, means that Marae be aware and across project development and understand the impacts of the trail	The project is successful in that it provides Marae the opportunity to share resources and skills and benefit from the trail	Involve (3)
Iwi who are not directly affected	High	Need to feel consulted, heard, understood and a part of the process - on Steering Group	That all Iwi in the district are supporters of the trail	Involve (3)
Communities and Businesses on trail	Medium	Need to be aware of key changes, and project status	Opportunities for Communities to feel proud about the trail and utilise for financial gain	Involve (3)
Schools	Medium	Need to be aware of key changes, and project status	Strong users of and supporters of the trail	Involve (3)
Wider Community	Minor affected party	Inform as end users of the Trail	Cycle and trail advocates	Inform (1)
New Zealand Cyclists – New Zealand Walkers Groups	Minor affected party during build	Inform as end users of the trail	Cycle and walking advocates	Inform (1)
New Zealand Trail Trusts	Minor affected party	Keep informed as end users of the trail	Cycle and walking advocates	Inform (1)
Bike Northland	Minor affected party	Keep informed as end users of the trail	Cycle and walking advocates	Inform (1)

IAP2 Engagement Framework

The IAP2 engagement framework sets out the goals of engagement and the promise we make when we work to those goals. We have added the channels we expect to use to engage our communities.

INCREASING IMPACT ON THE DECISION

	INFORM (1)	CONSULT (2)	INVOLVE (3)	COLLABORATE (4)	EMPOWER (5)
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives and opportunities.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
COMMUNICATION CHANNELS <i>These are examples and can be changed to fit your project</i>	<ul style="list-style-type: none"> - Fact sheets - Dedicated webpage - Dedicated email address - District Libraries - Newspaper updates - Council back page - Mayoral update, Press release, e-updates - Monthly updates to email group - Facebook posts, photos - Newspaper updates in Northland and NZ Herald - Radio opportunities in Northland and New Zealand - TV opportunities 	<ul style="list-style-type: none"> - Public meetings - Focus groups - Affected landowners - Schools - Local businesses 	<ul style="list-style-type: none"> - Individual meetings - Workshops - Community volunteers - Businesses along the trail - Visits to other cycle trails providing land-owners with a wider understanding of impacts - Expo's 	<ul style="list-style-type: none"> - Participatory decision-making - Hui's - Expo's - Community volunteers - Supporting business that support the trail 	

6. Project Communication - Actions

Due to the nature of this project, communications are fluid and may not always be linear. To provide structure and clarity where possible on the communication strategy, communications have been aligned to the project phases.

1. Project Initiation
2. Planning and Investigation (scoping design)
3. Community Engagement
4. Design (detailed design and property)
5. Construction
6. Close Out (stewardship and vesting)

This plan is a living document and can be updated at each phase. This is a template taken from a Council-led project so amend as appropriate.

PHASE 1: Project Initiation	WHAT	PURPOSE	WHO	STATUS (Complete, in progress, not yet started)
(Date) <i>These are examples and can be changed to fit your project</i>	Letter to existing contact list of stakeholders	Anticipate funding announcement and reassure landowners we would be working with them <i>(Copy on file)</i>	Project Team	
	Landowner register – Phone call introductions to affected landowners	To provide a contact person from the project team to landowners	Project Team	
	Letter to landowners	Update landowners on progress and let them know what was happening <i>(Copy on file)</i>	Project Team	
	Preliminary site visits	To share the possible trail route and understand how that affects specific land owners To help landowners understand the opportunities and benefits	Programme Manager C&E Advisor	
	Identifying highly impacted landowners and 1:1 visits to introduce the project/ team and measure level of interest	For landowners to understand why <i>(the reason)</i> Do not underestimate the time it will take to talk 1:1 with landowners <i>(Could be 3-4 visits before solutions are found)</i>	Visits ongoing by Project Team	
	Identification of any civil works impacting the start of the trail for example boundaries and bridges surveyed	To keep landowners updated and informed as advised <i>(Spreadsheet of all landowners affected on file)</i> Consider benefits to landowners to offset easements e.g fencing and planting - could negotiate a 50:50 share in plants and get a bulk plant price from a local nursery	Project Manager	
	Create a landowner register	Record conversations with landowners to refer to as you progress the engagement This can be used as a record of next steps to keep on track and risk register for engagement	C&E Advisor	
	Keep wider community informed through media	To help the wider community understand the opportunities and benefits and for landowners and wider community to come on board to assist Council in the implementation of aspects of the Trail either in advocacy or perhaps volunteer action	C&E Advisor and Project Team	
	Submission of community and engagement/media activity reports to the funders	To meet milestones set by funders – ongoing	C&E Advisor and Project Team	
	Submission of report to Mana Whenua Quartely Hui	To keep Iwi informed of what progress is being made and ask for their support <i>(Report on file)</i>	C&E Advisor and Project Team	

PHASE 2: Planning & Investigation (scoping design)	WHAT	PURPOSE	WHO	STATUS (Complete, in progress, not yet started)
(Date) <i>These are examples and can be changed to fit your project</i>	Newsletter set up specifically for landowners to keep updated with works progress	To keep landowners informed	C&E Advisor and Project Team	
	Continued meetings with highly affected landowners	To keep landowners updated and informed as advised	Project Team	
	Secondary Site Visits Engineer route and design negotiations	To keep landowners updated and informed as advised (<i>Notes on land owner register on file</i>) Start early with community consultation during scoping phase- you might have a number of possible route options so show all of these. It helps to take the community with you on how you narrow down the options, what the factors were that influenced the preferred or final route selection	Project Team	
	Collaboration with DOC	Open communication with DOC to understand current status of leased land and DOC land and how we can work together to successfully build the trail (<i>Part of Advisory Group</i>)	C&E Advisor and Project Team	
	Lands and Survey completed on required sites	To understand boundaries of the rail corridor and the land around the bridges Update and inform landowners	Lands and Survey and C&E Advisor and Project Team	
	Soil samples required on the land around the bridges on the proposed corridor.	To understand the structure of the soil and if the bridges required to build the trail can be built in those areas Update and inform landowners	Geo Tech Engineers C&E Team	
	Discussions held with landowners where easements are an option	To attempt to keep the trail off state highways the purchase of a strip of land may be an option Update and inform landowners	C&E Team and The Property Group	
	Media Milestone – Blessing and turning of the first soil	To keep the wider community updated.	Community Engagement Team (websites and FB, enewsletter) and local media	
	Specific landowner consent required for resource consent	To provide consents with assurance that the specific landowner has provided consent to deviate around their land	Project Team	
	Talk to local community boards Talk to regional organisations	Share info	Community Engagement Team	

PHASE 3: Community Engagement	WHAT	PURPOSE	WHO	STATUS (Complete, in progress, not yet started)
(Date) <i>These are examples and can be changed to fit your project</i>	Archaeological Assessment	Engage to determine any sites of significance of historical nature along the rail corridor	C&E Advisor and Project Team	
	Cultural Impact Assessment received or Letter of Support in Principle from Mana Whenua	Engage with stakeholders to provide assurance that the trail has considered the cultural impact from an historical and cultural perspective	Project Team	
	Letter of Support received from DOC and Concession Document completed and sent to DOC	Engage with DOC to provide assurance that the key stakeholders and part owners of the trail support the trail and support the works required on the trail	Project Team	
	Media Milestone - Coverage around Spotlighting Partners in Project	Ongoing information to be shared with wider community	C&E Team and Local Media	

PHASE 4: Design (detailed design & property)	WHAT	PURPOSE	WHO	STATUS (Complete, in progress, not yet started)
(Date) <i>These are examples and can be changed to fit your project</i>	Earthworks consent approved	Authorisation to begin the construction on the trail	Project Team	
	Understand Marae requirements and Maori land identified.	Open two-way communication with Marae, ensuring information is available and relevant to both Marae and Project Team have any potential impacts highlighted	Project Team	
	Media Milestone – Research completed on the trail AA	To keep the wider community updated <i>(For comms channels - flyers to rural postal boxes to landowners along the possible routes can be very cost effective and more direct. Create a regular newsletter in conjunction with newspaper, phone calls and face to face)</i>	C&E Team (websites and FB, newsletter) and local media.	
	Community info evenings	To keep the wider community updated To seek support from communities by way of Ambassadors <i>(Avoid doing public meetings- these can be easily hijacked by polarised views. Instead do community open or info sessions and use sticky notes/posters etc for participants to offer their input. Key messages could include outcomes such as building a community asset, a safe off-road trail for students to get to school, delivering a recreational option as part of a wider network, look at the growing national use of walking and cycling infrastructure and the regional economic value for money. See NZCT website and attached information for evaluation of existing great rides)</i>	C&E Team	
	Ask for volunteers to become part of the trail team	To provide an opportunity for community to become involved	C&E Team	
	Media Milestone - Local subcontractors being utilised	To keep the wider community updated	C&E Team (websites and FB, newsletter) and local media	
	Consultation Day involving other trails	To provide the opportunity for Marae, Council and invited Landowners to hear from other trails to understand impact and future opportunities	C&E Team	
	Detailed designs 1:1 visit with landowners to discuss further infrastructure options. Confirmed easements – site specific	The affected landowners feel that they have been heard and their views considered and options discussed	Project Team (Engineer and PM) with Property Group	

PHASE 4: Design (detailed design & property)	WHAT	PURPOSE	WHO	STATUS (Complete, in progress, not yet started)
(Date) <i>These are examples and can be changed to fit your project</i>	If required - the Memorandum of Understanding provided to landowners Appendix of site specific work required	The affected landowners feel that they have been heard and their views considered and options discussed (<i>Agreement made</i>)	Project Team (Engineer and PM) with Property Group	
	Hui to support all Marae involvement	To understand the opportunities and benefits	C&E Team and Iwi	
	Opportunity for landowners to visit other trails	To understand more about the trail culture and opportunities from landowners who have also been affected	C&E Team	
	Ongoing visits and revisits to landowners affected and adjoining with preferred emerging map and fact sheets as required Ongoing visits with landowners low affected	To keep landowners updated and informed as advised	Project Team (Engineer and PM)	
	Iwi provide info on areas of cultural significance Fact sheet out to wider community	To understand significant Taonga along the trail	C&E Team and Iwi Marae along trail	
	Communications out to wider community	To keep the wider community updated	C&E Team	
	Site visits that require DOC involvement: <ul style="list-style-type: none"> • DOC land • Leased DOC land 	Open communication with DOC to understand how we can work together	Project Team (Engineer and PM)	

PHASE 5: Construction	WHAT	PURPOSE	WHO	STATUS (Complete, in progress, not yet started)
(Date) <i>These are examples and can be changed to fit your project</i>	Media Milestone – Construction to start.	Ongoing information to be shared with wider community – all will see progress of the trail	C&E Team	
	Resource consent provided as milestone for funders to continue with funding	Engage with MBIE and landowners to provide confidence with regards to meeting the milestones	Project Team	
	Visit Schools TBC Contact schools – email info	Ongoing information to be shared with wider community Find out how they can be involved	C&E Team	
	Meet with Libraries TBC	Libraries/local museum/ marae are good venues for open days and maintaining updates on trail construction.	C&E Team	
	Media Milestone – Section progress and setting up of Maps	Ongoing information to be shared with wider community – all will see progress of the trail	C&E Team	
	Media Milestone - Coverage around Spotlighting Partners in Project	Ongoing information to be shared with wider community	C&E Team and Local Media	
	Media Milestone - Local subcontractors being utilised	To keep the wider community updated	C&E Team (websites and FB, e newsletter) and Local Media	
	Media Milestone - Sections being completed and able to be ridden	Ongoing information to be shared with wider community	C&E Team and Local Media	
	Marketing to New Zealand Cycle trails	Provide information to trails around New Zealand so they know progress	C&E Team	
	Ongoing Marketing of trail	Ongoing information being provided to cycle trails around New Zealand to ensure end users know the trail	C&E Team	
	Expo (TBC) organised so wider community can be kept informed of progress and opportunities	Another opportunity for landowners and wider community to come on board to assist Council in the implementation of aspects of the trail either in advocacy or perhaps volunteer action To understand the opportunities and benefits presents to Mana Whenua <i>(Libraries/local museum/marae are good venues for open days and maintaining updates on trail construction)</i>	C&E Team	

PHASE 6: Close Out (stewardship & vesting)	WHAT	PURPOSE	WHO	STATUS (Complete, in progress, not yet started)
(Date) <i>These are examples and can be changed to fit your project</i>	Ongoing Management of trail	Ensure ongoing management of the trail will be secured	Project Team	
	Media Milestone - Sections being completed	Ongoing information to be shared with wider community	C&E Team and Local Media	
	Media Milestones – Contracts secured for ongoing maintenance	Ongoing information to be shared with wider community	C&E Team	
	Media Milestones – Marae involvement with trail	Ongoing information to be shared with wider community	C&E Team	
	Media Milestones – Business being set up to maximise opportunities along the trail	Ongoing information to be shared with wider community	C&E Team and Local Media	
	Opening Event Media Milestone – Trail can be ridden	The wider community can celebrate the success of the opening of the trail	C&E Team and Local Media Seek wider media coverage re TV, Radio New Zealand and Herald etc.	

7. Appendices

GANTT PROGRESS TIMELINE - Part 1

At Risk
 Red, amber
 or green
 (Amend as
 appropriate
 for your
 project)

MONTH

TASK

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
PHASE 1: Project Initiation																														
Project Team created with key roles defined																														
Project Scope defined																														
Initial engagement with key stakeholders																														
Council formal support																														
Custom Task																														
PHASE 2: Planning & Investigation																														
Fit for purpose review																														
Safety reviews (SSAF or RSA)																														
Custom Task																														
PHASE 3: Community & Engagement																														
Create a Community & Engagement Strategy document																														
Get signed off by Governance Group																														
Custom Task																														
Custom Task																														

Ensure sufficient time to obtain consents and permits e.g resource, wildlife and arch authorities

GANTT PROGRESS TIMELINE - Part 2

At Risk
Red, amber
or green
(Amend as
appropriate
for your
project)

MONTH

TASK

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

PHASE 4: Design

Safety reviews (RSA)

Custom Task

PHASE 5: Construction

H&S

Procurement

Sod turning event

Build

Post Construction

RSA Maintenance accepting

Planting

Opening event

PHASE 6: Close out

RAMM, as built drawings

Custodianship and assets ownership