

Application for Funding

About this form

This form enables you to make an application for funding under any of the three investment tiers for the Provincial Growth Fund:

- Regional Projects and Capability: Under \$1 million;
- Sector Investments: Between \$1 - \$20 million; and
- Enabling infrastructure projects: Over \$20 million.

The information you provide will help us to assess and evaluate eligible projects and investment opportunities.

Next steps

We will review your application to further test suitability and risk and to make a decision on suitability for funding. We will be in contact where further information is required and we may provide you advice and support (i.e. from regional advisors) where necessary throughout this next stage of the process.

Instructions

Please complete the 'Application Form' section below, which is compulsory. In addition, please complete the parts of this application form that are relevant to your proposal. If the answer box is not big enough, please attach a document that provides the answer/s when you submit the form.

Please provide as much detail as you are able to, as appropriate to the size and complexity of your proposal. If compulsory or relevant information is missing, this may slow down the application process as we will need to contact you.

You can find the terms and conditions of applying for Provincial Growth Fund investment in **Appendix 1**. You must agree to those terms and conditions as part of submitting this application. We also attach a copy of the Eligibility and Assessment criteria in **Appendix 2** to provide further context.

Submitting your application

Please email your completed form to PGF@mbie.govt.nz.

A. Application Form (*Compulsory section*)

1. Proposal Name:

Dolomite Point Redevelopment Project (DPRP), Punakaiki, West Coast

2. Please provide the name of applicant organisation/entity:

Department of Conservation (DOC)

3. What is the physical address of the applicant's organisation?

10 Sewell Street, HOKITIKA

4. Please provide the contact details for the applicant's organisation (*including a specific person as a point of contact*):

Project Manager: Phil Rossiter, Department of Conservation, Westport

Phone: s 9(2)(a)

Email:

5. Please describe the principal role or activity of the applicant organisation.

The Department of Conservation (DOC) is the applicant for this project given its key statutory role and responsibility for visitor facilities, infrastructure and public conservation land management at Dolomite Point, Punakaiki.

DOC's wider purpose is to ensure New Zealanders gain environmental, social and economic benefits from healthy functioning ecosystems, recreational opportunities and through living our history. It is also charged with working with others to increase the value of conservation for New Zealand.

DOC's Outcome Statement is: New Zealanders gain environmental, social and economic benefits from healthy functioning ecosystems, from recreation opportunities, and from living our history.

DOC's Intermediate Outcomes are:

- The diversity of our natural heritage is maintained and restored.
- Our history is brought to life and protected.
- New Zealanders and our visitors are enriched by outdoor experiences.
- New Zealanders connect and contribute to conservation.

6. Please provide a brief summary description of the project, including its location, purpose and history.

Location and description

The 'Dolomite Point Redevelopment Project' (DPRP) involves a significant uplift and modernisation of key visitor facilities/infrastructure and enrichment of visitor experience elements at Dolomite Point, Punakaiki on the South Island's West Coast. The site is a key anchor for West Coast tourism and has become an iconic short-stop tourist destination on the back of the 'Pancake Rocks' and associated blowholes, with 500,000 visitors experiencing the 'Pancake Rocks' walkway annually.

The growth of tourism at Punakaiki – essentially doubling in the last decade - has placed enormous and unsustainable pressures on the existing dated and unfit facilities. Infrastructure improvements and investment have not kept pace with visitor demands and needs, and many aspects of the infrastructure, site design and layout are not able to cope with current pressures, let alone projected future demand. In its current state, the site and its facilities require intensive and reactive management to mitigate current pressures and urgent investment is required in the facilities and infrastructure supporting the

'Pancake Rocks' to secure the integrity of the site and visitor experience.

Purpose

The stated purpose of the DPRP is to create, via meaningful collaboration, an outstanding and enduring visitor experience at Dolomite Point. In doing so, and by incorporating particular aspects in the redevelopment design, a number of key benefits will accrue. The primary benefits include:

- Securing and future-proofing the visitor experience of one of the West Coast's 'anchor' tourist sites and the consequential economic benefits that flow from a strong and sustainable tourism sector;
- Creating opportunity and a compelling cultural footprint for Māori via the establishment of a new visitor experience centre and its associated offerings;
- Environmental protection via proactive management of visitor impacts; and
- Strengthening social/community outcomes and connectivity via integration with the Greater Punakaiki Master Plan (GPMP) process, community aspirations and by creation of pedestrian/cycle lanes that link key Punakaiki features.

Project history

There have been multiple attempts over the last decade to address some of the challenges at Dolomite Point, and greater Punakaiki community. Due to these efforts, there is a mounting degree of stakeholder expectation and hope that action will materialise. Some of the work undertaken to address issues and realise opportunities at the site has included:

- Punakaiki Issues and Options Report, Lincoln University, 2007;
- Punakaiki Destination Management Plan, Development West Coast, 2009;
- Paparoa National Park Visitor Centre Redevelopment Conceptual Design Report, DOC, 2010; and
- Dolomite Point Development Opportunity Study, DOC, 2017.

Due to a number of issues including, but not limited to, financial constraints, government priorities and the timing of historical work, previous efforts did not gain traction. Notwithstanding this, the DPRP has built on these historical efforts and has considered aspects of previous work that remain relevant. It is important to note that the DPRP is not a recent conception, rather a long-standing and thoroughly considered project that keenly awaits execution.

7. Please describe (or re-affirm) which industry or sector/s the proposal is relevant to.

The project is most relevant to the tourism sector.

8. In what location/region/s is the proposal to be based? What is the name of the relevant District as detailed on the Local Government New Zealand website: <http://www.lgnz.co.nz/nzs-local-government/new-zealands-councils/>

The project is in the West Coast region, a 'surge' region under the Provincial Growth Fund framework. The key local authority is the Buller District Council. Note however that the local territorial authority boundary between the Buller district and the Grey district is the Punakaiki River, with Punakaiki residents residing south of the Punakaiki River being ratepayers in the Grey district. This project therefore has relevance and benefits for the Grey district as well, as evidenced by the letter of support from the Grey District Mayor in **Appendix 3**.

9. Please provide full names of the project's leadership team, including your chief executive, directors and trustees (as appropriate).

The project's 'sponsor' is Bruce Parkes, Deputy Director-General for Policy and Visitors (DOC). The project's 'Senior Responsible Officer' is Mark Davies, Director Operations (Western South Island), DOC. The DPRP has a Steering Group who provide core leadership and governance. Steering Group members include:

- Mark Davies, Director Operations (Western South Island), DOC;
- Bob Dickson, Operations Manager (Buller), DOC;
- Francois Tumahai, Chairperson, Ngati Waewae;
- Garry Howard, Mayor, Buller district;
- Rachel Townrow, Community and Environment Manager, Buller District Council;
- Chris Mackenzie, CEO, Development West Coast;
- Helen Wilson, Research and Innovation Manager, Development West Coast;
- Jim Harland, Director – Regional Relationships, South Island, NZTA;
- Grant Parrett, Dolomite Point landowner.

The Chief Executive role for DOC is held by Lou Sanson (in the role of Director General). Two ex-officio and West-Coast based roles support the project Steering Group being a Project Manager (filled by Phil Rossiter) and Project Coordinator (filled by Fiona Pollard).

10. If different from the applicant, who would be the 'contracting party' with the Crown under any successful contract?

If successful, the Department of Conservation would be the contracting party with the Crown.

11. Are there any other Partners within this project? (i.e. construction, design or other significant partners). If so, please provide their names.

A hallmark of the project is its collaborative approach. Beyond the applicant's organisation and Steering Group representation and input, key partnerships in the project include:

- Ngati Waewae – collaboration in relation to creation and delivery of a new visitor experience and implementation of Paparoa National Park Management Plan and Treaty principles;
- Development West Coast – agreement to make a central land parcel available to enable realisation of the most compelling and integrated spatial redevelopment concept;
- New Zealand Transport Agency – collaboration in relation to creation of pedestrian/cycle linkages, State Highway pedestrian underpass;
- Buller District Council – close collaboration in relation to integration of the Greater Punakaiki Master Plan (GPMP) and DPRP and community objectives; and
- Williams Hotel Group – collaboration in relation to sharing of water supply and water treatment assets for mutual environmental gain and cost-reduction.

12. Is the applicant or the contracting entity insolvent or subject to any insolvency action, administration or other legal proceedings?

No, the applicant is not subject to any of the above matters.

13. Is any individual involved in the application, the proposed contracting entity or the project an undischarged bankrupt?

No individual involved in the project, including those comprising the Project Steering Group, have suffered bankruptcy (either discharged or undischarged).

14. Is any individual under investigation for, or has any individual been convicted of, any offence that has a bearing on the operation of the project?

No individual involved in the project, including those comprising the Project Steering Group, have been convicted of any offence that would reasonably have a bearing on this application and project.

15. Conflicts of Interest: Please detail any actual, potential or perceived conflict of interest that the applicant(s) or any of the key personnel have in relation to this project.

One member of the Project Steering Group, Mr Grant Parrett, has a potential commercial conflict of interest in relation to this project. Mr Parrett is a director of Wild Coast Ltd - the owner of the largest central and privately-owned parcel of land at Dolomite Point that houses the Punakaiki Rocks Café. Wild Coast Ltd has a business relationship with the Punakaiki Rocks Café and has a potential commercial conflict interest in this project in terms of redevelopment aspects that may erode the value of its landholding and/or café business (via lease). The Project Steering Group, including Mr Parrett, has developed and agreed to Governance Terms of Reference that include management of conflicts of interest. Whilst various representations have arisen during the concept-development phase of this project, where a conflict has been identified, it has been acknowledged and considered in this context by the Project Steering Group with complete and impartial decision-making prevailing. Mr Parrett has brought beneficial representation and perspective to the concept-development phase of this project by virtue of his history and association with the site.

Proactively released

B. Strategic Case and Regional Alignment

1. How does the project propose to act as a catalyst to lift the productivity potential of the region where the project is based?

There is a very strong strategic case for the DPRP with clear regional alignment. Dolomite Point (via the Pancake Rocks and associated blowholes) has been instituted as one of six visitor 'icons' in the West Coast tourism strategy. Tourism West Coast has developed this strategy which is based on leveraging key sites to drive sustainable tourism growth, regional dispersal and economic impact. Dolomite Point is of further strategic importance in that it forms a key pillar for attracting visitors to the northern West Coast and encouraging northward dispersal. The project has strong regional support and alignment and features high in the West Coast's Economic Development Action Plan. Letters of support and statements to this effect are included in **Appendix 3**.

The DPRP will act as a catalyst to lift the productivity potential of the West Coast via several key mechanisms, namely:

- Proposed infrastructure improvements (i.e. toilets, carparks, pedestrian connections etc) will secure the integrity of a regionally, if not nationally-significant visitor experience and ensure current and future visitor demand can be effectively managed, creating positive feedback and sustaining future visitation;
- Proposed new aspects of the visitor experience (e.g. a new experience centre showcasing cultural, environmental and conservation elements; safer and superior pedestrian connectivity; improved landscaping; and an additional short walk) will deepen visitor immersion, understanding and satisfaction and enhance the region's competitiveness in tourism. Notably, enriching the visitor experience is expected to retain visitor interest for longer, increasing the length and value of stay, yield for local businesses and economic impact;
- Proposed new elements of the visitor experience (i.e. a new experience centre) will provide significant opportunity for Maori (Ngati Waewae) to tell their story and offer products and services that not only increase the financial yield from visitors but create local employment opportunities; and
- The DPRP supports the pending completion of New Zealand's next *Great Walk* (the Paparoa Track) and provides an opportunity to better service track visitors and extract more value from users, irrespective of which direction track users travel.

2. How does the project align with the objectives of the Provincial Growth Fund:

- More permanent jobs;
- Benefits to the community and different groups in the community;
- Increased use and returns for Māori from their asset base (where applicable).

The DPRP has excellent alignment with core PGF principles, as discussed below.

More permanent jobs

The DPRP is primarily focused on significantly improving, securing and future-proofing the visitor experience at Punakaiki. All of the existing businesses at Punakaiki rely heavily on visitors, with just 70 ratepayers' resident in Punakaiki (i.e. insufficient population to sustain any significant services and employment-generating enterprise).

Given that facilities and infrastructure have not kept pace with visitor growth, the quality and integrity of the visitor experience at Punakaiki is under significant pressure and threat and as a consequence, the sustainability of existing enterprise and employment is also threatened.

The initiatives included in the DPRP will not only serve to secure existing employment but will enable

sustainable growth and new employment opportunities. A new experience centre is expected to initially create between 5-10 new jobs for Ngati Waewae and the deepening of the visitor experience and offering is expected to result in longer stays, higher yields, and support further investment and employment opportunities. The DPRP is aware of various private investments that are being progressed at present on this basis.

Social impacts

Community issues at Punakaiki have been very well explored and defined through the current GPMP and DPRP processes and both have been collaborating for maximum community impact. The DPRP will deliver positive community impacts by:

- Protecting the integrity and environmental quality of the site through a considered and thoughtful redevelopment concept – sound environmental management is a high priority for the community;
- Providing space (coordination room) for emergency response in the proposed new experience centre;
- Allowing for a community shared-space (i.e. meeting location) within the new proposed experience centre, subject to on-going consultation and deliberations with the community to finalise their needs;
- Providing essential infrastructure and services for users of the soon-to-be-completed Paparoa Track Great Walk and ensuring that expected growth from this quarter does not place further strain on the community;
- Connecting the Punakaiki village from south (Punakaiki River) to north (Hartmount Place/Truman Track) with a pedestrian/cycle lane that will afford slow-paced and safe access and enjoyment of local attractions and direct social and health benefits;
- Affording opportunity for local artists to display and retail their wares – this was another aspiration identified by the community and three potential opportunities to achieve this will be created by the DPRP; and
- Instilling a sense of pride and ownership in the local community by virtue of providing a modern, future-proof, sustainable and outstanding visitor experience.

Increased use and returns for Māori

The DPRP aligns very strongly with this PGF objective. As stated in Ngati Waewae's letter of support in **Appendix 3**, the DPRP presents a very significant opportunity for local iwi to realise their aspirations and become a focal point for enhanced story-telling and interpretation for the benefit of the visitor experience and for consequential economic and social benefits. The visitor experience centre proposed in the DPRP concept will provide a platform and physical space for Ngati Waewae to stage number of proprietary ventures and operate a great spotted kiwi 'hatchery' for the benefit of West Coast conservation.

Working collaboratively with Ngati Waewae will strengthen and contribute to Treaty principles and give effect to Paparoa National Park partnership aspirations.

3. Please provide a detailed description of the project, including the objectives and business need.

Purpose and objective

The purpose of the DPRP is to create an outstanding and enduring visitor experience at Dolomite Point, Punakaiki. Three key objectives underpin the project, namely:

1. Secure and future-proof the infrastructure and visitor facilities in accordance with best-practice;
2. Deepen natural heritage visitor immersion and consider and celebrate the natural setting in all redevelopment plans; and
3. Create and establish a compelling cultural footprint and story-telling platform.

Business need

The need for the project was first identified in 2002 with community-led efforts to enrich the visitor experience and offering. This was followed by detailed work between 2007 and 2010 by Lincoln University, Development West Coast and the Department of Conservation. Since this time (2008), visitor numbers at Dolomite Point have almost doubled (212,934 in 2008: 508,289 in 2017) and associated challenges have only become more acute.

Based on recent survey data, the average duration of stay at Dolomite Point is little over 1 hour. A contributing factor to this metric is that the number, range, quality and connection with locally-based experiences and visitor offerings is below what is expected from such a high-profile visitor location. The only built-attraction – the current DOC visitor centre in a small and nearly 40-year old building - is capable of retaining visitor interest for just a short time. It follows that the overall length of stay and therefore level of expenditure is well below the average for visitors to New Zealand because it does not provide many services that generate the greatest expenditure. On this basis, Punakaiki bears the brunt of visitor impacts, yet gains relatively little benefit.

Furthermore, small rural areas are increasingly finding it difficult to cope with increased visitor demands. The ability of a small community like Punakaiki to provide services for its own population is challenging, but when it has to provide services for more than its population, it can be costly and/or unattainable for ratepayers. This largely explains the situation Punakaiki finds itself in and underpins the need for central government support. On an average visitor-season day, the number of visitors is an order of magnitude greater than the number of residents in Punakaiki and on a busy day, the number of visitors outstrips local residents by several orders of magnitude.

Despite this situation, Punakaiki fulfils a very important role and forms a strategic pillar for a sustainable tourism economy on the West Coast. Without Punakaiki, there is little to draw tourists to the northern West Coast. The West Coast tourism strategy not only has Punakaiki as a key locality capable of mobilizing and attracting domestic and international visitors, but it leverages Punakaiki by drawing visitors north along the West Coast from popular sites further south (i.e. the glaciers), supporting northward dispersal and much-needed economic opportunity for the northern West Coast.

Detailed description of the project

The Concept Plan for the DPRP has been based on identified needs and opportunities developed through a combination of stakeholder and community engagement, observations and feedback from industry personnel at Dolomite Point, and visitor survey work. A range of potential solutions to address the identified issues and opportunities were then evaluated in detail, with selected solutions comprising the building blocks of the developed Concept Plan. Central to the evaluation process was how closely each option aligned with the established project objectives (this included the sensitive nature of the site), consideration of risks, benefits and costs, stakeholder support, and importantly, the ability to financially sustain any redeveloped assets.

The 'Options Analysis and Selection' process led to the following key elements being chosen for the DPRP Concept Design:

- An iconic and inspiring pedestrian underpass beneath State Highway 6 ensuring visitor-highway traffic interactions are eliminated and to enable visitors to move seamlessly from the eastern side of State Highway 6 with all its appurtenant visitor facilities and infrastructure, to the western

side of the State Highway 6 and into the Paparoa National Park and the 'Pancake Rocks' walkway. Traffic calming measures and median treatment and lighting would also be improved on the short section of State Highway at the site. Responsibility and maintenance of these assets would sit with the NZTA;

- Pedestrian/promenade treatment and landscaping along the entire length of the Dolomite Point visitor precinct to create function and amenity and provide screening and softening, to the extent possible, of the adjacent State Highway. Responsibility and maintenance of these assets would sit with the Buller District Council;
- A new centrally-located and 24-hour accessible toilet facility to replace the existing and significantly under-capacity toilet facility;
- Reconfiguration and upgrade of the existing carparking facilities and modest redevelopment to meet all but peak parking demands. Peak parking demands and future growth will be accommodated by an off-site 'overflow' carpark south of Dolomite Point and linked by a pedestrian/cycle path and a proposed local park and ride solution connecting back to Dolomite Point (as future demand dictates);
- A central and redeveloped visitor centre providing strong cultural, natural and conservation interpretation and opportunities. The centre would embody smart and sustainable design and construction principles, would be in keeping with the special nature of the site, and would be redeveloped on the footprint of two existing buildings, one of which is the existing 40-year old DOC visitor centre. DOC would continue its core visitor centre function from within the new building, however ownership and visitor experiences would be provided by Ngati Waewae;
- Retention and landscaping of existing open greenspace to provide natural and family-friendly amenity;
- Pedestrian linkages (designed to accommodate the access-impaired) involving sections of boardwalk and pathway with intermittent shelters with interpretive content introducing and showcasing a sense of place and providing occasional muster points and weather-protection, particularly for elderly, young and/or access impaired. The pedestrian connections would all centrally converge on a small courtyard setting at the rear of the proposed new experience centre;
- A short nature-walk from the rear of the visitor precinct to the nearby lookout point, providing a unique perspective and overview of Dolomite Point and the adjacent coastline and blowholes;
- Burial (for safety and amenity purposes) of a section of overhead high voltage wires that currently cut across the rear of the visitor precinct; and
- Linkage of all key visitor localities immediately south and north of Dolomite Point with a pedestrian and cycle lane to ensure safe and slow-paced enjoyment, access and connection the length of the Punakaiki. Design would ensure that users could avoid crossing the State Highway by connecting with the existing and proposed underpasses. Responsibility and maintenance of these assets would sit with the NZTA.

Visual representation of the DPRP Concept Plan (and supporting imagery) is included in **Appendix 4**.

The rationale for the developed Concept Plan stems from problems and challenges identified during previous studies and assessments and stakeholder consultation. The table over-page provides 'line-of-sight' from the identified needs/issues to the chosen solution(s).

ISSUE/NEED	SELECTED OPTION(S)
Insufficient, fragmented and confusing parking	Redesign (improved capacity and layout)
Dated visitor centre and interpretation delivering a limited/narrow visitor experience	New experience centre and interpretation
Tired/uninspiring landscaping and outdoor space	Redesign and landscape
Insufficient toilet capacity and/or type	New toilet block (>300% capacity increase)
Inadequate pedestrian-vehicle separation within visitor precinct	Redesign and separation
No pedestrian-vehicle separation across State Highway	Pedestrian underpass and traffic calming
Poor/uninspiring connectivity and flow between visitor precinct facilities	Pedestrian and cycle connections
No covered space/walkways (to protect against inclement weather)	Intermittent shelters (with interpretation)
Limited additional attractions (other than the 'blowholes') to spread visitors out and increase their stay and yield	Short walk to lookout (at rear) and new pedestrian/cycle connections
Limited physical connections with wider and existing community attractions to spread visitors out and increase their stay and yield	Continuous pedestrian/cycle connection from Punakaiki River to Hartmount Place
Limited retail/hospitality offerings for visitors	Considered approach within new centre
Local services central to visitor management outdated, reached capacity or non-existing (e.g. water, wastewater, waste management, telecommunications etc)	Work with GPMP process and establish services where necessary

4. Please provide a description of how the project aligns to the Government's additionality objective under the Provincial Growth Fund (including infrastructure, Māori assets/development, sustainability, investment tiers and regional development plans).

The DPRP strongly supports the Government's additionality objective by various means, including:

- The project is not already underway and does not replicate any other initiative;
- The project is limited to capital funding, with key agencies and entities assuming responsibility for maintenance and operation of built infrastructure;
- The project provides a significant platform and asset for Māori (Ngati Waewae) to realise their aspirations, develop opportunities for their people and simultaneously enrich the visitor experience;
- The detail and extent of the DPRP Concept Plan has been specifically shaped by sustainability and life-cycle cost considerations. Sustainability considerations have influenced the selection of redevelopment options and ownership arrangements to ensure redeveloped assets will thrive. A fundamental tenet of the DPRP is to future-proof the visitor facilities and experience at Dolomite Point to ensure sustainability;
- The DPRP represents a Sector Investment (tourism sector) – tourism being a key pillar in the

West Coast Economic Development Action Plan and Punakaiki being an icon and anchor visitor destination in the West Coast's tourism strategy;

- The DPRP has featured strongly in formal regional development plans over the last few years (statements to this effect are included in **Appendix 3**); and
- The DPRP has considered the pending completion of the Paparoa Track *Great Walk* and has incorporated various matters in the Concept Design (i.e. overflow carpark for Dolomite Point located at the Punakaiki River that will also serve Paparoa Track users; and pedestrian/cycle connections linking the Paparoa Track ends with the Punakaiki village).

5. What benefits will the region get from the Crown's investment?

The site is one of only a handful of regional visitor icons with an established profile amongst domestic and international visitors and industry representatives (i.e. travel agents). Tourism was the second largest contributor to regional GDP in 2017 and the DPRP in its proposed form will directly deliver on a number of the core strategies in the Tai Poutini West Coast Economic Development Action Plan. These include:

- Creating added-value opportunities to future-proof existing business;
- Continued investment in tourism to support new economy;
- Infrastructure investment to support growth and resilience; and
- Maximise the Māori economy.

The central and northern West Coast (i.e. Greymouth to Westport) stand to benefit the most given enhanced Punakaiki infrastructure and facilities will improve the visitor experience, increasing dispersal and yield where it is needed the most. Without a visitor icon north of Kumara Junction (the junction between SH6 along the West Coast and SH73 between Christchurch and the West Coast), there is a heightened risk that visitors will bypass the central and northern West Coast. Securing the integrity and future of the Punakaiki experience is fundamental to delivering on the regional tourism strategy.

The benefits that will accrue from the DPRP were touched on in section B.2., but primarily include:

- Economic benefits associated with a sustainable tourism industry (both direct and indirect benefits of visitor spend and industry employment);
- Cultural benefits associated with enhanced story-telling and interpretive material in a new visitor experience centre;
- Social/community benefits associated with improved infrastructure, opportunities and enhanced connectivity (in the form of pedestrian/cycle linkages); and
- Enhanced identity, sense of pride and regional and local custodianship via an iconic, world-class and resilient visitor experience.

6. Please describe the current state of the proposal, and why the project has not been done before.

The DPRP proposal is scoped to Concept Design stage with the associated cost-estimate including contingency to reflect this. Significant stakeholder consultation has occurred and if successful, the project would move quickly into the Detailed Design phase, ahead of project implementation.

As previously mentioned, there have been numerous previous efforts over more than a decade to address the issues at Dolomite Point. For various reasons, but mainly due to lack of available funding, no significant action has materialised. By 2017, support galvanised across the community, local government and central government relating to the site's potential and the DPRP is seen as an excellent opportunity to model solutions to visitor-demand issues whilst retaining strong landscape and

conservation outcomes.

Notwithstanding mounting alignment and support, there is an understandable degree of 'fatigue' in the local community because of the number of failed historical efforts. A significant opportunity exists to deliver for the Punakaiki community and indeed wider region.

7. Please provide a description, and evidence where applicable, of any local support for the project either through existing regional development mechanisms, or another relevant body, such as a council, iwi or other representative group (or reason for any lack of support).

Strong and broad support exists from regional and local stakeholders for the DPRP. For brevity, this support will not be restated here but is demonstrated in the numerous letters of support included in **Appendix 3**.

8. Please provide a description of any consultation required.

Consultation outcomes from historical efforts are reflected in the DPRP and consultation and engagement has been on-going throughout 2017 and 2018 with regional and local stakeholders and with the Punakaiki community. The shape and flavour of the DPRP is an amalgam of all consultation that has been undertaken and is a stronger proposal because of this.

The DPRP sees consultation at its core and on this basis, consultation is a constant and on-going accountability for project personnel and consultation will continue so long as a viable project exists. Further consultation and engagement - particularly at a community level - will be required to ensure community aspirations are reflected in the Concept Plan to the extent possible and appropriate.

9. Please demonstrate how this project will fit in with wider assets or infrastructure, projects and benefits in the region.

Considerable effort has been made to work with wider West Coast initiatives to ensure the DPRP integrates with maximum effect and benefit.

As previously stated, the project is central to the regional tourism strategy that leverages 'icon' sites and drives visitor dispersal.

This DPRP has close integration on a community-scale with the Greater Punakaiki Master Plan (GPMP) led by the Buller District Council and there are key interdependencies between the projects.

The DPRP has taken account of the pending completion of New Zealand's next *Great Walk* – the Paparoa Track – and has considered visitor needs that will stem from this. Consequently, pedestrian and cycle connections proposed under the DPRP will complement Paparoa Track users and an overflow carpark proposed under the DPRP will also serve an integrated purpose.

The DPRP fits and aligns with NZTA's State Highway management considerations in that a solution to pedestrian safety has been proposed (pedestrian underpass) that provides physical separation between pedestrians and State Highway traffic whilst maintaining State Highway traffic flow and continuity.

The DPRP has worked with an adjoining landowner (Williams Hotel Group) to explore collaborative water supply and treatment arrangements. Under the arrangement, Williams Hotel Group would provide potable water to the DPRP (via a new water supply treatment system they propose to build) and the DPRP would reciprocate with wastewater treatment via an existing facility with spare capacity. This arrangement would provide superior cost and environmental outcomes for all parties and provides a cost-reduction to the DPRP.

The DPRP has also taken into consideration the local business and community aspirations as part of the consultation process. Work is on-going to define how some of these aspirations may be best realised.

10. Has the project been discussed with a regional economic development governance group? If so, what was the outcome of the discussion?

The DPRP has consistently featured in regional economic discussions and has been an established and key priority since 2017. The letter of support from Andrew Robb, Chairman of the recently-disestablished Regional (West Coast) Growth Programme and current Chair of the West Coast Regional Council and included in **Appendix 3**, confirms this point.

11. Please provide evidence of Iwi consultation.

Ngati Waewae has not only been consulted as part of the DPRP but has had active representation on the Project Steering Group and is set to play a central role in the DPRP. In keeping with the partnership provisions of the Paparoa National Park Management Plan, Ngati Waewae will assume the lead presence in the proposed new experience centre, giving voice to their story and staging natural heritage, conservation and recreational elements from the site. This is seen as a significant opportunity for Ngati Waewae and a chance for iwi to achieve their aspirations and provide sustainable economic opportunities for their people.

12. Please provide evidence of compliance with international obligations (where relevant).

There are no known applicable or relevant international obligations associated with the DPRP.

Proactively released

C. Project costs, economics and benefits

1. Please provide details of the wider benefits, over and above those described in the above Strategic Case and Regional Alignment section.

The DPRP is a key component and pillar of a Buller tourism package expected to go before Cabinet for consideration in November 2018. The package comprises three other initiatives aimed at attracting visitors north and into the Buller district (northern West Coast), encouraging them to stay longer and spend more. By virtue of its design, the DPRP will increase the attractiveness of the West Coast to potential visitors, encouraging the establishment of new businesses and expansion of existing businesses, particularly in Punakaiki and its environs.

Ngati Waewae's lead role in the proposed new experience centre, enabling them to 'give voice to their story' has strong synergies with the emerging Tai Poutini (West Coast) Maori Tourism Strategy.

There is also considered to be broad benefit associated with the precedent and goodwill that relates to a range of agencies, organisations and community working together for improved outcomes. The extent to which the proposed Concept Plan for the DPRP reflects a wide range of stakeholder aspirations is a key feature of the project. Solutions to the challenges faced at the site have not previously been possible, and a key opportunity and benefit of the DPRP is to model collaboration and demonstrate how a multi-agency/stakeholder approach can lead to more integrated, holistic and successful outcomes.

In a less tangible but nonetheless important sense, the DPRP, if approved, would provide the Buller district and wider West Coast with a sense of renewal and would undoubtedly inspire a greater degree of confidence in the region's future.

2. Please provide a detailed breakdown of the benefits that will be enabled by the delivery of this project and the timeframes in which those benefits will be achieved/realised.

A provisional timeline for project implementation and realisation of benefits is provided in the table below. Detailed design and project staging/scheduling would further inform and confirm the project timeline, but tangible benefits would occur with the onset of redeveloped infrastructure, facilities and services – expected to be from early 2020 onwards. Intangible benefits may well accrue earlier if this application is successful and stakeholders and community can look forward with certainty to a more complete, resilient and sustainable visitor experience and industry.

ASPECT	TIMEFRAME
If successful (with capital funding via PGF), commence detailed design	9(2)(b)(ii)
Design iterations and stakeholder consultation	
Detailed designs completed	
Assessment of Environmental Effects and approvals developed and secured	
Construction tenders developed and awarded	
Project construction	
Benefits realisation	

3. Please provide a cost breakdown covering the following:

- Total project cost breakdown (including contingency);

An elemental cost estimate has been developed for the DPRP by estimating/quantity-surveying specialists, Rawlinsons.

The total estimated cost of the DPRP, including contingency, provisional and general allowances, escalation and contractor margin allowances is \$25.6M. A summarised cost-estimate is provided below and a full itemised cost-estimate is included in **Appendix 5**.

ASPECT	COST ESTIMATE
Experience centre and fit-out	s 9(2)(b)(ii)
State Highway pedestrian underpass and median treatment	
Pathways, shelters, lookout, boardwalks, paving, courtyard, steps, decking, balustrades, cantilevered section	
Pedestrian and cycle pathways	
Demolition, burial of overhead powerlines, staging, earthworks, landscaping, gardens and lighting	
Roading, kerbing, carparks, ramps, overflow carpark, technology, signage, street furniture	
Land acquisition	
Water connection and stormwater drainage	
Toilet facility	
Sub-total Cost-Estimate	
<i>Provisional and general allowance, escalation allowance, contractor's margin, contingency (20%)</i>	
Total Cost-Estimate	\$25,611,298 (\$25.6M rounded)

- Total funding sought from the Provincial Growth Fund;

The total funding sought from the PGF is up to \$25.6M.

- Type of funding sought (i.e. grant, loan or other);

The type of funding sought for the DPRP is a grant.

- Description and breakdown of funding sought from elsewhere (approached/approved/declined) and what funding has been committed;

Until March 2018, the DPRP was intending to pursue a public-private-partnership model to access redevelopment capital with various proposed revenue streams contributing a commercial return on investment. At this time, the Minister of Conservation provided direction to the Department of Conservation to pursue a wholly Crown-funded approach and to apply to the PGF. No other funding sources have been pursued.

- Details of ongoing costs and financial viability;

Consideration of on-going costs and financial viability has been central to the DPRP. The scope of the project and the ownership and maintenance of the various infrastructure has been optimised to maximise benefits yet contain on-going costs and ensure financial sustainability.

Key on-going costs associated with the infrastructure proposed in the DPRP Concept Plan include capital charges, depreciation and routine operating and maintenance expenses. The DOC is resourced to meet the day-to-day operating and maintenance of infrastructure and facilities via business-as-usual mechanisms. In some cases, redeveloped infrastructure is expected to reduce operating and maintenance costs. Examples include resources retained to manage under-capacity in toilets and carparking, whereby redeveloped infrastructure and smart technology would reduce the need for the degree of reactive management.

- Required timing of costs;

The DOC is resourced with operating expenditure (via an internal Budget '17 Tourism bid) to drive the DPRP forward through detailed design and implementation stages, should this application be successful.

Based on the current project timeline, the first capital funding is expected to be required mid to late 2019 as capital works commence, with staged drawdown occurring through to project completion. Allowing for seasonality, staging and the need to maintain a functioning high-visitor destination throughout, project completion is currently estimated to be mid-2021. These dates (late 2019 to mid-2021) represent the current view of required timing of funding.

- Maintenance costs and funding sources

The infrastructure proposed in the DPRP would be variously maintained by the entities below:

- The DOC (i.e. toilets; carparks, walkways, shelters);
- Ngati Waewae (experience centre); and
- NZTA (underpass and pedestrian paths along the State Highway).

The above entities have the capability and capacity to fulfil this responsibility. As part of deepening the visitor offering and providing opportunities for Māori, Ngati Waewae would stage appropriate commercial enterprise from the experience centre, directly off-setting the maintenance and operating costs associated with this infrastructure and providing subsequent benefits.

4. Please provide a demonstration of the impact the project will have on the applicant's balance sheet.

Responsibility for the proposed infrastructure has been accepted by the entities listed above, with no significant impact on the applicants' balance sheet.

The DOC adopts a capital-charge and depreciation regime that has been modelled to determine the impact on its balance sheet. Implementation of all the work proposed by the DPRP and to the full extent of the developed cost-estimate would result in \$333,279 of annual cost to the DOC via capital charges (\$245,937) and depreciation costs (\$87,342). This is considered acceptable in the context of the significant benefits that would accrue and reflects a significant annual and on-going cost-reduction via the collaborative approach to asset ownership and maintenance (compared with the balance sheet impact that would otherwise have occurred).

5. Please provide a demonstration of how you will ensure that your project represents good value for money.

If this application is successful and the DPRP progresses, a procurement plan will be developed with the

assistance of DOC's National Procurement Team. The Plan will include robust processes to test the market and to help select cost-effective and capable designers and contractors for this project in accordance with DOC's standard and accepted practices.

6. If applicable, is there a financial model, financial forecasts, or a Cost Benefit Analysis which can be provided? *(If so, please attach to this application.)*

A multi-criteria analysis was undertaken to establish the relative costs and benefits of the redevelopment options included in the DPRP Concept Plan. This analysis included, amongst other things, capital and operational cost considerations. In turn, these informed the selected solutions. Option analyses demonstrating these considerations are included in **Appendix 6**.

Proactively released

D. Project Plan

1. Please provide a project management plan covering the following:

Delivery methodology

- Roles and responsibilities (including who will be managing/delivering the project and key contractors)
- Timeline
- Procurement
- Constraints and dependencies
- Risks associated with project
- Risk management methodology
- Governance arrangements (including using existing credible local and community input, funding, commercial and non-commercial partners)
- Project delivery gates
- Exit gates and stop/go points.

A plan (known as a 'Project Initiation Document' under the DOC Project Management Framework) is included in **Appendix 7** that sets out all of the matters detailed above. The Plan has been formally adopted for the Project Steering Group.

2. Please provide any feasibility assessment which has been conducted for the project.

A number of feasibility studies and investigations have been undertaken for the DPRP and have informed and are reflected in the Concept Plan. The most comprehensive of these was the *Dolomite Point Development Opportunity Study* (Boffa Miskell, May 2017 and September 2017).

A number of more recent and specific site investigations exploring feasibility issues have also been undertaken. An example is the *Dolomite Point Redevelopment Project Geotechnical Assessment* (Tonkin and Taylor, June 2018). These studies have not been appended for brevity, however can be provided on request.

3. Please provide details of the key risks associated with the project, as well as how they will be managed.

The DPRP Steering Group staged a specific workshop to identify project risks and controls. A risk register was developed and is tabled and reviewed at each Steering Group meeting. Risk identification and control is a dynamic process and the register will be further reviewed and developed if this application is successful and the DPRP advances to subsequent stages. A copy of the DPRP risk register is included in **Appendix 8**.

4. Please provide detail of any alternative project delivery options which have been considered and ruled out.

As mentioned in Section C3, a public-private-partnership model was originally proposed for delivery of the DPRP. This delivery option was reviewed in the face of revised government priorities in early 2018. Following this, Ministerial direction was received in March 2018 to pursue a wholly Crown-funded approach via the PGF. On this basis, any further consideration of a public-private-partnership was concluded.

5. Has the project plan been independently tested, or developed with assistance of a project management professional? If so, by whom?

The project plan (PID) was developed with the support of project management professionals in

accordance with the Department of Conservation's rigorous Project Management Framework (PMF). An independent resource is retained by the project for occasional and intermittent governance and management support (as outlined in the PID). The PID is reviewed at key milestones and/or scope changes and would be reviewed again if this funding application was successful and the project entered subsequent phases.

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E. Commercial Viability

1. Please provide an overview of the applicant's track record in delivering projects of this nature.

The Department of Conservation has a track record of delivering large-scale projects and has strong and robust project management processes. Its ability to successfully deliver this project hinges on capacity and capability considerations and resources are available that have the capacity, skills, desire, familiarity with the project, and established relationships with stakeholders and community to deliver the project successfully.

The Department's procurement processes will ensure quality designers and contractors are engaged to undertake this work so that quality, cost and timeliness outcomes are achieved following robust project and contract management disciplines.

2. Please provide any demand analysis (customers and growth/utilisation forecasts) which has been conducted.

A range of site-specific data are collected that demonstrate increasing visitor numbers. These data include 'track-count' data from the 'Pancake Rocks' walkway, count data from the Punakaiki (DOC) Visitor Centre, regional and district visitor-spend data, and State Highway 6 traffic counts north and south of Punakaiki. These various data have been used to calibrate demand analyses detailed in MBIE's *New Zealand Tourism Forecasts – 2017 to 2023* (May, 2017). The regional/local metrics demonstrate that visitor demand is growing at least in line with forecasts (i.e. circa 4-5% per annum) and in some cases, is outstripping annual growth forecasts. This reinforces the importance of making infrastructure improvements so that visitor impacts are effectively managed, expected growth is sustainable, and so that a focus on value, rather than volume, can be instituted via influencing visitor patterns, length of stay and yield.

3. Please describe how the market has been, or will be, tested and engaged (if required) to assist in the delivery of this project.

As previously mentioned, procurement processes would actively engage and test the market to ensure an optimal capability and cost-balance would be achieved for detailed design and construction phases.

Resources have been tagged (via the DOC) for the upcoming visitor high season to undertake visitor survey/insight work that would be used to inform detailed design considerations in relation to interpretive content and visitor experience elements.

4. Please describe what will happen upon delivery of the project, including the maintenance plan and plan for ownership of the asset.

If the DPRP was able to be implemented, three key parties would assume active roles in the day-to-day maintenance and delivery of infrastructure, services and visitor experience.

The DOC would assume responsibility for the majority of the proposed assets consistent with the role it plays at the site with current assets. Ngati Waewae would assume the lead role of operating the visitor experience centre and its associated services, with the DOC also continuing its core visitor functions inside the centre in terms of track conditions and status, weather reports, safety information, National Park information etc. The NZTA would seamlessly assume and integrate the State Highway assets (including the pedestrian and cycle path alongside State Highway 6) into its operating schedule.

Each entity would incorporate the assets in their respective Asset Management Systems and each entity would provide OPEX to operate the assets.

5. Please describe how the project will be sustainable beyond the term of the Provincial Growth Fund investment.

A strength of the DPRP is that ownership and maintenance responsibilities for proposed assets has been actively explored and apportioned to find the most sustainable arrangement and that responsibility for the assets would be vested with established entities who have the financial capability and resilience to sustain them.

Renewal and upkeep of the interpretive content and services staged from the visitor experience centre would be sustained and supported by appropriate commercial enterprise by Ngati Waewae. Examples may include enterprise such as Waewae Pounamu (traditional and contemporary 'greenstone' jewellery, carvings and sculptures), Hikoi Waewae (guided walking services), Taramea (natural plant-based perfume range), Ngai Tahu honey (New Zealand honey) and/or Taiko Guides (nature-based black petrel tours).

6. Please outline why Crown funding is required?

The DPRP represents the emerging conundrum for rural and provincial New Zealand – how do small ratepayer bases fund infrastructure and services required at popular visitor sites?

The Punakaiki community and the Buller District Council does not have the financial resources and ratepayer base to fund its own essential services, let alone those required to service the current half-a-million annual visitors to the town.

A public-private-partnership was proposed under the previous government to try and solicit capital to enable redevelopment proposed by the DPRP. A wholly-Crown funded approach was subsequently advised and is the only remaining viable option for delivery of the DPRP.

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F. Declaration by lead applicant

By completing the details below, the applicant makes the following declaration about its application for PGF funding for the project (“application”):

- A. I have read, understand and agree to the Terms and Conditions of applying for PGF funding which are attached as Appendix 1;
- B. The statements in the application are true and the information provided is complete and correct and there have been no misleading statements or omissions of any relevant facts nor any misrepresentations made;
- C. I have secured all appropriate authorisations to submit the application, to make the statements and to provide the information in the application;
- D. The applicant warrants that it has no actual, potential or perceived conflict of interest (except any already declared in the application) in submitting the application or entering into a contract to carry out the project. Where a conflict of interest arises during the application or assessment process, the applicant will report it immediately to the PGF by emailing PGF@mbie.govt.nz; and
- E. I understand that the falsification of information, supplying misleading information or the suppression of material information in this application may result in the application being eliminated from the assessment process and may be grounds for termination of any contract awarded as a result of this application process.

Signature:



Full name:

Phil Rossiter

Date:

15/10/18

Title / position:

Project Manager, Dolomite Point Redevelopment Project (DPRP)

Name of applicant organisation:

Department of Conservation

Proactively released

Appendix 1 - Terms and Conditions of applying for the Provincial Growth Fund

General

The terms and conditions are non-negotiable and do not require a response. Each applicant that submits a request for Provincial Growth Fund ("PGF") funding (each an "application") will be deemed to have agreed to these terms and conditions without reservation or variation.

The Provincial Growth Fund is a government initiative which is administered by the Provincial Development Unit, a unit within the Ministry of Business, Innovation and Employment. Any reference to the Provincial Development Unit in these terms and conditions, is a reference to MBIE on behalf of the Crown.

Reliance by Provincial Development Unit

The Provincial Development Unit may rely upon all statements made by any applicant in an application and in correspondence or negotiations with the Provincial Development Unit or its representatives. If an application is approved for funding, any such statements may be included in the contract.

Each applicant must ensure all information provided to the Provincial Development Unit is complete and accurate. The Provincial Development Unit is under no obligation to check any application for errors, omissions, or inaccuracies. Each applicant will notify the Provincial Development Unit promptly upon becoming aware of any errors, omissions, or inaccuracies in its application or in any additional information provided by the applicant.

Ownership and intellectual property

Ownership of the intellectual property rights in an application does not pass to the Provincial Development Unit. However, in submitting an application, each applicant grants the Provincial Development Unit a non-exclusive, transferable, perpetual licence to use, disclose, and copy its application for any purpose related to the PGF application process. Any application or documentation supplied by you to the Provincial Development Unit will become the property of the Provincial Development Unit and may not be returned to you.

By submitting an application, each applicant warrants that the provision of that information to the Provincial Development Unit, and the use of it by the Provincial Development Unit for the evaluation of the application and for any resulting negotiation, will not breach any third-party intellectual property rights.

Confidentiality

The Provincial Development Unit is bound by the *Official Information Act 1982* ("OIA"), the Privacy Act 1993, parliamentary and constitutional convention and any other obligations imposed by law. While the Provincial Development Unit intends to treat your information as confidential, the information can be requested by third parties and the Provincial Development Unit must provide that information if required by law. If the Provincial Development Unit receives an OIA request that relates to your confidential information, where possible, the Provincial Development Unit will consult with you and may ask you to advise whether the information is considered by you to be confidential or commercially sensitive, and if so, to explain why.

The Provincial Development Unit may disclose any application and any related documents or information provided by the applicant, to any person who is directly involved in the PGF application and assessment process on its behalf including the Independent Advisory Panel ("IAP"), officers, employees, consultants, contractors and professional advisors of the Provincial Development Unit or of any government agency. The disclosed information will only be used for the purpose of participating in the PGF application and assessment process, which will include carrying out due diligence.

Limitation of Advice

Any advice given by the Provincial Development Unit, any other government agency, their officers, employees, advisers, other representatives, or the IAP about the content of your application does not commit the decision maker (it may be Senior Regional Officials, Ministers or Cabinet depending on the level of funding requested and the nature of the project) to make a decision about your application.

This limitation includes individual members of the IAP. The IAP's recommendations and advice are made by the IAP in its formal sessions and any views expressed by individual members of the IAP outside of these do not commit the IAP to make any recommendation.

No contractual obligations created

No contract or other legal obligations arise between the Provincial Development Unit and any applicant out of, or in relation to, the application and assessment process, until a formal written contract (if any) is signed by both the Provincial Development Unit and a successful applicant.

No process contract

The PGF application and assessment process does not legally oblige or otherwise commit the Provincial Development Unit to proceed with that process or to assess any particular applicant's application or enter into any negotiations or contractual arrangements with any applicant. For the avoidance of doubt, this application and assessment process does not give rise to a process contract.

Costs and expenses

The Provincial Development Unit is not responsible for any costs or expenses incurred by you in the preparation of an application.

Exclusion of liability

Neither the Provincial Development Unit or any other government agency, nor their officers, employees, advisers or other representatives, nor the IAP or its members will be liable (in contract or tort, including negligence, or otherwise) for any direct or indirect damage, expense, loss or cost (including legal costs) incurred or suffered by any applicant, its affiliates or other person in connection with this application and assessment process, including without limitation:

- a) the assessment process
- b) the preparation of any application
- c) any investigations of or by any applicant
- d) concluding any contract
- e) the acceptance or rejection of any application, or
- g) any information given or not given to any applicant(s).

By participating in this application and assessment process, each applicant waives any rights that it may have to make any claim against the Provincial Development Unit. To the extent that legal relations between the Provincial Development Unit and any applicant cannot be excluded as a matter of law, the liability of the Provincial Development Unit is limited to \$1.

Nothing contained or implied in or arising out of the PGF documentation or any other communications to any applicant shall be construed as legal, financial, or other advice of any kind.

Inducements

You must not directly or indirectly provide any form of inducement or reward to any IAP member, officer, employee, advisor, or other representative of the Provincial Development Unit or any other government agency in connection with this application and assessment process.

Governing law and jurisdiction

The PGF application and assessment process will be construed according to, and governed by, New Zealand law and you agree to submit to the exclusive jurisdiction of New Zealand courts in any dispute concerning your application.

Public statements

The Provincial Development Unit or any other government agency, or any relevant Minister, may make public the following information:

- the name of the applicant(s)
- the application title
- a high-level description of the proposed project/activity
- the total amount of funding and the period of time for which funding has been approved
- the region and/or sector to which the project relates

The Provincial Development Unit asks applicants not to release any media statement or other information relating to the submission or approval of any application to any public medium without prior agreement of the Provincial Development Unit.

Proactively released

Appendix 2 -Proposed operational criteria for all tiers of the Fund

Link to Fund and government outcomes

- Demonstrate the ways in which the project will contribute to lifting the productivity potential of the region
- Demonstrate how the project contributes to the Fund's objectives of:
 - more permanent jobs
 - benefits to the community and different groups in the community
 - increased utilisation and returns for Māori from their asset base (where applicable)
 - sustainability of natural assets (e.g. water, soil integrity, the health and ecological functioning of natural habitats)
 - mitigating or adapting to climate change effects, including transitioning to a low emissions economy
- Clear evidence of public benefits (i.e. benefits other than increased profitability for the applicant)
- Are in a Government priority region or sector

Additionality

- Project is not already underway, does not involve maintenance of core infrastructure or assets (except for rail and transport resilience initiatives), and does not cover activities the applicant is already funded for (funding could be considered to increase the scale of existing projects or re-start stalled projects)
- Demonstrated benefit of central Government investment or support
- Detail of any supporting third party funding (and any funding sought unsuccessfully)
- Acts as a catalyst to unlock a region's productivity potential
- Demonstrated links to other tiers of the Fund and related projects, to maximise value of Government investment

Connected to regional stakeholders and frameworks

- Evidence of relevant regional and local support, either through existing regional development mechanisms, or through another relevant body such as a council, iwi or other representative group (or reasons for any lack of local support)
- Has been raised and discussed with the region's economic development governance group
- Alignment with, or support for the outcomes of, any relevant regional development plan, Māori development strategy or similar document (whether regional or national)
- Demonstrated improvement in regional connectedness (within and between regions)
- Leverage credible local and community input, funding, commercial and non-commercial partners
- Utilise existing local, regional or iwi/Māori governance mechanisms

Governance, risk management and project execution

- Evidence of robust project governance, risk identification/management and decision-making systems and an implementation plan appropriate to the size, scale and nature of the project
- Future ownership options for capital projects, including responsibility for maintenance, further development, and other relevant matters
- Benefits and risks clearly identified and quantified, depending on the scale of the initiative
- Evidence of potential exit gates and stop/go points, and a clear exit strategy
- Clearly identifies whole of life costs (capital and operating)
- Dependencies with other related projects are identified
- Evidence of sustainability after conclusion of PGF funding
- Adequacy of asset management capability (for capital projects)
- Compliance with international obligations (where relevant)

Proactively released



388 Main South Rd, Paroa
PO Box 66, Greymouth 7840
New Zealand
Telephone (03) 768 0466
Toll free 0508 800 118
www.wcrc.govt.nz

27 September 2018

Phil Rossiter
Dextera

By Email: phil@dextera.co.nz

Dear Phil,

Support for Dolomite Point Redevelopment Project Provincial Growth Fund Application

This letter supports the Dolomite Point Redevelopment Project's application to the Provincial Growth Fund.

The West Coast has significant potential to sustainably grow its visitor economy. Punakaiki, and Dolomite Point, are central to this with the Ministry for Business, Innovation and Employment Regional Growth Study clearly identifying the need for effective and strong tourism growth into the Northern West Coast to enable economic success. Dolomite Point, with its attractions of the pancake rocks and blow holes, has been identified as a tourism icon of the region in the West Coast Tourism Strategy 2017 - 2021. Redevelopment and enhancement of the area is critical to the success of this strategy in the longer term.

To date, there has been tremendous pressure on the facilities at Punakaiki, and there is now an opportunity to develop the significant potential of the area into a true world class destination.

I chaired the Regional Growth Programme Governance Group as it oversaw the development of both the Regional Growth Study and Economic Development Action Plan. Future proofing Punakaiki through the Dolomite Point Redevelopment Project has always been a key initiative strongly supported by the Group made up of iwi, business and local government leaders. The Mayors and Chairs Forum have also supported the proposal as it has been part of the Regional Growth Programme outcomes. Redevelopment, and future proofing this area has also been recognised within the Tai Poutini West Coast Economic Development Strategy 2018 – 2025 as a key strategic opportunity for the region.

'Do nothing' in regards to this highly visited tourism destination is no longer an option. To ensure the continued success of the West Coast tourism industry, investment is required to ensure that Dolomite Point is able to provide a long term, high quality and safe attraction, an attraction that is updated to transform the visitor experience, weaving in the cultural and natural heritage aspects of the area.

I look forward to seeing this project progress.

Yours sincerely

Andrew Robb
Chairman
West Coast Regional Council

OFFICE OF THE MAYOR
Garry Howard

30 August 2018

Phil Rossiter
Email: phil@dextera.co.nz

RE: LETTER OF SUPPORT – DOLOMITE POINT REDEVELOPMENT PROJECT (DPRP)

Buller District Council has been fully involved at DPRP working groups with representatives Mayor Garry Howard and Rachel Townrow (Group Manager – Community and Environment) in attendance. Punakaiki is an iconic key attraction in the South Island and Council are keen to create a positive visitor experience.

Buller District Council has been very anxious that the current infrastructure is not meeting visitor expectations and is wanting to improve this experience. Council and ratepayers cannot afford a solution given the very low number of ratepayers while the beneficiaries are international visitors and New Zealand tourism.

Having a fit-for-purpose infrastructure in place will assist further economic diversification and appropriate tourism developments for the West Coast. The application brings a potential resolution to at least 20 years of various iterations and proposals. There is now some urgency to meet current and future demands to bring this area up to a world class tourism experience.

Kind regards



Garry Howard

Buller District Mayor
Phone 03 788 9684 | Email garry.howard@bdc.govt.nz

OFFICE OF THE MAYOR
AF (Tony) Kokshoorn

19 September 2018

TO WHOM IT MAY CONCERN

I gladly and enthusiastically write in support of the Punakaiki Redevelopment, focusing on Dolomite Point.

The importance of this attraction and its redevelopment for the economy of the wider West Coast cannot be overstated. Punakaiki has established itself as a prime regional tourist attraction and the redevelopment will transform the visitor experience making it a strategic driver of the West Coast Tourism Strategy. The redevelopment project has been identified as a priority in the West Coast Economic Development Plan 2014-2030 and the associated Action Plan developed in 2017. Once completed, it will attract more visitors to the northern West Coast which has been a strategic focus of the Region for some time.

I am looking forward to it happening as soon as possible.



Tony Kokshoorn
Grey District Mayor

19 September 2018

Proactively Released

2nd October 2018

To Whom It May Concern

RE: Dolomite Point Redevelopment Project, Pūakiaki

I write to affirm our unreserved support for the Dolomite Point Redevelopment Project (DPRP) in Pūakiaki.

Not only has our rūnanga had representation and input via the Steering Group for this project, but we are excited at the opportunity to become a key partner in the project. The partnership would be based on establishing a strong and compelling cultural footprint at the site (accommodated in the proposed new visitor experience centre) and would enable us to realise many long-held aspirations. It would also deliver on a key partnership opportunity provided for in the Papāroa National Park Management Plan.

As part of this project, we have worked with the Department of Conservation to explore optimal ownership/operating arrangements. Due to the significant financial burden that would accrue to the Department in relation to capital and depreciation charges associated with a new visitor experience centre, Ngati Waewae would willingly own and operate the new proposed visitor experience centre, maintaining space for the Department to continue their key visitor centre functions. We would access and leverage capability available to us via Ngai Tahu Tourism to develop interpretive content to showcase key cultural and natural heritage aspects and provide an outstanding visitor experience. We would add to the visitor offering and ensure viability of the operation via the inclusion of key services (e.g. guided walks, local shuttle service linking local attractions and servicing future Park and Ride requirements) and via the retail of iconic products such as Waewae Pounamu. The project also provides an opportunity to explore the establishment of a great spotted kiwi 'hatchery' from where we can support population augmentation efforts on the West Coast. Whilst more work is required to develop the scope and extent of services and offerings, our provisional estimate is that 5 to 10 new jobs may initially be created by this project.

Ngati Waewae has identified a number of opportunities for our people and the West Coast. Realising these opportunities has required a location and platform to deliver them. The Dolomite Point Redevelopment Project and in particular, the opportunity for Te Rūnanga O Ngati Waewae to establish a strong cultural and operating presence in a new experience centre provides an enormous opportunity for us to do this.

Nāku noa



Nā Francois Tumahai
Chairman
Te Rūnanga o Ngāti Waewae

021425 229

Francois.Tumahai@ngaitahu.iwi.nz



Dolomite Point Redevelopment Project - Provincial Growth Fund

The redevelopment or future proofing Dolomite Point is vital to the continued growth of the West Coast visitor economy as it currently attracts over 400,000 visitors a year which is projected to grow to 600,000 by 2025.

The West Coast Tourism Marketing Strategy 2016 to 2021 has identified 6 iconic attractions to be promoted to achieve better regional dispersal and the Pan Cake Rocks & Blow Holes are one these.

Current issues with parking, toilet facilities and road safety need to be addressed to ensure the visitors enjoy an excellent experience and are safe while there. Other issues such as quality water supply and dump stations also need to be factored in to the future developments.

The West Coast has achieved significant growth from visitor expenditure over the last 2 years and this has reached \$557 million as of July 2018. This contribution to employment (FTE's) and regional GDP is vital to the future prosperity of the region which has suffered large numbers of job losses due to the Solid Energy situation and the withdrawal of Holcim Cement Factory.

The Regional growth study clearly identified the tourism sector as one of the main opportunities going forward, therefore funding developments like Dolomite Point is critical to our rejuvenation.

Yours sincerely

Jim Little

Jim Little - CEO
Tourism West Coast
100 Mackay Street, Greymouth
03 768 6675
jim@westcoast.co.nz

RGS.DOL.07



DEVELOPMENT WEST COAST

Te Ohu Whakawhanake o Te Tai Poutini

10 October 2018

Mark Davies
Director, Operations
Western South Island Region
Department of Conservation | Te Papa Atawhai
10 Sewell Street
HOKITIKA 7810

Dear Mark,

DOLOMITE POINT REDEVELOPMENT PROJECT PROVINCIAL GROWTH FUND

I am writing to confirm Development West Coast's (DWC) discussion and decision on the future development at Dolomite Point.

As a member of the project steering group, the Trustees have been kept up to date on the progress of the redevelopment, including the possible inclusion of the shop owned by DWC.

Trustees agreed that, in the interests of future-proofing the Punakaiki site, DWC would not sell the property until the future plans for Dolomite Point were confirmed and that they would be entering into negotiations for the sale of the property at fair market value.

In the meantime, DWC's future tenancies would be of short-term duration.

DWC sees the redevelopment of Dolomite Point as one of the key projects for tourism. This was confirmed by the Mayors and Chairs, as well as featuring in the 2017 West Coast Economic Development Action Plan.

This project is compliant with the Tai Poutini West Coast Economic Development Strategy 2018 – 2025.

Yours faithfully



CHRIS MACKENZIE
Chief Executive

Phone: 03 769 7000
Freephone: 0800 768 0140
Email: info@dwc.org.nz
Web: www.dwc.org.nz

1st Floor, Brunner House
54 Tainui St, Greymouth - *Mawhera* 7805
PO Box 451, Greymouth - *Mawhera* 7840

WEST COAST
UNTAMED NATURAL WILDERNESS

13th September 2018

Phil Rossiter
Project Manager – Dolomite Point Redevelopment Project
phil@dextera.co.nz

Dear Phil

SUPPORT FOR DOLOMITE POINT REDEVELOPMENT PROJECT'S PROVINCIAL GROWTH FUND APPLICATION

The development of Punakaiki into a world class visitor experience is pivotal to Tourism West Coast Untamed Natural Wilderness Six icon strategy. The Icon already attracts more than 400,000 visitors per year making it the second most visited natural attraction after Huka falls in Taupo, the visitor numbers are expected to grow to 600,000 by 2025.

The West Coast has a very unique statistics when it comes to tourism, 85% of the 1.1M visitors to the coast are in campervans or rental cars. This equates to approximately 200,000 vehicles per year arriving at Punakaiki for parking to see the icon, making parking, water and freedom camping dump stations critical to the improvements needed to support such volumes. Safety is also a major concern with almost 1 million visitors crossing state highway 6 from the car parks to see the natural wonder, placing a lot of focus on traffic management.

The development of the Paparoa walk which ends at Punakaiki will allow new business opportunities like park and ride from Greymouth, adding to the car parking, traffic management requirements.

From an economic development perspective, the development of Punakaiki is critical to the continuing growth of tourism on the coast and will present more commercial opportunities to capitalise on that growth.

Kind regards

Kevin

Kevin Stratful
West Coast Economic Development Manager
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100 Mackay street, Greymouth 7805
PO Box 490

Dolomite Point Redevelopment Project (DPRP), Punakaiki

Dear Phil

Williams Hotel Group (WHG) owns and operates the Punakaiki Resort at Punakaiki and has done for the past 10 years.

We are delighted to endorse the DPRP and the importance of its success to WHG and other stakeholders through our joint collaboration.

A summary of our joint collaboration:

1. WHG supports the DPRP application to the Provincial Growth Fund; and
2. WHG confirms the DPRP has been collaborating with our company to ensure that each of our proposed projects are complementary to each other; and
3. We have provisionally agreed to share water and waste water services for mutual benefit.

Summary

The project, at Dolomite Point in Punakaiki, would address decade-old challenges at the site, transform the visitor experience and rebalance visitor impacts, complement the regional tourism strategy and broader economic goals, deepen visitor immersion and understanding of cultural and natural heritage aspects and support community development and outcomes.

Kind regards,

AG Williams

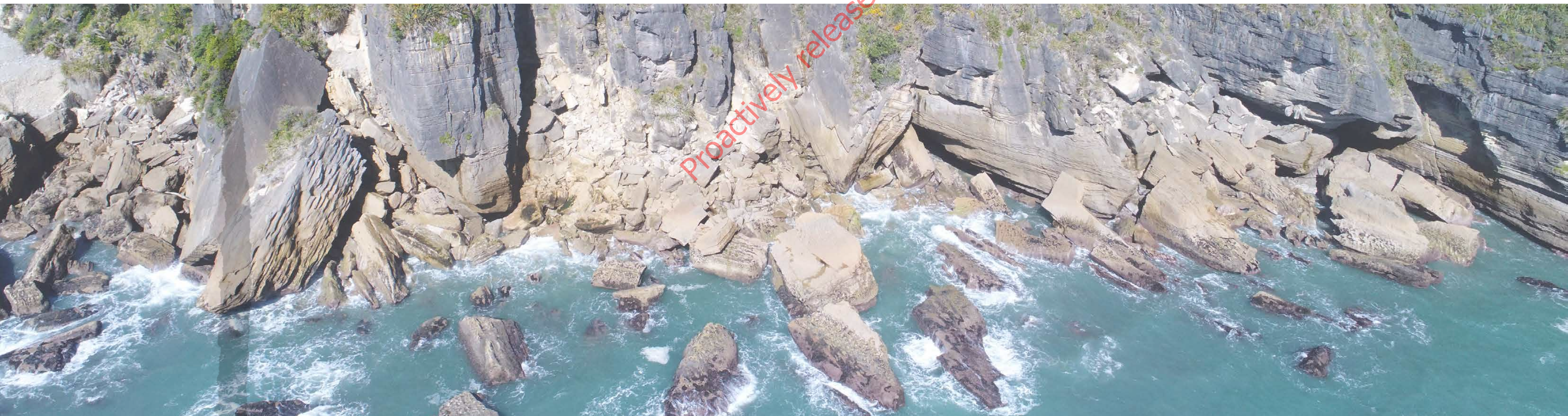
A G Williams
Managing director
Williams Hotel Group

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DOLOMITE POINT

REDEVELOPMENT PROJECT

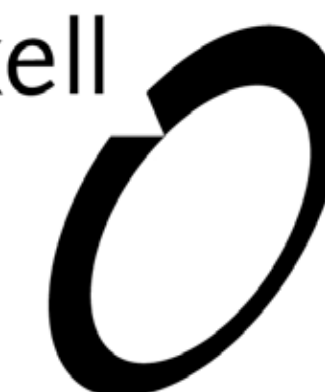


CONCEPT MASTERPLAN

APPLICATION FOR PROVINCIAL GROWTH FUNDING

Prepared for DoC by Boffa Miskell Ltd 4 October 2018

Boffa Miskell



DOLOMITE POINT REDEVELOPMENT PROJECT

Dolomite Point, Punakaiki is located along the southern stretch of the Great Coast Road between Westport and Greymouth on the West Coast of the South Island, and is nestled within the stunning broadleaf and nikau coastal forest and the magnificent limestone landscape of the Paparoa National Park.

The Dolomite Point Redevelopment Project (DPRP) seeks to create an authentic and compelling visitor experience at Dolomite Point as the key gateway to the Pancake Rocks and the Paparoa National Park, whilst providing opportunities for economic growth of the West Coast region. The project is strategically aligned with the Provincial Growth Fund (PGF) aims to enhance economic opportunities and employment, enable and facilitate potential of Maori, encourage social interaction and community resilience.

PROJECT VISION AND OBJECTIVES

The project vision and objectives is to create, via meaningful collaboration, an outstanding and enduring visitor experience at Dolomite Point, Punakaiki. Three key objectives underpin the project, namely:

1. To secure and future-proof the infrastructure and visitor facilities at Dolomite Point in accordance with best-practice;
2. To deepen natural heritage visitor immersion and consider and celebrate the natural setting in all redevelopment plans; and
3. To create and establish a compelling cultural footprint and story-telling platform.

LANDSCAPE AND BUILT FORM OBJECTIVES

In addition to the overall project objectives the following landscape and built form objectives have been established to ensure that redevelopment has regard to the natural environment:

1. To ensure that the development is integrated within the natural environment and avoid sprawl;
2. To minimise the footprint and bulk of the redevelopment within the highly valued natural environment including areas of significant vegetation;
3. To seek ways in which the redevelopment responds to, reflects and showcases the highly dynamic and natural coastal setting, including forms and materials;
4. To ensure that the height of any building or structure does not dominate the skyline and complements surrounding vegetation in local and more distant views.

CONCEPT MASTERPLAN

Aligning with the project vision and landscape and built form objectives, a broad scale concept masterplan has been developed to create a cohesive and comprehensive site design for the visitor centre. The development concentrates on locating proposed key features on existing cleared land where possible to avoid the need for further degradation of the native forest and nikau trees and arranging walkways and boardwalks around the doline (sinkhole) karst features.

Existing car park areas have been expanded at either end of the development acting as bookmarks, with the proposed Visitor Centre as the jewel in the middle. This new tourist facility will be an iconic building with forms and materials derived from the surrounding landscape. The building will provide a space to share a range of stories, including local Maori creation stories, information on the limestone karst landscape unique to the area, and reference the Great Coast Road Journey.

New walkways and boardwalks, as well as a new road underpass, will provide safe access to existing features (notably the Pancake Rocks) and new attractions, such as the proposed viewing platform/ lookout located up the hill at the rear of the development.

Key features of the concept masterplan and imagery include: (Refer to the following pages for masterplan and imagery)

- Built features - Visitor Centre, toilet block, pedestrian shelters, and car parking.
- Pedestrian connections – Promenade, road underpass, walkways and boardwalks.
- Public spaces – Courtyard, picnic lawn and viewing platform/lookout.





- LEGEND**
- ① Northern carpark extension
 - ② Vehicle access to private Lot
 - ③ Walkway/cycleway connection North
 - ④ Promenade
 - ⑤ Ramp connection from underpass plaza
 - ⑥ Streetscape planters
 - ⑦ Steps to underpass plaza
 - ⑧ Sprial boardwalk to underpass plaza
 - ⑨ Private outdoor seating
 - ⑩ Lift access to underpass
 - ⑪ Overhead glass canopies
 - ⑫ Deck over plaza
 - ⑬ Eastern underpass plaza
 - ⑭ Lightwells in underpass roof
 - ⑮ Western underpass plaza
 - ⑯ Planted median
 - ⑰ Coutyard/meeting space
 - ⑱ Walkway to lookout/viewing platform
 - ⑲ Viewing platform/lookout
 - ⑳ Picnic lawn
 - ㉑ Walkway connection to car park
 - ㉒ Future Staff parking
 - ㉓ Vehicle access to private lot
 - ㉔ Walkway/cycleway connection South

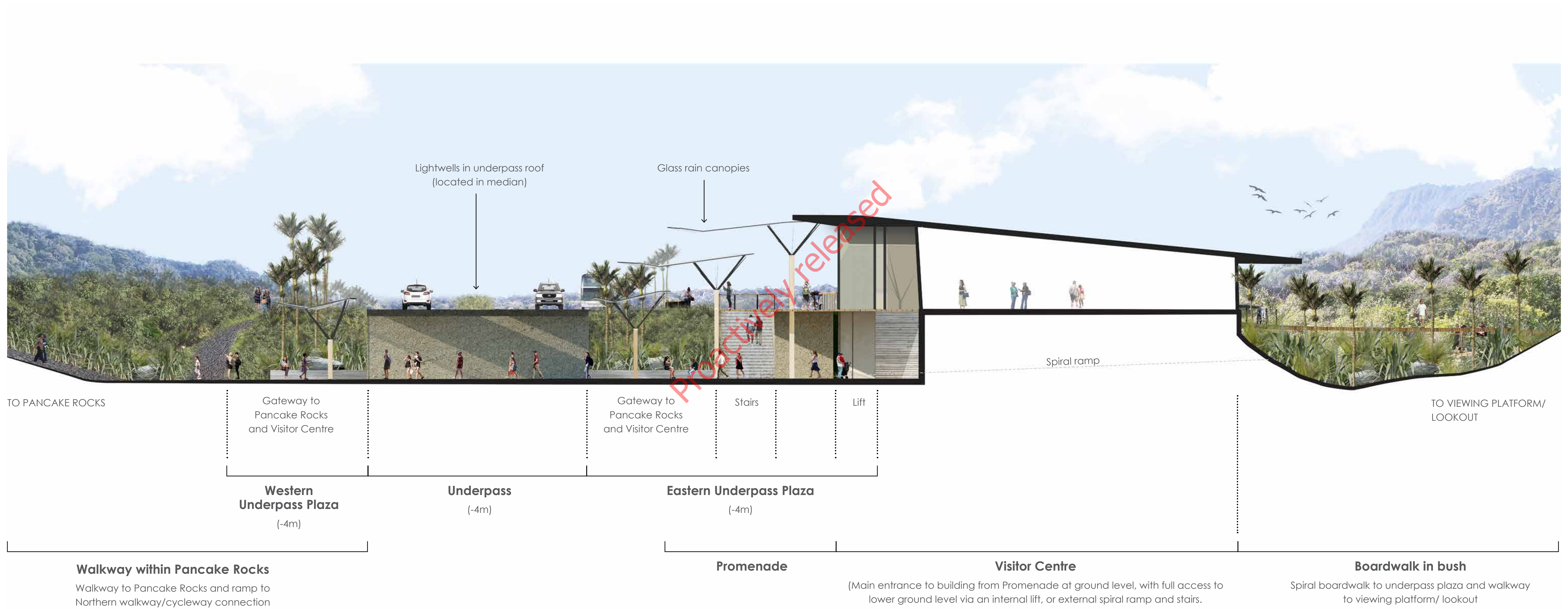
-  Rain shelters with intpretation
-  Gravel walkways
-  Boardwalks
-  Nikau tree planting
-  Native shrub planting
-  Existing buildings / infrastructure
-  Bus parking and drop off bays
-  Car and campervan parking

CONCEPT MASTERPLAN DOLOMITE POINT REDEVELOPMENT PROJECT



DATE 4 October 2018 | REV 3
 SCALE 1:500 @ A1, 1:1000 @ A3
 Plan prepared for DoC by Boffa Miskell Limited
 Project Manager: katie.chilton@boffamiskell.co.nz | Drawn: LP | Checked: JR





CROSS SECTION DOLOMITE POINT REDEVELOPMENT PROJECT



Eye-level view from the southern end of the upgraded promenade looking north to the proposed Visitor Centre, picnic area and toilet facility beyond.



Eye-level view from the spiral boardwalk to the pedestrian underpass, looking south west to the shelter, toilet facility and promenade beyond.

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Project: Dolomite Point Punakaiki

Details: Concept Estimate

Building: Dolomite Point Punakaiki

Item	Description	Quantity	Unit	Rate	Total
Dolomite Point Development Project					
1	Demolish DOC toilet block, visitor centre, DWC craft shop and other sundry structures, soft and hard landscaping	1	item		
2	Bury power lines running through the rear of the site (includes \$18,000 Provisional Sum for street lights)	1	item		
3	Road underpass including traffic management	1	item		
4	New Visitors' Centre (two levels with lift; suitable for Civil Defence activities)	800	m2		
5	New experience centre fitout	1	item		
6	New 12 pan (2 disabled) toilet block	64	m2		
7	Waste water connection	1	item		
8	Shelter/interpretation structures	4	no		
9	Timber and steel viewing/interpretation platform	161	m2		
10	Pathway to new lookout	1,500	m		
11	Other connecting narrow pathways (Provisional)	500	m		
12	New pathway boardwalks	55	m		
13	Spiralled and ramped boardwalk to sunken plaza	141	m		
14	Deck over plaza	237	m2		
15	7700 Going x 3000 wide double flight concrete stair with intermediate landing	1	no		
16	Balustrades to deck and stairs	46	m		
17	Concrete paving areas	1,839	m2		
18	Extra value for timber inlays	1	item		
19	2.4km Pedestrian/cycleway	1	item		
20	Extra value for cantilevered section	1	item		
21	Picnic lawn	424	m2		
22	Garden areas	1,500	m2		
23	New roading and carpark areas	6,436	m2		
24	Extra value for ramped sections	1	item		
25	1500m2 "Overflow" carpark distant from site	1	item		
26	Kerbing	300	m		
27	Reconstructed/configured planted road median islands	131	m		
28	Carpark technology	1	item		
29	Street furniture (seats, litter bins, bollards, planters, bike stands, etc)	1	item		
30	Wayfinding signage	1	item		
31	Landscape lighting	1	item		

Project: Dolomite Point Punakaiki	Details: Concept Estimate
Building: Dolomite Point Punakaiki	

Item	Description	Quantity	Unit	Rate	Total	
Dolomite Point Development Project					<i>(Continued)</i>	
32	Potable water connection	1	item	s 9(2)(b)(ii)		
33	Site stormwater drainage and infrastructure	1	item			
34	Staging (contract prolongation due to the works being carried out in separable portions)	1	item			
Subtotal						
35	P&G (12%)	1	item			
36	Contractor's margin (15%)	1	item			
37	Escalation allowance (5%)	1	item			
38	Contingency (excluding underpass & 2.4km pedestrian/cycleway 20%)	1	item			
Subtotal						
39	Land purchase (1000m2)(rateable value \$950,000)	1	item			
40	Cut and fill, shaping and general formation to overall site	1	item			
41	Rounding	1	item			
Total						25,600,000

Proactively released

Proactively released

Options Analysis and Selections for ISSUES Identified in relation to the DPRP

#	ISSUES identified at Dolomite Point	Proposed options to address ISSUES	OBJECTIVE 1	OBJECTIVE 2	OBJECTIVE 3	CONSIDERATION 1	CONSIDERATION 2	CONSIDERATION 3	CONSIDERATION 4	CONSIDERATION 5	Option Score	Relevant Comments	Chosen/Recommended Option(s)
			Secure and future-proof the infrastructure and visitor facilities in accordance with best-practice Green/3 = beneficial/complement ary; Orange/0 = neutral; Red/-3 = issue worsened/created	Deepen natural heritage visitor immersion and consider and celebrate the natural setting in all redevelopment plans Green/3 = beneficial/complement ary; Orange/0 = neutral; Red/-3 = issue worsened/created	Create and establish a compelling cultural footprint and storytelling platform Green/3 = beneficial/complement ary; Orange/0 = neutral; Red/-3 = issue worsened/created	Risk Reduction Green/3 = beneficial/complement ary; Orange/0 = neutral; Red/-3 = issue worsened/created	Capital Cost Green/3 = low; Orange/0 = medium; Red/-3 = high	Operational Cost (includes costs of operating, maintaining and/or sustaining) Green/3 = low; Orange/0 = medium; Red/-3 = high	Constraint(s) / Logistics / Uncertainty Green/3 = low; Orange/0 = medium; Red/-3 = high	Stakeholder Support Green/3 = strong; orange/0 = medium/neutral; red/-3 = broadly opposed			
1	Insufficient, fragmented and confusing parking	1.1. Do nothing	-3	0	0	-3	3	-2	-3	-3	-11		Not chosen
		1.2. Specialist review to recommend optimised parking capacity, flow, vehicle separation and an appropriate redevelopment/layout solution. Needs to also address how future growth and overflow will be accommodated.	3	1	0	3	-1	-1	2	3	10		Yes - recommended for inclusion in Concept Plan
		1.3. Develop a regional Park n' Ride solution	-3	0	1	-2	-2	-3	-3	-2	-14	Refer TDG recommendations	Not chosen
		1.4. Develop a local Park n' Ride solution (i.e. overflow parking beyond Dolomite Point with shuttle connection and linkage)	2	1	1	2	-1	-1	1	2	7	Could be a later stage. Potential to service EV's. Potential to be provided by private/commercial operator	Yes - recommended for inclusion in Concept Plan
		1.5. Introduce paid parking to manage demand	2	-1	0	1	-1	-1	-1	-3	-4	Varying views amongst PSG on this issue. Recognised that a national review underway.	Not specifically chosen, however ensure any redevelopment design allows for this in the future
2	Dated visitor centre and interpretation delivering a limited/narrow visitor experience	2.1. Do nothing	-3	-3	-3	-3	3	-2	-2	-3	-16		Not chosen
		2.2. Upgrade existing facility and interpretation content	-1	-1	0	-2	-1	-1	-1	0	-9		Not chosen
		2.3. Build new facility and interpretation content	3	3	3	3	-3	1	2	3	15		Yes - recommended for inclusion in Concept Plan
		2.4. Build new facility and interpretation content but in off site location (e.g. Greymouth)	-3	-1	1	-3	1	-1	-1	-2	-11		Not chosen
3	Tired/uninspiring landscaping and outdoor space	3.1. Do Nothing	-3	-1	-1	-2	2	-4	-2	-2	-10		Not chosen
		3.2. Redesign and landscape an appropriate area of outdoor space	3	3	3	2	-2	-1	1	2	11	Outdoor space that meets the needs of all ages. Places for elderly to sit to other family explores	Yes - recommended for inclusion in Concept Plan
4	Insufficient toilet capacity and/or type	4.1. Do Nothing	-3	-1	0	-3	2	-1	-1	-3	-10		Not chosen
		4.2. Specialist review to recommend optimal number, type and location of toilets to future-proof the site and whether they can be accommodated within the existing treatment system	3	0	0	3	-2	1	2	3	10		Yes - recommended for inclusion in Concept Plan
5	Inadequate pedestrian-vehicle separation within visitor precinct	5.1. Do Nothing	-3	0	0	-3	3	-1	-2	-3	-9		Not chosen
		5.2. Specialist review to recommend a compelling and appropriate solution for pedestrian flow and vehicle separation	3	2	1	3	-2	-1	1	3	10		Yes - recommended for inclusion in Concept Plan
6	No pedestrian-vehicle separation across State Highway	6.1. Do Nothing	-3	-1	-1	-3	3	1	-3	-3	-10		Not chosen
		6.2. Introduce traffic calming measures to reduce vehicle speed	1	1	0	1	2	-1	-1	1	4		Yes - recommended for inclusion in Concept Plan
		6.3. Realign the State Highway to remove the need to cross	3	-1	-1	3	-3	0	-2	-1	-2	Objective 2 scored negatively on the weight of impacts. Wide and disparate views of support	Not chosen
		6.4. Create a pedestrian underpass	3	2	2	2	-2	-1	1	2	9		Yes - recommended for inclusion in Concept Plan
		6.5. Create a pedestrian overpass										Not scored because evaluation discussion determined the landscape effects and inability to practically achieve would void this as an option	
7	Poor/uninspiring connectivity and flow between visitor precinct facilities	7.1. Do nothing	-3	-2	-2	-3	3	0	-2	-2	-11		Not chosen
		7.2. Enhance existing links to the extent possible	1	1	1	1	2	-1	0	-1	4		Not chosen
		7.3. Make the form, feel and presence of linkages between precinct facilities central to the redevelopment design	3	3	3	3	-2	-2	2	3	13		Yes - recommended for inclusion in Concept Plan
8	No covered space/walkways (to protect against inclement weather)	8.1. Do Nothing	-3	0	0	-1	2	0	0	-1	-3		Not chosen
		8.2. Build new covered space and/or covered walkways and linkages in the new redevelopment	2	2	2	0	-2	-1	0	2	5		Yes - recommended for inclusion in Concept Plan
9	Limited additional attractions (other than the 'blowholes') to spread visitors out and increase their stay and yield	9.1. Do nothing	-2	0	0	0	1	1	-1	-1	-2		Not chosen
		9.2. Identify and better promote existing attractions	1	1	1	1	0	-1	0	1	4		Yes - recommended for inclusion in Concept Plan
		9.3. Develop new local attractions	2	2	2	2	-1	-2	-1	2	6		Yes - recommended for inclusion in Concept Plan
10	Limited physical connections with wider and existing community attractions to spread visitors out and increase their stay and yield	10.1. Do nothing	-2	0	0	-1	1	0	-1	-1	-4		Not chosen
		10.2. Create new pedestrian and/or cycle connections	3	2	2	2	-1	-1	2	3	12		Yes - recommended for inclusion in Concept Plan
		10.3. Establish localised shuttle service to connect local attractions (may be part of a potential local Park n Ride solution)	2	2	2	2	-2	-2	1	1	6		Yes - recommended for inclusion in Concept Plan
11	Limited retail/hospitality offerings for visitors	11.1. Do nothing	-2	0	0	0	0	0	0	-2	-4		Not chosen
		11.2. Create space in the redevelopment, either: a) within a new visitor centre b) separate to any new visitor centre c) within and outside any new visitor centre	2	2	2	1	-1	-1	-2	2	5	GP voiced strong concerns over this aspect (a conflict of interest was noted however). No intention to operationally subsidise any commercial opportunity. Scope and extent of this opportunity remains relatively undefined. There was a prevailing sense not to rule out opportunities that achieve PGF objectives.	Yes - recommended for inclusion in Concept Plan
12	Local services central to visitor management outdated, reached capacity or non-existing (e.g. water, wastewater, waste management, telecommunications etc)	12.1. Do nothing	-3	0	0	-2	3	-2	-3	-3	-10		Not chosen
		12.2. Enhance existing services	1	0	1	1	-1	-1	-1	1	1		Not chosen
		12.3. Build new services	2	1	1	2	-2	-1	1	2	6	Where required (e.g. telecommunications, water).	Yes - recommended for inclusion in Concept Plan
		12.4. Participate in the Greater Punakaiki Master Plan (GPMP) to ensure Dolomite Point infrastructure needs are recognised amongst the wider community needs	3	1	1	3	-3	-2	2	3	8		Yes - recommended for inclusion in Concept Plan

Options Analysis Template for OPPORTUNITIES in relation to the DPRP

#	OPPORTUNITIES identified at Dolomite Point	Proposed options to address identified OPPORTUNITIES	OBJECTIVE 1 Secure and future-proof the infrastructure and visitor facilities in accordance with best-practice Green/3 = beneficial/complementary; Orange/0 = neutral; Red/-3 = issue worsened/created	OBJECTIVE 2 Deepen natural heritage visitor immersion and consider and celebrate the natural setting in all redevelopment plans Green/3 = beneficial/complementary; Orange/0 = neutral; Red/-3 = issue worsened/created	OBJECTIVE 3 Create and establish a compelling cultural footprint and storytelling platform Green/3 = beneficial/complementary; Orange/0 = neutral; Red/-3 = issue worsened/created	CONSIDERATION 1 Risk Reduction Green/3 = beneficial/complementary; Orange/0 = neutral; Red/-3 = issue worsened/created	CONSIDERATION 2 Capital Cost Green/0 = low; Orange/0 = medium; Red/3 = high	CONSIDERATION 3 Operational Cost (includes costs of operating, maintaining and/or sustaining) Green/3 = low; Orange/0 = medium; Red/-3 = high	CONSIDERATION 4 Constraint(s) / Logistics / Uncertainty Green/3 = low; Orange/0 = medium; Red/-3 = high	CONSIDERATION 5 Stakeholder Support Green/3 = strong; orange/0 = medium/neutral; red/-3 = broadly opposed	Option Score	Relevant Comments	Relevant Background Report #	Chosen/Recommended Option(s)
1	Implement the Paparoa National Park Management Plan provisions	1.1 Do nothing	-3	-3	-3	-2	3	0	-1	-2	-11	8, 9 (and PNP Mgt Plan)	Not chosen	
		1.2 Full implementation and fulfillment of the objectives and provisions of the Paparoa National Park Management Plan and the Treaty relationship with Ngati Waewae	3	3	3	2	0	-1	1	3	14		Yes - recommended for inclusion in Concept Plan	
2	Provide a platform for iwi to tell and share their story with visitors	2.1 Do nothing	-3	-3	-3	-1	3	0	-1	-2	-10	8, 9 (and PNP Mgt Plan)	Not chosen	
		2.2 Establish/create/facilitate a cultural footprint for iwi off site (e.g. Greymouth)	1	1	1	1	-2	-1	1	0	2		Not chosen	
		2.3 Establish/create a cultural footprint for iwi at Dolomite Point	3	3	3	3	-2	-1	2	3	14		Yes - recommended for inclusion in Concept Plan	
3	Demonstrate a model for a collaborative, sensitive and world class redevelopment	3.1 Do nothing	-2	-2	-2	-1	3	0	-1	-2	-7	8, 9, 11	Not chosen	
		3.2 Follow the proposed Project Plan and objectives	3	3	3	2	3	-1	2	2	17		Yes - recommended for inclusion in Concept Plan	
4	Celebrate and tell the story of karst landscapes	4.1 Do nothing	-3	-3	-3	0	3	3	-1	-1	-5	8, 9, 14	Not chosen	
		4.2 Create/facilitate an opportunity to tell the karst landscape story elsewhere beyond Dolomite Point	-2	-2	-2	1	-2	-1	1	0	-7		Not chosen	
		4.3 Integrate and tell the story of karst landscapes in the redevelopment design of Dolomite Point	3	3	3	3	-2	-1	2	2	13		Yes - recommended for inclusion in Concept Plan	
		4.4 Celebrate and tell the story of the Coast Road in the redevelopment design of Dolomite Point	3	3	3	3	-2	-1	2	2	13		Yes - recommended for inclusion in Concept Plan	
5	Celebrate and tell the story of the 'Coast Road'	5.1 Do nothing	-3	-3	-3	0	3	3	-1	-1	-5	8, 9	Not chosen	
		5.2 Create opportunity to tell the story of the Coast Road elsewhere beyond Dolomite Point	2	2	2	1	-2	-1	1	1	6		Not chosen	
		5.3 Integrate and tell the story of the Coast Road in the redevelopment design of Dolomite Point	3	3	3	3	-2	-1	2	2	13		Yes - recommended for inclusion in Concept Plan	
6	Create physical linkages with other key local attractions	6.1 Do nothing	-3	-3	-3	-1	3	3	-1	-2	-7	8, 9, 11	Not chosen	
		6.2 Create links to key local attractions	3	3	3	2	-1	1	1	3	13		Yes - recommended for inclusion in Concept Plan	
7	Promote other key local attractions and/or West Coast localities and providers	7.1 Do nothing	-3	-3	-3	-1	3	-1	-1	-2	-11	8, 9	Not chosen	
		7.2 Promote from elsewhere e.g. Greymouth, Westport	2	2	2	1	0	-1	-1	0	5		Not chosen	
		7.3 Promote (as possible) from a new/re-vamped Visitor Centre	3	3	3	2	-1	-2	2	2	12		Yes - recommended for inclusion in Concept Plan	
		7.4 Establish an in-site function at Dolomite Point	3	3	3	2	-2	-3	-1	3	8		Not chosen	
8	Increase visitor stay and yield	8.1 Do nothing	-3	-3	-3	-2	3	-2	-3	-10	-3	7, 8, 9	Not chosen	
		8.2 Develop new attractions and products e.g. short walks and guided trips	3	3	3	2	-1	-1	2	2	13		Yes - recommended for inclusion in Concept Plan	
		8.3 Facilitate commercial and retail opportunities	2	2	2	2	-2	0	1	2	9		Yes - recommended for inclusion in Concept Plan	
		8.4 Provide, to the extent appropriate, weather-proofing	1	1	1	1	-1	-1	1	2	5		Yes - recommended for inclusion in Concept Plan	
		8.5 Create a new visitor centre experience including enhanced interpretation	3	3	3	3	-3	-3	3	3	12		Yes - recommended for inclusion in Concept Plan	
		8.6 Create better links to and promotion of, existing attractions	3	3	3	3	-1	-1	3	3	16		Yes - recommended for inclusion in Concept Plan	
9	Improve visitor satisfaction	9.1 Do nothing	-3	-3	-3	-2	3	-2	-3	-10	-3		Not chosen	
		9.2 Develop new attractions and products e.g. short walks and guided trips	3	3	3	2	-1	-1	2	2	13		Yes - recommended for inclusion in Concept Plan	
		9.3 Facilitate/create commercial and retail opportunities	2	2	2	2	-2	0	1	2	9		Yes - recommended for inclusion in Concept Plan	
		9.4 Provide, to the extent appropriate, weather-proofing	1	1	1	1	-1	-1	1	2	5		Yes - recommended for inclusion in Concept Plan	
		9.5 Improve parking	3	3	3	3	-3	-3	3	3	12		Yes - recommended for inclusion in Concept Plan	
		9.6 Improve safety e.g. pedestrian-vehicle separation	3	3	3	3	-1	-1	3	3	16		Yes - recommended for inclusion in Concept Plan	
		9.7 Improve toilet facilities	3	3	3	3	-1	-1	3	3	16		Yes - recommended for inclusion in Concept Plan	
		9.8 Improve landscaping, beautification and outdoor space	3	3	3	3	-1	-1	3	3	16		Yes - recommended for inclusion in Concept Plan	
		9.9 Upgrade existing visitor experience centre	3	3	3	3	-1	-1	3	3	16		Yes - recommended for inclusion in Concept Plan	
		9.10 Build new visitor experience centre	3	3	3	3	-1	-1	3	3	16		Yes - recommended for inclusion in Concept Plan	
10	Strengthen community development/resilience	10.1 Do nothing	-3	0	0	-1	3	3	-1	-2	-1	8, 9, 5	Not chosen	
		10.2 Explore the possibility making land available for a standalone community facility at Dolomite Point	1	0	0	1	3	2	1	2	10		Yes - recommended for inclusion in Concept Plan	
11	Improve safety	11.1 Do nothing	-3	-3	-3	-1	3	0	-1	-2	-9		Not chosen	
		11.2 Relocate State Highway	3	3	3	3	-2	-2	2	2	14		Yes - recommended for inclusion in Concept Plan	
		11.3 Retain current State Highway current alignment but introduce traffic calming measures	3	3	3	3	-2	-2	2	2	14		Yes - recommended for inclusion in Concept Plan	
		11.4 Retain current State Highway alignment and build a pedestrian underpass	3	3	3	3	-2	-2	2	2	14		Yes - recommended for inclusion in Concept Plan	
		11.5 Improve pedestrian-vehicle separation within the visitor precinct	3	3	3	3	-2	-2	2	2	14		Yes - recommended for inclusion in Concept Plan	
12	Modernise and improve the sustainability of built infrastructure	12.1 Do nothing	-1	-1	-1	-1	3	-2	-3	-3	-9	8, 9	Not chosen	
		12.2 Ensure any redevelopment works embrace sustainable/green design principles wherever possible	3	3	3	3	-2	-2	2	2	14		Yes - recommended for inclusion in Concept Plan	
13	Tackle seasonality and increase low-season visitation	13.1 Do nothing	-3	-3	-3	-1	3	0	-1	-2	-9		Not chosen	
		13.2 Provide, to the extent appropriate, weather-proofing	3	3	3	3	-2	-2	2	2	14		Yes - recommended for inclusion in Concept Plan	
		13.3 Facilitate and/or develop new products and attractions	3	3	3	3	-2	-2	2	2	14		Yes - recommended for inclusion in Concept Plan	
		13.4 Create a new and enhanced visitor centre experience	3	3	3	3	-2	-2	2	2	14		Yes - recommended for inclusion in Concept Plan	
14	Better cater for access-impaired, elderly and/or children	14.1 Do nothing	-3	-3	-3	0	3	0	0	-2	-8	8, 9	Not chosen	
		14.2 Provide a degree of weather proofing	1	1	1	-1	-1	-1	1	2	5		Yes - recommended for inclusion in Concept Plan	
		14.3 Better accommodate the access-impaired in redevelopment plans to the extent possible	2	2	2	1	-1	-2	1	3	8		Yes - recommended for inclusion in Concept Plan	
		14.4 Develop a specific play area for children (family friendly)	0	1	1	1	-1	-1	0	1	2		Some support for a natural design Yes - recommended for inclusion in Concept Plan however on the basis that this is not a 'built' playground, but a family friendly space and that children are also recognised in any developed interpretation	

These options were all addressed and evaluated in the ISSUES category and were therefore not re-evaluated here

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Project Initiation Document (Complex Projects)

Dolomite Point Redevelopment Project

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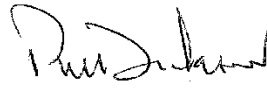
Prepared by: Department of Conservation

Version 1.1, created 21 July 2018

Document Management

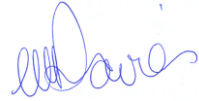
Document Approval

We, the undersigned, approve this project initiation document.


Signatory	DOCDM/cm link to email approval or signature	Date
Mark Davies Director Operations, Western South Island		7.08.18
Bob Dickson Operations Manager, Westport		10.08.18

Business Assurance

I, the undersigned, confirm that the project's deliverables can be used to achieve the benefits as outlined in this document. I accept responsibility for ensuring that the deliverables meet quality acceptance criteria and that the benefits listed in this document are monitored and achieved as specified.

Name of Signatory	DOC Title	Governance Role	Signature	Date
Mark Davies	Director Operations, Western South Island	SRO		7.08.18/

Assurance

Name of Signatory	DOC Title	Governance Role	Signature	Date
Bob Dickson	Operations Manager, Westport	Benefit Realisation Manager		10.08.18

Document Control

Author	
Phil Rossiter	Project Manager, Dextera Limited

Version History

Version	Date	Author	Description of Change
0.1	21/11/17	Fiona Pollard	Initial draft
0.2	30/01/18	Fiona Pollard	Updated draft
0.3	20/03/18	Fiona Pollard	Updated draft, risk register, names
0.4	02/05/18	Fiona Pollard	Updated as per PGS mtg 12 th April 2018

Version	Date	Author	Description of Change
0.5	07/06/18	Fiona Pollard	Updated as per Phil's feedback
0.6	04/07/18	Phil Rossiter	Updated draft
0.7	07/08/18	Fiona Pollard	Removed Acting from RT's title, removed 2.2 NZTA comment and amended wording 3.1 re NZTA input. Added Mark D's signature
0.8	14.08.18	Fiona Pollard	Added Robert Dickson's signature (final signed off version)

Project Documentation

Project documents can be found in the Document Library tab in the Project Register:

- docCM: DPRP
- Dolomite Point Redevelopment Project Register: docCM 3206379
- A number of documents are referenced in this PID with their docCM links.

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Section 1 Project Overview

Punakaiki is a West Coast 'icon' site and is one of the most frequented tourist destinations in New Zealand with 500,000 visitors experiencing the 'Pancake Rocks' walkway at 'Dolomite Point' annually. The growth of tourism at this site has placed pressure on the existing facilities – most of which have now been in place since the mid 1980's. Some infrastructure improvements have been made by various agencies over recent years but there are many aspects of the infrastructure, site design and layout that are not able to cope with the current pressure, let alone projected future pressures.

Through the 2016 Paparoa National Park Management planning process, the Department of Conservation committed to initiating a multi-agency approach to ensure the effective future planning for Punakaiki area such that it is well placed to offer a high-quality experience now and into the future.

The MBIE Regional Growth Strategy clearly identified the need for effective and strong tourism growth into the Northern West Coast district to ensure economic success. This is further supported by The West Coast Regional Economic Development Plan 2014 – 2030 and its associated Action Plan 2017. Within the Action Plan, redevelopment of Dolomite Point is identified as a key initiative for the immediate future.

The Department of Conservation has undertaken a substantial amount of preliminary research and high-level concept designs of what a redeveloped site might look like. It has subsequently taken these concepts to a multi-agency forum in September 2017 and has gained support from that forum to take this preliminary work through to a point where appropriate approaches to the market could be undertaken with a view to commissioning a series of construction activities.

In March 2018, the Minister of Conservation (Honourable Eugenie Sage) provided direction that a wholly Crown-funded model was the preferred investment model, instead of the previously-determined public-private partnership model. The project was directed to the Provincial Growth Fund (PGF) as a means of capital funding.

This project will closely liaise with BDC who is leading the Greater Punakaiki Masterplan. The aim is for the two projects to integrate seamlessly, noting they will both work in parallel and have independent timeframes.

1.1 Current management of the site

The site infrastructures features are owned/managed by several different stakeholders, namely:

- Buildings – DOC, Development West Coast and private owner Grant Parrett
- Toilets - DOC
- Car parking – DOC and Buller District Council (BDC)
- Roading – NZ Transport Agency (NZTA)
- Dolomite Point Pancake Rocks recreation visitor experience – DOC

Each stakeholder manages their assets independently but carries out consultation and collaborates with other stakeholders where appropriate.

1.2 Goals and Objectives

The Project Steering Group (PSG) determined that success will be measured using a range of KPIs as defined in Appendix B. The KPIs support the key driver/purpose of the project, which is:

To create an outstanding and enduring visitor experience at Dolomite Point, Punakaiki.

The agreed project objectives are to:

1. Secure and future-proof the infrastructure and visitor facilities in accordance with best-practice.

-
2. Deepen natural heritage visitor immersion and consider and celebrate the natural setting in all redevelopment plans.
 3. Create and establish a compelling cultural footprint and story-telling platform.
 4. Understand and consider the needs and aspirations of stakeholders through meaningful collaboration.

1.3 Project KPIs

Project KPIs to deliver on the agreed objectives have been developed and are awaiting review and sign-off by the PSG.

1.4 Link to Strategic Priorities

1.4.1 DOC's Intermediate Outcome 3

More people participate in recreation. The completion of this project and promotion of the Dolomite Point redevelopment will cater for the predicted increase in local, national and international visitors "participating in recreation" at this site. The increase in visitors and the length of their stay will be measured by continuing the current ongoing site monitoring.

1.4.2 DOC's Intermediate Outcome 4

More people engage with conservation and value its benefits. This project is intended to deliver a world class visitor experience in every facet and from arrival to departure. A cultural footprint for Ngai Tahu and Ngati Waewae will be established at site. Story telling at the site will be enhanced, and visitors will have the opportunity to fully understanding the cultural and natural history of the area.

1.4.3 DOC's Intermediate Outcome 5

More business opportunities delivering increased economic prosperity and conservation gain. The delivery of this project will provide potential commercial and revenue opportunities for both DOC and business partners. The outcome of the redevelopment will enhance the sustainability of the Punakaiki community and provide increased opportunities for local businesses.

1.4.4 Other Strategic Priorities

The DPRP aligns with and supports the following wider strategic priorities:

- Paparoa National Park Management Plan;
- West Coast Regional Economic Development Strategy (the DPRP is embedded in the resulting West Coast Economic Development Action Plan 2017);
- West Coast Tourism Strategy (Dolomite Point and the Pancake Rocks comprises one of the 'icon' visitor sites being promoted in the strategy);
- Local government initiatives such as the Buller District Council 'Punakaiki Master Plan' exercise;
- Central government initiatives such as the Provincial Growth Fund that seek to revitalise and increase the productivity of regions and include other drivers such as increasing opportunities for Maori.

1.5 Project History

The issues at Dolomite Point have been present for some time, with visitor growth increasing the strain on facilities in recent years. There has been previous work undertaken to address issues and realise opportunities at the site including:

- Punakaiki Destination Management Plan, Development West Coast, 2009;
- Paparoa National Park Visitor Centre Redevelopment Conceptual Design Report, DOC, 2010; and
- Dolomite Point Development Opportunity Study, DOC, 2017.

Due to the timing, financial constraints and government priorities, the previous work did not gain traction, however the DPRP has built on historical efforts and the most recent work (Dolomite Point Development Opportunity Study, 2017) is a product of the DPRP and reflects recent efforts to address the issues at Dolomite Point once and for all.

By 2017, there was strong and broad interest across the community, local government and central government relating to the site's potential. It is seen as a test case for solutions to visitor demand issues at other high-use sites which lead to good conservation and landscape outcomes and is an important part of the West Coast's wider regional growth strategy.

DOC's primary concern as the major landowner at the site has been to ensure conservation values and visitor experience are enhanced by any redevelopment. To this end, DOC has led the DPRP project and is poised to move to the next phase.

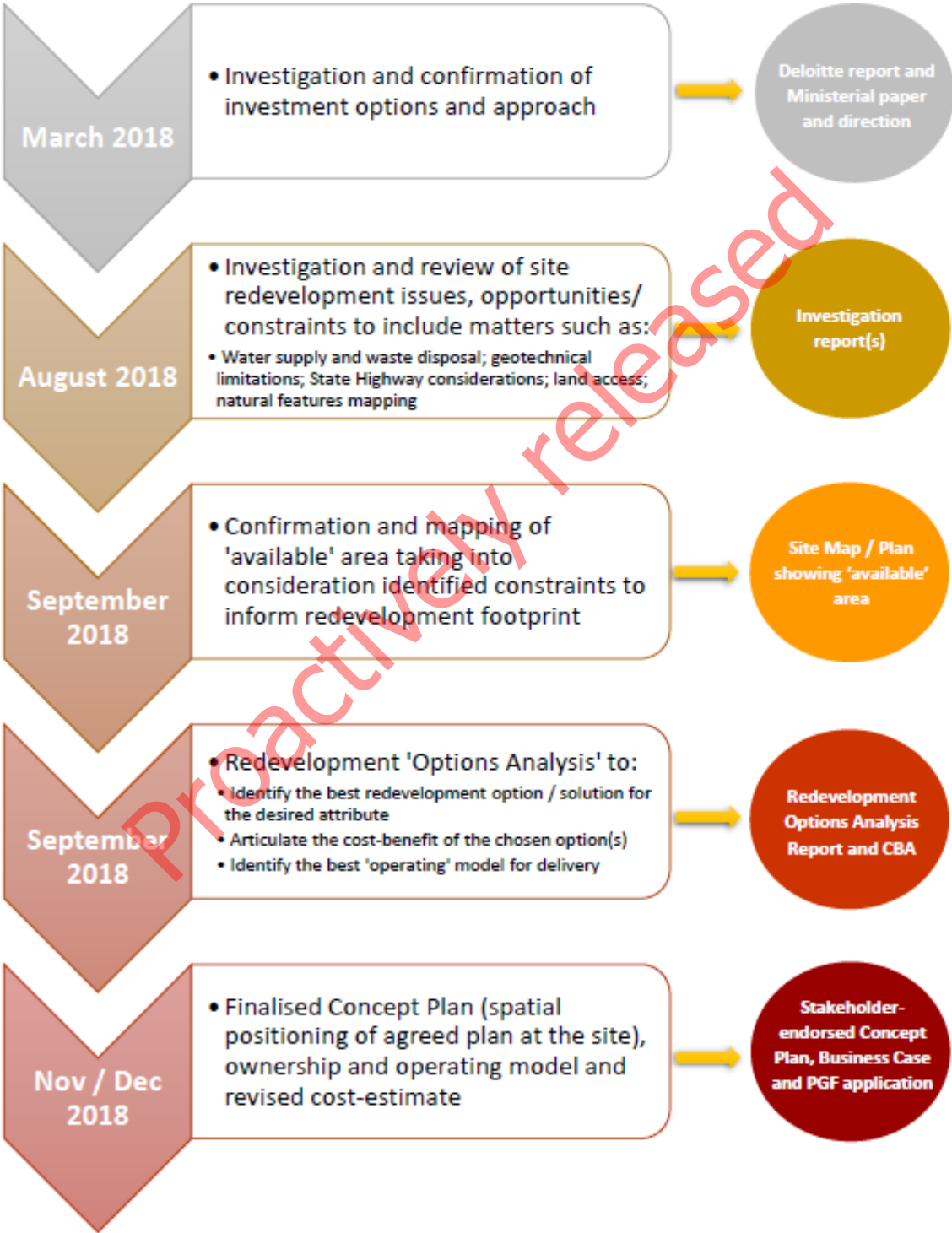
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Section 2 Scope and Project Schedule

2.1 In Scope

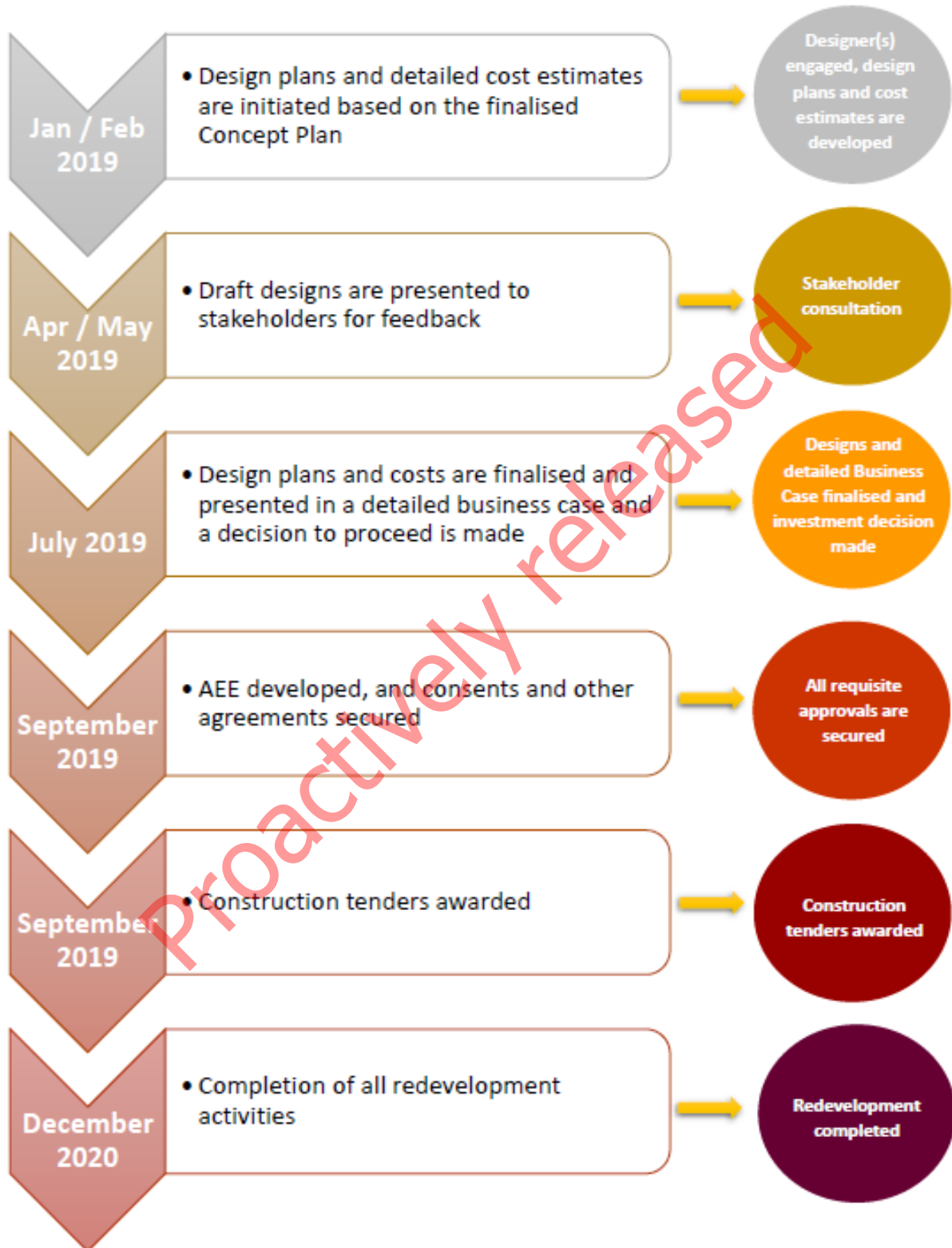
2.1.1 Investigation and Concept-Proving Phase

The timeline, inputs and deliverables for the investigation and concept-proving phase of the project are shown below.

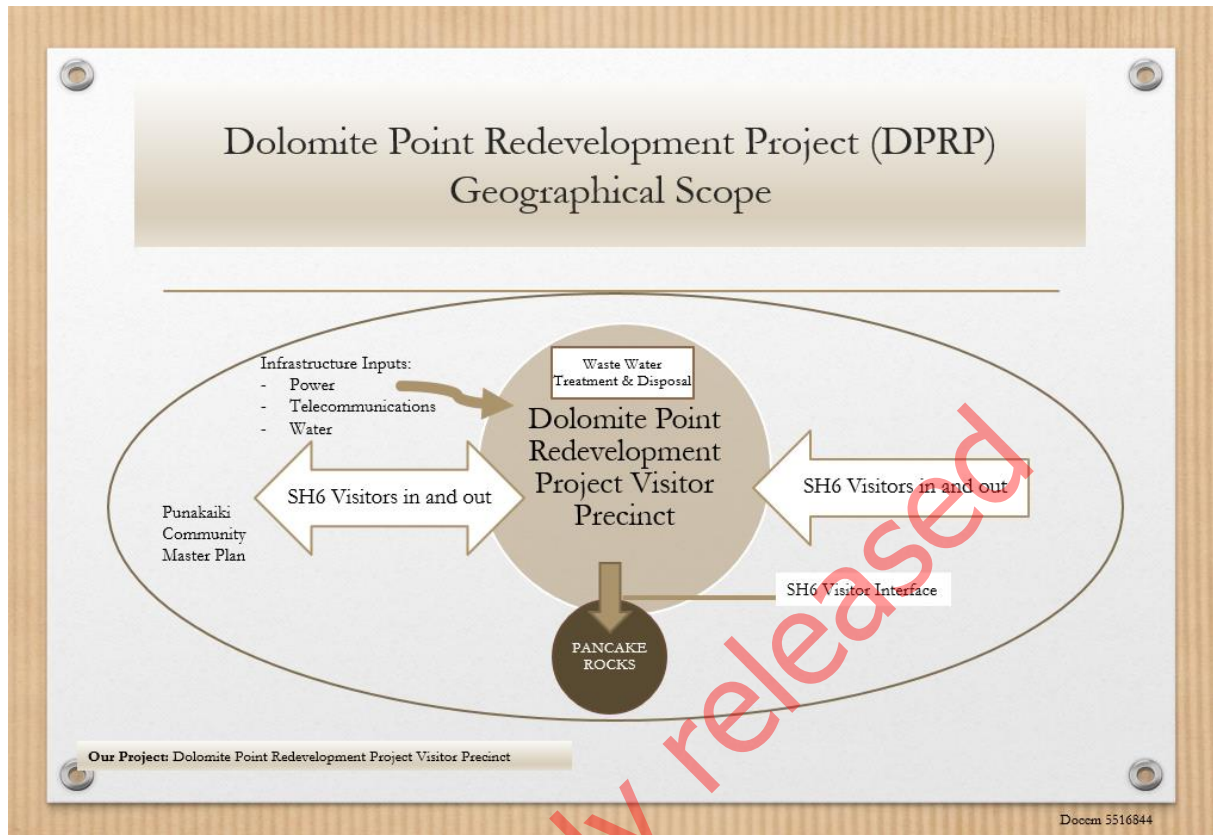


2.1.2 Detailed Design and Construction Phase

The timeline, inputs and deliverables for the detailed design and construction phase of the project are shown below.



2.2 Geographical Scope



2.3 Out of Scope

Out of Scope Items	
1	The wider Punakaiki Masterplan is not included in this project however, this project is considered as part of this overall redevelopment.
2	The West Coast Tourism Strategy managed by Tourism West Coast is not included in this project, however this project is considered as part of this overall strategy.
3	Essential services for example reticulated water etc remains out of scope and are considered the responsibility of the Buller District Council.

Section 3 Assumptions, Dependencies and Constraints

3.1 Assumptions

The key assumptions associated with the DPRP include:

- Visitor numbers will remain near, or increase above, current levels;
- NZTA will fund and lead works that relate to the State Highway (i.e. pedestrian transit along, across and/or under; parking; traffic access/egress etc) and apply for funding through the low cost, low risk work category of less than \$1M and if above this is through the Regional Land Transport variation process;
- Sufficient land availability (e.g. zoning, land ownership, conservation status) and suitability (e.g. without physical constraint) exists to enable the agreed redevelopment;
- That assuming a compelling business case can be assembled, capital funding will be secured via the PGF;
- Resources being available to meet the project schedule.

3.2 Dependencies and interdependencies

Further to the above assumptions, one key dependency and one key interdependency exists. The DPRP is dependent on broad stakeholder support for the chosen solution (local community through to Ministerial level) and the DPRP will be interdependent on the Punakaiki Masterplan to deliver and ensure seamless integration of infrastructure and facilities for the community and visitors.

3.3 Related initiatives and programmes

Related initiatives and programmes were described in Section 1.4.4. In addition to these, the State Highway storm repairs immediately north of Dolomite Point and further south of Punakaiki is important related work that will address the transit and resilience of visitor connections to the site.

3.4 Constraints

A number of potential and actual constraints exist that the DPRP will need to consider and work with. These include:

- The summer tourist season is a very busy time for the site so it may not be suitable, possible or appropriate for some of the site redevelopment activities (State Highway and/or carparking upgrades etc). This may require some scheduling to avoid this time period which may impose delays, logistical challenges and/or increased cost on the project.
- Geotechnical constraints limiting the area of suitable land for redevelopment purposes.
- Land access/ownership limiting the area of available land for redevelopment purposes.
- The site being immediately adjacent and/or bounded by Paparoa National Park.
- District Plan zoning status and associated requirements.
- Special natural values requiring protection.
- The relatively remote location of the site in the context of design and construction expertise and overall project costs.
- State Highway repairs may cause traffic delays getting to site.

Section 4 Lessons Learned from Previous Projects

Project Name and Closure docDM	Lesson Learned	Category	Description	Recommendation and how it will be applied to this project
Infrastructure Upgrades 2012/2013 Docdm-1242986	Due to interdependency with the eServices Infrastructure Project, implementation was delayed and de-scoped.	Scope	Due to interdependency with the eServices Infrastructure Project implementation was delayed, and finally de-scoped and delivered as part of the monthly Fujitsu service cycle.	To be more aware of other interdependencies when scheduling what is thought to be a straight forward activity.
Hooker Valley Track Upgrade Docdm-1498982	Contractor selection contributed to very successful delivery	Quality	Scope the project went over time the outcome has provided a significantly enhanced experience due to the contractor's experience.	Ensure you use an experienced contractor.
	Ground conditions were not fully investigated up front - led to unforeseen costs for extra gravel and 50% more boardwalk than estimated.	Scope	Initial investigation into options and cost of the project. Ground conditions were not fully investigated. Also, no worst-case scenario was considered - resulting in large variation in cost.	More time needs to be spent on the scoping out of this type of project. Ground conditions need to be investigated to ensure better understanding of imported materials needed to complete the works. Time needs to be spent on site in the worst weather conditions to correctly assess
	Project Management at the start of the project did not consider long term implication of change made.	Cost	Management of the project in the early stages did not consider the long term financial implications of the changes made	Larger contingencies need to be carried for projects of this scale and complexity; this will ensure any potential and unforeseen environmental /geological conditions can be dealt with.
Integrated Planning System Programme doc-DM1344169	Deliverables were not well defined	Scope	The initial programme mandate was ambiguous about the form and schedule for deliverables. While offering flexibility, this made it more difficult to measure and report on progress against milestones.	Ensure you take time to design and have well define specifications for the tasks.

Project Name and Closure docDM	Lesson Learned	Category	Description	Recommendation and how it will be applied to this project
Desktop Refresh docDM-1355915	Resource constraints due to using BAU staff for project work	Time	The use of operations staff for project activity was successful, but at times there were resource constraints between their operational and project duties.	Ensure you programme staff resources to not cause constraints due to operational duties

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Section 5 Benefits Management

5.1 Benefit Realisation Plan

Benefit 1:			
Description of Benefit	<p>Infrastructure and visitor facilities are redeveloped to best practice focusing on quality, not quantity. Deepen natural heritage visitor immersion occurs at site. The natural setting is considered and celebrated in all redevelopment plans. During the project, meaningful collaboration occurs to understand and consider the needs and aspirations of stakeholders.</p>		
Intermediate Outcome	<p>I.O.4 - More people engage with conservation and value its benefits. I.O.3 – More people participate in recreation.</p>	Benefit Realisation Manager	Robert Dickson, Operations Manager, DOC Buller
Dependencies & Risks	<p>The dependency is the support and collaboration of the stakeholders. The risk is that the redevelopment activities will not successfully develop the site as per the objectives above either at project completion or in outyears.</p>		
Benefit Realisation First Activity Start Date	TBC	Benefit Realisation Last Activity Start Date	TBC when outyear monitoring plan has been agreed
Planned Activities	<p>Any outstanding redevelopment activities will be included in the handover plan and outyear monitoring plan as part of the project closure actions. As one of its deliverables, the post implementation review will identify whether benefit management is in place.</p>		

Benefit 2:			
Description of Benefit	Create and establish a compelling cultural footprint, and platform for story-telling, in partnership with iwi which accomplishes the obligations outlined in the Paparoa National Park.		
Intermediate Outcome	Section 4 of Conservation Act	Benefit Realisation Manager	Robert Dickson, Operations Manager, DOC Buller
Dependencies and Risks	The good working relationship with iwi is a dependency.		
Benefit Realisation First Activity Start Date	TBC	Benefit Realisation Last Activity Start Date	TBC
Planned Activities	Scoping the elements of a compelling cultural experience and incorporating cultural aspects where appropriate in all elements of the redevelopment design and experience.		

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Section 6 Project Approach and Procurement

6.1 Project Approach

- The project is following DOC's Project Management Framework and project disciplines have been established for moving forward. The Project Steering Group (PSG) has been formed and will meet regularly. The requisite project documentation is being produced in parallel with completion of the initiation work.
- The Department of Conservation has undertaken a substantial amount of preliminary research and high-level concept designs of what a redeveloped site might look like.
- A contract with Deloitte to investigate investment model options was established in October 2017, with the report produced in December 2017.
- Contracts with technical specialists (Stantec, and Tonkin and Taylor) have been commissioned to review, identify and specify the redevelopment solution design for water and wastewater management and site ground conditions.
- NZTA has indicated the tunnel option is viable and will engage Boffa Miskell if this option was confirmed.
- A briefing paper has been provided to Minister Sage to seek endorsement for DOC's proposed approach for the Dolomite Point Redevelopment Project (DPRP) Punakaiki. The Minister's direction was to pursue a Crown-funded investment model to redevelop the site.
- A Redevelopment Options Analysis Report will be produced based on the range of technical reports. DOC will prepare site analysis mapping from the investigation results (including land tenure).
- The Redevelopment Options Analysis Report will be considered as part of the Punakaiki Mater Plan proposal led by Buller District Council, to ensure seamless integration.
- The Steering Group will review and approve the Redevelopment Options Analysis Report (including cost benefits analysis) and forward their recommended preferred final concept design option for the Sponsor to consider.
- An application will be developed and submitted to Provincial Growth Fund to secure CAPEX funding for the redevelopment.
- ***At this point, the investigation and concept proofing phase will be completed, and the redevelopment concept option will be agreed. A review of the Project Steering Group representation will be carried out.***
- DOC will engage consultant/s to develop the detailed design for approval.
- Detailed design will be presented to stakeholders for feedback, then finalised.
- A 'business case' (which may variously be comprised of a PGF application, decision paper and budget) will be developed to finalise and approve the detailed design and funding budget.
- DOC will engage specialists to develop the resource consent applications, the AEE, the Performance Specification & Acceptance Criteria for the Design Solution of the detailed design option.
- An AEE will be prepared.
- State Highway and pedestrian transit work will be carried out by NZTA
- Car parking upgrades will be led by DOC and may have involvement of the Buller District Council.
- New building and infrastructure work will be led by DOC.
- The Site Management Plan (including the monitoring regime) will be completed, approved by the Director Operations Western South Island and included in Westport DOC's operational plan, as well as being provided to WCRC and BDC.

6.2 Project Team

Key project team members are listed in the table below. Membership will evolve as the project progresses (i.e. design and construction expertise).

Role	Person and Dept/Company	Effective date
Project Steering Group	Various agency and stakeholder representations	November 2017
Project Sponsor	Bruce Parkes (DOC)	December 2017
Senior Responsible Officer	Mark Davies (DOC)	From original project inception
Benefits Realisation Manager	Bob Dickson	From original project inception
Project Manager	Phil Rossiter (Dextera)	October 2017
Project Coordinator/Admin	Fiona Pollard	September 2017
Recreation Ranger	Eric de Boer, DOC Westport	From original project inception
Community Ranger	Suvi van Smit	From original project inception
Visitor insights	Dr Jeff Dalley	Nov 2017
Wastewater design and investigation	Stantec	From 2016
Geotechnical investigations	Tonkin and Taylor	April 2018
Investment options analysis	Deloitte	October 2017 – December 2017
Concept planning	Boffa Miskell	January 2017

6.3 Procurement

Deliverable Creation/ Acquisition Approach	Deliverable Type	Sourcing Approach	Proposed Contract Management	Proposed Budget contingency & contract terms/ Payment Structure
Outsourced	Project Management and Coordination Service: Dextera Limited and Fiona Pollard	Closed Tender and Internal Sourcing	Short form contract and employment contract	\$111,000 Invoiced and internally cross-charged monthly
Outsourced	Contract for Supply of Services: Spatial concept planning and business case development: Boffa Miskell	Direct award. Short form contract	Short form contract	\$63,608 Invoiced by deliverable
Outsourced	Contract for services: Commercial partnership model development: Deloitte	Direct award. Short form contract	Short form contract	\$77,500 Invoiced by deliverable
Outsourced	Contract for services: Geotechnical investigation: Tonkin and Taylor	Direct award. Short form contract	Short form contract	\$42,300 Invoiced by deliverable
Outsourced	Contract for services: Wastewater investigation: Stantec	Direct award. Short form contract	Short form contract	\$25,000 Invoiced by deliverable
Outsourced	Contract for services: Specialist Technical/Expert Input (traffic, parking tourism experience etc)	Direct award. Short form contract	Short form contract	\$25,000 Invoiced by deliverable
Outsourced	Contract Services for detailed spatial design and planning consultancy: TBC	Direct award. Short form contract	Short form contract	\$60,000 Invoiced by deliverable
Outsourced	Contract Services for AEE and resource consent/approvals acquisition: TBC	Direct award. Short form contract	Short form contract	\$TBC Invoiced by deliverable
Outsourced	Contract Services for civil/structural engineering design: TBC	Open Tender	TBC	\$TBC Invoiced by deliverable

Deliverable Creation/ Acquisition Approach	Deliverable Type	Sourcing Approach	Proposed Contract Management	Proposed Budget contingency & contract terms/ Payment Structure
Outsourced	Contract Services for civil earthworks: TBC	Open Tender	TBC	\$TBC Invoiced by deliverable
Outsourced	Contract Services for building and facilities construction	Open Tender	TBC	\$TBC Invoiced by deliverable

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6.4 Stakeholders

The following organisations and people are considered key stakeholders of the project.

Stakeholder Organisation/Person	Interest	Other/comments
Punakaiki community	Local community. To be kept informed via DOC, Buller District Council and Punakaiki Promotions Group.	
Punakaiki Promotions Group (PPG)	Local interest group interested in site development and supporting community.	
Grant Parrett	Land owner at the site.	Project Steering Group member
Tourism West Coast	Promotion of the site as a key tourism destination and driver of the West Coast Tourism Strategy.	
Ngati Waewae, Ngai Tahu	Local runanga and iwi. Partner with DOC in redevelopment to create a cultural footprint at the site and partner via the Paparoa National Park Management Plan.	Project Steering Group member
Buller District Council	Local Authority, granting resource consent/s, monitoring role with the Site Management Plan, lead on the Punakaiki Masterplan exercise.	Project Steering Group member
West Coast Regional Council	Granting resource consent(s), monitoring role with the Site Management Plan. Manages the Regional Economic Growth Programme Communications Plan.	
Development West Coast	Land owner at the site and coordinator for monthly reporting to the West Coast Governance Group for delivery of Regional Economic Action Plan 2017.	Project Steering Group member
New Zealand Transport Agency	Responsible for State Highway roading issues and management at the Site.	Project Steering Group member
Minister of Conservation	Oversight of project as project lead and administrators of the seed funding, DOC has several members on the Steering Group: West Coast Director, Buller District Manager and Technical Advisers. Manages conservation land at site.	Project Steering Group members
Ministry of Business, Innovation & Employment	Responsible for the implementation of the Regional Economic Growth Programme.	
Minister of Economic Development	Principal sponsor of the Buller District Council Punakaiki Master planning exercise.	
Minister of Regional Development	Sponsor of the West Coast Economic Development Action Plan 2017.	
Minister of Tourism	Focus on national tourism issues.	

6.5 Warranty

The Special Conditions section of the awarded construction contract(s) will require a twelve (12) months Defects Liability period after redevelopment activities has been completed. This timeframe has been chosen to cover a complete annual cycle of the weather patterns which are most likely to impact the redeveloped site.

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Section 7 Quality Plan

Project Stage	Deliverables	Quality Acceptance Criteria	Quality Check Method	To be checked by
Investigation and concept-proving phase				
	Alignment with strategic and business requirements	The project aligns with organisation's strategic and business requirements.	The Steering Group confirms the project contributes to organisation's strategic and business outcomes.	SRO
	Governance Structure and Project Manager in place	The project has appropriate project management and governance structure throughout its life.	Each Steering Group member agrees to the Steering Group Terms of Reference developed for the Dolomite Point Redevelopment Project by providing formal signoff.	SRO
	Project Management Key documents/tools are produced and signed off.	The project is managed within clearly defined parameters by using the following key management documents/tools. <ul style="list-style-type: none"> • KPIs • Risk Register developed and monitored • Stakeholder identification and management plan • Project schedule • Resources identified and acquired • Budget developed and monitored 	The project's key documents/tools are approved by all the Steering Group and the project adheres to them. The project manager updates the risk register, schedule, budget and uses the Project Status Report to report on adherence to and deviations from the approved parameters of all key documents/tools.	Project Manager/ SRO
	Investigation of site redevelopment issues, opportunities and constraints	The site investigation analysis provides comprehensive information for the Project Steering Group to be fully informed of all issues, opportunities and constraints.	The Project Manager collates all information into a site map/plan and it is review before presenting to the Project Steering Group.	Project Manager/SRO

Project Stage	Deliverables	Quality Acceptance Criteria	Quality Check Method	To be checked by
	Redevelopment Options Analysis Report	The ROA report (including cost benefit analysis) provides comprehensive information for the Project Steering Group to determine the most appropriate redevelopment option.	ROA report reviewed (including being considered as part of the Punakaiki Masterplan led by Buller District Council) to ensure seamless integration and approved by Steering Group. Preferred option for redevelopment selected.	SRO/Project Manager
	Finalise Concept Plan	Final concept plan is produced based on the preferred option for redevelopment.	Final concept plan is peer reviewed to ensure all information on the preferred option is incorporated into it.	Project Manager
	PGF application	The final concept plan and PGF application provides the Provincial Growth Fund with enough information to support this project and provide CAPEX funding.	Final concept plan and PGF application reviewed and approved by Steering Group and relevant DOC staff. Funding bid approved.	SRO/Project Manager

At this point, the investigation and concept-proving phase will be completed, and the redevelopment option will be agreed. A review of the steering group structure, membership, budget and PID will occur at this point. It is noted there may be different work streams, managed by DOC, BDC and NZTA that will each have their own process but will need to work in a holistic and collaborative way.

Project Stage	Deliverables	Quality Acceptance Criteria	Quality Check Method	To be checked by
Detailed Design Phase				
	Performance Specification	The Performance Specification captures the acceptance criteria for the delivery of the construction tasks.	The Performance Specification is reviewed by the Project Manager and sufficiently qualified and experienced personnel, prior to approval by the SRO and the Operations Manager, Westport DOC.	Project Manager, Senior Customer (Operations Manager Westport), and consulting engineer
	Design Solution	The Design Solution meets the requirements of the Performance Specification	The Design Solution is reviewed by the project manager and sufficiently qualified and experienced personnel, prior to approval by the SRO and the Operations Manager, Westport DOC.	Project Manager, Senior Customer (Operations Manager Westport), and consulting engineer
	Detailed Business Case	The DBC finalised the design and funding requirements.	Final detailed design and DBC reviewed and approved by Steering Group and relevant DOC staff. Updated funding bid approved.	SRO/Project Manager
Construction Phase				
	Assessment of Environmental Effects (AEE)	The AEE accurately reflects the known effects of the redevelopment option and meets the requirements of the WCRC and BDC for the purposes of granting resource consents.	The AEE is reviewed by the project manager and sufficiently qualified and experienced personnel, prior to approval by the SRO and the Operations Manager, Westport DOC.	Project Manager, WCRC and BDC Planning teams
	Resource Consent Application(s) (WCRC)	The Resource Consent application accurately reflects the redevelopment option in the design solution and meets the requirements of WCRC to enable the resource consent to be granted.	The Resource Consent application is reviewed by the project manager and sufficiently qualified and experienced personnel, prior to being submitted to the WCRC.	Project Manager, WCRC Planning team

Project Stage	Deliverables	Quality Acceptance Criteria	Quality Check Method	To be checked by
	Resource Consent Application(s) to BDC and/or WCRC	The Resource Consent application accurately reflects the redevelopment option in the Design Solution and meets the requirements of BDC and/or WCRC to enable the resource consent(s) to be granted.	The Resource Consent application is reviewed by the project manager and sufficiently qualified and experienced personnel, prior to being submitted to the BDC and/or WCRC.	Project Manager, BDC and/or WCRC Planning teams
	Resource Consent (BDC and/or WCRC)	The Resource Consent(s) is granted by the BDC and/or WCRC and meets the needs of the planned redevelopment specified in the design solution.	Resource Consent granted without re-work.	
	Construction Action Plan	The Construction Action Plan clearly describes how the performance specification and detailed design specifications will be adhered to.	Review by the Project Manager and the Consulting Engineer.	Project Manager, Consulting Engineer
	Contract with Primary Contractor/s (TBC)	The contract(s) has/have appropriate Preliminary and General (P&G) clauses. The contract(s) sets out the <ul style="list-style-type: none"> • Retentions • Bond • Defects liability period • Reporting requirements during the redevelopment 	The contract/s are checked by DOC's procurement team. During redevelopment, the conditions of the contract/s are adhered to. The appropriate contractual instruments are used (NTC, NTE, VO, etc) as required.	Procurement Team

Project Stage	Deliverables	Quality Acceptance Criteria	Quality Check Method	To be checked by
	Primary contractor's schedule and budget	<p>The schedule is comprehensive and clear to DOC personnel.</p> <p>The schedule is adhered to and used to manage workflow.</p> <p>The budget matches the schedule.</p> <p>The billing regime is established.</p>	<p>The project manager agrees the schedule and budget with the primary contractor.</p> <p>The budget is approved by the SRO.</p> <p>The schedule is monitored and reported against to the project manager for inclusion in the Project Status Report reporting to the Steering Group.</p> <p>Billing occurs as specified.</p> <p>DOC pays the invoices in a timely manner.</p>	Project Manager, SRO, Project Coordinator
	DOC's Site Management and Monitoring Plan and ongoing schedule and budget for maintenance	The Site Monitoring Plan is in place, operational budget and resources assigned and approved.	<p>The Site Monitoring Plan is developed by the Project Manager with input from Operations Manager, DOC Westport based on the Acceptance Criteria;</p> <p>The budget for outyears is developed and approved, appropriate resources are planned for, and the work required is included in the Westport Operational Plan.</p>	SRO
	Acceptance Criteria	Acceptance Criteria are developed to measure the project outputs and outcomes as per the Performance Specification, the Design Report and the Construction Action Plan.	Developed by the Project Manager and reviewed for completeness and accuracy by the Manager, Operations, Westport.	Operations Manager Westport
	Construction tasks carried out	<p>Redevelopment tasks are carried out according to the Design Solution.</p> <p>The redevelopment tasks comply with the Resource Consents</p> <p>The tasks are carried out in compliance with the HSMP and PHMPs</p>	<p>The Consulting Engineer monitors</p> <ul style="list-style-type: none"> the match between the Performance Specification, the Design Solution and the Project Proposal; the compliance with the Resource Consents' conditions; 	Primary Contractor reports to Project Manager, Steering Group receives monthly reports,

Project Stage	Deliverables	Quality Acceptance Criteria	Quality Check Method	To be checked by
			<p>The primary contractor carries out the agreed checks, toolbox talks and makes records of them;</p> <p>Consulting Engineer visits the site to check adherence to the HSMP and PHMPs</p>	Consulting Engineer checks work on site,
Review on completion, prior to Hand Over				
	Review achievement of Acceptance Criteria	The Acceptance Criteria are met by the project outputs and outcomes.	<p>Throughout the project life the acceptance criteria are measured for success and reported to the Steering Group.</p> <p>The Acceptance Criteria are reviewed for applicability as the project progresses in case changes/amendments are required.</p> <p>On completion of the redevelopment a review is undertaken to check that the Acceptance Criteria have been met. The report will include any exceptions and when/how they will be remedied and by whom.</p>	Project Manager Operations Manager Westport
	Site readiness	Ensure the site is redeveloped as a world-class visitor attraction.	The Performance Specification and Design Solution are adhered to during redevelopment activities.	Consulting Engineer, Engineer to Contract, Project Manager, Operations Manager Westport
	Handover plan	Handover Plan in place and includes statement of achievement of the Acceptance Criteria and plans to remediate exceptions.	The Handover Plan is developed by the Project Manager, the primary contractor and the Consulting Engineer and agreed by the Operations Manager, DOC Westport.	Operations Manager Westport

Project Stage	Deliverables	Quality Acceptance Criteria	Quality Check Method	To be checked by
	Transition to Business-As-Usual	New and upgraded assets entered in DOC's Asset Management Information System (AMIS), with all documentation and maintenance plans will be generated as appropriate.	Inspections by Inspector and Engineer and capitalised.	Inspector, Engineer

Learn				
	Post Implementation Review (PIR)	The PIR is scheduled to be undertaken within three months of project completion; The PIR is carried out by internal DOC managers who have not been involved in the project.	The PIR scope covers: <ul style="list-style-type: none"> • How well the project met its deliverables. • Adherence to schedule and budget. • Management of the various contracts throughout the project's life. • Effectiveness of the governance and project management. • Lessons learned and their applicability to other projects. • How well the process followed in this project can be transferred to other redevelopment projects. 	SRO, Steering Group, Sponsor
	Lessons learned	The Lessons Learned are developed and recorded in DOC's repository for use by future projects and initiatives.		SRO, Steering Group, PMO

Section 8 Project Governance

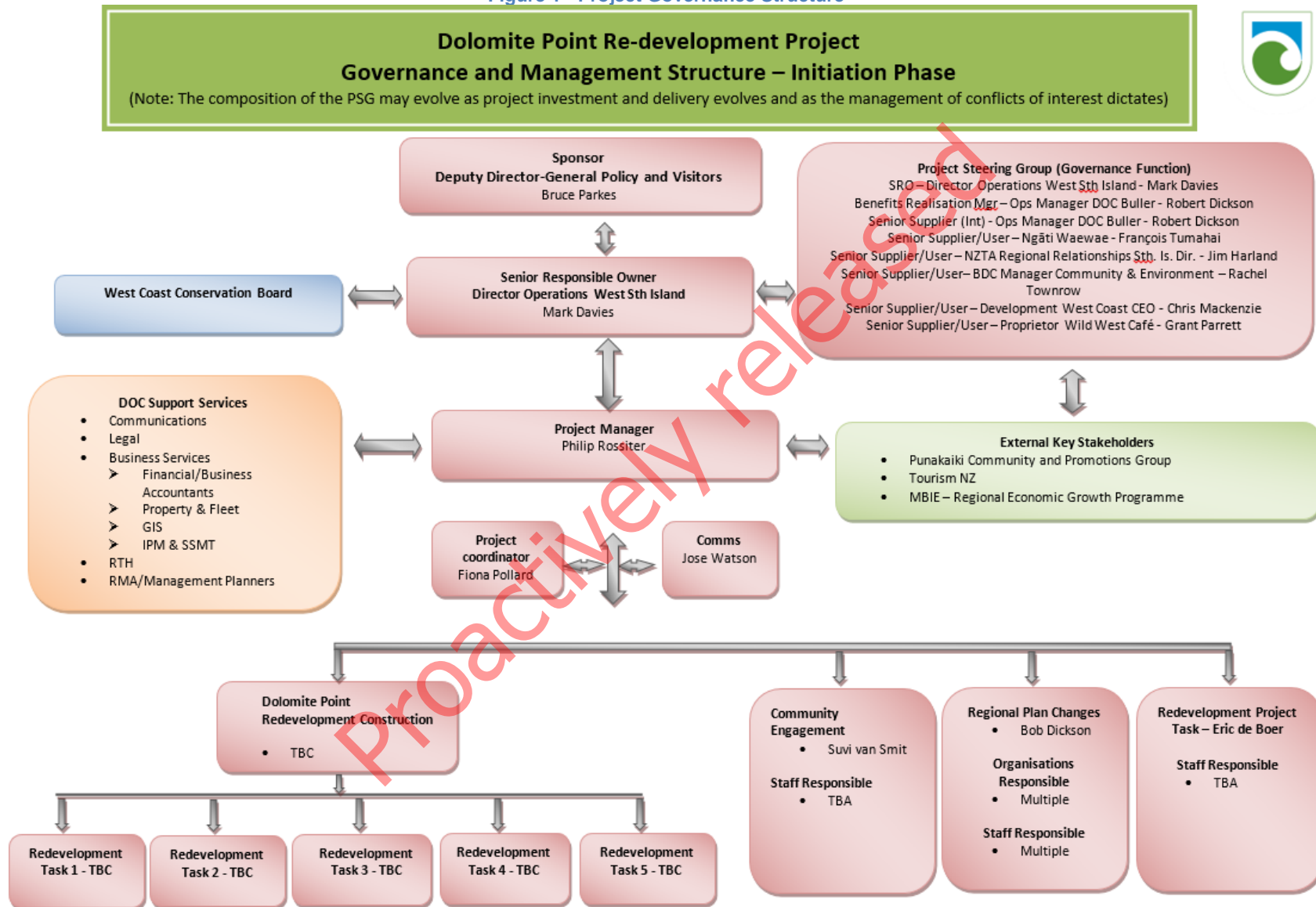
8.1 Governance Roles

Name	Title	Entity	Project Governance Role
Bruce Parkes	DDG Policy & Visitors	DOC	Sponsor
Mark Davies	Director Operations (Western South Island)	DOC	Senior Responsible Owner
Bob Dickson	Operations Manager Buller	DOC	Benefits Realisation Manager
François Tumahai	Chairman	Ngāti WaeWae	Senior Supplier/User
Jim Harland	Director, Regional Relationships South Island	NZTA	Senior Supplier/User
Garry Howard and/or Rachel Townrow	Mayor and/or Manager Community & Environment	Buller District Council	Senior Supplier/User
Chris Mackenzie and/or Helen Wilson	Chief Executive Officer and/or Research & Innovation Manager	Development West Coast	Senior Supplier/User
Grant Parrett	Proprietor, Wild West Café	Land owner	Senior Supplier/User

8.2 Governance Structure

Governance arrangements are detailed in the Governance Group Terms of Reference. This document is located at DOCCM-3213506 and contains information about the Group's roles and responsibilities. The Steering Group structure and personnel are shown on the following page.

Figure 1 - Project Governance Structure



Section 9 Resource Requirements, Roles & Responsibilities

9.1 Internal Resources

Project Role	Name & DOC Title	Key Tasks
Project Sponsor	Bruce Parkes, DDG Policy & Visitors	High-level sponsor. Key strategic decision maker.
Senior Responsible Owner	Mark Davies, Director Operations (Western South Island)	Provide direction and vision to drive project forward. Key decision maker (see Governance ToR for more detail).
Benefit Realisation Manager	Bob Dickson, Operations Manager DOC Buller	Determine, sign off and monitor achievement of benefits. Oversight of Dolomite Point area. Accountable for ongoing maintenance and monitoring of the site. Manager accountable for visitor assets on the site. Ongoing relationship with Ngati Waewae. Project Manager and Project Coordinator are managed by the Buller office.
Supplier Customer	Eric de Boer Senior Ranger Recreation/Historic, Westport	Member of the project management team. Responsible for H&S audits during the construction activities. Manager responsible for ongoing maintenance and monitoring of the site.
Supplier Customer	Suvi van Smit, Senior Ranger Community, Westport	Member of the project management team. Local knowledge - for communications with local community during the project activities.
Supplier	Fiona Pollard DOC	Member of the project management team. Project Coordinator role (supporting the Project Manager).

9.2 External Resources

Role	Name & Company	Key Tasks
Governance Consultant	Kevin Bryant, Johnson Partners Ltd	Specialist advice on governance, project management disciplines and their application to maximise the efficiency and effectiveness of the project delivery and its governance.
Project Manager	Phil Rossiter, Dextera	Provide specialist project management services.
Senior Supplier	François Tumahai, Chief Executive, Ngāti WaeWae	Oversight of the project with a view to monitoring Iwi interests and developing a cultural footprint on the site.
Senior Supplier	Jim Harland, Director, Regional Relationships South Island, NZTA	Oversight of the project with a view to monitoring NZTA interests and ensuring the roading needs are provided for at the site.
Senior Supplier	Garry Howard, Mayor and/or Rachel Townrow, Manager Community & Environment, Buller District Council	Oversight of the project with a view to monitoring BDC and local community interests and ensuring the local authority needs are provided for at the site.
Senior Supplier	Chris Mackenzie, Chief Executive Officer, and/or Helen Wilson, Research & Innovation Manager, Development West Coast	Oversight of the project, as a property owner and with a view to monitoring the effective spend of MBIE's financial contribution to the project, and delivering on the West Coast Economic Development, Action Plan 2017.
Senior Supplier	Grant Parrett, Proprietor, Wild West Café	Oversight of the project, as a property owner within the site and ensuring the redevelopment continues to provide commercial opportunities.

Section 10 Financial Management

10.1 Project Cost Breakdown

The funding for the investigation and concept-proving phase of this project has been secured by the Department of Conservation's successful funding bid to the Tourism Bid 2017/2020. An additional \$22,500 has been contributed by NZTA for this phase of the project.

Depending on the budget and timeline for the project, the balance of these funds will be allocated to the detailed design phase of the project.

The funding for the actual construction of the redevelopment will be met by a DPRP application to the Provincial Growth Fund (PGF).

DOC funding via Tourism Bid 2017 / 2020

DOC was allocated \$1.65m (opex) spread over the next four years and a one-off capex amount of \$500K. Opex was tagged for:

- Support for the planning and implementation of this development;
- Increased maintenance costs associated with the overall site to ensure service standards are maintained to a high standard; and
- Costs associated with leasing space inside the proposed anchor building for the visitor centre functions.

The \$500K capex was tagged for:

- Contribution to the anchor building for public toilets.

The Change Request approved in December 2017 adjusted the allocation as follows:

9(2)(b)(ii)



This allocation was further adjusted April 2018, to reflect the expected expenditure for 2017/18 year of \$169,000 and 2018/19 year of \$366,000.

The Provincial Growth Fund is the preferred funding source for the Detailed Business Case (CAPEX bid) for the redevelopment of the site. The Tourism Bid 2017/2020 allocated \$500K capex for upgraded/improved toilet facilities in an anchor building and will also contribute to the project funding.

The indicative Concept Proposal was costed as follows:

9(2)(b)(ii)



Further analysis since this time indicates the total project cost could increase beyond this figure (circa \$20M), depending on various inclusions, exclusions and scope refinements. The total project cost will be firmed up as part of the investigation and concept-proving phase and confirmed once detailed design phase is completed. It is noted the finalised concept plan and indicative capex budget may not be sufficient for the PGF application and detailed design and costings may be required.

10.2 Investigation and concept-proving phase budget (draft)

Dolomite Point Redevelopment Project - Expense tracker

Date last revision

WBS

Funds spent to date (as at 04/07/18)

Item

Project management and coordination

Visitor monitoring survey and validation

Wastewater treatment and water supply considerations/study in final concept design

Assessment of geotechnical constraints to site redevelopment

Traffic and carpark modelling and design

Cultural experience planning and design

Tourism/visitor experience design and consultancy and/or peer review

Redevelopment Options Analysis input/expertise (allowance)

Detailed spatial concept planning (Boffa Miskell)

Community consultation/stakeholder engagement

Governance support/peer review

Operational upgrade/improvement of existing parking

Provisional allowance for managing high season toilet (under)capacity and hygiene

TOTALS

9(2)(b)(ii)

The financial year 2018/19 budget is estimated at 9(2)(b)(ii) . At this point, the investigation and concept proving phase will be completed, and the redevelopment option will be agreed. A review of the budget for the redevelopment project will occur at this point.

Section 11 Issue & Change Management

11.1 Issue Escalation Mechanism

If the project is at any point forecasting to exceed any of the baselined time, cost, scope, quality or benefits parameters, an issue will be raised and managed through issue and change management processes. Issues will be recorded in the issue register within the Project Register.

Issues are to be raised to the Senior Responsible Owner (SRO) in the first instance. The SRO will resolve the issue within their delegation or will continue to escalate to the Sponsor if required.

Issues will be reported on to the Steering Group in the monthly reporting and meeting cycle.

11.2 Change Management Process

DOC's change management process will be used to manage any change in scope, budget, benefits or milestones of the project. Guidance on this process can be found at [docDM-1308345](#).

The template for change requests can be found at [docDM-1282745](#).

The template for requesting the release of contingency funds can be found at [DOC-2183249](#).

Type of Request	To be used when...	Approval Process
Change	A change is required to the baselined scope, budget (outside of contingency), benefits or milestones as defined in the Detailed Business Case.	Raise a Change Request to the Project Sponsor. Requires: Endorsement from the line of accountability as determined by the Sponsor. (Refer Accountability Matrix) Specialist roles for Assurance as determined by the Sponsor. Note: If the Sponsor is the D-G or if there is a funding request that requires the D-G's delegated authority, the CR must be submitted to the D-G via the Chief Financial Officer.
Contingency Funds	Additional budget is required due to an unforeseen increase in costs, a risk becomes an issue or an unforeseen issue occurs. AND Funds are within remaining contingency budget.	Raise a Contingency Request to the Senior Responsible Owner.

Section 12 Risk Management

The Dolomite Point Redevelopment Project (DPRP) Risk Register has been developed. It focuses on the initiation and concept-proving phase the project. Mitigation actions have been identified and will be monitored by the Steering Group and Project Manager.

At the end of the concept-proving phase and if a positive decision for re-development (and capital funding) is reached, a further risk workshop will be held to identify and evaluate risks in the subsequent stages of the project.

The register will be developed as follows:

- The PSG will consider the likely redevelopment solutions and identified the risks that pertained to the work to be undertaken, its conditions and likely timing and mitigation actions. They will also consider the risks from political, governance and managerial viewpoints. They assessed likelihood and impact of the risks based on the table included in Section 12.2;
- The independent advisor will assess the likelihood and impact of the risks based on the table included in Section 12.2 and review the mitigation actions.
- The SRO will review all aspects of the register and adjust the register at that time, where required.

Any new risks that are identified are added with the SRO having the responsibility for the assessment of their likelihood and impact both at their raising and when all mitigation actions have been undertaken.

12.1 Risk Reviewing

The Risk Register is reviewed for currency monthly at the Steering Group meetings. The individual owners will present the updates and any actions required are planned and promulgated to the project team as required.

12.2 Risk Context

The Dolomite Point Redevelopment Project utilises the DOC standard Risk Register process and the following ranking to categorise its risks. Further information can be found in PMF Risk Overview - DOC-3206882 and Risk Library - DOC Risk Register - DOC-2999772.

LIKELIHOOD	Almost Certain. Expected to occur in most circumstances.	Almost Certain	Medium	High	High	Extreme	Extreme
	Likely Would probably occur in most circumstances.	Likely	Medium	Medium	High	High	Extreme
	Possible Could occur at some point.	Possible	Low	Medium	Medium	High	Extreme
	Unlikely Not expected to occur.	Unlikely	Low	Low	Medium	Medium	High
	Rare May occur only in exceptional circumstances.	Rare	Negligible	Low	Medium	Medium	High
			Insignificant	Minor	Moderate	Major	Catastrophic
IMPACT/Consequence Level							

12.3 Risk Register

The developed risk register is held in the DPRP Project Register: DOCcm #3206379.

Section 13 Monitoring & Reporting

Report	Reporting Process	Audience for Review & Action	Due
Project Register Report ¹ provides the Steering Group with: Status Report, Action Log (Open), Open Issues Log, Open Risk Register, Decision Log, Financial Summary. Closed Action log, Issues and Risks registers are available as required by the Steering Group.	Report prepared by PM, discussed prior to the Steering Group meeting with the SRO	SRO and Steering Group	Monthly
Enterprise Complex Investment Report	Project Manager to complete and email Project Status Report to the DPMO team. The Project Status Reports are a direct input to the Enterprise Complex report.	Chief Financial Officer. Note: The CFO will forward the report to the DDG if further action is required.	Month end
Provincial Growth Fund Report	Project Manager to complete and email as required.	Project Manager and SRO	As required
Informal updates as required	Informal meetings requested by Project Manager or SRO	Project Manager and SRO	As required
Briefing notes and update at meetings	Briefing notes provided with agenda and talked to by SRO at Conservation Board meetings	SRO and Western South Island Conservation Board	At Project Initiation stage Then as required and on project completion
Briefing notes and update at meetings	Briefing notes provided to the Mayor of GDC and Chair of WCRC	SRO and GDC Mayor and WCRC CEO	At Project Initiation stage Then as required and on project completion
Briefing notes and update at meetings	Briefing notes provided to DWC as part of the WC Economic Development Action Plan 2017 update process	SRO	20 th of the month

¹ The Project Register contains information that is available to the Steering Group at their request or as required by the Project Manager: Closed Issues and Risks, Original Risk Register, Change Register, Deliverable Descriptions, Quality Register, Document Library,

Section 14 Transition to Business as Usual (BAU)

14.1 Transition of Deliverables

Deliverable	Completion Date	Method of Transition/Acceptance
Redevelop site	TBC	Formal completion of the project, Project Closure report.
Handover Plan	TBC	Plan developed by project team, then accepted and signed off by Director, Operations Western South Island and Operations Manager, Westport. <ul style="list-style-type: none"> Will contain the acceptance criteria for the redevelopment to be deemed complete.
Update AMIS	TBC	New and upgraded assets entered in DOC's Asset Management Information System (AMIS), with all documentation and maintenance plans will be generated as appropriate.
Site Management and Monitoring Plan	TBC	Plan developed with ongoing schedule and budget developed and acquired and in place for maintenance and monitoring. Needs to be completed before work commences on site: <ul style="list-style-type: none"> Will foreshadow the acceptance criteria that will be in the Handover plan. Is required by BDC and WCRC before work commences.
Health and Safety Management Plan	TBC	While this plan covers the redevelopment phase, the Site Monitoring and Management Plan will need to reference it and the Westport Operational team who will take over management of the site on completion of the project will need to ensure their own HSMP covers the H&S requirements of ongoing site monitoring.
Project Closure Report	TBC	Administrative and management closure of the project with <ul style="list-style-type: none"> all budget assignments completed or planned for final budget statement showing project costs, variances, over/under spends statement of risks and issues: <ol style="list-style-type: none"> closed residual, still to be resolved all electronic filing completed in a suitable project repository (docCM DPRP - xxxx where xxxx represents the document's descriptive name) all hardcopy filing completed PIR scheduled and commissioned All documentation ready to be made available for PIR

Deliverable	Completion Date	Method of Transition/Acceptance
Post Implementation Review		Internal DOC review to determine if the benefits have been achieved (or are on track to be achieved), the effectiveness of the project management disciplines and how they facilitated the achievement of project outcomes and outputs.
Lessons Learnt Workshop		The Lessons Learned workshop is carried and Lessons Learnt recorded in DOC's repository for use by future projects and initiatives

14.2 Roles and Responsibilities

Name	Role	Responsibilities
Phil Rossiter	Project Manager	Work with the project team to develop the project closure report, the Handover Plan and Site Monitoring Plan.
Mark Davies	Director Operations, Western South Island	Accept redeveloped site, Handover Plan and Site Monitoring Plan. Assist Operations Manager Westport in gaining the required budget and resources to monitor and maintain the site.
Robert Dickson	Operations Manager, Westport	Accept and sign off the Handover Plan. Develop the Site Monitoring Plan, manage the budget and resources to carry out the work in the outyears. Identify and flag for resolution any issues if it recurs at the Dolomite Point site or environs.

Appendix A – Site Maps

1. Legal land status maps – a series of electronic maps have been drafted and will be modified as the project develops. To submit another Assyst request use reference **'R130499'**
2. Interim Geotechnical Development Zone map.

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Appendix B – DPRP Objectives and KPIs

Project purpose

To create an outstanding and enduring visitor experience at Dolomite Point, Punakaiki.

Objectives

1. Secure for future generations the infrastructure and visitor facilities in accordance with best-practice.
2. Deepen natural heritage visitor immersion and consider and celebrate the natural setting in all redevelopment plans.
3. Create and establish a compelling cultural footprint and story-telling platform.
4. Understand and consider the needs and aspirations of stakeholders through meaningful collaboration.

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1. Objective: Secure for future generations the infrastructure and visitor facilities in accordance with best-practice		
Objective Elements	KPI	Measure
The infrastructure and visitor facilities will be designed to be world class, following best practice and will be fit-for-purpose taking into account current and future needs at the site.	<ul style="list-style-type: none"> Elements of an outstanding visitor experience are identified, articulated and understood 	<ul style="list-style-type: none"> The elements of a compelling visitor experience are represented and incorporated into redevelopment plans to the extent possible
	<p>During redevelopment:</p> <ul style="list-style-type: none"> Visitor needs will be considered and catered for as much as possible to maintain quality of experience <p>Post redevelopment:</p> <ul style="list-style-type: none"> The redeveloped infrastructure and facilities will cater for the high volume of visitors and meet visitor expectations 	<ul style="list-style-type: none"> Staged and/or seasonal redevelopment/scheduling Ensure visitor management is incorporated in contractor health and safety management plans Monitoring/surveys and/or feedback channels (i.e. social media etc) and ranger interactions at site confirm the scheduling of construction tasks are not significantly impacting on the visitor experience Visitor insights and projections will inform the design process. The Redevelopment Project will be developed, peer reviewed, and agreed to by PSG (with its broad representation). An ownership and maintenance OPEX model is developed to secure the long term success and sustainability of the redevelopment. Post-redevelopment monitoring and/or ranger interactions at site confirms the infrastructure and facilities are now meeting and/or exceeding expectations of visitors
Transitions and connections between the State Highway and site infrastructure are clear, safe and seamless	<ul style="list-style-type: none"> The Redevelopment Project is developed to reduce/manage traffic congestion at site. 	<ul style="list-style-type: none"> The design solution considers traffic, parking and pedestrian safety and best practice pedestrian ways and state highways and it is peer reviewed by a suitably qualified and experienced practitioner, for consideration and sign-off by the PSG.
	<p>On completion of the project: -</p> <ul style="list-style-type: none"> Impact on State Highway traffic transiting through the site is minimal Pedestrians will move safely around the site. 	<ul style="list-style-type: none"> Post development, traffic monitoring carried out will indicate an improvement to traffic flow, congestion and pedestrian safety.

2. Objective: Deepen natural heritage visitor immersion and consider and celebrate the natural setting in all redevelopment plans		
Objective Elements	KPI	Measure
As part of site design, outstanding natural aspects are identified and incorporated to the extent appropriate in the redevelopment plans	<ul style="list-style-type: none"> Undertake a site survey to identify aspects that can be incorporated into the site redevelopment to deepen the natural experience 	<ul style="list-style-type: none"> Natural features that can be incorporated into the redevelopment plans, are.
	<ul style="list-style-type: none"> Review all existing interpretation and storytelling to ensure it is compelling, complete and consistent with the total experience 	<ul style="list-style-type: none"> The interpretation review is completed, and the site interpretation package is updated to meet objectives.
The redevelopment will not unduly compromise the environmental integrity or 'naturalness' of the site	<ul style="list-style-type: none"> Redevelopment plans must consider the unique natural setting and ensure that they are appropriately designed and complimentary to the setting. 	<ul style="list-style-type: none"> Visitors feel connected to the natural setting and this is validated via visitor monitoring. Design, form and construction materials are harmonious with the natural setting.

3. Objective: Create and establish a compelling cultural footprint		
Objective Elements	KPI	Measure
Visitors understand and appreciate the story of – tangata whenua at the site.		<ul style="list-style-type: none"> Partnership undertakings in the Paparoa National Park Management Plan are met.
	<ul style="list-style-type: none"> Scope the elements of a compelling cultural experience 	<ul style="list-style-type: none"> Iwi confirms their vision and aspirations for the experience/site Iwi articulates their history with the site/area Cultural Concept Plan developed
	<ul style="list-style-type: none"> Incorporate cultural aspects where appropriate in all elements of the redevelopment design and experience 	<ul style="list-style-type: none"> Cultural Concept Plan is integrated into the overall site redevelopment plan

4. Objective: Understand and consider the needs and aspirations of stakeholders through meaningful collaboration

Objective Elements	KPI	Measure
The project works collaboratively with stakeholders to ensure success, strong project buy-in and integration and alignment with other initiatives and projects	<ul style="list-style-type: none"> Project stakeholders are identified Stakeholder needs and aspirations are confirmed, considered and integrated where appropriate Stakeholder engagement occurs throughout the project at key stages 	<ul style="list-style-type: none"> Broad stakeholder support exists for the developed design
The developed design is affordable, achievable and sustainable	<ul style="list-style-type: none"> Government (PGF) expectations about the project cost are grounded in reality All constraints are identified and addressed as part of the core project planning (eg financial, logistical, geotechnical, land access etc) Whole-of-life operating and maintenance costs are understood and considered in the investment decision 	<ul style="list-style-type: none"> Concept plan reviewed and costed to inform indicative project cost in order to manage expectations Risk workshop is undertaken, and risk register developed and maintained Actions and controls to address project risks and constraints are completed Cost and revenue model developed and included in business case to address whole of life costs

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Date: 20.09.18

Version: 2

Risk Identification						Status						Response Options		References		
Risk ID	Date Identified	Date Updated	Short Risk Name	Source or cause of uncertainty	Implications (why we care)	Risk Owner	Risk Governance	Impact	Likelihood	Rating	Trend of rating	Urgency	Treatment options	Value Rating	Additional References	Notes, comments
1	21.06.18	15.08.18	Safety	IF a major visitor safety event was to occur	THEN the reputation of 'Destination West Coast' would be comprised leading to lower tourism or visitor numbers/yield	Mark Davies	Actions in place	Major	Possible	High	No change		1. Ensure standard H&S procedures are in place during any pre season site work. 2. Continue to liaise with NZTA and BDC re road safety issues and undertake any safety measures necessary 3. Build a robust and fit-for-purpose H&SMP into all elements of the work carried out by contractors. 4. The existing DOC HSMP will be aligned to contractors' HSMP (if DOC does some of the work) 5. Regular H&S audits of contractors' HSMP execution are carried out, once the site preparation and construction site work commences. 6. If major visitor safety event occurs, direct liaison with Tourism WC will occur to minimise the impact on the tourism market and visitor numbers. 7. If major visitor safety event occurs, investigate event and review H&S procedures to identify the cause and reduce the event re-occurring.		R & staff	15.08.18: Any operations work is being carried out with the standard H&S procedures in place. Liaising is occurring with NZTA & BDC re any road safety issues.
2	21.06.18	15.08.18	Safety	IF a major visitor safety event was to occur	THEN multiple fatalities could occur	Mark Davies	Actions in place	Catastrophic	Possible	Extreme	No change		1. Ensure standard H&S procedures are in place during any pre season site work. 2. Continue to liaise with NZTA & BDC re road safety issues & undertake any safety measures necessary 3. Build a robust and fit for purpose HSMP and safety plan into all elements of the work carried out by contractors. 4. The existing DOC HSMP will be aligned to contractors HSMP (if DOC does some of the work) 5. Regular H & S audits of contractors' HSMP execution are carried out, once the site preparation and construction site work commences. 6. If major visitor safety event occurs, direct liaison with Tourism WC will occur to minimise the impact on the tourism market and visitor numbers. 7. If major visitor safety event occurs, investigate event and review H&S procedures to identify the cause and reduce the event re-occurring.		R & staff	15.08.18: Any operations work is being carried out with the standard H&S procedures in place. Liaising is occurring with NZTA & BDC re any road safety issues.
3	21.06.18	15.08.18	Scope	IF technical investigations identify an issue that requires re-design of the concept	THEN there will likely be significant irreversible delays to the project	Bob Dickson	Actions in place	Minor	Possible	Medium	No change		1. Existing technical reviews are reviewed and considered as part of the options analysis process. 2. Any issues that could cause re-design are fully investigated, and options explored to mitigate any significant re-design and time delay.		o	19.09.18: no change 15.08.18: Technical reviews are underway, with no new issues arising to date. Community engagement meeting held 11th August as part of the Options Analysis process will also provide feedback by 20th August.
4	21.06.18	15.08.18	Financial	IF we fail to secure PGF funding for the project	THEN there will be significant uncertainty as to where alternative funding may come from	Mark Davies	Actions in place	Catastrophic	Unlikely	High	Reducing		1. Regular liaison with PGF (Bruce Parkes, Mayors & Chairs Forum, Ministers) is undertaken by SRO etc. 2. PGF application/business case details are as robust as practical (given the timeframe). 3. The Options Analysis process supports a robust PGF application.		p & f	19.09.18: Options workshop completed, PGF application scheduled to meet deadline 15.08.18: Regular liaison with PGF is occurring. PGF initial draft underway. Options Analysis process underway.
5	21.06.18	15.08.18	Schedule	IF we take too long to scope and design the redevelopment	THEN we may lose access to the PGF funding channel due to political and/or personnel changes and/or changing priorities and drivers	Phil Rossiter	Actions in place	Catastrophic	Possible	Extreme	Reducing		1. Consideration will be given to a fast-track approval process via PGF. 2. A schedule will be baselined and detailed design and consents will be tracked against this to identify any slippage.		f	19.09.18: Options workshop completed, PGF application scheduled to meet deadline 15.08.18: Regular liaison with PGF is occurring. On target with schedule for completion of

6	21.06.18	15.08.18	Safety	If there is a significant natural hazard event in the region and our infrastructure remains un-improved	THEN there is a greater risk of damage leading to injury or fatality and/or reputational harm	Mark Davies	Not fully resolved	Catastrophic	Rare	High	No change		1. If this risk occurs a brief to the ministers and communication to stakeholders will occur immediately. 2. Continue to liaise with NZTA & BDC re road safety issues & undertake any safety measures necessary 3. DOC continue to manage site at an operational level and continue to seek operational improvements to reduce safety issues. 4. The project's programme and schedule will be re-worked, recast budget and cashflow for PSG consideration. 5. Additional time would have contractual budget implications to be managed.	s & t	15.08.18: Treatment options will be undertaken if this risk occurs.
7	21.06.18	15.08.18	Financial	If there is a significant natural hazard event in the region and our infrastructure remains un-improved	THEN there may a significant economic loss to the region	Mark Davies	Not fully resolved	Catastrophic	Rare	High	No change		1. If this risk occurs a brief to the ministers and communication to stakeholders will occur immediately. 2. Continue to liaise with NZTA & BDC re road safety issues & undertake any safety measures necessary 3. Continue to manage site seeking operational improvements for reduce safety issues. 4. The programme and schedule will be re-worked, recast budget and cashflow for GG consideration. 5. Additional time would have contractual budget implications to be managed.	f	15.08.18: Treatment options will be undertaken if this risk occurs.
8	21.06.18	15.08.18	Financial	If there is a significant international event that effects tourism travel	THEN there may a significant economic loss to the region and the return on project investment	Mark Davies	Not fully resolved	Catastrophic	Rare	High	No change		1. If this risk occurs a brief to the ministers and communication to stakeholders will occur immediately. 2. Project directly liaise with Tourism WC & project investment partners. 3. Depending on the timing of the risk occurring, the project schedule could be reviewed, and project tasks delayed. 4. Projects return on project investment would need to revised.	f	15.08.18: Treatment options will be undertaken if this risk occurs.
9	21.06.18	15.08.18	Financial	IF we fail to deliver a credible plan and budget in a timely manner	THEN we will lose credibility with Ministers, funding authorities and other stakeholders	Mark Davies	Actions in place	Major	Unlikely	Medium	Reducing		1. Carry out the due diligence (investigation and review of site redevelopment issues, opportunities and constraints). 2. Confirm and map available land. 3. Carry out the redevelopment options analysis process 4. Develop a credible plan & budget at the conclusion of the options analysis process (Nov/Dec 2018). 5. Maintain regular engagement/communication with stakeholders.	o	19.09.18: Options workshop completed, Community engagement ongoing, land availability confirmed, review of investigation reports completed. Budget work underway. 15.08.18: Due diligence is underway. (investigation and
10	21.06.18		Procurement	IF fail to secure quality contractor(s)	THEN there is a risk of poor quality outcomes leading to a poor experience and low visitor numbers	Phil Rossiter	Actions in place	Moderate	Likely	High	No change		1. As part of the procurement process, identification of quality contractors occurs. 2. Design and construction specs ensure a quality product is constructed. 3. Completion certificate sign off process confirms quality work is carried out to the design/construction specs.	o	
11	21.06.18	15.08.18	Schedule	IF we take too long to deliver the project and there is a change of political environment/personnel (at all levels - district, regional, national)	THEN there is a heightened risk that the whole initiative may lose momentum and/or support or may require significant re-work and re-scoping	Mark Davies	Actions in place	Major	Possible	High	No change		1. Ensure PGF funding allocation has a suitable timeframe and is locked in for this project. 2. Sign off a Project Scope and timeline and baseline the schedule. 3. Monitor the schedule to identify any slippage. 4. Continue to brief the ministers and communication to stakeholders of progress. 5. If the political environment changes (at all or any level), ensure personnel are fully briefed and engaged with the project.	p	19.09.18: Options workshop completed, PGF application scheduled to meet deadline 15.08.18: Regular liaison with PGF is occurring. Project Scope is now baselined. MOC has been briefed and community engagement meeting held 11th August as part of the Options Analysis process.
12	21.06.18	15.08.18	Scope	IF suitability or availability of land is inadequate	THEN there is a risk that redevelopment needs can not be realised at the site	Bob Dickson	Actions in place	Moderate	Possible	Medium	Reducing		1. Carry out the due diligence (investigation and review of site redevelopment issues, opportunities and constraints). 2. Confirm and map available land. 3. If there is inadequate land available, ensure this is considered in the Options Analysis process. 4. Ensure the finalised concept design takes account of available and suitable land.	o	19.09.18: Land access confirmed, and formal agreements to be completed. Ground conditions still a risk 15.08.18: Due diligence is underway. (investigation and review of site redevelopment issues, opportunities and constraints), including community engagement meeting held 11th August as part of this process. Formal discussions have commenced with relevant landowners to identify any issues and

13	21.06.18	15.08.18	Engagement	IF we fail to adequately engage stakeholders and recognise their needs	THEN the completed design may fail to meet aspirations and/or address needs/risks and/or capture opportunities	Phil Rossiter	Actions in place	Moderate	Likely	High	Reducing	High	1. Approve a Communications Plan for the project. 2. Carry out a programme of stakeholders engagement and seek their feedback to identify their needs. 3. Include the feedback from stakeholders in the Options Analysis and detailed design processes.	r	19.09.18: Engaging with community regularly, working closely with GPMP to confirm options for community needs, DOC indicated they will consider land availability for standalone community centre on Dolomite Point, and civil defense and small meeting room will be incorporated in new visitor building. 15.08.18: Coms Plan approved and community engagement
14	21.06.18	15.08.18	Financial	IF we can't confirm and secure how ownership costs for infrastructure will be funded	THEN we may have an unsustainable or non-viable operating model	Mark Davies	Actions in place	Catastrophic	Possible	Extreme	No change		1. Identify ownership options for infrastructure and owners to identify funding options for infrastructure costs. 2. Secure OPEX costs for infrastructure via OPEX bids, lease options, car parking fees etc if and where appropriate.	f	19.09.18: DOC national team working on Operational model 15.08.18: Confirmation received that DOC will own the redeveloped assets, and an internal process will develop an Operational Model to cover the costs of capital, and how assets will be sustained.
15	21.06.18	15.08.18	Engagement	IF we fail to identify a complete set of stakeholders	THEN we risk disengagement, criticism and delays from aggrieved stakeholders	Phil Rossiter	Actions in place	Minor	Possible	Medium	No change		1. Carry out Comm's Plan engagement process and identify stakeholders. 2. Liaise with BDC re any new stakeholders they have identified as part of the Punakaiki Master Plan process. 3. Actively hold public open sessions to ensure all relevant community stakeholders have the opportunity to voice their concerns / issues.	r	19.09.18: ongoing 15.08.18: Open invitation to community engagement meeting held 11th August as part of the Options Analysis process was emailed to key community stakeholders. Checked with BDC re their list of stakeholders
16	21.06.18	15.08.18	Schedule	IF there is an unacceptable delay as a result of stalling by stakeholders	THEN there will be delays in delivery the project	Bob Dickson	Actions in place	Moderate	Likely	High	No change		1. Carry out a stakeholder engagement process and clearly articulate the timing of milestones and feedback required from stakeholders. 2. As per the ToR, PSG members are committed to ensuring they deliver their input (as a member and representing their organisation) in a timely manner.	r	19.09.18: no issues with feedback within timeframes for community & PSG 15.08.18: Recent community engagement meeting feedback form clearly gives timeframe for comments. PSG members
17	21.06.18	15.08.18	Statutory	IF the project fails to deliver on the expectations of Iwi and the Paparoa National Park Management Plan	THEN we risk of a breach of statutory commitment	Mark Davies	Actions in place	Moderate	Unlikely	Medium	Reducing		1. Regular liaison with Iwi is undertaken to ensure the expectations of Iwi and Paparoa National Park Mgt Plan are understood. 2. The expectations are clearly articulated and included in the Options Analysis and detailed design processes.	leg	19.09.18: Discussions ongoing. Expectations included in approved solution as part of the Options workshop 15.08.18: Discussions have commence to determine Iwi input, desires for the DPRP
18	21.06.18	15.08.18	Engagement	IF we fail to integrate the DPRP with the wider Punakaiki Master Plan	THEN we risk poor delivery of the redevelopment leading to reputational damage and opportunity loss	Phil Rossiter	Actions in place	Moderate	Unlikely	Medium	Reducing		1. Regular liaison with BDC Punakaiki Master Plan group is carried out. 2. Options Analysis process includes consideration of the Punakaiki Master Plan information to ensure integration. 3. Final concept plan is tested and aligns with Punakaiki Master Plan.	r	19.09.18: Ongoing liaison and solution discussions occurring, GPMP rep attended DPRP Options workshop 15.08.18: Regular liaison is occurring with BDC Punakaiki Master Plan group. Options
19	21.06.18		Design	IF we fail to future proof our design to be "world class"	THEN we will fail to realise the full project benefits and deliver strong ROI	Mark Davies	Actions in place	Moderate	Possible	Medium	No change		1. The detailed design process involves looking at a wide range of design options to future proof the final design.	benefits	19.09.18: Options workshop included solutions that move towards a world class design
20	21.06.18		Procurement	IF we fail to procure a good designer/s	THEN we risk producing poor and limited designs that lead to poor quality outcomes	Phil Rossiter	Actions in place	Major	Possible	High	No change		1. As part of the procurement process, research and engagement of designer/s of high standard is secured. 2. A quality designer is engaged and given adequate information to ensure a quality design and product is produced.	o	19.09.18: Boff Miskell commissioned to complete concept design (for continuity of project concept planning stage)
21	21.06.18	15.08.18	Procurement	IF we cannot secure the right level of capability + capacity (resources)	THEN we will miss the opportunity to present a credible PGF proposal in a timely manner	Bob Dickson	Actions in place	Major	Possible	High	Reducing		1. Early liaison and engagement with technical consultants, and other staff resources as required to ensure a credible PGF proposal is produced.	o	19.09.18: technical resources have been sourced as required 15.08.18: Boffa Miskell has been scheduled to commence with final concept plan process. Other technical resources are
22	21.06.18		Scope	IF we cannot lock down the scope	THEN further time and cost creep will occur	Bob Dickson	Actions in place	Major	Possible	High	Reducing		1. Undertake the scope process as outlined to the agreed timeframe, will firm up the scope of the project concept plan and costs.	o	19.09.18: Options workshop completed and scope now confirmed for the concept and will provide more certainty for costs
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