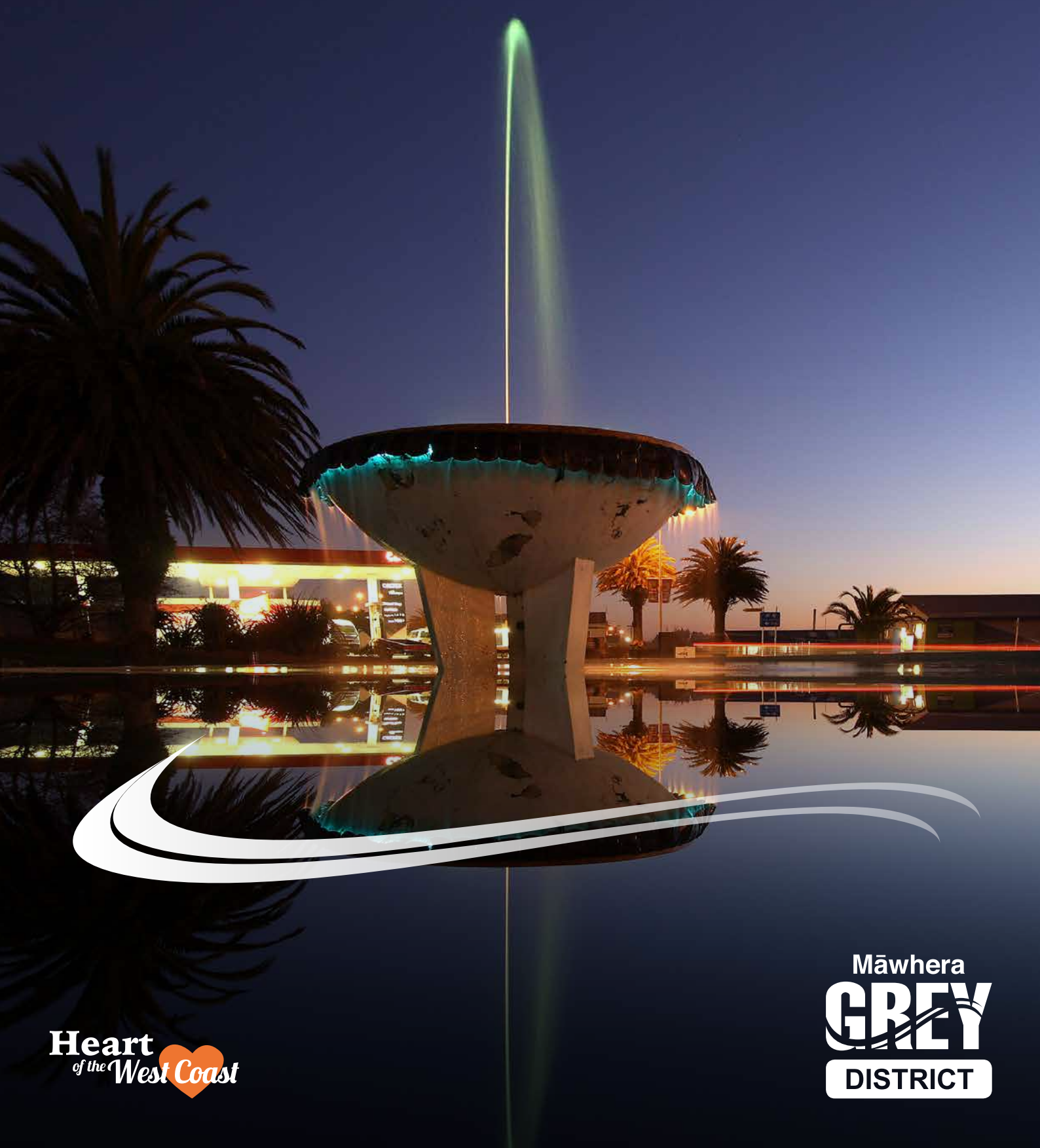


# Grey District

Community Economic  
Development Strategy 2015



Heart  
of the West Coast

Māwhera  
**GREY**  
DISTRICT



“Some of the bends of this river, I passed today are as beautiful, in my opinion, as nature can possibly make them. The river is clear and deep, and runs over a bright shingle bed; the undergrowth on the banks is a beautiful mixture of shrubs, and the adjoining bush fine lofty rimu, rata, and black birch, with scattered patches of fern land. I was so pleased with Grey River that I should not object to visit again.”

**Thomas Brunner**

## **Acknowledgements**

A special thank you to everyone who has contributed their time and ideas to this project.

The Grey District Council also wish to acknowledge the contribution of BERL.



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**Things do not happen. Things are made to happen.**

John. F. Kennedy



# Strategy at a Glance

By 2025, the Grey District will be a progressive, growing, vibrant province, renowned for its people, culture, talent, environment and desirable location.

- To increase the percentage of residents who agree that the Grey District is a great place to live (target = 80% by 2025)
- To increase the percentage of residents who feel a sense of pride in the way their District looks and feels (target = 80% by 2025)
- To increase the population of the Grey District by 1,400 over the next 10 years
- To increase visitor numbers by 60,000 per annum by over the next 10 years
- To create 935 new jobs in the Grey District over the next 10 years
- To increase the number of business units by 75 over the next 10 years

## Our Strategic Themes

### Our Unique Identity

To grow confidence and pride through a strongly defined and positive identity, shifting perceptions through effective marketing.

### Our Compelling Destination

To deliver a world class visitor experience in adventure, leisure, recreation and business.

### The Heart of the West Coast

To lead through collaborative and progressive methods to reinforce our role as the business hub of the West Coast and to nurture growth in our local economy.

### Our Home

To use our region's assets, natural environment and vibrancy to promote and foster the health, happiness and well-being of our people.

### Our Talent

To create a District-wide culture where innovation, talent and life-long learning are valued and businesses have the skills to support current and future needs.

## Our Goals

### Our Prioritised Actions

1. Review District and town branding
2. Alignment and review of marketing plans
3. Develop a Signage, Interpretation & Public Art Framework
4. Implement Signage and Interpretation and public art, utilising \$80,000 seed fund
5. Develop and implement a District Visitor Strategy
6. Create Media Liaison/ Events Promotions position
7. Help to facilitate the completion of the cycleway
8. Develop a Regional cycle hub centred in Greymouth
9. Prepare and implement a Business Encouragement Pack
10. Investigate the Business Incubator concept
11. Develop an earthquake assistance package
12. Work closely with Mawhera Inc. and dispel myths
13. Develop a Strategic development plan for the Greymouth Port
14. Investigate Christchurch Rebuild opportunities
15. Develop and implement a Digital Economy Strategy
16. Investigate economic diversification
17. Greymouth CBD Renewal
18. Investigate the development of the waterfront
19. Develop a Discovery Centre - Innovation Hub
20. Facilitate community placemaking initiatives
21. Establish a forum to identify and implement health and sustainability initiatives
22. Establish Greymouth Sunday markets
23. Grey District – Our Talent Campaign
24. Set up a Career Exploration Programme
25. Develop tertiary education sector connections

# What are we doing and why?

## Background

In 2012, the Grey District Council (GDC) pulled together a group of key economic partners – including representatives from:

- Development West Coast (DWC)
- Tourism West Coast (TWC)
- Greymouth Business Promotions Association (BPA)
- Greymouth Heritage Trust
- West Coast Society of the Arts
- Minerals West Coast
- Department of Conservation (DOC)
- Tai Poutini Polytechnic (TPP)
- Māwhera Incorporation
- Ngāti Waewae
- Ngāi Tahu
- Federated Farmers
- Unions West Coast
- West Coast Regional Council (WCRC)
- Department of Internal Affairs
- Fishing industry
- Current and potential investors
- Students
- Sport Canterbury
- WestREAP
- Local High Schools
- District Health Board
- Primary Health Organisation
- Community and Public Health (CPH)
- Greymouth Police and Fire Services
- Education West Coast
- Conservation Volunteers New Zealand
- Members of the wider community

– to help guide the Grey District's economic future over the next 10 years. This governance group is known as the Economic Development Liaison Group (EDLG).

## The role of the community economic development strategy

The Strategy recognises that, all things being equal, the Grey District faces the risk of losing business and people to other cities.

Ultimately, the Strategy has been developed to increase the number of businesses and create jobs, by increasing our population and visitors to the District.

The Economic Development Liaison Group researched the District and region's current economic situation, reviewed strategies of similar cities, listened to locals and talked with both national and international experts. Based on the Grey District's strengths and challenges, they identified five Strategic Themes for the District over a ten year timeframe. At the highest level, the Economic Development Strategy is designed to unite stakeholders and provide a single, shared vision for the Grey District.

At the highest level, the Economic Development Strategy is designed to unite stakeholders and provide a single, shared vision for the Grey District.

This vision – **The Grey District as the Heart of the West Coast** – is ultimately about leveraging the resources available to enhance the Grey District's business, industry and economic growth performance.

Our Strategy:

- Articulates a bold economic vision and goals for the Grey District's economy.
- Identifies the challenges and opportunities we face in achieving that vision.
- Identifies the Grey District's economic value proposition and the most likely drivers of growth.
- Proposes several 'Actions' that will positively affect those growth drivers and create opportunities for all.

## What happens next?

For each of the five Strategic Themes, priority projects and project leaders will be identified. All projects will be tested by a business case before commencing. The Economic Development Liaison Group will continue to oversee the Strategy and report progress to the Council and the community.

This Strategy should inspire confidence in the Grey District's economic future and galvanise efforts to see the Grey District continue to grow as the Heart of the West Coast.

# Our two options

The Strategy's vision is clear: stakeholder and community commitment to that Vision is vital, as we explain in this section.

## ONE

### If we commit to this strategy:

The Grey District will be the Heart of the West Coast – internationally competitive with a growing local economy.

#### For businesses:

- Clusters of tourism-based businesses, primary and food processing, manufacturing and engineering are established and growing, located in attractive and visible locations
- UFB is utilised and leveraged by new and existing businesses.
- Exporting is actively pursued and celebrated
- Entrepreneurs, expats, migrants, students and visitors are drawn to the Grey District.
- Skilled workers are readily available to meet growth demands.
- Investment flows into local businesses
- Businesses are aware of, and take advantage of, global trends and leverage inter- and intra-regional opportunities

#### For the community:

- A greater number of jobs are available
- Unemployment declines
- Residents are proud of national and international achievements in business, cultural and leisure activities
- Everyone shares in economic success
- There is vibrancy in the central town
- Residents enjoy a high quality of life
- We take care of our environment and well-being

#### For local and central government:

- The rating and tax base increases
- Improving infrastructure and maintaining cultural amenities is affordable
- **A positive cycle of growth becomes embedded**

## TWO

### If we do not commit to this strategy:

The Grey District will be a small, peripheral area – invisible on the world stage and in slow decline.

#### For businesses:

- Some businesses will leave the Grey District for other cities
- The Grey District loses its innovators and sectors become less innovative and less export driven
- Demand for service businesses declines and they too close their doors
- Students, migrants and visitors leave the Grey District for other more exciting destinations
- The Grey District finds it difficult to attract capital for businesses or projects

#### For the community:

- Unemployment increases
- Fewer jobs for residents, with people leaving for better opportunities in other cities
- Increasing disparity between the wealthy and the majority of the community
- The central business district becomes run down
- Residents' quality of life declines over time
- Our environment and well-being will deteriorate

#### For local and central government:

- The rating and tax base declines
- The Grey District cannot afford to maintain its heritage buildings, cultural or sporting amenities
- **A cycle of decline becomes entrenched**

# Where are we now?

## Our economy – an updated report card

### As at March 2014, the District:

- Employed 6,730 in 1,439 businesses. This represents an increase in business units on 2013, of 12 units, and employee count has remained unchanged.
- Has tourist visitor numbers at August 2014 of 139,000 – representing an increase of approximately 11.2% or 14,000 on August 2013 numbers.

And the West Coast Region:

- Generated \$1.5 billion in GDP, representing \$46,793 per capita. This constitutes a contribution of 0.7% to New Zealand's total GDP and just slightly lower than New Zealand's average per capita GDP of \$47,532.

## Our comparative advantages relative to New Zealand

The Grey District has the following comparative advantages:

A key comparative advantage of Grey District is the presence of Greymouth/Māwhera. Greymouth/Māwhera is the main settlement in the Grey District and the largest population centre on the West Coast. It is located in the centre of the region and Greymouth is the hub at which all the main highway routes converge.

We possess a conservation estate that both in size and proximity to our main centre, is unlike any other region in New Zealand

Workers in Grey District are approximately 46 times more likely to be employed in coal mining than they are in the rest of the country, which is not surprising considering its position as one of New Zealand's main coal mining areas. Employees in heavy and civil engineering construction, which includes road and bridge construction, railway construction, mining site construction, installation of heavy machinery or equipment, the repair of building, heavy machinery and equipment, electrical line construction and pipeline construction, are almost five times more likely to be employed in the Grey District than in New Zealand overall. Workers in the Grey District are approximately three times as likely to be employed in the accommodation industry.

Heritage activities (which includes gallery, museum and parks/nature reserve operations), wood product manufacturing and hospitals are all more than twice as concentrated in this District than nationally. There is potential that these comparative strengths could be drawn on further as opportunities.

## Our people

- In 2006 there were approximately 13,221 people in the Grey District. In 2013 there were 13,371 people, representing an increase of 1.1%
- In 2006 Maori comprised around 8% of the Grey District population; this has increased to 9.6% in 2013.
- 68.9% of people aged 15 years and over in Grey District have a formal (post-secondary) qualification, compared with 79.1% of people in New Zealand as a whole.
- In Grey District, 9.5% of people aged 15 years and over held a bachelor's degree or higher as their highest qualification, compared with 20.0 percent for New Zealand as a whole.
- In 2013 91% of residents agree that the Grey District is a great place to live, in 2014 this increased to 94%.
- In 2013 65% of residents who feel a sense of pride in the way their District looks and feels, in 2014 this decreased to 60%.

## Our location and geography

The Grey District comprises approximately one percent of New Zealand's total land area.

The geographic location is defined by Southern Alps and the Tasman Sea.

The Grey District's has large tracts land suitable for farming. Temperatures in the region are moderate and there is an abundant rainfall, contributing to an attractive green landscape. As a result, the region could also be perceived as wet and cold.

The Grey District is centrally located between Westport and Hokitika and is linked to Christchurch in drive, flight and rail terms, but could also be perceived as geographically isolated from the rest of New Zealand.

## Our infrastructure

The Grey District's roading comprises state highways (SH7, SH6) and local road network. The Midland Line links Greymouth/Māwhera by rail with Christchurch and the Port of Lyttelton. A daily passenger service operates between Christchurch and Greymouth/Māwhera, but the principle use of the rail is to transport coal from the West Coast to Lyttelton.

The Port of Greymouth/Māwhera is only lightly utilised with commercial and recreational fishing being the major user. Regional airports are located at Hokitika and Westport with a recreational aerodrome in Greymouth/Māwhera.

Ultrafast Broadband is available in Greymouth/Māwhera, the only such service on the West Coast.



# Our strengths, weaknesses, opportunities, threats (SWOT) analysis

## Perceptions about the West Coast and the Grey District

Perceptions about a region can impact on economic development as they may play an influential role (positively or negatively) on decisions such as where to live, invest, work and visit. The Grey District Council commissions annual independent research to determine perceptions about the Grey District amongst residents annually as part of the Resident Satisfaction Survey.

The following table summarises the strengths, weaknesses, opportunities and threats facing the Grey District and its regional development. It was developed in consultation with a wide variety of stakeholders.

### STRENGTHS

- Natural environment: rivers, mountains, conservation estate, coast, gardens
- Independence and can do attitude
- Excellent soils and climate for growing things
- Dairy: primary and processing in the nearby District
- Proven mineral reserves and support base
- Good infrastructure and amenities
- Port Greymouth for the fishing industry
- Sound asset base
- Tertiary sector and research: Tai Poutini Polytechnic
- People: spirit, attitude, regional pride
- Working class heritage: Blackball, Brunner and Runanga
- Positive perceptions about the West Coast: clean, green, healthy location to live, beautiful landscape, work-life balance
- Greymouth is the start/finish of the Great Coast Road
- The Lakes District: Lake Brunner/Moana
- Start of the West Coast Wilderness Trail cycleway
- Cobden Aromahana Sanctuary
- Availability of UFB in wider Greymouth & Business Fibre in CBD
- Affordability; low barriers to entry for new business

### WEAKNESSES

- Lack of confidence, identity
- Isolation
- Poor accessibility
- Population base: lack of growth
- Reliance on commodity exports/global markets and exchange rates
- Reliance on coal, dairy and tourism
- Tertiary sector and research: lack of a university
- Perceptions of the West Coast from outside the region: isolation, poor weather, lack of career progression routes
- Skills: shortages in specialist areas, lack of lifelong learning culture
- Town lacks vibrancy; looks run-down
- Parochialism: prevents collaboration
- Lack of innovation, low rate of research & development
- Poor internet accessibility in outlying areas

### OPPORTUNITIES

- Increased tourism
- Urban form: liveability
- Connectability throughout region
- Maori integration into economic and social development
- Demographic and social changes: aged and health care, environmental consciousness
- Added value industries: using design, creativity
- Collaboration between complimentary and competing businesses
- Creation of employment opportunities and apprenticeships to retain young talent
- Untapped capacity that could build in economic resilience
- Incubate innovative solutions to transition from primary industry reliance (out of the box thinking)

### THREATS

- Variable markets for minerals and food
- Variable exchange rates
- Lack of economic resilience (recirculation of local money)
- Population decline
- Relevance to national economy
- Losing tertiary relevance, infrastructure and services as lack national significance
- Continued divergence from national growth rates
- Loss of major business and/or supply chains/routes
- Old building stock with high earthquake vulnerability
- Lack of sustained action on Strategy initiatives
- Lack of support for creative ideas and solutions

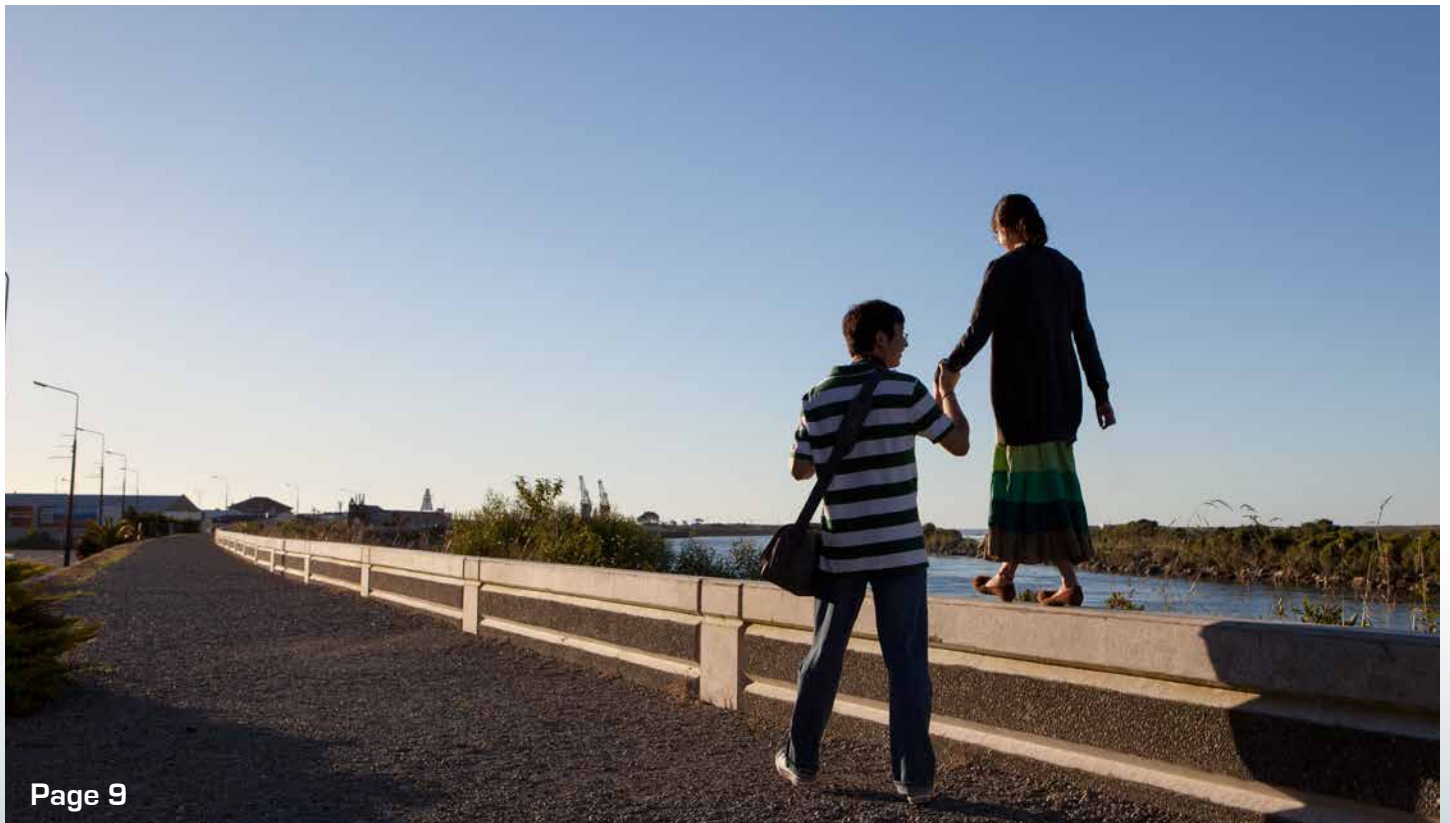
# Where do we want to be ?

## We want the Grey District to be/have a:

- World class service centre ( Comprehensive Tertiary sector)
- Diverse and growing economy
- Environment that enables growth
- Growing fishing industry
- Accessible and beautiful waterfront
- Strong, positive identity
- “#1 Must-see” destination in New Zealand
- Well-planned and executed urban design
- Top class facilities and infrastructure
- A region of bold, courageous leadership
- Leading through collaboration and innovation
- A prosperous liveable region with a growing population
- A community of educated and talented people
- A region where our children and grandchildren can stay and build rewarding careers
- A hive of creative, progressive thinkers and doers
- A place that embraces its proud history and culture
- Cohesive, with strong, connected communities
- A region that fosters growth while respecting the environment
- A region that considers health in its policy and decision-making
- Effective, aligned marketing
- Young people engaged in their future
- Community where education and achievement is valued and celebrated
- Good intelligence and data relating to our people and progress
- A region where all workers receive a living wage

## Our vision

**By 2025, the Grey District will be a progressive, growing, vibrant province, renowned for its people, culture, talent, environment and desirable location.**



# How are we going to get there?

The Community Economic Development Strategy adopts a long-term outlook for the Grey District and underpins the region's growth aspirations of a population of 15,000 people by 2025. To achieve the vision, teams and actions must be co-ordinated and projects prioritised.

## Continued work by the networks

Network groups were established and led by members of the community. Each Network followed a process to identify actions that would stimulate growth in the economy, and set out their priorities for the short to medium term. These Networks represent a permanent mechanism for the members of the community to input into the Strategy for economic development in our District. The Networks focussed on one of the following three areas:

- Placemaking and Tourism
- Supporting Business and Industry
- Sustainability, Health and Well-Being

These Networks may continue to meet into the future, monitoring the progress against the action plans they developed, as well as generating more ideas as the environment changes. The idea here is that the actions are led by the community and will be delivered by partnerships and collaboration, with Council mainly in a facilitation role.

## Establishment of our priorities

An action plan - defining specific interventions, implementation and necessary commitments - has been developed for a three year period. Given the diversity of the strategic themes, the number of potential actions, differing stages of readiness and resourcing constraints, not all actions can be implemented at the same time. Actions have therefore been prioritised against a list of criteria that includes wealth creation, impact, future prosperity, do-ability, whether the action is a critical issue and the willingness by stakeholders to undertake the project.

## Co-ordination

The Grey District Council will undertake the overall co-ordination of the Strategy. Implementation of the Strategy will, however, require significant investment and commitment from beyond the Council's existing resources and capabilities. The Council will therefore continue to work with stakeholders, agencies, and the private and public sectors to deliver the outcomes.



# How are we going to get there?

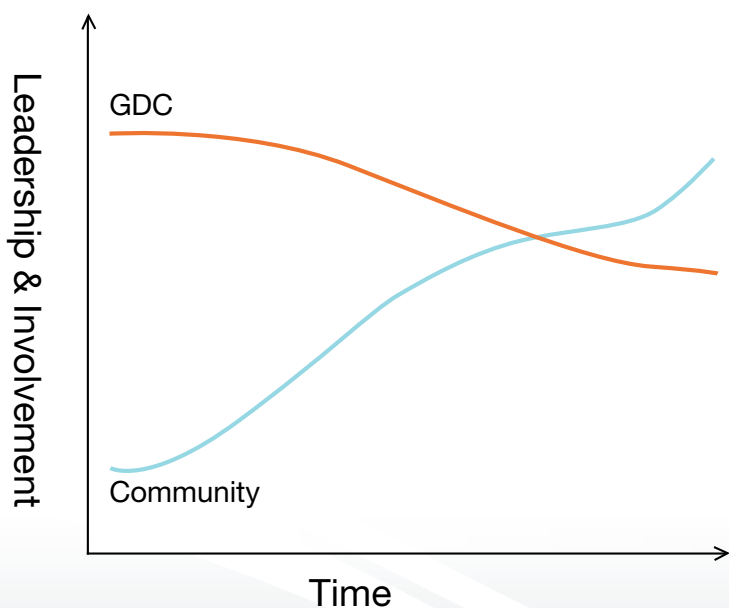
## Community led development - partnerships

Council, in conjunction with the community, has identified actions and projects to stimulate growth in the District. Reliance on traditional funding sources alone will be insufficient to fund the investment needed. There are a number of organisations and individuals within the community who wish to contribute to the development and vibrancy of the District. The Partnership Programme Policy provides an opportunity for such contribution to occur in a mutually beneficial manner.

The principles of the Policy are:

- Council recognises there are people/organisations within the community who wish to contribute to community economic development projects
- Council recognises there are people/ organisations with special skills
- Contributions should be based on reason and ability to give, i.e. fair share giving by investment partners
- Council recognises it has various roles in the development of facilities and amenities in Greymouth and the District

The Economic Development Liaison Group recognises that inviting and enabling participation and leadership from a broad spectrum of the community will lead to constructive relationships and long term positive outcomes. While initially taking a leadership role in the first stages of the Strategy, Council aim to empower the wider community to take the lead over time, as illustrated below.



## A living document

It is important to ensure the Strategy remains live, current and meaningful. The document will be formally revisited and updated on a regular basis to ensure relevance. While the vision and key themes will be enduring, actions and content may need to be updated to accommodate progress, opportunities and developments.

## Progress

Progress against defined measures are included in the section - Where are we now?, on page 7. These are supplemented by timely updates as required.

The main measures in this report are:

- **Population** - Population change is a strong indicator of people's opinion of an area and the opportunities available, be these job or service opportunities
- **Visitor numbers** - Visitor numbers is a strong indicator of people's opinion of an area and the quality of attractions and amenities provided in an area
- **Employment** - Measures employment levels in terms of Employee Count as measured in Business Demography Survey. This is a head-count of all salary and wage earners in the District
- **Business units** - Measures changes in the number of businesses in an area. As the number of businesses changes, this will affect the level of current and future employment
- **Resident satisfaction** - Measures changes in the opinions of our residents regarding the look, feel and quality of life in our District

# Priority projects

## Greymouth CBD renewal

In a 2012 report to GDC, leading economic development consultants BERL state that to ensure economic growth and wellbeing continues, the Grey District needs to be a desirable place to live, study, work and invest. In the 21st century 'jobs follow people'. Working to achieve this aim GDC has engaged the Opus International's Urban Design team to create a Vision, Master Plan and Concept Designs for the renewal of the Greymouth CBD. By redeveloping the CBD to be attractive, inviting and well-connected, Greymouth CBD Renewal can enhance business and community confidence and assist with population retention and growth. Urban development research suggests the 21st century has new criteria for retaining and attracting residents.

## The Greymouth CBD Renewal is integrated throughout the following strategy projects;

### Discovery Centre

The development of the Discovery Centre-Innovation Hub is recognised as a cornerstone development for the Greymouth CBD and is recognised as having the potential to integrate library, i-Site, museum, ICT and community hub services.

### Cobden Aromahana sanctuary and recreation area

Grey District Council has partnered with DoC and Cobden residents to comprehensively redevelop the recreation areas and regenerate the lagoon. This area is recognised as an important area with which to connect with the CBD.

### Signage, Interpretation & Public Art Framework

The Signage, Interpretation & Public Art framework will specifically recognise the Greymouth CBD Renewal objectives in the implementation of signage and way finding.

### West Coast Wilderness Trail / cycle hub

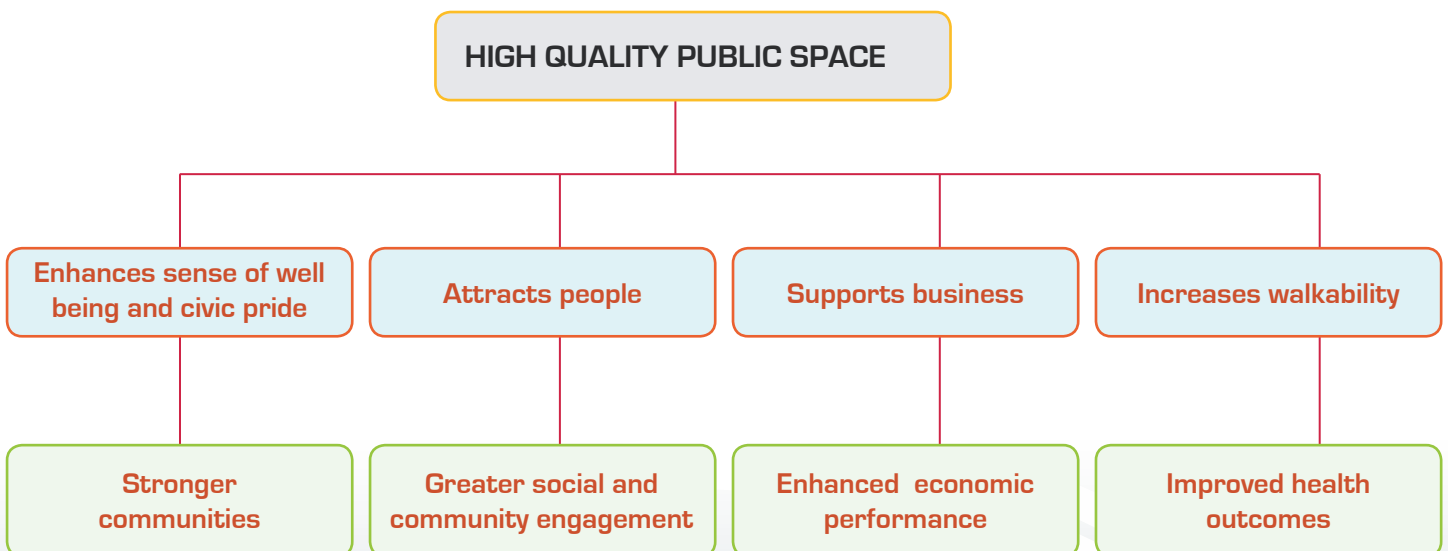
The West Coast Wilderness Trail is recognised by the Greymouth CBD Renewal project. As a key strategic tourism asset, further consideration to cycle infrastructure and the upcoming Cycle Hub project will feed into the Greymouth CBD Master Plans.

### Digital economy strategy development

The proposed development of a Digital Economy Strategy for the Grey District is underpinned by the UFB Business Fibre Network infrastructure installed in the Greymouth central area. Jobs are becoming increasingly mobile and connectedness is a key criterion for people looking to live or invest.

### District marketing

It is recognised that the Greymouth CBD Renewal project has direct influences on the efforts of the Grey District tourism industry via improvements to visitor amenities, infrastructure and built environment in the Greymouth CBD area and gateways.



*Benefits of a high quality public realm - Ministry for Environment; Value Urban Design; The economic, environment and social benefits of urban design.*

# Priority projects

## Discovery Centre – Innovation Hub

The Innovation Hub is an ambitious project with a plan to lead from the emerging future; a chance to be a pioneering light for the Region and the rest of New Zealand. It also signifies an invitation, an opportunity; this is the time for progress and an opportunity to leap forward.

The Discovery Centre Innovation Hub (DC-IH) aims to be a future focussed, inspirational, integrated and engaged facility within Greymouth’s CBD. Utilising the tremendous West Coast environment and ultra fast broadband, the hub will engage cutting edge technology to evoke innovation, renew pride of place and generate new directions for the West Coast region.

The DC-IH aims to create a future West Coast economy; one that is diverse, sustainable and utilises our 21st century comparative advantages.

Current economic objectives encourage further leveraging of our dominant industries; mining, dairy and tourism this may embed the Regions risk exposure and dependence on primary industry, extractive exports and the low-skilled sector associated with tourism. The DC-IH aims to challenge the status quo and boldly diversify the Region’s

economic capacity. Through the facilitation of education, collaboration and innovation, the DC-IH intends to catalyse a sustainable systemic change in our economy. This ensures that our District is well positioned to strategically transition towards a more diversified, 21st century digital economy.

The DC - IH will facilitate the motivation and coordination of projects that get people out into the community and involved in projects through citizen science programmes, leveraging our proximity to restoration projects (such as Cobden Aromahana Sanctuary) and conservation estate. The DC-IH will incubate innovation and creativity through delivery of resources and co-ordination of stakeholder relationships and outside interests.

The DC-IH objective is to be a sustainable business model. By incorporation of the redevelopment of Greymouth’s current library services, historical archives and museum, high foot traffic is ensured. Importantly, by developing a public-private hybrid facility model, community assets are maintained, managed expertly and supported by high tech resources, ultra fast broadband and the strength of collaboration.

### Future Focussed



# Priority projects

## Signage, Interpretation & Public Art Framework

The Signage & Interpretation framework has developed to address some of the problems as defined by community feedback:

- Poor identification of community assets
- No pride of place
- No vibrancy
- Lack of positive stories
- No celebrations of achievements
- Inconsistent messages and aesthetics
- Lack of engagement

Over many years, a variety of Grey District Council strategy outcomes have indicated a need for a comprehensive Signage, Wayfinding and Interpretation system for the District. An assortment of projects led by Grey District Council, community groups and others have achieved limited success. As a result, Grey District Council has funded the development of this Signage and Interpretation Framework and subsequent implementation. This recognises the wide reaching benefits for our economy, community and identity, and the many cross-over objectives it shares with other economic development projects.

Investigation into the perceptions of the Grey District and Greymouth painted a negative, unappealing picture of our district. Building on already completed District

Re-Brand project, an asset based community development approach spurred The Real Stories outreach; documenting our peoples places of value, and why they value it. This exercise unearthed a sense of pride of place, identity, celebration and positivity, which then formed the basis upon which the Framework sits, and the locations prioritised for implementation.

The Grey District intends to utilise wayfinding, signage and interpretation in such a way that maximises benefits to the end user and is inclusive and sensitive to the communities in which they are located. The Framework embeds the community as the key partner throughout the process, further building upon the grassroots engagement and ethos of custodianship, thus ensuring the integrity of the outcomes.

Grey District Council has developed the Framework embedding collaboration and partnership into a matched funding model. Council funding will be released through contestable rounds and must be matched 1:1 by independent funding from the group(s). These projects will be initiated and led by the community, thus empowering each project group with strategic, practical and implementation knowledge to undertake further self-funded work in the future. The Grey District Council has committed to ongoing funding of \$10,000 per year on an ongoing basis to ensure the Framework's ongoing success.



# Priority projects

## Re - Brand

We aim to position the Grey District as a great place to live, work and play with the aim of attracting new and returning residents. Every project undertaken by Council will build brand identity, re-address perceptions about the region and attract visitors.

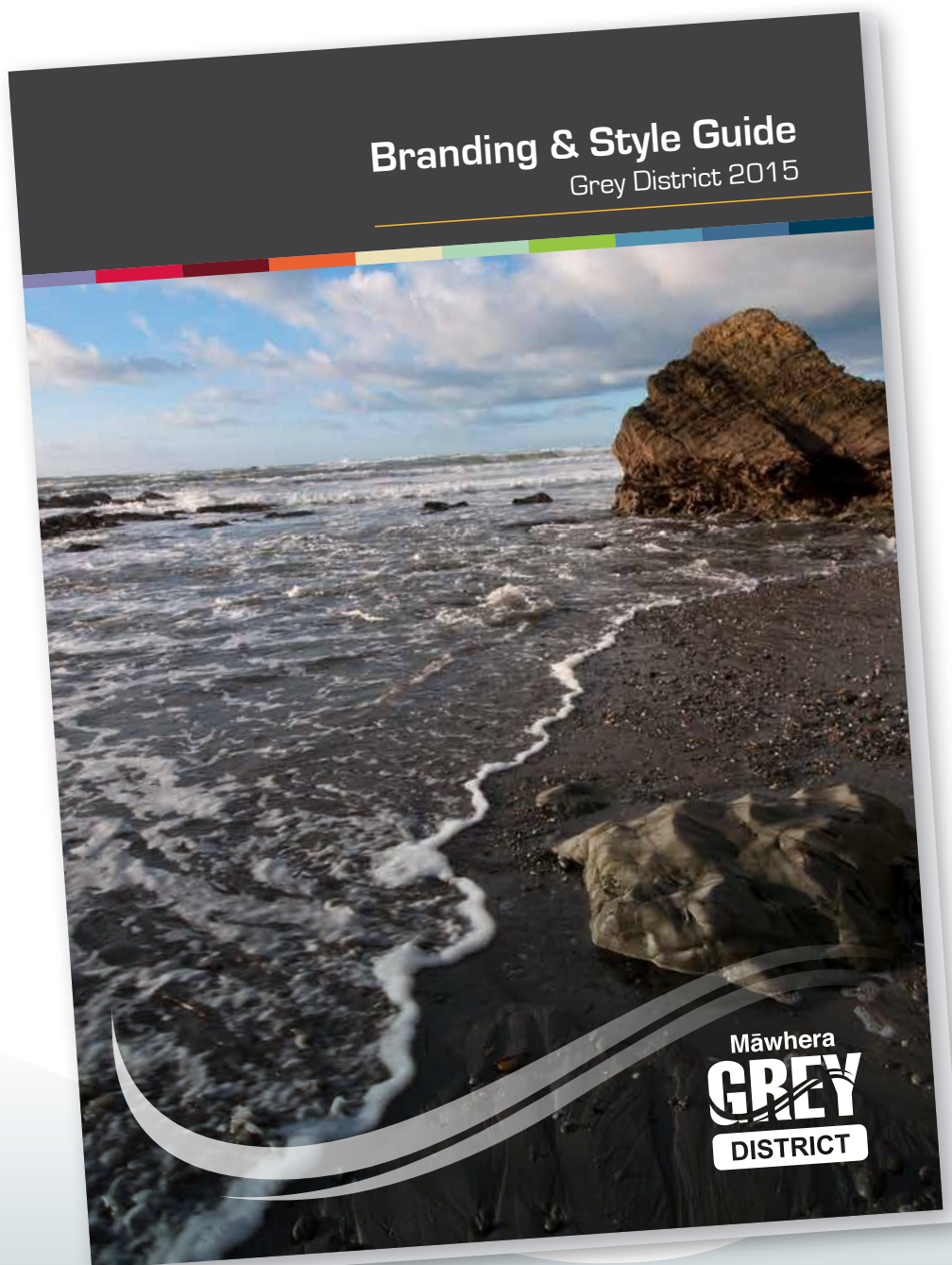
A compelling reminder that community branding matters is a simple question: Would you rather have a bachelor party in Las Vegas or Oxford? No offense to Oxford, but it shouldn't come as a surprise that most people will pick Las Vegas. Oxford just isn't famous for its late night

party scene—and it probably doesn't want to be!

By developing our community brand we shift perceptions about our District, build a strong positive identity, grow confidence and pride in our community and own our position as 'the Heart of the West Coast'. This in turn supports our Strategy to attract people to live, work, play and invest here in the Grey District.

"We know that this is the best place in the world, but now it's time to get the word out."

- Tony Kokshoorn





# Our Strategic Themes and Prioritised Action Plans

## Our Unique Identity

### Our goal

To grow confidence and pride through a strongly defined and positive identity, shifting perceptions through effective marketing.

This theme recognises that the Grey District and its people are unique and have an amazing story to tell. We live in an area that is rich with history and culture, not to mention a stunning environment.

### Who are we?

Successful regions display a number of common characteristics including a clear and well-articulated image and purpose, strong leadership and effective partnerships and networks. The 'Our Unique Identity' theme recognises the need to develop these characteristics and seeks to harness the power of collective leadership and commitment to a common goal to achieve regional growth.

### We have the arts, culture and heritage

During New Zealand's early Pakeha history, the Grey District was central to the economic and political development of the country. This rich heritage and the unique landscape provide a continuing source of inspiration to local artists. The heritage and the work of these artists should be accessible to both locals and visitors, and integrated into the urban landscape.

#### Key

<b>R</b> CBD Renewal	<b>S</b> Signage and Interpretation
<b>B</b> Re - Brand	<b>D</b> Discovery Centre Innovation Hub

PRIORITISED ACTIONS	YEARS				PARTNERS	NOTES
	2013/2014	2014/2015	2015/2016	2016/2017		
1. Review District and town branding	<b>S</b> <b>B</b>	100% Complete ✓	Ongoing ✓	Ongoing ✓	Ongoing ✓	Panel of TWC, GDC, BPA, TPP, Ngati Waewae & Māwhera Inc Branding Guide
2. Alignment and review of marketing plans of all promotion organisations for the District	<b>R</b> <b>D</b> <b>S</b> <b>B</b>	100% Complete ✓				TWC, GDC and Monteith's Independent review of TWC and District sites, decommissioning of Grey District Site and commitment to co-ordination with Greymouth i-Site.
3. Develop a Signage, Interpretation & Public Art Framework	<b>R</b> <b>D</b> <b>S</b> <b>B</b>	100% Complete ✓				GDC, Māwhera Inc, Ngati Waewae, WCSA and GHT Signage & Interpretation Framework and Public Art Policy
4. Implement Signage & Interpretation & Public Art utilising \$80K seed funding	<b>R</b> <b>D</b> <b>S</b> <b>B</b>	25% Complete ✓	Ongoing ✓	Ongoing ✓	Ongoing ✓	GDC & community groups
Develop an Arts, Culture and Heritage Policy		Proposed				TBA Identified while developing the Signage & Interpretation Framework

# Our Compelling Destination

## Our goal

To deliver a world class visitor experience in adventure, leisure, recreation and business.

This theme recognises that the Grey District will benefit from delivering high quality products and services that will encourage more visitors to stay longer.

## Visitor strategy and product development

Developing visitor product and increasing the Grey District's tourism offering is critical to attracting visitors. An on-going commitment to product development through identifying and facilitating opportunities will be established.

## Encourage and support events

Events generate economic benefits for the region, enhance regional visibility, pride and vibrancy and offer a hook to entice visitors to consider living and working in the Grey District. We will look to market the events we have more effectively and assist in the creation of more.

## Conservation area

We will look at making the best use our conservation areas in the Grey District and the other West Coast natural tourism icons in the region. There are opportunities to further leverage these attractions, balancing access and protection that need to be investigated.

PRIORITISED ACTIONS		YEARS				PARTNERS	NOTES
		2013/2014	2014/2015	2015/2016	2016/2017		
5. Develop and implement a District Visitor Strategy – including creating more visitor attractions	R D S B			✓	✓	TWC in conjunction with operators, supported by GDC & DoC	
6. Create Media Liaison/Events Promotions position				✓	✓		
7. Help to facilitate the completion of the cycleway - section from Taramakau to Kumara	S B	100% Complete ✓	Ongoing ✓	Ongoing ✓	Ongoing ✓	Westland District Council, GDC, DWC	GDC and Westland District Council are each contributing \$20,000( per annum)funding TWC to promote the West Coast Wilderness Trail and administer the website.
8. Develop a Regional cycle hub centred in Greymouth	S	10% Complete ✓	In Progress ✓	In Progress ✓	In Progress ✓	GDC	GDC has committed \$30,000 to developing this project

# The Heart of the West Coast

## Our goal

**To lead through collaborative and progressive methods to reinforce our role as the business hub of the West Coast and to nurture growth in our local economy.**

This theme recognises that businesses thrive in an environment where it is easy to 'do business'.

## We are open for business

By working with businesses to improve their performance and the District's business environment, we can actively increase business vitality. Businesses have told us that they want faster GDC processes, including building and resource consenting, and continuous improvement of District Plan rules. They have also told us of several other barriers to doing business, such as parking, transport, the cost of heritage upgrading and earthquake strengthening, Māwhera Inc leases and broadband. It is important that we have a proactive and business-friendly approach across the District, and that we continue to develop a regulatory framework that 'enables' economic growth, but effectively balances this with the effects on the environment and people's well-being.

## Plugging the leaks

While this Strategy recognises the importance of attracting more money into the local economy, it does not want to overlook the importance of slowing down money leaking out. By investigating the feasibility of a business incubator, whether it is located in a premise or part of the local market, may lead to more of our dollars staying in the local economy.

## The digital age

Broadband and digital communication technology makes it easy to transact business in New Zealand and overseas and helps reduce the costs of the Grey District's distance. Through the Government's Ultra-Fast Broadband (UFB) and Rural Broadband Initiative (RBI) programmes, Greymouth/Māwhera will increasingly be serviced by high speed broadband access. Schools were the initial focus. Businesses in Greymouth/Māwhera's central and industrial areas increasingly have greater opportunity to connect to fibre as the program rolls out.

There are also environmental and consumer 'Megatrends'. These trends argue that the workforce is becoming increasingly mobile and connectedness has grown in importance in decision-making and is a key criterion for people when they are looking to move to or live in an area. Businesses should be supported to anticipate and adapt early to take advantage of new opportunities rather than be caught by surprise by these changes. An important action identified is the development and implementation of a Digital Economy Strategy.



# The Heart of the West Coast

PRIORITISED ACTIONS	YEARS				PARTNERS	NOTES	
	2013/2014	2014/2015	2015/2016	2016/2017			
9. Open for business – Prepare and implement a Business Encouragement Pack	R D B	75% Complete ✓	Ongoing ✓	Ongoing ✓	Ongoing ✓	GDC	GDC has committed \$5,000 to fund incentives and Business Friendly Council initiatives are incorporated into GDC functions. A business investment portal is under development for the GDC website
10. Investigate the Business Incubator concept	R D B	In Progress ✓	In Progress ✓	In Progress ✓		TPP partnering with GDC and DWC	This initiative is incorporated into the DC-IH model
11. Provide support to businesses to remove old and derelict buildings – Develop a package to assist owners of the earthquake-prone buildings	R	100% Complete ✓	Ongoing ✓	Ongoing ✓	Ongoing ✓	GDC	GDC has committed \$10,000 subsidies to assist with demolition
12. Work closely with Mawhera Inc and dispel myths – Develop FAQs regarding Mawhera Inc leases	R D B S	70% Complete ✓	Ongoing ✓	Ongoing ✓	Ongoing ✓	GDC and Mawhera Inc	GDC are nurturing an ongoing relationship with Mawhera Inc. We have worked closely together on the Rebrand, Signage & Interpretation and now the CBD Renewal project and are Mawhera Inc identified as a stakeholder in the DC-IH
13. Develop a Master plan for the Port of Greymouth with relevant stakeholders	R	Proposed ✓	✓	✓	✓	Talley's, Westfleet, DWC & Port of Greymouth	Connections to the Port and historical precincts are currently being considered as part of the Greymouth CBD Renewal project. Further development of a strategic plan for the Port is pending
14. Investigate Christchurch Rebuild opportunities		100% Complete ✓	Ongoing ✓	Ongoing ✓	Ongoing ✓	DWC	DWC have successfully facilitated the creation of the West Coast Construction Alliance, tendering for larger contracts in the Christchurch rebuild
15. Develop and implement a Digital Economy Strategy	D R	10% Complete ✓	In Progress ✓	In Progress ✓	In Progress ✓	GDC, GD Library, DWC	GDC & GD Library intend on seeking out partners to further the development of this strategy, access to digital fibre underpins the DC-IH model and the CBD location
16. Investigate business sectors that assist to transition & diversify Grey District economic activity (Non-primary industry future)	D		Proposed ✓	✓	✓	GDC & Others	

# Our Home

## Our goal

To use our region's assets, natural environment and vibrancy to promote and foster the health, happiness and well-being of our people.

The Grey District provides a great lifestyle and we need to ensure this continues for our existing and potential new residents and business. The emphasis needs to be on leveraging existing assets, natural features and historical investments.

### Urban design and place shaping

While we have an unparalleled natural environment, we cannot rely on this alone to attract and retain talented people. We need to make sure our towns are as appealing as our natural resources. Our community is calling for a Spatial Plan.

Greymouth/Māwhera is the commercial heart but more can be done to provide a safe and pleasant environment for residents, visitors and businesses. This includes designated public spaces, revitalisation of parts of the town, encouraging heritage restoration, improving infrastructure for walking and cycling, enhanced access to the Port and more clearly defined industrial precincts. In revitalising the town centre, attention needs to be paid to the quality of the retail, entertainment and dining offering.

Additionally, our District is more than just Greymouth/Māwhera.

All of the Grey District must be attractive and easy to live and work in. This means that beyond Greymouth/Māwhera, the Grey District must exhibit high quality foundations and amenities, including quality housing, safety, recreation and open space, heritage areas and infrastructure.

### Waterfront redevelopment

The region stands to benefit, both commercially and recreationally, from enhancements to the waterfront layout and facilities. The establishment of a historic precinct and possible open spaces to host events will be investigated.

PRIORITISED ACTIONS		YEARS				PARTNERS	NOTES
		2013/2014	2014/2015	2015/2016	2016/2017		
17. Greymouth/Mawhera CBD Renewal	R D B S	75% In Progress ✓	In Progress ✓	Ongoing ✓	Ongoing ✓	GDC & OPUS with relevant stakeholders	The Greymouth CBD Renewal is well underway, with Stage 2 of 3 of the planning process almost complete.
18. Greymouth CBD Renewal	R D B S	75% In Progress ✓	In Progress ✓	Ongoing ✓	Ongoing ✓	GDC and Greymouth Heritage Trust	The heritage Port precinct is incorporated into the study area for the CBD Renewal.
19. Develop an Environment Centre Undertake feasibility study and finalise business plan for the Discovery Centre – Innovation Hub (DC-IH)	R D B S	55% In Progress ✓	In Progress ✓	In Progress ✓	In Progress ✓	DOC, TPP, Māwhera Inc, Ngati Wae Wae, CVNZ, BDC, GD Library, History House, WCSA, DWC industry representatives, and GDC Te Papa, Lincoln University	The following DC-IH work has occurred; investigation into the needs of our Region, work-shopping with potential stakeholders, creating links with National bodies, development of a draft business model and application for feasibility funding.

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# Our Home

PRIORITISED ACTIONS		YEARS				PARTNERS	NOTES
		2013/2014	2014/2015	2015/2016	2015/2016		
20. Facilitate community Placemaking initiatives in the Greymouth CBD creating vibrant public spaces	<b>R</b> <b>B</b> <b>S</b>	85% In Progress ✓	In Progress ✓	In Progress ✓	In Progress ✓	BPA and GDC, Rotary, GYPDT, CPH, GDL, community groups and individual businesses.	The Greymouth CBD Renewal project is further investigating ways to invite Placemaking initiatives that enhance our civic pride, identity and vibrancy while the Master Planning stages are underway.
21. Establish a forum to identify and implement health and sustainability initiatives	<b>D</b>	100% In Progress ✓	Ongoing ✓	Ongoing ✓	Ongoing ✓	CPH	This forum is incorporated into the EDLG scope and purposes of the DC-IH
22. Establish Greymouth Sunday Market	<b>B</b> <b>R</b>	100% In Progress ✓	Ongoing ✓	Ongoing ✓	Ongoing ✓	Ali Grooby and TPP	Established in March 2013 and ongoing.



# Our Talent

## Our goal

To create a District-wide culture where innovation, talent and life-long learning are valued and businesses have the skills to support current and future needs.

People are the most important asset to the West Coast region. Improving the skills of the workforce and cultivating a culture of learning is central to the Grey District's Community Economic Development Strategy.

### 'Grey district – our talent' campaign

To enhance growth and remove barriers to development, the Grey District must address skill shortages and boost productivity. The 'Grey District – Our Talent' campaign will be developed and implemented to grow, retain, inspire and attract an educated and skilled community. This campaign will include tracking down our 'heroes' from the schools/ District to showcase our people, past and present, to build a picture and reinforce that people that come from the Grey District can and are leading productive, exciting lives both across the world and here in the District.

### Matching our talent to local business

Getting our youth engaged with their future is one of the aims of this Strategy. We want to tap into their passions and empower our youth to make a difference. Working together with schools, our Polytech and with local businesses, we hope to give our youth the opportunity to shine. We believe that this will also give them a sense of ownership and encourage them to stay in the Grey District.

PRIORITISED ACTIONS	YEARS				PARTNERS	NOTES
	2013/2014	2014/2015	2015/2016	2016/2017		
23. Grey District – Our Talent Campaign	<b>D</b> <b>B</b>	100% Complete ✓	Ongoing ✓	Ongoing ✓	Ongoing ✓	Education West Coast supported by local schools, GDC, DWC and WestREAP Education West Coast is implementing this action – profiles of successful individuals educated on the West Coast profiled in The Greymouth Star newspaper
24. Set up a Career Exploration Programme	<b>D</b>	75% In Progress ✓	In Progress ✓	Ongoing ✓	Ongoing ✓	TPP, Local schools, GDC, and WestREAP Feasibility studies will address this; incorporated into the DC-IH services/ functions
25. Identify and establish relationships with tertiary institutions active in the Grey District (both national and international)	<b>D</b> <b>B</b>	Proposed ✓	✓	✓	✓	TBA Opportunity arose from DC-IH project work
Develop Citizen Science program	<b>D</b>	Proposed				DoC, Tertiary Sector, Te Papa Opportunity arose from DC-IH project work



# List of Acronyms

BDC	Buller District Council
BERL	Business and Economic Research Limited
BPA	Greymouth Business Promotions Association
CPH	Community and Public Health
CVNZ	Conservation Volunteers New Zealand
DC-IH	Discovery Centre - Innovation Hub
DHB	District Health Board
DIA	Department of Internal Affairs
DoC	Department of Conservation
DWC	Development West Coast
EDLG	Economic Development Liaison Group
EWC	Education West Coast
GDC	Grey District Council
GDL	Grey District Library
GHT	Greymouth Heritage Trust
GYPDT	Grey Young Persons Development Trust
Māwhera Inc	Māwhera Incorporation
MWC	Minerals West Coast
OPUS	Opus International Consultants Limited
PHO	Primary Health Organisation
TBA	To be advised
TPP	Tai Poutini Polytechnic
TWC	Tourism West Coast
UFB	Ultra Fast Broadband
WCRC	West Coast Regional Council
WCSA	West Coast Society of the Arts
WCWT	West Coast Wilderness Trail



