

The

Greymouth

Town Development

Strategy 2010

A collaborative planning initiative to achieve

A commercially successful town

that people want to visit

and spend time in

Produced by:

The Grey District Council and the Grey District Business and Promotions Association

The Strategy was adopted by the Grey District Council on 8 November 2010. This version of the Strategy incorporates matters made in submissions.

Copies of this document can be obtained from:

The Grey District Council offices, Puketahi Street, Greymouth

www.greycdc.govt.nz and www.greymouth.co.nz

Content of this Strategy

| Section | | Page |
|------------|---|-----------|
| 1.0 | Executive Summary | 1 |
| 2.0 | Objectives, Anticipated Outcome and Known Limitations | 3 |
| | Figure 1: The processes in this Strategy | |
| 3.0 | The Background and the Forming of this Strategy | 6 |
| | Figure 2: Summary of the key actions | |
| 4.0 | Timing and priorities | 12 |
| 5.0 | Weighting of the Issues | 13 |
| | Telling our stories and showcasing our heritage | |
| | The two Strategies: "Parking/Vehicle Management" & "Open Space, Green Space, Trees" | |
| | Vibrancy, points of difference and new attractions | |
| | Improving the maintenance of furniture, facilities and fixtures in the town | |
| 6.0 | The Collaborative Approach and the Commitment to Work Together | 20 |
| | Figure 3: The collaborative planning initiative | |
| 7.0 | The Actions | 25 |
| | Table 1: The ten priority actions | |
| | Table 2: Other actions | |
| 8.0 | How the Actions will be Implemented | 40 |
| 9.0 | How Progress will be Monitored | 45 |

1.0 Executive Summary

The Grey District Council initially worked with the Grey District Business and Promotion Association to produce this Strategy for the development of the core commercial area of Greymouth. Many other agencies and groups provided input and resources during the writing of the draft document and the public notification and submission process resulted in further input from agencies, stakeholders and the community.

The Strategy was adopted by the Grey District Council on 8 November 2010. It is intended that development of the town will be an evolving process. Therefore the 2010 Strategy is a starting point for change, and it is intended that actions in it be adapted and updated.

This Strategy is a procedural guide for groups and agencies when planning for and undertaking actions that will contribute to the future development of the town. It is the responsibility of the parties named as “Lead Agencies” to initiate their own actions and when doing so to recognise the objectives of the Strategy (Section 2.1) which includes collective planning and working towards integrated solutions and outcomes.

This Strategy builds on the existing successful elements of the town and is not a blueprint for future development; it instead sets out actions that will start to achieve change. **These actions are set out in Section 7 of this Strategy.**

The Strategy was produced as a means of ensuring that progress and change will occur in a collaborative and integrated manner and in consultation with business owners, the public and other stakeholders. There will be opportunities for private enterprises to be involved in achieving actions and this potential will be explored further.

The Anticipated Outcome is a commercially successful town that people want to visit and spend time in. The Council and the Grey Business and Promotions Association will re-visit this Strategy in February 2012.



2.0 Objectives, Anticipated Outcome & Known Limitations

2.1 The objectives

- ❖ To identify actions that will improve the core commercial area

- ❖ To develop and agree upon a process that will ensure progress towards undertaking the identified actions occurs in a collaborative and integrated manner and in consultation with business owners, the public and other stakeholders

- ❖ To ensure that the parties that will be involved in undertaking the actions recognise that
 - Prioritisation may need to occur about what is important to do first
 - Collective planning will enable the focus on obtaining funds to be directed towards the agreed priority work
 - Changing one activity will have potential consequences for other activities
 - There will always be conflicting desires however there are benefits from collective decision making and there are ways to achieve integrated solution and outcomes.

2.2 The Anticipated Outcome:

A commercially successful town that people want to visit and spend time in.

2.3 Known Limitations

This Strategy builds on the existing successful elements of the town. It does not provide a blueprint for change but sets out actions to achieve change. Specific solutions are not however identified in this Strategy and there is no specific funding allocated towards the actions. It is hoped that a variety of agencies will allocate resources towards achieving the actions set out in the Strategy. Opportunities will be more apparent once solutions are identified and it is hoped that this momentum will drive the future allocation of funding.

The Strategy focuses on the core commercial centre in Greymouth only and does not evaluate the merits of the location of the town nor whether the town should be expanded or new commercial areas created. It is expected that further strategic planning exercises will be undertaken in regard to

optimising the efficiencies and functions of all of the nodes of commercial activity in the Greymouth area. This is likely to be addressed through a review of the Grey District Plan.

Mawhera lease issues are not addressed in this Strategy and enquiries or concerns about this matter should be referred directly to the Mawhera Incorporation. The Mawhera Incorporation is however a party that can contribute to the objectives and goals of the Strategy and Lead Agencies are encouraged to communicate with Mawhera, and vice-versa, when actions are rolled out.

Figure 1: The processes in this Strategy



3.0 The Background and the Forming of this Strategy

3.1 Background

Greymouth is the geographic and commercial heart of the West Coast, and located in the Grey District which has a population of 13, 500 residents. The town is a destination for West Coast visitors, domestic visitors and for international tourists who generally visit for a one or two night stay.

The commercial area that this Strategy focuses upon is the compact retail area that centres around Mackay Street, and the outer ring of larger retail and service industries. The general boundaries are the Grey River, Gilbert Street to the West, the Greymouth Cobden Bridge to the East and the railway line to the south. This commercial area contains a range of government and corporate regional headquarters, retail outlets and professional offices.

The commercial area is located beside the Tasman Sea and the Grey River. Retail businesses are located near to industry, rail lines and very close to a port and harbour. A State Highway passes along one boundary of the commercial area.

The town has been immense in its hey-days but has also had to survive two national economic depressions, a number of decades of population decline and a number of natural disaster events. This history has contributed to the unique character of the town that is present today and it provides a strong sense of place for the people of the Grey District. Over the last decade the focus has been to diversify the base economy and this has proved valuable as the town is now more resilient. National retail chains and big box retail have entered the market and a number of businesses now cater for the increase in tourism. The last census showed an increase in resident population.

3.2 The forming of this Strategy

A key driver for producing this document was the possibility that a new retail complex was going to be developed in a location peripheral to the existing town centre. This spurred a group of existing business owners into action and they gathered to discuss how existing businesses would respond to potential competition of this sort.

The Grey District Council had also considered the potential effects on the existing business centre if a separate retail area was developed and staff had already discussed this with the developers that

were spear-heading such an idea. It was already anticipated that should the new development go ahead the Council would work with the developers to promote and create linkages between any peripheral development and the core retail area of Greymouth. This idea was based upon the perceived advantages to both retail areas of attracting customers to an expanded but still defined core retail area rather than dividing the small customer base that exists.

The Grey Business and Promotions Association offered to actively work with the Council to address the issues and concerns that were being raised by the business community. The Association felt that issues existed with the efficient functioning of the town and that this was an ideal time and opportunity to address this situation. Some good initiatives and projects were already underway but others were faltering and it was felt that better results could be gained from taking a more collaborative approach to identifying the priority matters to allocate resources towards. It was acknowledged that a huge amount of work was already being done by a range of parties and a raised awareness of the type of initiatives that were already underway could result in efficiencies being gained in the achievement of projects. A realistic approach to moving forward was sought.

A “Charter” has been signed by the Council and the Grey Business and Promotions Association which sets out the general goals for producing this document. The Charter served as the first formal step in this collaborative initiative. Overall it was agreed that whether or not a new retail area is introduced to Greymouth the town area needs to be functioning well. The Council needs to be confident that it is investing in infrastructure in the right areas, if faced with competition businesses need to be in a position to compete and the public needs to be provided with a town that meets their needs. There will also be opportunities for private enterprises to be involved in achieving actions and this potential needs to be explored further.

The steps that were undertaken:

There were two starting points in producing the Town Development Strategy 2010:

#1 Parties involved overwhelmingly felt the town doesn’t require a huge overhaul and that it has character and elements that can be built upon. Parties felt that existing infrastructure needs to be better maintained and developed and there is a desire for some new facilities to be developed.

#2 It was agreed that actions should build upon existing information and initiatives that are available about what the community would like and what is required to get there.

To this end an information gathering exercise was undertaken in order to compile a list of studies, documents and plans which contain valuable information about developing the town. This information was used to establish a set of “expected issues” about the functioning of the town.

The set of issues was confirmed by liaising with a number of parties and through an organised workshop. At the workshop participants identified broad based “actions” to take to address the issues and also indicated which actions should be addressed first and which issues and topics were a priority. There are ten priority actions and 45⁺ other actions, **these actions are set out in Section 7 of this document.**

The ten issues that this Strategy is structured on:

Telling our stories and showcasing our heritage

Parking/Vehicle Management

Vibrancy, points of difference and new attractions

Pedestrian movement and pedestrian space

Signs and information displays

Trees, open space and green space

Business owner responsibilities

Expressing our culture

Traffic movement

Street furniture, toilets, waste bins

Figure 2: The actions can generally be grouped as follows:

The priority issues to be addressed:

**Produce
Strategies**

Parking /Vehicle Management

Open space & green space, including the planting of trees

**Better
Maintain
Assets**

Street furniture, bollards, rubbish bins,

Fix, maintain and upgrade existing signs

**Undertake
Special
Projects**

Identify vibrancy initiatives, points of difference and new attractions

Better inform the public and visitors about heritage features in the town

Improve traffic flow and speed (from north to south) at the McDonald's roundabout

Improve pedestrian linkages

Co-ordinate market days throughout the year

Install a carved Maori Pou in the town

The **other issues** to be addressed:

**Planning
Initiatives**

- Ensure that the Mawhera Incorporation is a part of developing the town
- Work with local Runanga to better identify the history of the local Maori community
- Acknowledge all cultures
- Survey different user groups about revitalisation ideas and how to attract them as customers e.g. teenagers, elderly, visitors
- Connect periphery retail areas with town

**Assets &
Service
Levels**

- Retain heritage buildings and items
- Follow one style and theme for all street furniture
- Ensure that contractors do a better job of clearing the waste bins
- Install waste recycling bins in a number of locations in town

**A WIDE RANGE OF OTHER ISSUES THAT WERE RAISED WILL BE ADDRESSED BY PRODUCING THE STRATEGIES FOR PARKING AND FOR OPEN SPACE/GREEN SPACE & TREES AND THROUGH WORKSHOPS TO IDENTIFY VIBRANCY INITIATIVES, POINTS OF DIFFERENCE AND NEW ATTRACTIONS*

Projects

- Light or spotlight heritage features in the town
- Improve the Albert Street/ Mall and investigate the idea of introducing covered shopping areas and/or canopies throughout town
- Better identify places where visitors can obtain information from
- Better market the stories of the West Coast to tourists and visitors
- Business owners: Standardise hours of operation and days of the week that businesses are open, keep up to date with product and bring new product and services to the town, maintain the appearance of buildings and veranda signage
- Promote the economy of the West Coast
- Use reserves and open spaces as places to display art and to promote cultural heritage
- Hold functions in open space areas in town
- Improve the existing skate park
- Improve the Pa site



4.0 Timing and priorities

All parties have acknowledged that there will be restrictions in regard to allocating resources towards achieving all of the actions that are identified in this document.

An exercise was undertaken in order to ascertain which issues should be addressed first and how to weigh up the importance and timing for addressing the remainder of the issues. The results are reflected in the **Action Plan in Section 7 of this document**; where the Issues and their corresponding priority actions are set out in order of the importance assigned to them. For example *Telling our stories and showcasing our heritage* is identified as an action to progress first, this is followed by the *Parking* issue, *Vibrancy, point of difference and new attractions* then *Pedestrian movement and pedestrian space*, and so forth.

The identification of **priority actions** will help the Lead Agencies to direct the future allocation of their resources. It is acknowledged that some of the ten priority actions are not going to resolve the wider issue that has been identified. For example addressing the lanes and speed of use at the McDonalds roundabout will not on its own address all traffic movement issues in the town. However the smaller initiatives like this one have been purposely selected because they were actions that a high number of people identified. All of the priority actions will achieve “runs on the board” and are a means of starting and achieving change.

5.0 Weighting of the Issues

5.1 Telling our stories and showcasing our heritage

There is a strong heritage presence in the town. Heritage has been identified as a theme that people would like to see promoted in order to develop the town.

The lead agency for most of the actions under the issue heading *Telling our stories and showcasing our heritage* is the Greymouth Heritage Trust (the Trust). The Trust has been active in promoting heritage projects for many years and already has a number of initiatives underway that will meet the actions set out in this document.

The Greymouth Heritage Trust will communicate its intended work programme so that other parties can choose to become involved in initiatives that may achieve common goals. It is hoped that naming the Greymouth Heritage Trust (and others) as “Lead Agencies” will encourage other agencies, groups and individuals to contact them. There are opportunities for private enterprises to be involved in achieving actions.

Strengthening the presence of heritage elements in the town will be achieved by identifying specific heritage resources that will enhance the town centre experience and creating strategies to showcase these resources, the introduction of opportunities for people to experience stories, and the use of panels, murals, art, plaques, signage, maps, history trails.

Heritage themes highlighted in existing studies, documents and plans include the sea, the port, coal, rail, pounamu and the people of the Coast.

Other agencies are named in the Strategy as being able to contribute to raising the profile of heritage elements and themes in the town. Tourism West Coast will for example market the stories of the West Coast in order to attract visitors. Heritage, culture and art are elements that can contribute significantly to the feel of a town and the West Coast Arts Society have a lead role in the Strategy to work with others to encourage the use of open spaces in the town as places to promote cultural heritage and to display and share art. There are exciting opportunities for more of our history to be showcased as well as for contemporary elements to be introduced alongside the ‘old’.

5.2 The Strategies

There are two actions that require topic specific strategies to be produced. These are priority actions and in both cases Grey District Council is the lead agency:

5.2.1 The Parking/Vehicle Management Strategy

The Grey District Council has done a lot of work to create on-street and off-street car parking facilities. Feedback about the issue of town parking is that the number of car parks now seem to be adequate but other matters still need to be addressed.

The priority action is that a Strategy be developed so that the wider issue about vehicle management is considered so as to achieve an overall effective outcome for the town. The topic "Parking" infers a need for parking spaces however the benefits of reducing people's desire to want to park their vehicles in the town centre also need to be considered. Vehicle management in a town centre is not just about the number of car park spaces that are available.

There are stakeholders that want to be involved in identifying problems and providing options for solutions. Expert advice may also need to be sought.

Evidence based solutions are sought as there is a lot of good research and information that is available about vehicle management in towns; in particular the benefits of not providing parking in the centre of town but instead in periphery areas. Additionally the Council holds information about many matters already. A good vehicle management strategy can add economic, social, safety and design benefits to a town.

Parking enforcement measures have improved the turnover rate and availability of on-street parking spaces in town however feedback suggests that the current layout of some existing car park facilities may need to be reconfigured in order to provide a better range of facilities for targeted user groups e.g. pay and display for short term users, free parking for long term users, larger car parks for tourist vans and buses. The location of the facilities and directional and on-site signage will be important factors in ensuring success in attracting the targeted users.

Parking and vehicle management needs to be considered in relation to other town development initiatives such as investigating a one way street layout, the provision of trees and open space areas and signage and information initiatives. There are opportunities for integrating outcomes.

The following matters need to be considered when formulating the Parking Strategy:

- How best to inform people about the type and location of parking that is already available throughout the town
- The number and location of bus stops

- Catering for different parking needs (customers, staff, visitors, campervans, buses, motorbikes, cyclists)
- Evidence based reasons for providing on and off-street parking facilities in specific locations
- Alternatives to the provision of car parks
- The effect of parking enforcement measures
- The potential to mix free parking and pay/display
- The feasibility of reconfiguring the existing parking layout on streets and of introducing one-way traffic movement
- Loading zones and facilities
- How landscaping elements can be incorporated into parking facilities
- How parking facilities can create connections between retail areas & other attractions
- The lighting of on-street and off-street parking facilities
- Upgrading of the directional signage to off-street parking areas
- The costs and benefits of the above initiatives.

The Council has previously investigated many of the matters that have been re-identified by stakeholders as needing to be addressed, so the previous work that has done will form the basis for taking any further action e.g. in regard to addressing loading issues, re-considering the one-way street configuration idea and introducing angle parking into the main streets of town.

5.2.2 The Strategy to develop trees, open space and green space

There was strong feedback from parties involved in producing this Strategy that a key element for increasing the attractiveness and vibrancy of the town is going to be the provision of trees, open space and green space.

Expert advice will be sought for substantial parts of producing this work. It is important that any future plans for developing a tree presence, landscaping, and open space areas in the town is done in a professional manner. These are elements that will have a big impact on the future look and feel of the town and will be part of the blueprint that is hoped to be developed by undertaking the actions in this Strategy.

Comments made during the formulation of this document include:

“The nicer cities have open space”

“Open / green space is linked to economic vibrancy”

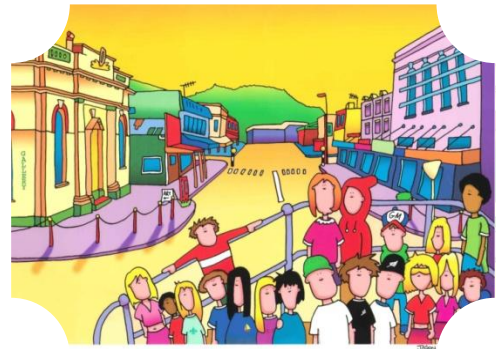
Open space and green space areas can be utilised as places to walk through, rest, gather, display and share art and culture and hold community functions. Even small spaces can provide impact and visual amenity value in a town. Larger areas can be multi-purpose such as providing a functional pedestrian linkage as well as being a paved or landscaped feature.

There are opportunities in the town for existing plantings to be improved, new trees and plantings to be installed and for open and green space areas to be planned for and developed over time. The planting of trees and the creation of open space and green space areas can be achieved on land other than that owned by the Council and as such a multi agency and landowner approach needs to be taken.

It is important that a holistic approach is undertaken as a part of developing the town in order for this issue to be addressed successfully, hence the action that a strategy is required. The Council will engage the appropriate professionals and work with other agencies and landowners to progress the development of a strategy that addresses the following:

- Identifying preferred tree and plant species
- Identifying places to install feature trees and plantings
- Creating a robust maintenance programme
- How to acquire and develop land over time (for both open space and green space areas)
- The different types of open and green space, opportunities and community needs
- The possible better utilisation of existing open and green space areas e.g. rail reserve
- The introduction of designs and themes
- How open space and green space areas can provide linkages and connections with amenities and streets
- Designing to meet different purposes, or to create multipurpose spaces
- How to address littering and other anti-social activity
- Designing in useful infrastructure at the start e.g. outside power points, drinking fountains, lighting
- The costs and benefits of the above initiatives.

The development of pedestrian linkages and shared spaces is an action that will have common objectives to the development of trees, open and green spaces. A recommended first initiative is to hold another “walk shop”, ideally facilitated by an open space and pedestrian movement expert. This would provide an opportunity for interested stakeholders to explore the town with new eyes and would help to identify both potential pedestrian linkages and open space and green space areas. This would provide valuable information to provide to any experts that are brought in to help to develop a Strategy, or blueprint.



Artist: Jason Trivet

5.3 Vibrancy, points of difference and new attractions

The overall anticipated outcome from producing this Strategy is to develop **“A commercially successful town that people want to visit and spend time in”**. The introduction of vibrancy, points of difference and new attractions to a town will go a long way towards achieving this goal as these elements generate economic activity.

Specific solutions about how to do this were not however agreed upon during the formulation of the Strategy. The action under this issue is therefore **to do more**. It is intended that further work be done to identify innovative new ideas, to seek more input from the community and that quality design advice be sought. There are opportunities for private enterprises to be involved in achieving actions.

Once more has been done to capture points of difference and identify new attractions it is likely that an Urban Design Plan will be prepared for the entire town in order to tie together and/or enhance elements and themes. A separate urban design initiative can be introduced at any time and can run parallel to the actions in the Town Development Strategy. In the interim it is anticipated that the outcomes and successes of the other actions in the Strategy will contribute to positive change.

Other actions have been identified under the “Vibrancy, points of difference and new attractions” issue, including revisiting the refurbishment of the Albert Mall, as people felt that while a good start had been made on improving this public space some of the changes haven’t worked and there is still opportunities such as covering the area and making it a more attractive place for people to gather and/or a place to hold markets.

5.4 Improving the maintenance of furniture, facilities and fixtures in the town

The priority actions in Section 7 of this document include *the Council taking better care of existing street furniture, bollards, rubbish bins, signs and gardens, trees and off-street parking areas*. There was a strong message from the workshop that was held and then in further engagement with parties that some fixtures in the town look untidy, damaged and in some instances things look mismatched. Some off-street car park areas have pot holes, poor seal and no edging. The common view is that if existing fixtures and facilities are taken better care of the town would look more attractive.

The levels of service for all maintenance contracts will be reviewed and additional money may need to be sought in order to improve this situation. In some cases it is not Council owned land where car parks are located however the Council will work with other landowners to attempt to address untidy situations.



Examples of
Urban Design Opportunities

6.0 The Collaborative Approach and the Commitment to Work Together

6.1 The Grey District Council

The Grey District Council primarily worked with the Grey District Business and Promotion Association to produce this Strategy for the development of the town of Greymouth. Many other agencies and groups provided input and resources. The Council recognises that although it is responsible for the provision of core infrastructure and services in the town there are opportunities for better town centre planning if knowledge and resources are shared. A strong message that came from the parties involved in producing this Strategy is that all parties need to engage with key stakeholders at the initial planning stage of projects, not just at the end when sometimes too much work has taken place for voices to be heard and serious changes to be made.

Efficiencies will also be gained if all parties communicate their intended work programmes as many initiatives interrelate and in some instances intended actions may conflict with other intended actions. Conversely it is hoped that naming the "Lead Agencies" in the Strategy will raise awareness about their roles and will encourage other agencies, groups and individuals to contact them; making it easier for stakeholders to become involved in projects. It is anticipated that the range of actions that are set out in this Strategy will be successfully achieved by agencies combining forces. The Council is only one of the agencies that is responsible for leading the outcomes identified.

A message from Paul Pretorius; Chief Executive Officer

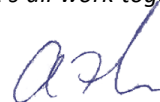
"The Council considers that the partnership with the Grey District Business and Promotions Association has resulted in a robust and sensible way forward for developing the town of Greymouth."



A message from Tony Kokshoorn; Grey District Mayor

"All stakeholders must collaborate to enhance and promote the town of Greymouth. Sprucing up the Central Business District is vital for the retention of the visitor spend. Campervan parking, friendly service, more green space with trees, murals showcasing heritage and interpreting our grand historical past are all part of a revitalised plan.

It is great to see renewed enthusiasm for the Central Business District. I have no doubt that the town development strategy will result in a more vibrant and more appealing area for both locals and the many visitors to the West Coast of the Southern Alps. Let's all work together to create a better shopping experience for the residents of the entire region."



6.2 The Grey District Business and Promotions Association

The Grey District Business and Promotion Association partnered with the Grey District Council to initiate and develop the Town Development Strategy. The Grey District Business and Promotion Association is the lead agency to address one 'priority issue' and six 'other issues' that are identified in the Town Development Strategy. These are:

- Co-ordinate market days throughout the year
- Encourage functions to be held in the open spaces in town
- Standardise the hours of operation and days of the week that businesses are open
- Encourage business owners to maintain the street appearance of their business, including upkeep of the verandah signage
- Encourage business owners to keep up to date with product and look at ways of bringing new product and services to the town
- Liaise with the Mawhera Incorporation about town development initiatives
- Survey teenagers about revitalisation ideas and how to attract them as customers

The Grey Business and Promotions Association will be a stakeholder that is consulted in regard to many of the other actions and projects in the Town Development Strategy. This will allow its members to play an ongoing role in a wide range of development initiatives.

A message from Matt Levien; Chairperson of the Grey District Business & Promotion Association

"The Association has always worked towards making the CBD an inviting, well maintained, visually appealing, informative area that provides ease of access for all and offers consistent retail trading hours for residents and visitors. The members of the Association believe that the introduction of the Town Development Strategy will result in even better economic benefits for retailers and will help to increase vibrancy in the town. We are a stakeholder in regard to many actions in the Strategy and are looking forward to being a party in future decision-making."



6.3 Other agencies that had significant input into this Strategy

Community Public Health

“The health promotion team at the Greymouth office of Community and Public Health has played a key role in this initiative and in particular is keen to see the development of more pedestrian linkages in the town and to be involved in the planning stages of other projects identified in the Strategy. CPH looks forward to assisting with the implementation of this Strategy, particularly in the development of the Open Space, Signage and, Parking and Traffic Flow Strategies.”



Rosie McGrath, Health Promoter

Greymouth Heritage Trust

“Heritage buildings and heritage elements already make a positive contribution to the existing streetscape of the town and ‘telling our stories and showcasing our heritage’ has emerged as a priority theme to work towards to ensure the successful future development of the town. As a lead agency the Greymouth Heritage Trust is excited about sharing its project initiatives with the community and being a part of this collaborative approach to developing our town.”



Stewart Nimmo, Chairperson

Te Runanga o Ngati Waewae

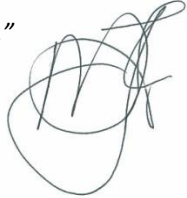
... Statement and signature still to come

The Mawhera Incorporation

... Statement and signature still to come

Police

"Input from the police can be helpful during the planning of projects in regard to applying Crime Prevention through Environmental Design techniques. This will be particularly relevant when producing the Open Space Strategy and addressing the pedestrian movement actions that are included in the Strategy. We look forward to continuing to be involved in town development work."



Constable Mike Tinnelly, Greymouth Police

West Coast Arts Society

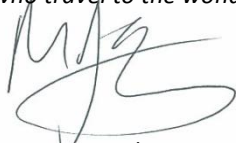
"The Society is dedicated to the overall development of the ARTS generally on the West Coast by supporting artists in providing venues to display or perform their art. By providing means to connect artists with customers. By providing opportunities for artists to improve their skills."



Margaret Sexton, West Coast Arts Society and Left Bank Art Gallery

Tourism West Coast

"It is great to see the community and the business owners taking ownership of its town centre. Having a well thought out strategy is vital to developing an attractive and safe place for visitors to our region to experience whilst in Greymouth. This strategy will enhance the well being of our West Coast communities, and will contribute to delivering a world class visitor experience to the many people who travel to the wonderful West Coast each year."



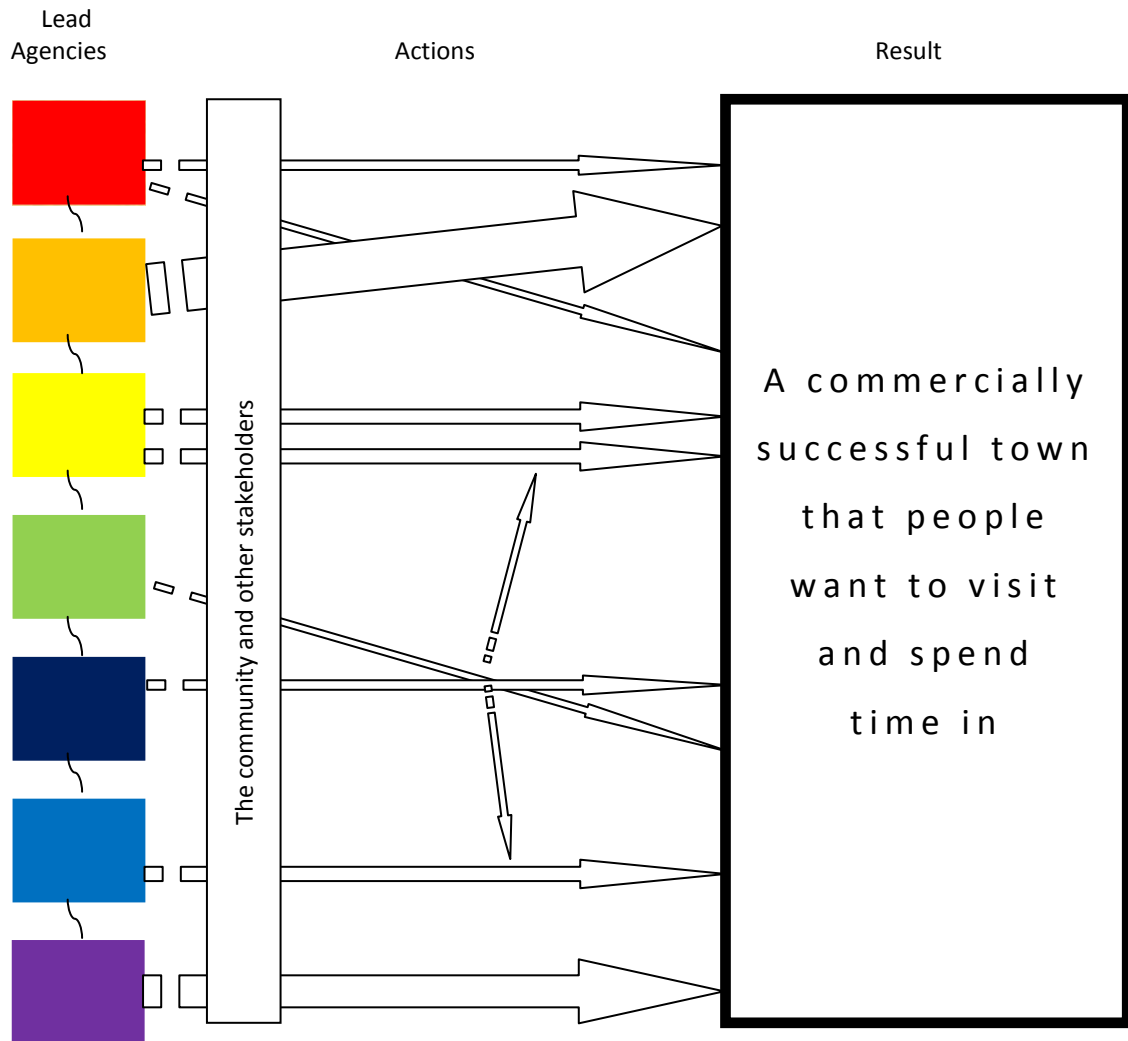
Matt Ewen, General Manager

Development West Coast

"Development West Coast supports the development of this strategy which will assist the future-proofing of our region's key towns. It will also enable better and collective decision-making around the location, scale and funding of key infrastructure required to improve and sustain our communities".

John Chang PhD, Chief Executive Officer

Figure 3: The collaborative planning initiative



7.0 The Actions

The following actions are structured under the **ten issue categories**. There are ten priority actions and 45⁺ other actions.

Many of the following actions are not new ideas, most build upon suggestions made in the past or initiatives that are already underway in some shape or form.

Actions have been identified rather than specific solutions. Generally the actions have also been stated in the broadest sense. It is expected that there will be a number of ways to achieve the actions and where there is a significant amount of work to do or a number of options available the agencies involved may need to undertake research and/or bring in expert and technical advice to identify the best solutions.

Lead agencies have been identified and they are the parties who will take responsibility for organising/initiating, managing and addressing the actions. It is not intended that the named lead agency must undertake the actions on their own however they are responsible for engaging with other parties, seeking assistance where necessary and promoting their own roles and responsibilities.

In order to allocate resources and get 'runs on the board' the actions have been divided into two tables:

Table 1 sets out ten actions to address what have been identified as priority issues. These are the first actions that will be taken and there is more detail provided for these actions. Some of the ten priority actions are "achievable things" to undertake first rather than complete ways to address an issue, and in these instances further actions to address the issue are listed in Table 2 of the Strategy. Table 1 also identifies a range of stakeholders that will have an interest in being involved in these actions and projects. It will be up to the lead agency to decide how best to achieve the actions, including how to work with the other stakeholders.

Table 2 contains the remainder of the 45⁺ actions for each of the ten issues. These actions are just as important to the overall development of the town as the actions in Table 1, the only difference is that if resources are stretched the actions in Table 1 are the first matters to allocate resources towards. It is anticipated that some of the actions in Table 2 will occur concurrently with the actions in Table 1 as some of the lead agencies may like to initiate their actions now.

Table 1: The ten priority actions

| Telling our stories & showcasing our heritage | | | | | |
|--|--|--|--|---|---|
| Action: Better inform the public and visitors about heritage features in the town | | | | | |
| Actions | Lead agency responsible for implementing the actions | Stakeholders that must be consulted (There may be others) | Past or current initiatives & relevant resources | Linkages with other town development projects | Potential resources & sources of funding |
| <p>Introduce interactive ways for people to 'experience' stories about the West Coast</p> <p>Introduce more information about heritage and history – in words, art and structures</p> <p>Utilise heritage features as a way of encouraging visitors to move across the town</p> <ul style="list-style-type: none"> - Introduce interesting methods to lead people on a heritage trail e.g. guides, maps, the boulder trail - Utilise way finding signage | <p>The Greymouth Heritage Trust</p> | <p>The Way Finders Sign Group</p> <p>NZ Historic Places Trust</p> <p>The Greymouth i-SITE</p> <p>The Railway Station</p> <p>Owners of heritage buildings</p> <p>KiwiRail</p> <p>Tourism West Coast</p> <p>Grey District Council</p> <p>Greymouth Business & Promotions Association</p> <p>West Coastal Pathway Society</p> | <p>Greymouth Harbour & Coastal Environments Interpretation Plan</p> <p>Landscape & Heritage Interpretation Plan</p> <p>West Coast Heritage Strategy</p> <p>The Grey District Plan</p> <p>Colour palette established with GDC and GHT</p> <p>Other useful references: Heritage West Coast</p> <p>Grey District</p> <p>Grey District Council</p> | <p>The Signage Strategy</p> <p>Future engagement initiatives with the public and other parties in relation to other revitalisation ideas for the town</p> | <p>Annual Council funding</p> <p>Greymouth Heritage Trust funding reserves</p> <p>Lotteries Grants</p> <p>Project sponsorship</p> <p>Volunteer work</p> |

Parking/Vehicle Management

Action: Produce a Strategy to manage the parking of vehicles within the commercial area

| Actions | Lead agency responsible for implementing the actions | Stakeholders that must be consulted (There may be others) | Past or current initiatives & relevant resources | Linkages with other town development projects | Potential resources & sources of funding |
|---|--|--|---|--|---|
| <p>Produce a Strategy that addresses:</p> <ul style="list-style-type: none"> - How the desire to park in the town centre will be managed (consider initiatives to reduce people wanting to park centrally & alternatives to the provision of car parks) - The evidence based need to provide on and off-street parking facilities in specific locations - Different parking needs (for customers, staff, visitors, campervans, buses, motorbikes, cyclists) - The effect of parking enforcement measures - The potential to mix free parking and pay/display - The feasibility of reconfiguring the existing parking layout on streets and of introducing one-way traffic movement - Loading zones - How landscaping elements will be incorporated into parking facilities - How parking facilities can create connections between retail areas & other attractions - The lighting of on-street and off-street parking facilities - Upgrading of the directional signage to off-street parking areas - The number and location of bus stops - Measures to reduce the demand for parking on the State Highway | <p>Grey District Council</p> | <p>The following stakeholders need to be involved in the formulation of this Strategy:</p> <p>Greymouth Business & Promotions Association</p> <p>Mawhera Incorporation</p> <p>Other major landholders</p> <p>Community Public Health Health Impact Assessments</p> <p>NZTA (Opus)</p> <p>Police Crime Prevention Through Environmental Design (CPTED)</p> <p>KiwiRail</p> <p>Automobile Association</p> <p>The Greymouth CCS Disability Action Branch</p> <p>Heavy Transport Association</p> <p>Greymouth Heritage Trust</p> <p>Tourism West Coast</p> <p>The Greymouth Taxi Company</p> <p>The public</p> | <p>1997 Traffic Management Plan, Works Consultancy Services</p> <p>2002 Parking Report</p> <p>2008 CBD Parking reports, Works Consultancy Services</p> <p>2008/09 Rod Tolley Public walkabout and seminar on: walkability, accessibility, wayfinding signage, CBD amenity issues & pedestrian areas</p> <p>The Grey District Plan</p> <p>Other useful references:</p> <p>www.vtppi.org/park_man</p> <p>nzta.govt.nz/resources/traffic-control-devices-manual/part-13-parking-control</p> <p>Hokitika Town Centre Concept Plan</p> <p>New Plymouth Parking Strategy</p> | <p>Initiatives to do with traffic movement and pedestrian movement</p> <p>The strategy for the future development of green space, open space & tree planting</p> <p>It should not be assumed that the creation of more parking facilities takes priority over the retention or provision of more open space and green space facilities</p> | <p>The Grey District Council will need to consider the sources of funding, for new projects and for the ongoing maintenance of any facilities created</p> |

Vibrancy, points of difference & new attractions

Action: Identify options for introducing vibrancy, point of difference and new attractions into the town

| Actions | Lead agency responsible for implementing the actions | Stakeholders that must be consulted (There may be others) | Past or current initiatives & relevant resources | Linkages with other town development projects | Potential resources & sources of funding |
|--|--|---|---|---|---|
| <p>Engage with parties to identify ideas and options</p> <p>Seek feedback from the public</p> <p>Obtain advice about how to integrate preferred options into the future development of the town</p> <p>If necessary, engage an urban design professional .</p> | <p>Grey District Council</p> | <p>Those parties that have specifically sought that this action have more weight in the Strategy (e.g. submitters and others who have approached the Council with innovative ideas)</p> <p>All Lead Agencies in this Strategy</p> <p>The public</p> | <p>The Town Development Advisory Group will be used as a forum to discuss the appropriate methods to use to achieve this action</p> <p>Useful references:</p> <p>The "Greymouth Harbour & Coastal Environments Landscape & Heritage Interpretation Plan" & the sketch, both commissioned by the Greymouth Heritage Trust</p> <p>Greymouth CBD Redevelopment Plan, prepared by Hopkinson Team Architecture for the CBD Taskforce (Part of the GROW initiative), 2001</p> | <p>This action links to all other town development initiatives but specifically this work should:</p> <ul style="list-style-type: none"> - Recognise that heritage is an important theme in the town - Not duplicate or replace the two Strategies that will be developed (for Parking and for Open Spaces, Green Spaces & Trees) - Consider any outcomes and successes already achieved by this Strategy - Involve community engagement and consultation | <p>The Grey District Council will need to consider the sources of funding for this action</p> |

Pedestrian movement & pedestrian space

Action: Improve pedestrian linkages

| Actions | Lead agency responsible for implementing the actions | Stakeholders that must be consulted (There may be others) | Past or current initiatives & relevant resources | Linkages with other town development projects | Potential resources & sources of funding |
|---|--|--|---|---|---|
| <p>Collate existing information about pedestrian access and linkage ‘challenges’ and identify potential opportunities for pedestrian movement around the town</p> <p>Hold a “Walk shop” to investigate options for better pedestrian linkages in town, so people can move around the town in comfort without the anxiety of conflict with vehicles, and so people are motivated to walk around town rather than drive</p> <p>Potential linkages include but are not limited to:</p> <ul style="list-style-type: none"> - Between town and the Supermarket complex from lower Whall Street (through the back of the Supermarket complex), from upper Whall Street, and from the Railway Station and to town - From various parts of town to the floodwall - Utilising service lanes between shops - Utilising railway reserve and other open spaces - Introducing pedestrian crossings in safe and useful locations | <p>Grey District Council</p> | <p>Community Public Health Accessibility and public health</p> <p>The Supermarket</p> <p>The Warehouse</p> <p>Other businesses in the immediate area</p> <p>Greymouth Business & Promotions Association</p> <p>Greymouth Heritage Trust</p> <p>NZTA (Opus)</p> <p>Police Crime Prevention Through Environmental Design (CPTED)</p> <p>KiwiRail</p> <p>The Railway Station</p> <p>West Coast Regional Council</p> <p>Department of Conservation</p> <p>The Way Finders sign group</p> <p>West Coastal Pathway Society</p> <p>The Greymouth CCS Disability Action Branch</p> <p>Foundation of the Blind</p> <p>The public</p> | <p>Opportunity to hold another “Walk Shop” and share the costs for this between the Council, Community Public Health and other interested stakeholders</p> <p>An option for one linkage is to utilise the original bridge truss (owned by the Greymouth Heritage Trust)</p> <p>Other useful references: www.livingstreets.org.nz (Includes links to a Rod Tolley paper with slides)</p> | <p>The Strategies for: Parking and traffic movement and Open Space & Green Space in the town (including the planting of trees) 1997 Traffic Management Plan, Works Consultancy Services</p> | <p>The Town Development Strategy budget can be utilised for an initial walk about exercise</p> <p>Then funding will need to be sought from:</p> <p>The Council</p> <p>Businesses</p> <p>New Zealand Transport Authority</p> <p>KiwiRail</p> <p>Greymouth Heritage Trust</p> |

Signs & information displays

Action: Fix, maintain and upgrade existing signs

| Actions | Lead agency responsible for implementing the actions | Stakeholders that must be consulted (There may be others) | Past or current initiatives & relevant resources | Linkages with other town development projects | Potential resources & sources of funding |
|---|--|---|---|--|---|
| <p>Work with contractors to ensure good maintenance programmes are in place</p> <p>Identify one preferred sign style and use this for ongoing replacements and upgrades</p> | <p>Grey District Council</p> | <p>NZTA (Opus)</p> <p>Maintenance contractors</p> <p>The Way Finders sign group</p> <p>The Grey District Business and Promotions Association (to check the levels of service that they are seeking)</p> | <p>A Signage Guideline – which is going to be updated by the Way Finders Group</p> <p>The District Plan</p> | <p>Pedestrian movement and traffic movement initiatives</p> <p>The Open Space / Green Space Strategy</p> <p>Heritage</p> | <p>Council budget for new projects and for the ongoing maintenance of any facilities created</p> <p>(If it is necessary to increase the levels of service then forecast this in the Annual Plan and the Long Term Community Outcome Plan)</p> <p>NZTA’s “Road and Traffic Standard Guideline for Signs”</p> |

Trees, open space & green space

Action: Produce a Strategy for developing open space & green space in the town (including planting trees)

| Actions | Lead agency responsible for implementing the actions | Stakeholders that must be consulted (There may be others) | Past or current initiatives & relevant resources | Linkages with other town development projects | Potential resources & sources of funding |
|--|--|--|---|---|--|
| <p>Produce a Strategy that addresses the following:</p> <ul style="list-style-type: none"> - Preferred tree and plant species - Places to install feature trees and plantings - Creating a robust maintenance programme - How to acquire and develop land over time (for both open space and green space areas) - The different types of open and green space, opportunities and community needs - The possible better utilisation of existing open and green space areas e.g. rail reserve - The introduction of designs and themes - How open space and green space areas can provide linkages and connections with amenities and streets - Designing to meet different purposes, or to create multipurpose spaces - How to address littering and other anti-social activity - Designing in useful infrastructure at the start e.g. outside power points, drinking fountains, lighting. | <p>Grey District Council</p> | <p>Local Landscape experts</p> <p>Landscape Architects and gardener groups</p> <p>Horticultural Society</p> <p>Community Public Health</p> <p>Police Crime Prevention Through Environmental Design</p> <p>Greymouth Business & Promotions Association</p> <p>Mawhera Incorporation</p> <p>The Greymouth Heritage Trust</p> <p>The Department of Conservation</p> <p>West Coastal Pathway Society</p> <p>The Greymouth CCS Disability Action Branch</p> <p>The public</p> | <p>GDC Parks & Reserves Contract Plans (These identify the existing reserve and garden areas)</p> <p>Local Landscapers and contractors</p> <p>Conservation Corp</p> <p>Other useful references: www.phac.health.govt.nz/moh.nfs/indexcm/phac-healthy-places-healthy-lives www.cityparksalliance.org/why-urban-parks-matter/economic-value www.wrs.govt.nz/docs/healthy-open-spaces www.mfe.govt.nz/publications/urban/value-urban-design-full-report-jun05</p> | <p>Pedestrian movement</p> <p>Places to display and share art and culture</p> <p>Heritage</p> <p>Vibrancy, points of difference and new attractions</p> | <p>A local landscaper has offered to produce a suitable species planting plan and to work with the Council to produce a Strategy.</p> <p>Other local landscapers should be consulted.</p> <p>Funding will be required for new projects and for the ongoing maintenance of any facilities created</p> |

| Business owner responsibilities | | | | | |
|---|--|--|--|--|--|
| Action: Co-ordinate market days throughout the year | | | | | |
| Actions | Lead agency responsible for implementing the actions | Stakeholders that must be consulted (There may be others) | Past or current initiatives & relevant resources | Linkages with other town development projects | Potential resources & sources of funding |
| <p>Investigate the level of interest for delivering market days.</p> <p>Consider:</p> <ul style="list-style-type: none"> - Which retailers would like to participate? - What are the incentives for participation e.g. marketing and advertising initiatives - Who the target customers will be, this effects the style of the market days e.g. cluster in Albert mall, tables outside shops, close off a street, themes... - How can the events be effectively presented as a "market"? Special offers or prizes, guest acts, food stalls... - Regular dates to hold the markets and/or which town events should be the drivers | <p>Grey District Business & Promotion Association</p> | <p>Businesses in town</p> <p>The public</p> <p>Traffic safety issues and/or if closing roads:</p> <p>NZTA (Opus) Grey District Council Police</p> | <p>Previous market day initiatives</p> | <p>The open space/green space strategy</p> <p>The review of the use of Albert Mall</p> <p>The Motorcycle Race (an event that is like a market day)</p> <p>Events in Dixon Park</p> | <p>Sponsorship</p> <p>Markets should also bring in revenue to the participants</p> |

Expressing our culture

Action: Install a carved Maori Pou in the town

| Actions | Lead agency responsible for implementing the actions | Stakeholders that must be consulted (There may be others) | Past or current initiatives & relevant resources | Linkages with other town development projects | Potential resources & sources of funding |
|--|--|--|--|--|--|
| Plan for the installation of the carved Pou in an appropriate location in the town | Te Runanga o Ngati Waewae | The landowner of the site that is decided upon Grey District Council and/or NZTA and /or KiwiRail if applicable when the site is selected | This idea originated in the work that GROW did | Seek input from Te Runanga o Ngati Waewae about ways to better identify the history of the Tangata Whenua Use reserves and open spaces as places to share art and culture Heritage | The Runanga Use of Council land Lotteries Grants |

Traffic movement

Action: Address the lanes and speed of use at the McDonald's roundabout

| Actions | Lead agency responsible for implementing the actions | Stakeholders that must be consulted (There may be others) | Past or current initiatives & relevant resources | Linkages with other town development projects | Potential resources & sources of funding |
|---|--|---|--|---|---|
| <p>Investigate the safety record for use of this intersection and take appropriate action</p> <p>(This action will need to include consideration about the relationship of all traffic movements to and within the commercial area)</p> | <p>New Zealand Transport Authority (Opus)</p> | <p>Grey District Council</p> <p>Automobile Association</p> <p>Heavy Transport Association</p> <p>The public</p> | <p>This intersection has a high crash rate and a possible first step is for a Crash Reduction Study to be carried out.</p> | <p>Access to town from the State highway</p> <p>Traffic flow in town</p> <p>Pedestrian movement</p> | <p>Government</p> |

Street furniture, toilets, waste bins

Action: Improve the maintenance of street furniture, bollards and rubbish bins

| Actions | Lead agency responsible for implementing the actions | Stakeholders that must be consulted (There may be others) | Past or current initiatives & relevant resources | Linkages with other town development projects | Potential resources & sources of funding |
|--|--|---|---|---|---|
| Work with contractors to ensure good maintenance programmes are in place | Grey District Council | Maintenance contractors The Grey District Business and Promotions Association (to check the levels of service that they are seeking) | Review existing contracts and assess whether existing levels of service are being met Codes of Practice about safe location and design of street furniture Video surveillance | This Strategy identifies the need for an open space, green space strategy to be created for the town and this is likely to address designs and styles of furniture and other street and reserve features and themes. Therefore some existing items may be upgraded in the future. | Existing Council budget for new projects and for the ongoing maintenance of any facilities created (If it is necessary to increase the levels of service then forecast this in the Annual Plan and the Long Term Community Outcome Plan) |

Table 2: The other actions

| Lead agency | Action |
|---|---|
| Telling our stories & showcasing our heritage | |
| Greymouth Heritage Trust | Light &/or Spotlight heritage features in the town |
| Grey District Council | Ensure the District Plan recognises and protects heritage buildings and items of significance to the town |
| Tourism West Coast | Better market the stories of the West Coast (prior to the arrival of visitors) |
| Greymouth i-SITE | Market the stories once visitors arrive |
| KiwiRail | Improve the Cobden Bridge Heritage Park (where a piece of the former rail bridge is located) |
| Parking: Vehicle Management | |
| Grey District Council | Better maintain existing off-street parking areas |
| | Inform the public about the type and location of parking that is already available throughout the town |
| | Ensure that the Parking Warden is more visible |
| Vibrancy, points of difference & new attractions | |
| West Coast Arts Society | Use reserves and open spaces as places to display and share art |
| Grey District Council | Improve the Albert Mall and Road (engage with the public about how to improve the public space so that it is a place for people to gather and it is useful for holding markets and other public events) |
| Grey District Council | Investigate the idea of introducing covered shopping areas, and also covered walkways e.g. from the railway station to the sails to encourage the flow of visitors to the business area |

Pedestrian movement & pedestrian space

| | |
|-------------------------|---|
| Community Public Health | Identify opportunities to enhance existing or develop new pedestrian open spaces and meeting spaces |
| Grey District Council | Improve signage about linkages for pedestrians e.g. service lanes |
| | Improve directions to key pedestrian attractions/locations e.g. the floodwall, the Railway Station, the i-sites and the hostels (and work with the Way Finder group about installing Way Finder bollards) |
| | Maintain open space areas and seating |
| | Introduce more covered pedestrian linkages and open spaces |
| | Introduce additional features to the floodwall such as lighting and more seating |

Signs & information displays

| | |
|---|--|
| Grey District Council (Marketing) | Better identify the places that visitors can get information from (there is information at the railway Station as well as the i-SITE at the Regent theatre in Greymouth) |
| Way Finder Group | Develop a Sign Guide for the <u>town</u> (<i>not</i> for the District or for the State Highways), which identifies key themes, colours, materials and key locations for signs, and which identifies the different groups involved with installing signage in town |
| | Introduce cultural elements and interpretation in signage |
| | Introduce large “welcome to the town centre” signs , ensure that these are feature items that follow the same theme as that adopted for the town |
| The Greymouth i-SITE & the Railway Station | Use guides and maps alongside the use of signs to inform people where key features are in the town |
| The Greymouth Heritage Trust | Add information about heritage and history – in words, art and structures |
| | Better signpost and maintain the floodwall walkway and the Coal Heritage Park |

Trees, gardens, open space & reserves

| | |
|---|---|
| Grey District Council | Better maintain existing features such as furniture |
| | Improve the Greymouth skate park |
| KiwiRail | Explore ideas with the community about ways to improve spaces beside Railway lines |
| West Coast Arts Society | Use reserves and open spaces to promote cultural heritage and display and share art |
| Greymouth Business & Promotions Association | Encourage functions to be held in the open space areas in town |
| Te Runanga o Ngati Waewae | Improve the Pa site (signage, interpretation) |

| Business owner responsibilities | |
|--|---|
| Greymouth Business & Promotions Association | Standardise the hours of operation and days of the week that businesses are open |
| | Encourage business owners to keep up to date with product and look at ways of bringing new product and services to the town |
| | Encourage business owners to maintain the street appearance of their business, including upkeep of the veranda signage |
| | Liaise with the Mawhera Incorporation about town development initiatives |
| | Survey teenagers about revitalisation ideas and how to attract them as customers |
| Development West Coast | Promote the economy of the West Coast |
| Expressing our culture | |
| Greymouth Heritage Trust | Develop the heritage trail |
| All | Acknowledge all cultures: Maori, Kiwi, New Zealander, Chinese, Irish, South African etc in projects |
| Grey District Council | Include "Mawhera" in "Greymouth" signage |
| | Seek input from Te Runanga o Ngati Waewae about ways to better identify the history of the Tangata Whenua |
| Traffic movement | |
| Grey District Council | Consider the location of existing and potential new pedestrian crossings in town, including providing better access to the floodwall |
| | Review the current system of trucks unloading on streets |
| | Investigate the current street pattern, including: The potential introduction of a one-way system (consider implications of changes on the annual motorcycle race) The flow of all traffic movements to and within the commercial area. |
| | Connect periphery retail areas with town |
| Street furniture, toilets, waste bins | |
| Grey District Council | Ensure that one style and theme is followed |
| | Ensure that contractors do a better job of clearing the waste bins e.g. pick up waste that has overflowed |
| | Install waste recycling bins in a number of locations in town |



8.0 How the Actions will be Implemented

8.1 The Lead Agencies are required to be self-governing

The ten priority actions and 45⁺ other actions that will create change and develop the town are set out in Section 7 of this document.

The lead agencies are the parties who will take responsibility for initiating each of the actions. Some lead agencies (including the Council) have more than one action and may also be identified as a stakeholder that needs to be involved in other actions.

In many cases the actions in this Strategy are already underway in some shape or form. However for some actions it is going to be necessary for the lead agency to undertake significant amount of background work in order to shape what the action / project will be, including research, engagement with the community and other stakeholders to identify the best solutions, identifying how to fund the action/project and who will help to do it. Expert and technical advice may be necessary.

It will be helpful if the lead agencies promote their own roles and responsibilities and communicate effectively about what actions and projects they are working on. Projects that are organised and profiled well will have a better chance of securing funding and perhaps sponsorship from other agencies or businesses in the community. In addition efficiencies are likely to be better recognised by others and then potential overlaps of initiatives can be avoided.

This Strategy does not include initiation or completion dates for the actions as it is up to the lead agencies to drive their own projects and work to their own timeframes. This Strategy is based on getting 'runs on the board' therefore in regard to contributing to the successful development of the town, lead agencies should at first work towards addressing the actions that have been identified as being a "priority". All Agencies have other commitments and therefore it is up to them how they will build the actions stated in the Greymouth Town Development Strategy into their own workloads.

Other parties while not identified as a lead agency, are included as a stakeholder to be consulted e.g. the Police in regard to being asked for advice about applying Crime Prevention Through Environmental Design techniques, so they will be asked to contribute to actions in this manner. An objective of this Strategy is that progress and change will occur in a collaborative and integrated manner, so although lead agencies have a high level of responsibility it is important that all parties share tasks and contribute when required.

It will be helpful if all parties involved in implementing actions in this Strategy make a reference to this document in their own planning or process documents. The actions in this Strategy are more likely to be achieved if they are frequently referenced by a number of agencies in their own workings.

The Grey District Council

The Council will recognise the Greymouth Town Development Strategy 2010 as a collaborative planning initiative that it is a party to.

The Council will do this by :

- Formally adopting the Strategy, and
- Building the actions in this Strategy into its own work programmes (including assigning budgets and timeframes to the actions), and
- Referring to the Strategy in its own planning documents/processes e.g. the Long Term Community Outcomes Plan, Annual Plan, District Plan and Activity Management Plans.

8.2 Methods of communication

8.2.1 General and ongoing communication

Communication is a tool that will keep the actions in the Strategy alive.

Lead agencies and other parties need to communicate well about their own plans and intended actions to ensure integrated and efficient outcomes occur.

All parties should whenever necessary liaise directly with others if they require input or advice. This Strategy identifies a number of agencies and their roles so it is a useful guide. All parties are encouraged to build relationships with other groups in order to progress their own or combined goals. This may involve members of groups attending the meetings of other groups or deciding to keep other groups informed about what they are doing by way of a newsletter or website postings.

The Council will be a useful contact point for many of the actions and all parties are encouraged to communicate with staff at the Council who are directly able to provide input into their actions e.g. the Assets Manager, Support Services Manager, Environmental Services Manager, Policy Planner,

etc. If you are unsure about who to talk with just phone and explain your project and you will be passed on to the appropriate person.

8.2.2 Structured communication

Advisory Group

It is recommended that an Advisory Group be established so that a formal discussion and information sharing forum is available to all parties involved in achieving the actions in this Strategy. The general framework of an Advisory Group would be that it is not a decision-making body but a forum to **share information** about the variety of town development projects that are underway and for members to **provide feedback and advice** to parties about initiatives.

This will be a forum where it can be suggested that actions need to be expedited and obstacles to progress can be discussed.

There may be opportunities for a guest speaker and/or sharing of useful resources.

The Advisory Group could be chaired by a member of the Grey Business And Promotions Association and made up from Grey District Council Portfolio Councillors (Roads, Reserves, Strategic Planning), Council staff and a spokesperson from each of the Lead Agencies in the Strategy.

The meetings would be open to all to attend and both the meeting dates and the minutes from the meetings could be advertised in the Grey Star newspaper and posted on the Grey District Council and Grey Business and Promotions Association websites. It is likely to be adequate for the Advisory Forum to initially meet once this document is adopted and then on a six-monthly basis.

Reports

It is recommended that the lead agencies produce reports about progress with their assigned actions. An optional template could be developed and made available on the Grey District Council and Grey Business and Promotions Association websites.

The first date for lodgment of a report and the frequency thereafter can be determined at the first Advisory Group meeting.

The reports will be a useful method of communication and can be supplied to the Council for distribution via the Council Meeting agenda (which the media receives) and for posting on the Grey District Council and Grey Business and Promotions Association websites.

Media updates

The Grey District Council and Grey Business and Promotions Association will work together to produce updates for the media.

8.3 Decision-making and securing resources

The Advisory Group outlined above cannot serve as a decision making body as decisions about actions in this Strategy encompass a number of Agency responsibilities other than the Grey District Council. It is therefore recommended that parties continue to use a variety of avenues to seek decisions or other outcomes e.g. the Council, New Zealand Transport Authority, Funding Providers, New Zealand Historic Places Trust, KiwiRail, Development West Coast, Te Runanga o Ngati Waewae, Community Public Health.

The same range of agencies named above, and more, are responsible for allocating resources and/or including actions in their own documents and work programmes so this needs to be considered by lead agencies when seeking outcomes.

All parties to this Strategy are encouraged to continue to be involved in submission processes and applications for funding to agencies where it will help to achieve actions in this strategy e.g. to the Council, Community Public Health, Lottery Grants.



9.0 How Progress will be Monitored

9.1 Self Monitoring

Lead agencies need to monitor their own progress in achieving the actions they are responsible for. Successes and obstacles can be identified in the reports that are suggested in section 8.2.2 of this document.

The Advisory Group will be a helpful forum for checking how actions are progressing in relation to other actions.

Adjustments should be made to processes if they are identified as not working. For example new methods of liaising, interacting and/or communicating will be introduced if necessary.

9.2 Checking whether the Anticipated Outcome is being achieved

The anticipated outcome from implementing this Strategy is to help to develop a town that is commercially successful and a place that people want to visit and spend time in.

The Council and the Grey District Business and Promotions Association will re-visit this Strategy in February 2012. This will be primarily to check overall progress with the actions in this document and to determine if there are issues in this Strategy that still haven't been addressed, and why.

At this time parties will be able to decide whether the Strategy has been an effective tool for town development and whether new issues exist that need to be addressed.

If new actions are identified they can be added to the planning documents of relevant agencies and to the Councils next Long Term Community Outcome Plan which will be produced in 2012.

