**Nelson Tasman Cycle Trail Trust: Strategic Plan 2016-20**

# Introduction

# The Nelson Tasman Cycle Trails Trust (the ‘Trust’) was established in 2009. It has had a specific focus on the development and marketing of two Great Rides: Tasman’s Great Taste Trail (GTT) and the Dun Mountain Trail. It also has responsibilities for construction and maintenance of the GTT under contractual agreements with Tasman District Council.

The Trust advocates for:

* Easier, short or urban rides provided by the GTT and its component legs, and by routes from the Nelson CBD.
* More challenging off-road riding via mountain bike trail networks across the Nelson Tasman region.
* Wilderness or adventure riding on trails that include the Queen Charlotte Track, the Heaphy, and the Old Ghost Road Trail.

The Trust has the support of the region’s two councils and Nelson Regional Development Agency, as well as local cycling business interests.

# Vision

That the Nelson-Tasman region is a premier destination for domestic and international visitors drawn by a range of world class cycle trails and associated attractions and facilities, and has a high quality commuter and recreation cycle trail network for the local population.

# Purpose

* To establish, promote and maintain designated cycle assets in the Nelson-Tasman region.
* To educate and to foster appreciation of the advantages of cycle assets.

# Principles

* To promote the use of cycle assets for recreation, tourism, health, scenic, economic and education purposes.
* To work co-operatively with others involved in the provision and preservation of cycle assets.
* To maintain the highest standards of professionalism, integrity and safety.

# Goals, objectives and themes

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| **Nelson-Tasman Heart of Biking** |
| **Advocacy** | * Stakeholder communication
* Local authorities (NCC and TDC)
* Central government
* NZ Cycle Trail
* Regional Cycle Forum
* Networking
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| **Marketing** | * Great Rides
* Events
* Signage and branding
* PR/media
* Partnerships
* Remarkable itineraries
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| **Resourcing** | * Grants, major donors, local sponsors
* Government
* Official Partners
* Sustainable income stream
* Administration (stakeholder relationship management, document management, finance, compliance, support)
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| **Infrastructure** | * Support construction of GTT Stage 2
* Maintain GTT and Dun Mountain Trail quality
* Liaise on other existing local trails
* Support new routes/trails/facilities
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# Goals, objectives and actions 2016-2020

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| 2016-20 Goals | We will completE the following objectives: | Action items 2016 (Business Plan) |
| AdvocacyProvide umbrella organisation to promote Nelson-Tasman cycling trails network | 1. Provide centralised communications for cycling in Nelson-Tasman
2. Provide a voice for cycling in Nelson-Tasman (advocacy, economic and social benefit)
3. Promote Nelson-Tasman as one of the top cycling destinations in NZ
4. Network in adjacent regions of Marlborough and West Coast
 | * Report on trail counters/ economic benefit etc
* Advocate for cycling as and when appropriate e.g. NZTA
* Convene the Regional Cycle Forum in 2016
* Submissions to TDC and NCC Annual Plan process
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| MarketingMarket the Nelson-Tasman Great Rides and cycle trails | 1. Integrate cycling into Nelson-Tasman marketing activity and ensure that NRDA incorporates a cycling focus
2. Promote Nelson-Tasman as a cycling mecca for international visitors
3. Promote Nelson-Tasman as a cycling mecca for national visitors
4. Implement NTCTT Marketing Plan 2016
 | * Maintain HOB website and keep up-to-date so that it is a one-stop-shop for biking in Nelson-Tasman / Top of the South, web stats
* Improve signage/mapping on GTT– distance, route, services, attractions, one pager maps (TDC), acknowledge sponsors
* At least two newsletters and two meetings with Official Partners p.a.
* Review MOU with Nelson Regional Development Agency
* Increase presence on Facebook and other social media
* Participate in local events that give exposure to the Trust and provide opportunities for fundraising
* Implement Marketing Plan 2016
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| ResourcingObtain sustainable funding for cycle trails | 1. Ensure effective, efficient administrative systems to support the Trust objectives
2. Lobby NZCT for coordinated approach to providing ongoing maintenance costs for all Great Rides.
3. Ensure NCC and TDC Councils get best value for maintenance money spent and trails maintained to Great Ride standards
4. Apply to MGR (with NCC and TDC) for one-off events and enhancements for Great Rides
 | * Maintain key operating systems – customer relationship management, document management, system to ensure delivery on legal and contractual obligations and other undertakings
* Identify ongoing administrative support requirements
* Review budget at each Trust meeting; and set annual budget
* Identify ongoing funding streams so that have sustainable operational funding for NTCTT
* MGR applications for each of GTT and Dun Mountain Trail 2016
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| InfrastructureFinish constructing the Great Taste Trail; maintain the Great Taste Trail and Dun Mountain Trail | 1. Complete cycle trail off-road to Woodstock and refine route along Westbank Road to Motueka
2. Obtain $2m Government funding. Otherwise a combination of grants, MGR, donors, NZTA, local business etc
3. Enhance local support and buy-in e.g. volunteers and business, users, Councils
4. Ensure a secure year-round Rabbit Island to Mapua link
 | * Continue building the GTT
* Review fundraising strategy for additional $2m. The Trust has a staged timeline for completion, which relies on continued support
* Construction milestones dependent on funding:
* Nov 2016: Belgrove to Spooners/ Norris Picnic area
* Dec 2017: Wakefield to Belgrove
* May 2017: Mapua to Rabbit Island ferry operate year-round
* Dec 2017: Kohatu
* Dec 2018: Tapawera
* Dec 2020: Woodstock (Dependent on route)
* Facilitate process for enhancing the environment alongside cycle trails e.g. Tasman View Road
* Dun Mountain Trail – independent audit and improvements as per Jonathan Kennett’s report
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# SWOT Analysis

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| Strengths (key strengths shaded)* Relationships and support from two local councils, business and iwi
* Tasman District Council major stakeholder
* Local community ownership
* Local operator relationships
* Volunteers
* Nelson MTB Club Trails; Kaiteriteri MTB Club
* Existing tourism infrastructure e.g. many airlines
* Scenery/climate is good year-round
* Variety on offer
* Food, wine, art, craft beer – great tastes
* Local retired population is growing
* Easy access to airport
* Abel Tasman link
* Existing visitor flow/ well-developed tourism sector
* Other events (Bikefest, masters games, arts festival)
* Diverse biking experiences in region
* Specialist cycle businesses
* NZ Cycle Trails and brand link
* Affordable for families
* Growth of global cycle tourism
* Regional Cycle Forum
* Nelson Regional Development Agency for marketing
* IMBA Gold Ride Centre
* Governance of NTCTT
* Charitable Trust status
 | Weaknesses (key weaknesses shaded)* Operators not signing up, assuming they will get business anyway
* Funding: trail construction, marketing, maintenance
* Wakefield to Woodstock alternate route
* Distance from major population
* Rely on volunteers for governance
* Number of new trails in NZ (competition)
* Lack of year-round connection between Rabbit Is and Mapua
* No control for revenue generation e.g. licensing/ concessions
* Delivery quality and consistency of services
* Disrespect of other road-users to cyclists
* Inconsistent cycle access on suburban streets
* Main focus of Trust is on the GTT
* Lack of engagement with Marlborough and West Coast (‘top of the South’)
* Signage
* Meeting client expectations for ease of trail use
* Shuttle facilities for independent cyclists
* Infrastructure supporting businesses is seasonal/ culture of summer ‘season’ only
* Lack of information for independent travellers
* Availability of up-to-date maps
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| Opportunities (key opportunities shaded)* Finish the GTT – a marketable trail
* International promotion
* Promote Nelson-Tasman as a cycle destination
* Someone with lots of money offers support
* Loved by locals, which encourages Council support
* Nurture relationship with each local authority
* Improved buy-in by operators
* Remarkable itineraries promoted everywhere
* Prove economic benefit of cycling to the region
* Engage with top of south cycling activity including Marlborough and the West Coast
* More information signs/ key places/ thanks
* Recognising partners in signs and marketing
* Nelson Regional Development Agency cycle push
* Increase shoulder season/year-round trails
* NZTA funding opportunity for engagement
* Access the MGR Fund
* Access the $25 million in the 2016 Budget
* Heart of Biking website information
* Kaiteriteri and Codgers MTN Bike parks
* Marketing support for Official Partners
 | **Threats (key threats shaded)*** Community opposition to shared pathways and Walking-cyclist frictions
* Funding for GTT construction (unfinished Trail)
* Funding for GTT maintenance
* Natural disasters e.g. flooding, rising sea levels
* Landowner approval/access arrangements
* Missed opportunities (due to lack of resources)
* Health and safety obligations on cycle trails
* Vandalism of trails
* Operators not continuing financial commitment
* Lack of funding for NTCTT administrative support
* Operators not meeting client expectations
* NCC funding maintenance of Dun Mountain Trail
* Major NZ tourism target/growth market is Asia, whom may not be Cycle Tourists
* Over-sell and create unrealistic expectation of delivery during the off-season
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# Ongoing Role for The Trust

The Trust’s role will change over the next five years and this planning document will be reviewed annually to ensure relevancy. Although the Trust’s role in infrastructure and resourcing may decrease, the following aspects of Trust activity are likely to remain important:

* Advocacy, marketing and networking of cycling in Nelson-Tasman.
* Involvement in maintaining the two local Great Rides (Dun Mountain and Great Taste Trails):
	+ Confirm that any maintenance is of good quality and value (and that it is carried out).
	+ Explore options for delivering maintenance (e.g. partnership arrangement) and for a revenue stream for the Trust that minimizes risk.
* Ensure integrity of the Dun Mountain and Great Taste Trail so that retain Great Ride status.

Glossary

GTT Tasman’s Great Taste Trail

IMBA International Mountain Biking Association

MBIE Ministry of Business Innovation and Employment

MGR Maintaining Great Rides Fund

MTB Mountainbike

NCC Nelson City Council

NRDA nelson Regional Development Agency

NTCTT Nelson Tasman Cycle Trails Trust

NZCT The New Zealand Cycle Trail

NZTA New Zealand Transport Agency

The Trust Nelson Tasman Cycle Trails Trust

TDC Tasman District Council