

# Grey District

## Community Economic Development Strategy 2013 – 2023



*we like to call it*



VISION 2023

Adopted 12 August 2013



“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



photo Jason Blair

## 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.



[facebook.com/theheartofthewestcoast](https://facebook.com/theheartofthewestcoast)

# TABLE OF CONTENTS

<b>Page 3</b>	<b>FOREWORD: TONY KOKSHOORN, GREY DISTRICT COUNCIL</b>
<b>Page 4</b>	<b>STRATEGY AT A GLANCE</b>
<b>Page 5</b>	<b>WHAT ARE WE DOING AND WHY?</b>
<b>Page 6</b>	<b>OUR TWO OPTIONS</b>
<b>Page 7</b>	<b>WHERE ARE WE NOW?</b>
<b>Page 9</b>	<b>WHERE DO WE WANT TO BE? – VISION AND STRATEGIC THEMES</b>
<b>Page 10</b>	<b>HOW ARE WE GOING TO GET THERE?</b>
<b>Page 11</b>	<b>OUR STRATEGIC THEMES AND PRIORITIED ACTION PLANS</b>
<b>Page 11</b>	<b>Our Unique Identity</b>
<b>Page 12</b>	<b>Our Compelling Destination</b>
<b>Page 13</b>	<b>The Heart of the West Coast</b>
<b>Page 15</b>	<b>Our Home</b>
<b>Page 16</b>	<b>Our Talent</b>



photo courtesy of West Coast Print

# FOREWORD:

TONY KOKSHOORN, GREY DISTRICT COUNCIL

## OUR FOUNDATIONS

The Grey District has faced some difficult times more recently, but this District is smart and resilient. We have been working with our neighbours and regional partners to ensure that we don't duplicate and that we find opportunities to pool resources. We have spent many hours collaborating and consulting with our community, and one thing is very clear - we are all on the same page. We want to make our place, the best place in the world. We know we have a lot to offer but **now is the time to get the word out.**

We are competing against the rest of the world in terms of attracting and retaining the best people, fostering innovation, and leveraging new technologies to gain a bigger slice of the economic pie. This Strategy will enable the Grey District to remain competitive in this changeable and challenging context.

The Strategy's vision is for a more competitive local economy that is progressive, growing and of national significance. We want the West Coast to be renowned for its people, culture, talent, rich natural resources and desirable location.

It is ambitious but the Grey District is up for the challenge. Our business community has always exhibited great energy, creativity and passion. It is time to ensure that our sights are set in a common direction and our efforts are towards a shared outcome. **It is time for action.**

To achieve the vision by 2023, each and every one of our stakeholders must buy into this Strategy, banish complacency and take a share in the ownership, the delivery and the rewards that the future can deliver.

The time to start is right now.



**Tony Kokshoorn**  
**Mayor for the Grey District**

# STRATEGY AT A GLANCE

## OUR VISION

**By 2023, the Grey District will be a progressive, growing, vibrant province, renowned for its people, culture, talent, environment and desirable location.**

## OUR GOALS

- To increase the percentage of residents who agree that the Grey District is a great place to live (target = 80% by 2023)
- To increase the population of the Grey District by 1,400 over the next 10 years (2023)
- To increase visitor numbers by 60,000 per annum by 2023
- To create 935 new jobs in the Grey District over the next 10 years (2023)
- To increase the number of business units by 75 over the next 10 years (2023)

## OUR STRATEGIC THEMES

### OUR UNIQUE IDENTITY

### OUR COMPELLING DESTINATION

### THE HEART OF THE WEST COAST

### OUR HOME

### OUR TALENT

## OUR GOALS

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

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

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.

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

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 PRIORITISED ACTIONS

- Review District and town branding
- Alignment and review of marketing plans
- Install interpretation panels of Maori culture and heritage in the District

- Develop and implement a District Visitor Strategy
- Create Media Liaison/Events Promotions position
- Help to facilitate the completion of the cycleway
- Investigate branches off the main cycleway

- Prepare and implement a Business Encouragement Pack
- Investigate the Business Incubator concept
- Work closely with Mawhera and dispel myths
- Instigate/facilitate discussion with the fishing industry
- Investigate Christchurch Rebuild opportunities
- Develop and implement a Digital Economy Strategy

- Develop and implement a Spatial Plan
- Investigate the development of the waterfront
- Develop an Environment Centre
- Develop pop-up green or creative spaces in the CBD
- Establish a forum to identify and implement health and sustainability initiatives

- Grey District – Our Talent Campaign
- Set up an Career Exploration Programme

# 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)
- Mawhera Corporation
- 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)
- 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.

## 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 to focus on during the next 10 years.

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, project teams or task forces will be formed to develop plans to achieve each theme’s set of Actions. All projects will be tested by a business case before commencing. An overall implementation plan will be released to the community. 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: The Grey District will continue to grow as the Heart of the West Coast over the next 10 years. However, it is also clear what the future holds if there is a lack of commitment to the Strategy: The Grey District will be a small, peripheral area - invisible on the world stage and in slow decline.

# 1.

## **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.
- Exporting is actively pursued and celebrated.
- Entrepreneurs, expats, migrants, students and visitors are drawn to the Grey District.
- Skilled staff 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.

# 2.

## **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 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 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 Mt. Cook, one of New Zealand's most recognisable landmarks.
- The Grey District's has large tracks 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 PEOPLE

- There are approximately 13,900 people in the Grey District.
- Maori comprise around 8 percent of the Grey District population, and this proportion is increasing.
- 33.4 percent of people aged 15 years and over in Grey District have a post-school qualification, compared with 39.9 percent of people throughout New Zealand.
- In Grey District, 36.5 percent of people aged 15 years and over have no formal qualifications, compared with 25.0 percent for New Zealand as a whole.

## OUR INFRASTRUCTURE

- The Grey District's roading comprises state highways (SH7, SH6) and local road network.
- The Midland Line links Greymouth/Mawhera by rail with Christchurch and the Port of Lyttelton.
- A daily passenger service operates between Christchurch and Greymouth/Mawhera, but the principle use of the rail is to transport coal from the West Coast to Lyttelton.
- The Port of Greymouth/Mawhera is only lightly utilised with commercial and recreational fishing being the major user.
- Regional airports are located at Westport and Hokitika with a recreational aerodrome in Greymouth/Mawhera.
- Ultrafast Broadband is being rolled out in Greymouth/Mawhera, the only such service on the West Coast.

## OUR ECONOMY – A SYNOPSIS

As at March 2011, the region:

- Employed 7,071 FTEs in 1,427 businesses.
- The economy generated \$601 million in GDP.
- Accounted for 40 percent of the West Coast economy.

## 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/Mawhera. Greymouth/Mawhera 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 is the main route in and out of the West Coast from Canterbury.
- Workers in Grey District are 57 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.
- Heritage activities, accommodation, wood product manufacturing and hospitals are all more than twice as concentrated in this District than nationally.
- This, along with the large conservation estate, and heritage activities associated around settlements and industry such as mining, could be drawn on further.



# OUR STENGTHS, 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 and its partners will commission independent research to determine perceptions about the Grey District amongst people from outside the region as well as residents.

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.

<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Natural environment: rivers, mountains, conservation estate, coast, gardens</li> <li>• Independence and can do attitude</li> <li>• Excellent soils and climate for growing things</li> <li>• Dairy: primary and processing in the nearby District</li> <li>• Proven mineral reserves and support base</li> <li>• Good infrastructure and amenities</li> <li>• Port Greymouth for the fishing industry</li> <li>• Sound asset base</li> <li>• Tertiary sector and research: Tai Poutini Polytechnic</li> <li>• People: spirit, attitude, regional pride</li> <li>• Working class heritage: Blackball, Brunner and Runanga</li> <li>• Positive perceptions about the West Coast: clean, green, healthy location to live, beautiful landscape, work-life balance</li> <li>• Greymouth is the start and finish of the Great Coast Road</li> <li>• The Lakes District: Lake Brunner/Moana</li> <li>• Start of the cycleway</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Lack of confidence, identity</li> <li>• Isolation</li> <li>• Accessibility</li> <li>• Population base: lack of growth</li> <li>• Reliance on commodity exports/global markets and exchange rates</li> <li>• Reliance on coal, dairy and tourism</li> <li>• Tertiary sector and research: lack of a university</li> <li>• Perceptions of the West Coast from outside the region: isolation, poor weather, lack of career progression routes</li> <li>• Skills: shortages in specialist areas, lack of lifelong learning culture</li> <li>• Town lacks vibrancy; looks run-down</li> <li>• Parochialism: prevents collaboration</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITES</b></p> <ul style="list-style-type: none"> <li>• Increased Tourism</li> <li>• Urban form: liveability</li> <li>• Connectability throughout region</li> <li>• Maori integration into economic and social development</li> <li>• Demographic and social changes: aged and health care, environmental consciousness</li> <li>• Added value industries: using design, creativity</li> <li>• Collaboration between complimentary and competing businesses</li> <li>• Creation of employment opportunities and apprenticeships to retain young talent</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Variable markets for minerals and food</li> <li>• Variable exchange rates</li> <li>• Population decline</li> <li>• Relevance to national economy</li> <li>• Losing tertiary relevance, infrastructure and services as lack national significance</li> <li>• Continued divergence from national growth rates</li> <li>• Loss of major business and/or supply chains/routes</li> <li>• Old building stock with high earthquake vulnerability</li> <li>• Lack of sustained action on Strategy initiatives</li> <li>• Lack of support for creative ideas and solutions</li> </ul>

# WHERE DO WE WANT TO BE ?

## WE WANT THE GREY DISTRICT TO BE/HAVE A:

- World class service centre
- 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 2023, THE GREY DISTRICT WILL BE A PROGRESSIVE, GROWING, VIBRANT PROVINCE, RENOWNED FOR ITS PEOPLE, CULTURE, TALENT, ENVIRONMENT AND DESIRABLE LOCATION.**

To achieve this vision, a strategy has been developed:



# 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 2023. 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 will 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 the next three years. 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.

## 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.
- 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.

## PROGRESS

An annual report will be produced that documents progress against defined measures, supplemented with timely project 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 Full-Time Equivalents (FTEs). A person is counted as a FTE if they work for 30 hours or more per week.

**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.

## 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.

# 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.

### MARKETING CAMPAIGN

This campaign will position the Grey District as a great place to live, work and play with the aim of attracting new and returning residents. The campaign will build brand identity, address perceptions about the region and attract visitors.

### 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.

PRIORITISED ACTIONS	YEARS			PARTNERS
	2013/2014	2014/2015	2015/2016	
Review District and town branding	✔			Panel of TWC, GDC, BPA, TPP, Ngati Waewae & Mawhera
Alignment and review of marketing plans of all promotion organisations for the District	✔	✔	✔	TWC, GDC, BPA and Monteith's
Install interpretation panels of Maori culture, heritage and our environment in the District	✔	✔		GDC, BPA, Mawhera, Ngati Waewae, DOC and GHT

## 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.

### MAORI TOURISM DEVELOPMENT

Enhanced collaboration with the Grey District Maori leaders and stakeholders will present opportunities to establish, package and promote tourism opportunities.

### CONSERVATION AREA

We will look at making the best use of 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.

### 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.

PRIORITISED ACTIONS	YEARS			PARTNERS
	2013/2014	2014/2015	2015/2016	
Develop and implement a District Visitor Strategy – including creating more visitor attractions	✓	✓	✓	GDC supported by TWC , DOC and BPA
Create Media Liaison/Events Promotions position	✓			BPA
Help to facilitate the completion of the cycleway - section from Taramakau to Kumara	✓			Westland District Council, GDC, DWC, and BPA
Investigate branches off the main cycleway	✓	✓	✓	GDC

## 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, Mawhera 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. 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/Mawhera will increasingly be serviced by high speed broadband access. Schools are the initial focus. Businesses in Greymouth/Mawhera's central and industrial areas will increasingly have greater opportunity to connect to fibre as programmes develop.

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 Strategy.



photo courtesy of West Coast Print

PRIORITISED ACTIONS	YEARS			PARTNERS
	2013/2014	2014/2015	2015/2016	
Open for business – Prepare and implement a Business Encouragement Pack	✓			GDC partnering with DWC and the BPA
Investigate the Business Incubator concept	✓	✓	✓	TPP partnering with GDC, BPA and DWC
Provide support to businesses to remove old and derelict buildings – Develop a package to assist owners of the earthquake-prone buildings	✓	✓	✓	GDC and BPA
Work closely with Mawhera and dispel myths – Develop FAQs regarding Mawhera leases	✓			GDC and Mawhera
Instigate/facilitate discussion with the fishing industry and stakeholders	✓			BPA with Talley's, Westfleet and DWC
Investigate Christchurch Rebuild opportunities	✓	✓		DWC
Develop and implement a Digital Economy Strategy	✓	✓	✓	GDC, DWC and BPA



photo Stephen Roberts

## 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/Mawhera 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 city, encouraging heritage restoration, improving infrastructure for walking and cycling, enhanced access to the port and more clearly defined industrial precincts. In revitalising the city centre, attention needs to be paid to the quality of the retail, entertainment and dining offering.

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

All of the Grey District must be attractive and easy to live and work in. This means that beyond Greymouth/Mawhera, 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
	2013/2014	2014/2015	2015/2016	
Develop and implement a Spatial Plan				BPA partnering with GDC and DWC, CPH
Investigate the development of the waterfront to beautify and make more accessible				GDC and Greymouth Heritage Trust
Develop an Environment Centre				DOC, TPP, Mawhera, Conservation Volunteers NZ, representatives of the fishing and mining industries supported by DWC and GDC
Develop pop-up green or creative spaces in the CBD				BPA and GDC
Establish a forum to identify and implement health and sustainability initiatives				CPH and GDC



## 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 BUSINESSES

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
	2013/2014	2014/2015	2015/2016	
Grey District – Our Talent Campaign	✔			Education West Coast supported by local schools, GDC, BPA, DWC and WestREAP
Set up an Career Exploration Programme	✔	✔	✔	TPP, Local schools, GDC, local businesses (BPA) and WestREAP



photo Stephen Roberts