

WESTPORT REVITALISATION PROJECT

DESIGN FRAMEWORK APRIL 2018

DRAFT



BULLER
DISTRICT COUNCIL
Te Kaunihera O Kawatiri

Acknowledgments

Buller District Council, Urban Kin, and Creative Communities International thank the following people and organisations for contributing their time to the development of the Westport Revitalisation Project - Design Framework:

Westport Revitalisation Project Stakeholder Group

- Buller Cycling Club
- REAP
- Rotary
- Advance Northern West Coast
- Retail Association
- Social Support Network

Coaltown Museum Trust & I-Site

Bazil's Hostel and Surf School

Kiwirail

NBS

7 Day Makeover participants



Disclaimer

This document (Report) has been produced independently by Urban Kin (The consultant) on the request of Buller District Council (Client) for the Westport Revitalisation Project. The information, statements, statistics and commentary (together the 'Information') contained in this Report have been prepared from publicly available material, research and analysis by the consultant and from discussions held with stakeholders. The consultant does not express an opinion as to the accuracy or completeness of the information provided, the assumptions made by the parties that provided the information or any conclusions reached by those parties.

The consultant has based this Report on information received or obtained, on the basis that such information is accurate and, where it is represented to the consultant as such, complete. The Information contained in this Report has not been subject to an audit.

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INTRODUCTION

ABOUT THE WESTPORT REVITALISATION PROJECT

The project focuses on the town centre and waterfront - the scope of the project is shown on the context diagram (page 10). Westport has a number of opportunities for the Town centre and Waterfront that have been proposed in the past, and concept designs developed, but ultimately none of them were progressed. Time and competing projects change investment priorities and introduce new opportunities.

Westport has been developing new economic opportunities through participation in the Regional Economic Development Plan and the positioning of the West Coast as an Untamed Natural Wilderness. Westport needs to define its role as the main centre of the northern West Coast, and how the northern part of the West Coast fits within this new brand.

This project aims to bring together the best aspects of previous proposals, update design concepts with new opportunities, and introduce new ideas. The Revitalisation Project has followed this process:

DISCOVERY

The Discovery stage reviewed previous town centre and waterfront plans, included urban design assessment of Westport's challenges and opportunities, and identified potential areas to focus on for a makeover. Stakeholder group meetings and interviews informed the Discovery stage with local knowledge. A separate report is available titled the *Westport Revitalisation Project Discovery Report*.

DESIGN

The 7 Day Makeover began the Design process by prototyping community ideas for transforming a space in the Town Centre into a 'civic heart' for Westport. The makeover was a fantastic success and many locals and businesses contributed. The outcome was an informal green-space which acts as the 'town lounge', and has an authentic Kawatiri aesthetic and vibe. Through this process the Revitalisation Project Team listened to the community's hopes and desires and have reflected these in the Town Story.

Design workshops were held following the makeover to document the design strategies and projects which reflect the Town Story. Project Areas break the town centre and waterfront into smaller areas for revitalisation projects. A Catalyst Project - the Buller Area Community Hub - is a major decision for the community and selecting its location will influence what projects make sense to pursue next.

IMPLEMENTATION

The Revitalisation Project will not make progress without resources. Westport needs to undertake a mix of small, medium, and large projects to continue to transform Westport. Some projects can be completed by the community through makeovers, while other projects need to be lead by the Buller District Council (the Council).

In addition, the Council has a number of business-as-usual programmes that contribute to revitalisation, such as streetscape enhancement. The Long Term Plan (LTP) process is how the Council prioritises funding across the District. The aim is to develop priorities and deliver these projects over the next three years 2018 - 2021.

A summary of the next steps, potential priority projects and makeovers is included in the section Making Change Happen on pg 46.



THE 7-DAY COMMUNITY MAKEOVER OF THE NBS THEATRE PARK DEMONSTRATED THAT THE COMMUNITY CAN MAKE RAPID PROGRESS WITH A COLLABORATIVE PROCESS AND RESOURCES.



ABOUT THE PROJECT

SUMMARY | WESTPORT REVITALISATION PROJECT

ABOUT

The Westport Revitalisation Project defines *challenges and opportunities* for Westport's *town centre and waterfront*.

The Town Story and Design Framework is about setting a direction to transform Westport and then working towards it.

The parts of this Design Framework are about *Why, How, and What* Council and the Community can do to make progress.

A NEW TOWN STORY - WHY?

The Town Story is a set of principles. They are about *Why* Council is taking action - it is a response to Westport's challenges and opportunities.

The Town Story emerged from meetings, discovery and design workshops, and the 7 day makeover process.

DESIGN STRATEGIES - HOW?

The Design Strategies are about *How* Council and the Community can deliver on the principles in the town centre and the waterfront.

The strategies lead to projects that the Buller District Council and Westport community will complete to develop the Town Story.

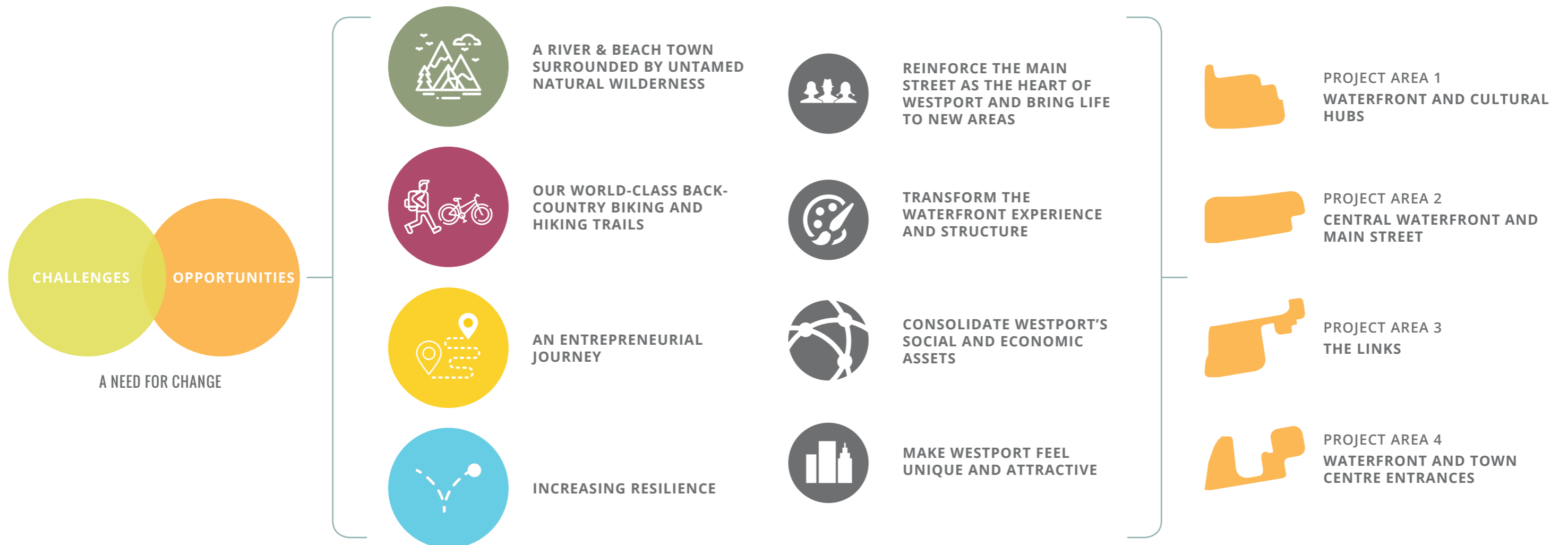
PROJECTS - WHAT, WHERE & WHEN?

What the town could do - the projects are a result of applying the design strategies to specific areas (*Where*).

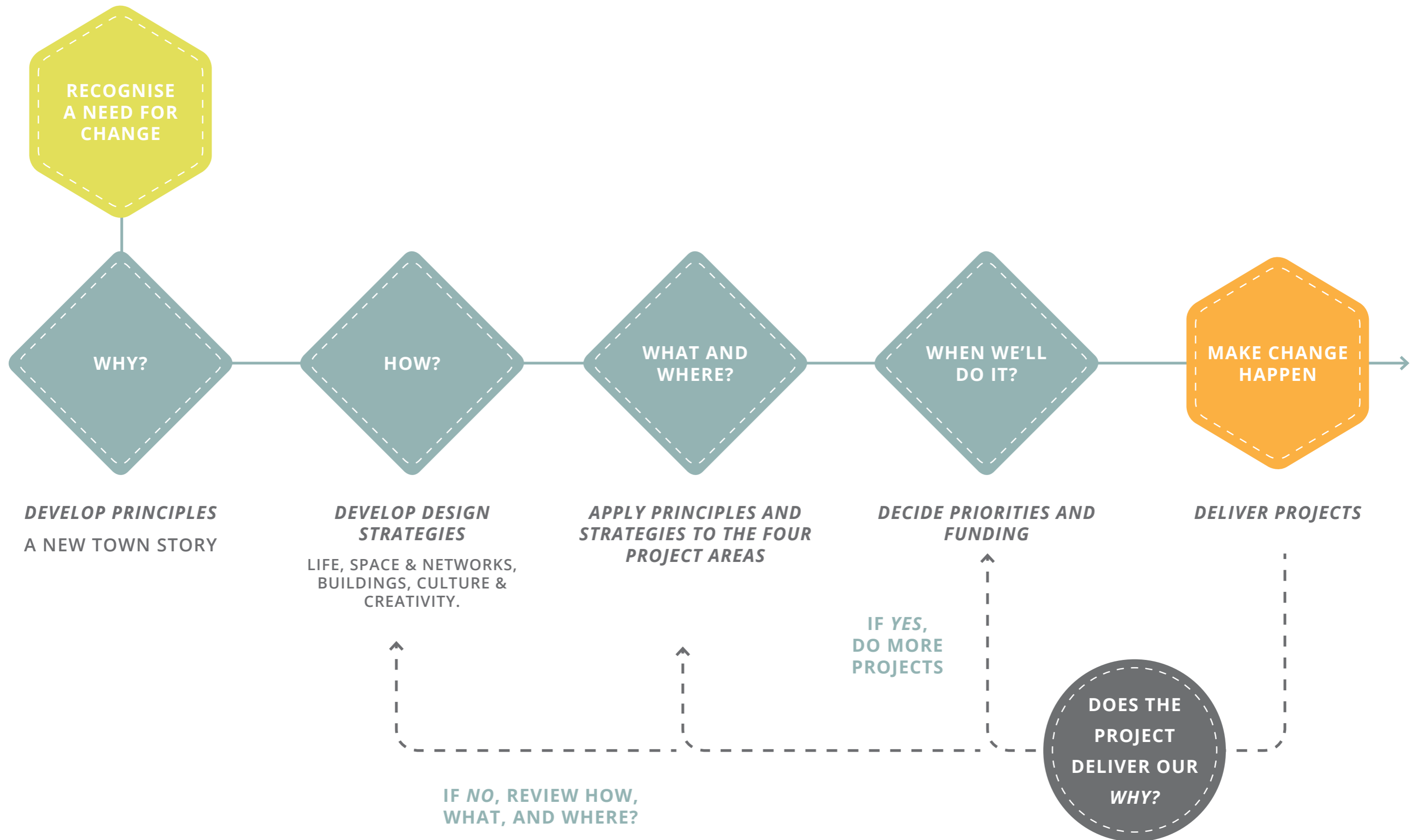
Our next step is to *identify priority projects* for the next 3 years.

The priority projects will be developed through community engagement alongside the Long Term Plan. The LTP process will define *When* projects will happen.

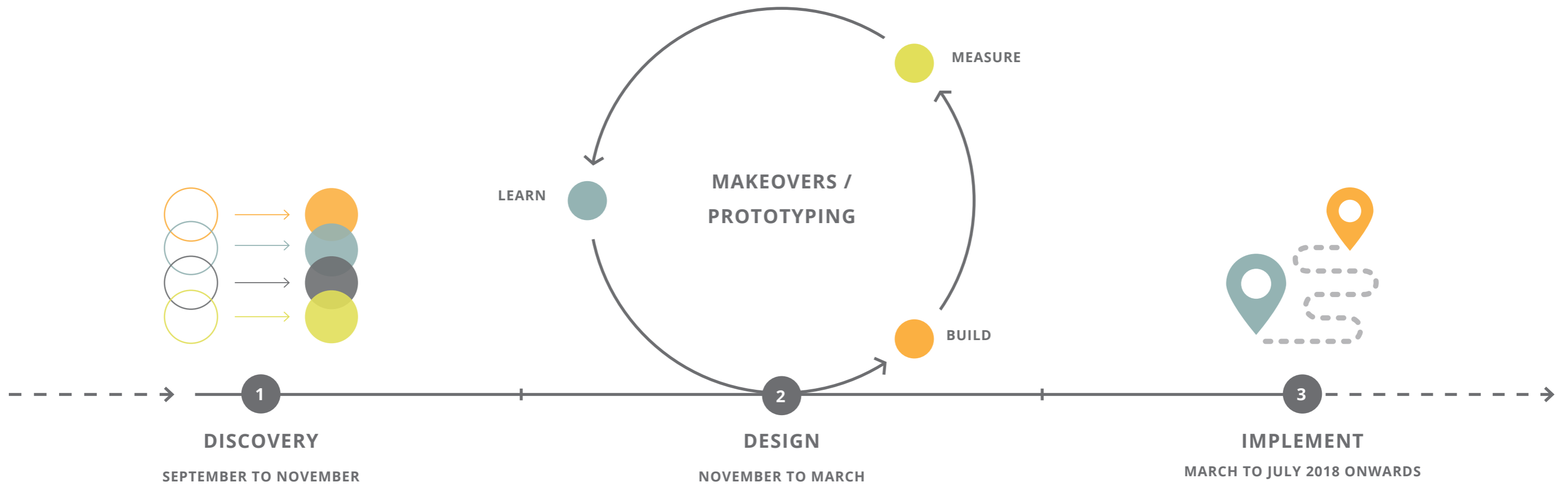
SUMMARY | DESIGN FRAMEWORK



ABOUT | HOW THE REVITALISATION PROJECT WORKS



ABOUT | PROJECT PROCESS



1 DISCOVERY

SEPTEMBER TO NOVEMBER

COMMUNITY ENGAGEMENT

7 DAY MAKEOVER INFO NIGHT

The info night was about showing interested community members what other places have achieved, and what could happen in Westport with a positive focus on doing and learning as a primary way of engaging the community.

COUNCILLOR & STAKEHOLDER GROUP INPUT

DISCOVERY WORKSHOPS & MEETINGS - OCT 17 - 22

Input into challenges and opportunities, history and context, what they value.

PROJECT DELIVERABLE

- Discovery Report

2 DESIGN

NOVEMBER TO MARCH

COMMUNITY ENGAGEMENT

7 DAY MAKEOVER WEEK - 28 NOV - 5 DEC

The Makeover 1 of the NBS Theatre Park was about engaging the community in a new way of making a great place for the town. This began the prototyping process.

COUNCILLOR & STAKEHOLDER GROUP INPUT

DESIGN WORKSHOPS - FEB 7TH & 8TH

Input into principles, strategies, project areas, and potential projects and makeover priorities.

PROJECT DELIVERABLE

- Community makeover - NBS Theatre Park

3 IMPLEMENT

MARCH TO JULY 2018 ONWARDS

COMMUNITY ENGAGEMENT

FUTURE MAKEOVERS - SEE COMMUNITY MAKEOVERS SECTION FOR PROCESS

Makeover 2 and onwards - choosing priorities in the project areas and doing makeover projects to test out our ideas and see what works, before investing more time, effort and funds.

COUNCILLOR & STAKEHOLDER GROUP INPUT

IMPLEMENTATION WORKSHOP - 14TH MARCH

Review of overall framework, and identification of priority projects.

LONG TERM PLAN 2018-2028 (LTP) DEVELOPMENT

The key funding document for all local governments, planning for 10 years with a focus for delivery in next 3 years. This LTP consultation decides what parts of the Revitalisation Plan will delivered.

PROJECT DELIVERABLE

- Draft Design Framework - "Westport Revitalisation Project"

WHY IS THERE A NEED FOR CHANGE?

Like all towns and cities, Westport faces many challenges and has limited resources. It's neither possible, or desirable, to attempt to tackle everything at once. Council proposes to focus on a clear set of challenges and opportunities where it can, with the community, make progress and drive economic and social transformation in Westport.



1 | LOOKING TO THE FUTURE (ECONOMIC)

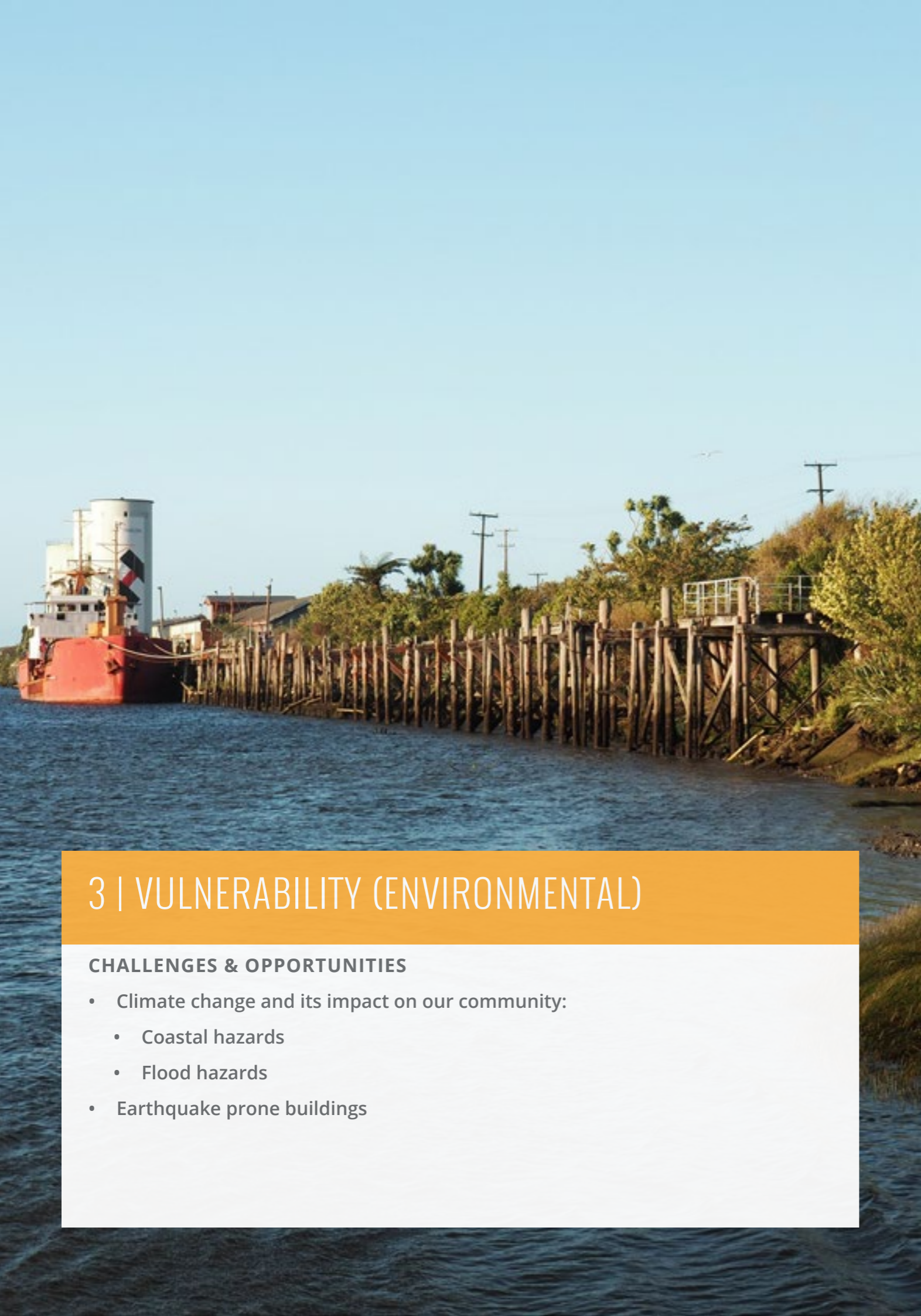
CHALLENGES & OPPORTUNITIES

- Economic revitalisation – making Westport a more appealing place to live.
- Disconnection from the Kawatiri-Buller River and the waterfront opportunity.
- Museum redevelopment – how to gain the most benefit for the wider project from this work.

2 | BELONGING & BUY-IN (SOCIAL)

CHALLENGES & OPPORTUNITIES

- Lack of a cohesive story to build the community's future on.
- Community engagement and buy-in for the process and ongoing work.
- Pride.



3 | VULNERABILITY (ENVIRONMENTAL)

CHALLENGES & OPPORTUNITIES

- Climate change and its impact on our community:
 - Coastal hazards
 - Flood hazards
- Earthquake prone buildings



4 | LAND & ASSETS (COUNCIL)

CHALLENGES & OPPORTUNITIES

- Building and land rationalisation – being efficient with what we have.
- Asset challenges – obsolete structures (derelict wharf), underutilised buildings, heritage buildings, EQPB standards.
- Services - Disconnected and dispersed BDC services (e.g. Library and Civil Defense).
- Achieve best value for money for ratepayers.
- The development of non-rates income for Council (e.g. building leases).

CONTEXT

THE BIG PICTURE

WESTPORT HAS A NUMBER OF INITIATIVES AND PROJECTS WHICH HAVE BEEN IN PROGRESS FOR A MANY YEARS. SOME ARE RESPONSES TO OPPORTUNITIES, OTHERS TO CHALLENGES. TOGETHER THESE ARE BEST VIEWED AT THE SCALE OF THE WHOLE TOWN.

KAWATIRI COASTAL TRAIL TO CHARLESTON

The Kawatiri Coastal Trail is one of the priority actions for the Westport area in the Regional Economic Development Action Plan. A feasibility study and planning is underway. The project's relevance for the town centre and waterfront is its arrival point across the Bridge, and the proposal to create a Trail 'launchpad'. Potential locations for the launchpad could be at the Picnic Spot to the North of the Bridge with access from The Esplanade, or a more central waterfront location close to the town centre. A central waterfront location depends on the future of Kiwirail assets and land.

KAWATIRI RIVER TRAIL - THE BRIDGE TO BEACH CONCEPT

For a number of years, volunteers have been working on delivering a network of off-road trails from the Buller Bridge and Domain to the Kawatiri Beach Reserve and Tip Head. Significant progress has been made with bridges constructed through wetlands and lagoons to the north of the Floating Basin. The section which has not been completed is adjacent to the town centre where Kiwirail owns most of the land.

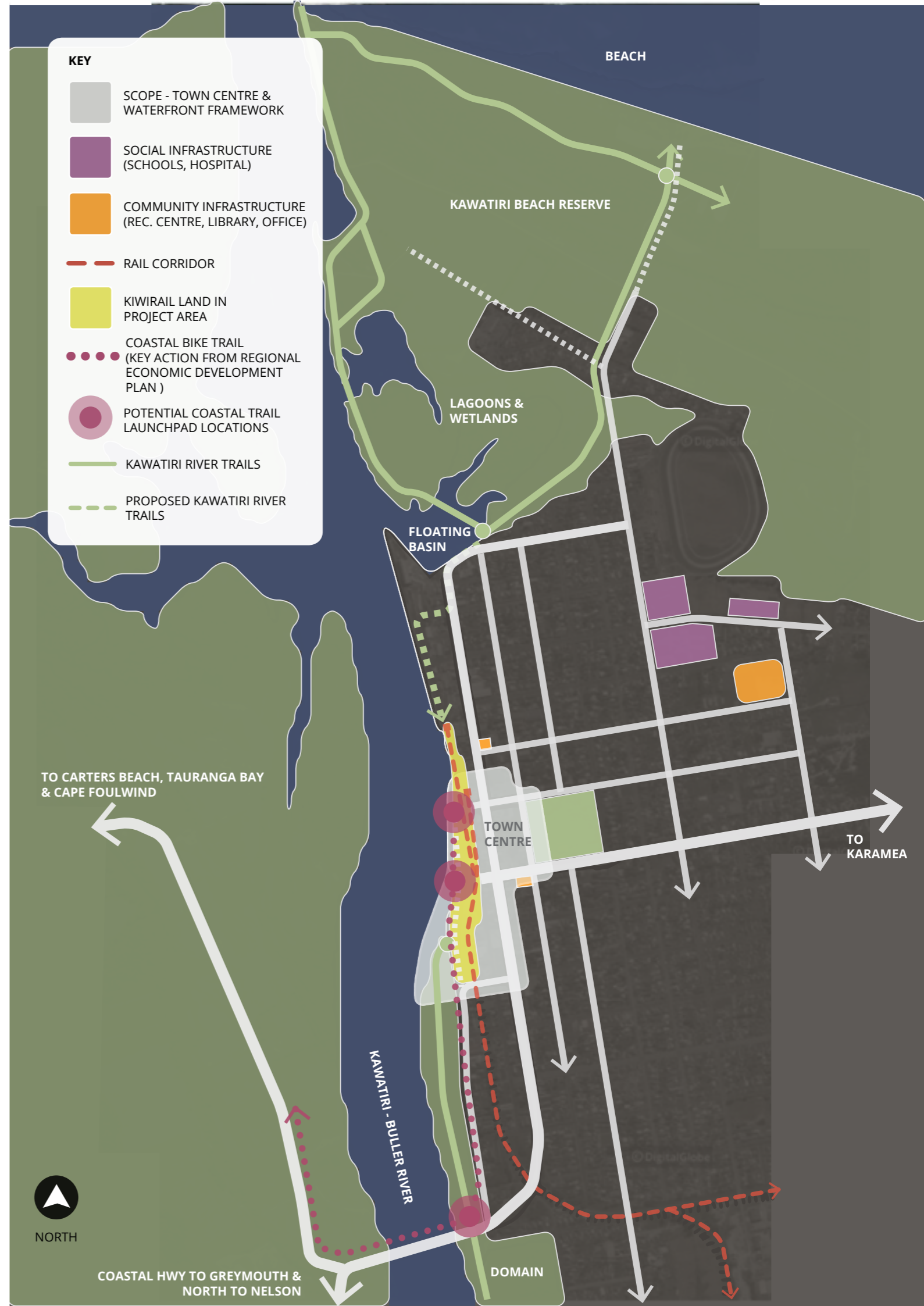
KIWIRAIL AND HOLCIM ASSETS

Holcim and Kiwirail have significant assets on the waterfront, while the Buller District owns the wharfs. The change in economics of coal has meant that investment in coal processing at the large shed at the Floating Basin has not lead to any use of the infrastructure. Kiwirail has large land holdings on the waterfront and a number of sheds which are in prime locations for potential re-use near the town centre.





Holcim has withdrawn its operations from Westport and has left a number of sites in the District vacant. Negotiations over the assets continue. The most significant assets for the Revitalisation project are the Silos on the waterfront. The Holcim assets are described in detail in the LTP 2018-2028.

TOWN CENTRE AND WATERFRONT REVITALISATION

The scope of the Revitalisation project includes the town centre and waterfront. The diagram to the right shows that the project area is bisected by rail lines and Kiwirail land. The plan on the following page shows Kiwirail land holdings in greater detail.



KIWRAIL LAND

-  HOLCIM ASSETS
-  KIWRAIL LAND
-  REVITALIZATION PLAN SCOPE
-  MAJOR CONNECTIONS TO WATERFRONT



REVITALISATION BUILDING BLOCKS

DISCOVERY

A SUMMARY OF 'BUILDING BLOCKS' FOR REVITALISATION ARE SHOWN ON THIS PAGE. A DIAGRAM ON THE NEXT PAGE SHOWS THE MAIN CHALLENGES AND OPPORTUNITIES FOR THE TOWN CENTRE AND WATERFRONT. THESE ARE DESCRIBED IN MORE DETAIL IN THE *DISCOVERY REPORT*.



LANDMARK BUILDING & MUSEUM / I-SITE



THE LIBRARY OUTSIDE TOWN CENTRE



MILLENNIUM TRACK - A LINK TO THE BRIDGE



HERITAGE BUILDINGS ON STREET CORNERS



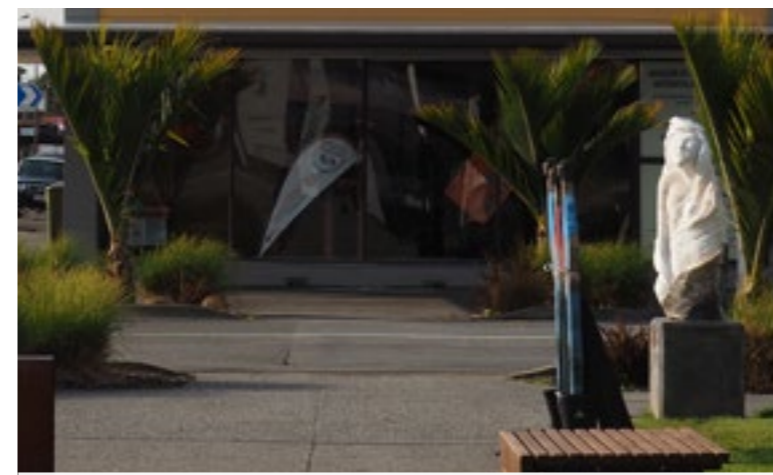
DERELICT WHARF - AN OPPORTUNITY AREA



TOURISM GROWTH - BIKING, SURFING, HIKING



CAFÉS MAKE STREETS MORE LIVELY



SMALL SCULPTURES ADD INTEREST



HIDDEN HERITAGE - A LANE WAY WAREHOUSE



POORLY DEFINED SPACE AROUND THE RAILWAY LAND



WHITEBAIT FESTIVAL - A UNIQUE EVENT



LANDMARKS AND MEMORIALS - AN OPPORTUNITY

SUMMARY | CHALLENGES & OPPORTUNITIES



KEY

- WATERFRONT BUILDINGS
- DISPERSED NETWORK OF CIVIC FACILITIES
- RETAIL ANCHORS - SUPERMARKETS, MITRE 10
- OPEN SPACES
- NATIVE VEGETATION



NORTH

The image shows a large industrial building with a prominent 'Holcim' logo on its facade. The logo consists of a stylized red and black symbol above the word 'Holcim' in a bold, sans-serif font. The building has a modern, industrial aesthetic with large windows and a grey facade. In the foreground, there is a paved walkway with a red carpet-like strip, and a person is walking on it. To the right, there is a smaller building with a 'Harcourts' sign. The scene is set in a sunny, outdoor environment with some greenery and a clear sky.

REVITALISATION

PRINCIPLES & STRATEGIES

A NEW TOWN STORY - WHY?

THE TOWN STORY IS A RESPONSE TO WESTPORT'S CHALLENGES AND OPPORTUNITIES. IT IS A SET OF REVITALISATION PRINCIPLES ABOUT *WHY* COUNCIL AND THE COMMUNITY SHOULD TAKE ACTION. THE STORY EMERGED THROUGH MEETINGS, DISCOVERY WORKSHOPS, AND THE 7 DAY MAKEOVER PROCESS.

BACKGROUND

Westport, with a population of around 4,000, has relied for over one hundred years on various forms of resource extraction - gold, coal, cement, and timber. But the past few years have seen a significant decline in these industries with the cement factory closing and no longer shipping from Westport.

Westport needs to reinvent itself and develop a new town story. The 7 Day Makeover attempted to uncover that story and give it a voice. We discovered that the story already existed. It just needed to be amplified.

For some time, the town has focused on big ideas, like a connection from the Clock Tower to the river and a board-walk and cafés along the river. The 'big dreams' have tended to stymie progress because they are slightly out of reach. The 7 Day Makeover asks "How could we prototype these dreams and make them happen in just 7 days?". The answer was, "stop trying to take the people to the river and harbour and bring the river and harbour to the people." This approach informed refurbishment of the NBS Theatre Park.

Before the makeover, the town centre could have been any town centre in New Zealand. There was absolutely no reference to the river or harbour; no reference to the incredible bike experiences available, and only a small referencing of the stunning wild backyard of Westport. All these need to be addressed in future makeovers.

The community makeover approach works to overcome the following risk factors:

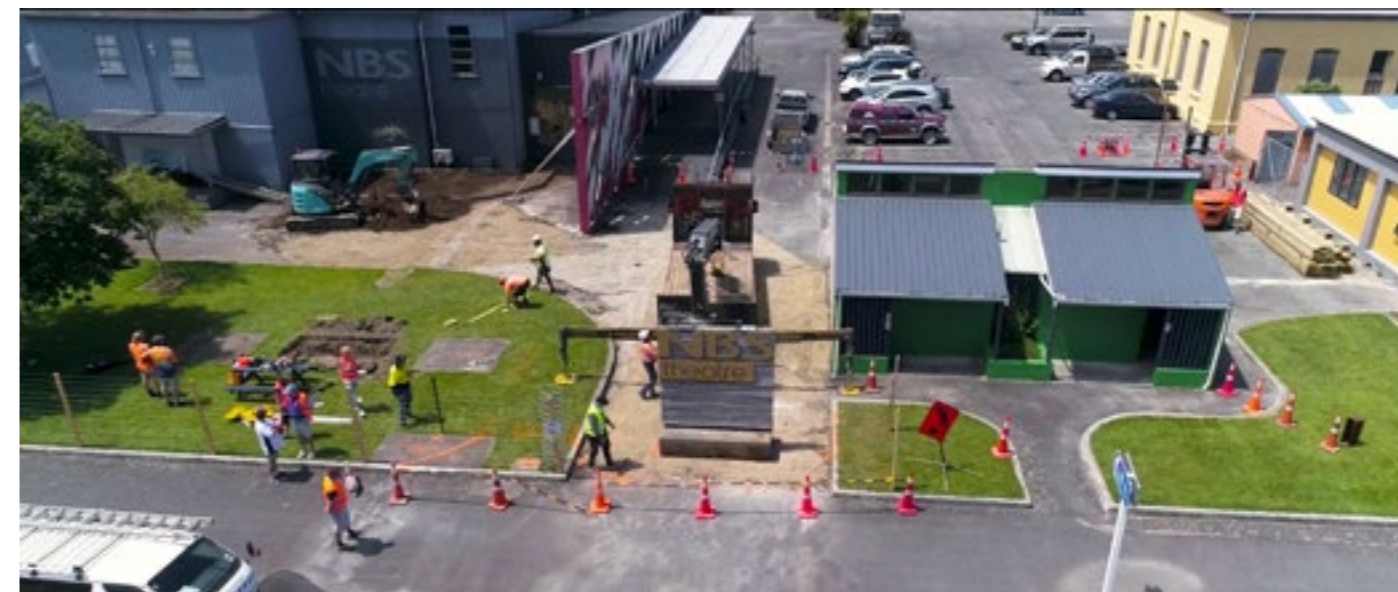
- The community doesn't understand the basic principles of placemaking, and invests in ineffective projects.
- The community can't agree on the most important projects or on the design for a project and the process becomes bogged down in endless meetings.
- The town naysayers oppose what is proposed and nothing ends up happening.

Westport's community makeover demonstrated that by using the Creative Communities approach these risks could be overcome. By making rapid progress the new stories have already begun to shape the culture and physical form of Westport.

The Makeover Report from December identified a number of initial directions for new stories. These narratives have been further developed with stakeholder group and Councillor input into the Revitalisation Project's principles:

- A river & beach town surrounded by untamed natural wilderness: Embracing our wild backyard.
- Our world-class back-country biking and hiking trails: Developing the experience.
- An entrepreneurial journey: Taking risks to find new sources of pride and prosperity.
- Increasing resilience: Ensuring Westport thrives over the long-term

The rationale for the stories are outlined on the following pages.



UNIFYING THE PARK AND MAKING A NEW ENTRANCE TO THE THEATRE



CREATING PLAY AND PERFORMANCE SPACE



INTRODUCING WATERFRONT ELEMENTS TO THE TOWN CENTRE



A RIVER & BEACH TOWN SURROUNDED BY UNTAMED NATURAL WILDERNESS

EMBRACING OUR WILD BACKYARD

SITUATION

Westport is located in close proximity to attractions in the District's conservation estate, and the town has an enviable river and beach-side location. But, the town centre is separated from the waterfront by rail infrastructure, derelict wharf structures, and overgrown riverbanks. Much of the town centre looks like any small town in NZ.

Large numbers of tourists visit the northern West Coast, but only a fraction of the total visit Westport. In particular, Punakaiki has 500,000 visitors/year and Tauranga Bay-Cape Foulwind has 150,000 visitors/year. The opportunity brought by the flow of visitors is clear.

Recently, a West Coast, and port-coastal aesthetic has been embraced for the town centre. The change in character has been made through planting, sculpture, and in particular the community makeover of the NBS Theatre Park. Businesses in the District are beginning to trade off the remoteness and natural capital of the area (e.g. Reefton Distilling Co).

FOCUS - BRING THE WILD BACK-YARD INTO THE TOWN HEART.

- Become a destination on the 'Wilderness Highway', and make it fun.
- Recognise and tell the pre-european story - geology, ecology, waves of human settlement.
- Cooperate to get people to stay longer (e.g. a shared strategy to encourage visitors to "stay one more day").
- Make the wild backyard obvious in the town centre
- Leverage local knowledge / guides for tourism and provide support info.
- Create story-telling and visitor experience assets in the town centre, waterfront, and online which work 24 hours/7 days a week.
- Make the destination experience attractive to many user groups (i.e. understand the needs of families, bike and event support crew, backpackers, and tour groups).



OUR WORLD-CLASS BACK-COUNTRY BIKING AND HIKING TRAILS

DEVELOPING THE EXPERIENCE

SITUATION

The Old Ghost Road trail is a world-class attraction, and New Zealand's longest back-country bike trail takes people from Lyell (in the Buller Gorge) to Seddonville (north of Westport). All riders and hikers pass through Westport at some stage in their visitor experience. However, the town has room to grow as a hub for hiking and bike tourism as it's not obvious, apart from the Ghost Road HQ, that back-country trails are part of the town's DNA and that visitors are welcomed.

An additional Kawatiri Coastal Trail from Charleston to Westport is in planning stages as a primary economic development activity. The District is also home to Reefton which has its own set of trails, attractions, and entrepreneurial activity. Promoting the back-country biking and hiking experiences, as part of a broader District-wide strategy will continue to position and build the northern West Coast's brand in the hiking and biking world.

FOCUS - DEVELOP WESTPORT INTO A HIKING AND CYCLING-FRIENDLY DESTINATION THAT EXCEEDS TRAIL-USERS EXPECTATIONS.

- Develop Launchpads - provisioning, basic bike tourism support (e.g. wash-down facilities), infrastructure development, and HQs / trail bases.
- Further develop the Brand of the bike experience (e.g. unique native forest and ex-mining landscapes), and meet the needs of different customer types (regional. vs. international), with different value experiences (e.g. budget, standard, luxury), and cater to different ability level of riders (i.e. trail difficulty grades).
- Building a complementary marketing approach to back-country trails and supporting experiences across the District.
- Develop the town centre feel, culture, and infrastructure to support trail users.
- Unique events attract a large and increasing number of high-quality visitors - give them a memorable experience (e.g. Ghost Road Ultra, Buller Marathon).



AN ENTREPRENEURIAL JOURNEY

TAKING RISKS TO FIND NEW SOURCES OF PRIDE AND PROSPERITY

SITUATION

As a town, with a population of 4000, Westport has limited resources, and has also suffered recent economic shocks. In order to make things happen it has needed to be creative and resourceful. The economy will need to diversify from traditional sources of wealth: forestry, extractive industries - coal, gold, fisheries - and tap into areas of growth such as tourism and the digital economy.

The emerging entrepreneurial culture, centred around EPIC Westport and the Regional Tourism re-branding 'Untamed Natural Wilderness' are positives for the town to build upon. An emerging Kawatiri brand is also growing in an effort to link authentically to the place.

The entrepreneurial spirit and generosity also extends into the community sector and has been demonstrated through volunteer projects such as the Kawatiri Beach Reserve, and the NBS park makeover.

FOCUS - COMMIT TO TRYING NEW THINGS

- Understand what progress is for Westport, get projects done, and celebrate our achievements towards making it a better place to live.
- Make the place attractive to younger people - 25-35 yr olds - consider start-up culture, night-life and culture, incentives to locate there.
- Recognise the creative economy's role in urban renewal and develop specific initiatives to attract people to locate in Westport.
- Reduce dependence on local government by increasing co-operation and co-investment between the private sector, economic development agencies, and different levels of government (e.g. examine potential for micro-finance for small-scale ventures).
- Involve property owners in urban renewal (e.g. short term uses in vacant spaces; examining incentives or barriers in how local government works with businesses).
- Acknowledge the changed characteristics of retail (i.e. impact of online shopping) and invest to improve customer experience, develop digital retail channels, and reduce costs (e.g. by sharing retail space).



INCREASING RESILIENCE

ENSURING WESTPORT THRIVES OVER THE LONG-TERM

SITUATION

Westport is a river and coastal town. Along with the benefits of this location, there are also risks. With climate change, the risks to the town are going to increase. Flooding, storm surges and inundation along with the coastal processes of erosion and accretion have been part of Westport's history since it was founded.

The West Coast Regional Council prepared and consulted on a number of options for responses to flood protection and coastal hazards in 2017. Council expects further direction on these issues in 2018.

FOCUS - REMAIN FLEXIBLE TO ACCOMMODATE CHANGE

FINANCIAL RESILIENCE

- Take action to deliver change, but ensure it's affordable. Transformation depends on building momentum (even if steps are only small), and stopping progress is an implementation risk.
- Develop strong relationships with other levels of government to coordinate delivery, and access multiple funding sources.

ENVIRONMENTAL RESILIENCE

- Restore landscapes and ecology in and around Westport - Kawatiri Beach Reserve and wetlands, river banks, the Domain and Millennium Reserve and Track.
- Understand the time-frame of decisions and impacts of projects with regard to natural hazards and climate change. Balance short-term and longer term drivers and affordability.

SOCIAL RESILIENCE

- Develop the town centre to adapt to trends such as an aging population - better accessibility, opportunities for social connection to combat loneliness, digital connectivity to overcome physical isolation and enable service delivery.
- Work towards indicators of success which aren't financial. For example, happiness, free-time, meaningful work, health, strong friendships and support networks.

DESIGN STRATEGIES - HOW AND WHAT?

THE STRATEGIES ARE ABOUT **HOW** COUNCIL AND THE COMMUNITY CAN DELIVER ON THE PRINCIPLES IN THE TOWN CENTRE AND THE WATERFRONT.

The Revitalisation Project addresses each element of making good places to live with a **Design Strategy**. The revitalisation strategies were developed with input from local stakeholders, councillors, and Council Staff and reflect how Westport can make progress on the **Town Story**.

The design strategies are informed by the Discovery Report which used the same categories to map challenges and opportunities in Westport:

- Life
- Spaces & networks
- Buildings
- Culture & creativity

All good places to live make the most of their unique circumstances and assets. Westport has a great point of difference for a town as it is on a waterfront.

The strategies have been applied to four project areas which result in a list of **Projects**. The aim is for Council to work with the community to prioritise projects, and to empower the community to transform places through **Makeovers**.



LIFE

REINFORCE THE MAIN STREET AS THE HEART OF WESTPORT AND BRING LIFE TO NEW AREAS



SPACE & NETWORKS

TRANSFORM THE WATERFRONT EXPERIENCE AND STRUCTURE



BUILDINGS

CONSOLIDATE WESTPORT'S SOCIAL AND ECONOMIC ASSETS

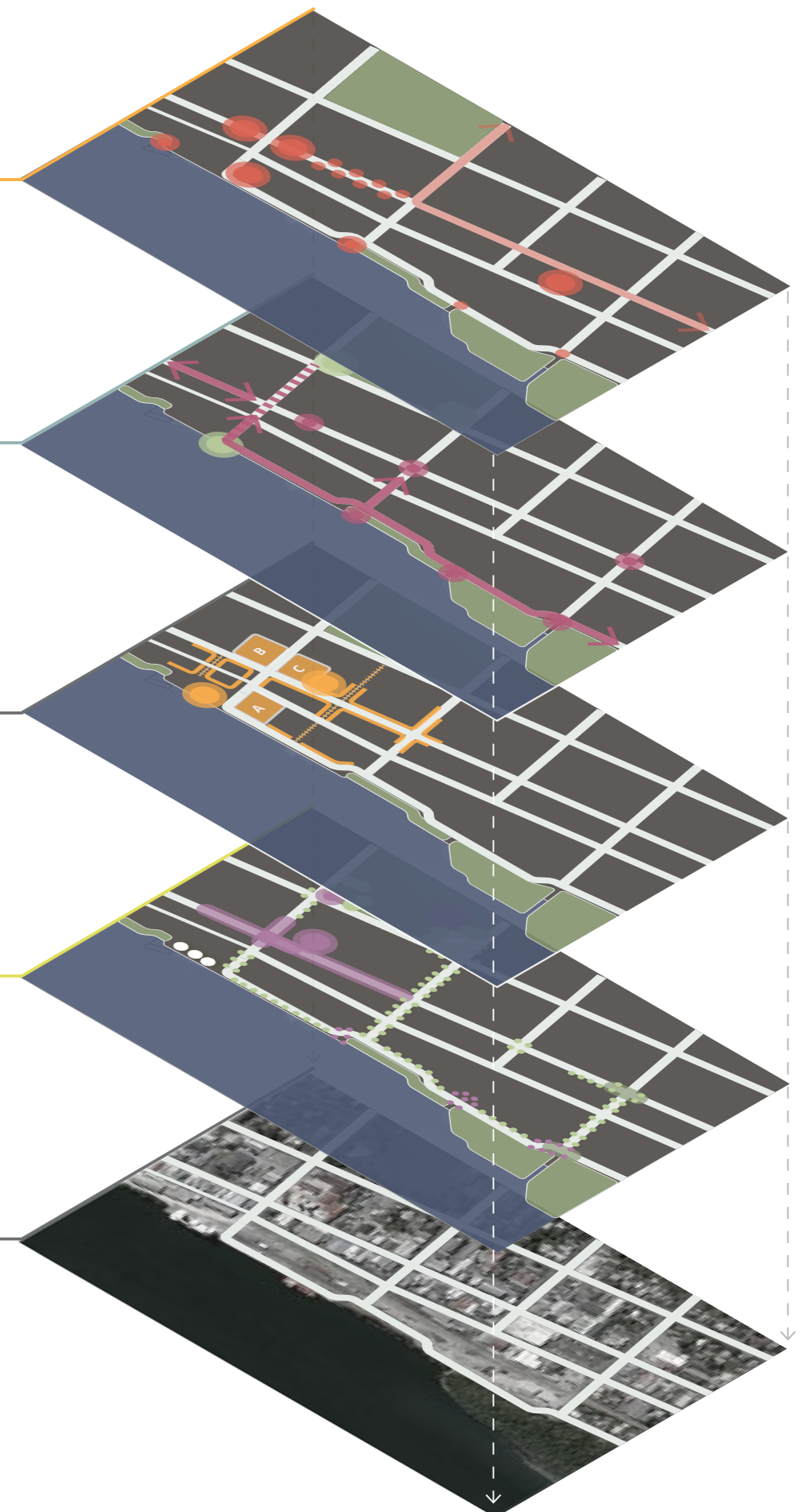


CULTURE & CREATIVITY

MAKE WESTPORT FEEL UNIQUE AND ATTRACTIVE



PROJECT AREAS



DESIGN STRATEGIES | DETAILS



LIFE

A. REINFORCE THE MAIN STREET AS THE HEART OF WESTPORT AND BRING LIFE TO NEW AREAS

- A1 Make more opportunities for social life on Palmerston Street.
- A2 Develop waterfront activity zones with direct links to the Main Street.
- A3 Develop assets which are linked to the wild backyard for kids.
- A4 Celebrate the lifestyles in the town surfing, biking, outdoor adventures by showcasing the nearby assets.



SPACE & NETWORKS

B. TRANSFORM THE WATERFRONT EXPERIENCE AND STRUCTURE

- B1 Stitch the town centre and waterfront together with the Kawatiri River and Coastal Trails.
- B2 Define and develop the Waterfront's entrances, 'spaces', and accesses.
- B3 Maximise existing assets through way-finding and signage at key locations.
- B4 Develop the town to waterfront connectors - Lyndhurst, Brougham and Rintoul Streets.
- B5 Develop the corners of Victoria Square and improve pedestrian facilities.



BUILDINGS

C. CONSOLIDATE WESTPORT'S SOCIAL AND ECONOMIC ASSETS

- C1 Make a vibrant and social community destination by consolidating the Library, Council offices and service centre, and community 'assets' into a single multi-purpose facility.
- C2 Create a unique cultural and visitor attraction by redeveloping the Museum into a broader experience.
- C3 Develop an economic hub in the silos and warehouses on the waterfront.
- C4 Facilitate upgrades to store-fronts and building façades on Palmerston Street.
- C5 Develop mid-block lanes to the waterfront and Victoria Square to improve walkability.



CULTURE & CREATIVITY

D. MAKE WESTPORT FEEL UNIQUE AND ATTRACTIVE

- D1 Maximise benefits to the local economy of bringing large numbers of visitors to Westport.
- D2 Diversify cultural and creative expression.
- D3 Night-scape the town.
- D4 Develop the Kawatiri aesthetic for Westport the coastal town with a wild back-yard.





CATALYST PROJECT

BULLER AREA
COMMUNITY HUB

'THE BACH'

CATALYST PROJECT | 'THE BACH' - BULLER AREA COMMUNITY HUB

BACKGROUND

Most towns and cities in NZ have begun combining old single-purpose facilities for social infrastructure and accommodation of Council services and offices. Towns benefit from this strategy because it provides convenience and service improvements to the public, lower operational and asset management costs to Council, and a boost to town vitality from a steady-flow of customers and employees (like an anchor store in a shopping centre). Towns have been able to meet their unique challenges and opportunities by creating a mix of uses based on local needs.

In Westport, the idea of a multi-function community facility, library, and council office and service centre has been proposed since at least 2013, and was included in the Long Term Plan 2015-2025. Cost estimates were based on a concept from Red Box Architecture in 2014 which had the brief to co-locate the library, and council offices and if possible to re-use the Carnegie Library building. The 2014 concept shows *a collection of redeveloped buildings linked with open spaces, and redeveloped streets.*

Westport has already benefited from consolidating recreation assets with the development of the Pulse Energy Recreation Centre. *The BACH - Buller Area Community Hub* is a once in a generation opportunity to make an asset that provides benefits to the town centre. Investment Logic Maps have been developed to compare the thinking behind the 2014 concept and 2018 concept (pages 28 & 29).

WHAT'S CHANGED SINCE 2015

Since the Long Term Plan 2015, there have been a number of developments that have impacted the town and also created opportunities:

1. Holcim Cement ceased operations in Westport in mid-2017 - this has raised potential for redevelopment of the waterfront silos and wharfs for different economic uses such as commercial development and visitor accommodation.
2. Coal - Rail has not been required to service the Bathurst mining shed at the North end of the Coal Wharf. Kiwirail is considering options for its significant land holdings along the river.
3. Council financial modelling - the modelling suggests that a single facility will result in lower operational costs over the long-term. Whole-life costs need to be considered to deliver value for the community.
4. West Coast Regional Council flood protection and modelling early 2017 - shows that the town centre is a relatively unaffected location in an 1% AEP flood event.

WHY IT'S NEEDED

- Earthquake rating of Brougham House (Western end 34% / Eastern end 60%), and Library building (47%).
- Library - not located in the walkable core of Westport's town centre and the facility is dated and doesn't support contemporary library service practices.
- Asset management - the aim to get value for money for ratepayers by rationalising assets and reducing operating costs. In addition, Council has a duty to ensure that assets are not idle (i.e. Carnegie Library), and to resolve asset management issues as part of its normal business.
- Civil Defence is currently housed in the Grandstand which has Earthquake rating issues.

THE BACH CONCEPT - A SINGLE MULTI-PURPOSE COMMUNITY FACILITY

A place which projects a strong economic and social future for Westport. It will provide an all-weather and year-round hub for locals and visitors, a town centre 'anchor' development, and meet Council's functional needs.

The concept for a single, multi-purpose facility includes the following core Council services and requirements. There is an opportunity to include other uses to maximise the benefits of the development to the community.

- Library, Customer service centre, Council offices, Event & meeting space.
- Civil Defence.
- A mix of community and social services.
- Commercial tenancy (e.g. for a cafe) to generate revenue and activate public space.



PUKE ARIKI ON NEW PLYMOUTH'S WATERFRONT COMBINES A MUSEUM, LIBRARY AND I-SITE

SITE OPTIONS

SITE OPTIONS

These site options have been developed as a response to: 1. The changing context in the town centre and waterfront, and 2. The financial advice that a single facility may provide long-term operational benefits. This section includes site descriptions and pros / cons but makes no conclusion about which site is preferred.

The requirements from the 2014 architect's brief for the Civic Hub outlined the following space requirements. These provide a starting point for testing site locations for the BACH Concept. The Civic Hub Concept worked on a 30-year time-frame. Another mix of social infrastructure would need different space requirements.

SPACE REQUIREMENTS (2014)

Library <i>Staff no. - 4 FTE</i>	700m ²
Community Cluster <i>Staff no. - Unknown</i>	330m ²
Council Administration <i>Staff - accommodate 45 FTE</i>	Est. 1000m ² (staff spaces - 630m ² , plus access and lift, meeting rooms, and communal areas, toilets) <i>Comparison current office: staff space 970m², storage 253m², garage 103m²).</i>
IT requirements	24m ² (Rack space + Storage) plus additional space for back power supply

SITE CHARACTERISTICS

All sites could easily accommodate the 2014 architects brief. A multi-level building will use space more efficiently and provide a greater presence in the townscape.

A. Waterfront


- Approximate site area 1165m² +
(Site unconstrained along waterfront, assuming removal of old rail sheds).
- Footprint of existing buildings n/a
- Street frontage 66m (approx. 16m on Lyndhurst St extension & 50m+ along new waterfront esplanade).

B. Clock tower / Museum

- Approximate site area 1605m²
- Footprint of existing buildings Clock tower 473m²
- Street frontage 84m



KEY

 POTENTIAL DEVELOPMENT SITES

SITE A WATERFRONT



A. SITE DESCRIPTION

Key characteristics

- Prime waterfront location with outstanding amenity, and excellent orientation for afternoon and evening sun.
- Exposed to prevailing winds from the West.
- Anchor development for renewal of waterfront as an economic development project.
- A key site on Kawatiri Coastal and River Trail - silos are an important landmark, and Lyndhurst St is shortest link between Palmerston St and the waterfront.

Existing buildings and infrastructure

- Ex-Holcim, wharf, and rail buildings and structures of mixed-age and condition would need to be demolished to allow for a new waterfront concept to emerge. Rail society and assets, indoor cricket re-homed.
- Rail infrastructure mothballed, but corridor retained.
- Small section of rail removed (20m) to extend Lyndhurst St for access and connection to the Esplanade to avoid need for level rail crossing.

Other considerations

- Mix of land ownership which would need to be resolved. Railway land could be re-purposed for car-parking behind buildings.
- The waterfront slopes to a low point at the north-east corner of the Railway Sheds. Site works would need to remedy this to create better development opportunities.
- Dependent on additional urban renewal of Ex-Holcim silos and Kiwirail sheds to maximise benefits.



PROS

- Consolidates assets on waterfront, and demonstrates civic values by locating social infrastructure in a prime location.
- Starts the move to the river, and opens up scope for further development in that area.
- Enables a custom designed facility that is fit for purpose from the outset.
- Brings all services together in one place.
- Potential for non-rates income through lease of space.
- Museum can expand into Clock tower.



CONS

- No future public use for the Carnegie Library.
- Services - unknown requirements.
- Brown field site - Potential need for remediation of hazards.
- Requires street construction to waterfront along Lyndhurst St.
- No existing parking - although plenty of space to create car parking.

SITE B CLOCK TOWER, I-SITE, MUSEUM



C. SITE DESCRIPTION

Key characteristics

- Prominent corner site with landmark heritage building (Category 1) and space to develop behind.
- Generous off-street and on-street car parking nearby.
- Good solar orientation to North and West with long street frontage.
- Forecourt on Palmerston St is a formal civic space with potential to re-design and develop into a shared space to better support its function for events and markets.
- Museum Trust in planning stages for redevelopment of Museum.

Existing buildings and infrastructure

- Clock tower - retain and integrate heritage building into development.
- Brown Shed - Proposed incorporation into Museum.
- Brewery in Council-owned buildings - relocation required. Potential sites could be redeveloped Rail Workshops, waterfront, or Carnegie Building.

Other considerations

- The Clock tower building hosts a mix of community facilities which could be integrated into multi-purpose facility.
- The Clock tower's design provides limited activation of the forecourt. It is desirable to activate the public space with uses such as a cafe.
- Redevelopment adjacent of the EPIC Westport co-working space has provided a home for entrepreneurs and start-ups.



PROS

- Consolidate assets in the centre of town.
- Makes use of the Clock tower and gives it a future purpose.
- Potential to include cafe tenancy to activate forecourt and generate revenue.
- Potential to integrate with Museum buildings.
- Potential for positive frontage site to east (EPIC Westport).



CONS

- Potentially, no future public use for the Carnegie Library.
- Limited impact on townscape as development is to the rear of the Clock tower.
- Impact on brewery operation.
- Involves retrofitting/partial demolition of an old building - likely design compromises.
- More constrained development site, limited service options and space for council parking / storage / equipment.
- Constrains development opportunities for Museum and Tourism related uses.

CIVIC CONCEPT 2014 (REDBOX)

CLOCK TOWER, REAP, CARNEGIE



DESCRIPTION

Key characteristics

- Renovation and renewal of three existing buildings with public space linking all buildings together.
- Civic precinct created with NBS Theatre.
- Shared space on Lyndhurst Street, with covered link through to Theatre.

Existing buildings and infrastructure

- Clock tower - Heritage building to be retained, with 2 storey addition at rear housing council offices and meeting space.
- REAP Building becomes library. REAP relocates to current Library building. Public toilet block retained.
- Carnegie Building revitalised - used as 'community cluster'.
- Brewery retained in current location.

Other considerations

- Complex project - concurrent renovation of three Buildings, including two Category 1 historic buildings.
- Major additions shown to the rear-of buildings. Potential for limited impact on townscape unless significant facade changes are made to the REAP Building.
- Unless canopy area was formed into an atrium, significant public occupation year-round is unlikely.



PROS

- Retains public uses for Carnegie Building and Clock tower.
- Consolidate assets across sites in the centre of town.
- Prominent corner site with/ frontage to 'town square' (clock tower forecourt).
- Frontage, although interrupted, to NBS Theatre and Park.
- Uses existing on-street car-parking and Theatre car-parking.



CONS

- Legibility issues - unclear entrances and fronts and backs of buildings. Old public toilet at 'front door' of library on NBS Theatre. Limited impact on townscape.
- Public space created on side street rather than Palmerston Street. Additional public space outside theatre located behind buildings provides no activation of Palmerston St. Potential for CPTED issues with limited passive surveillance.
- Limited service space at rear of Clock tower. Duplication of customer service areas across three sites.
- Multiple buildings do not provide same degree of operational and asset management benefits.

INVESTMENT LOGIC MAP (DRAFT)
CIVIC HUB 2014 (RED BOX ARCHITECTURE)



Asset Management
 Earthquake prone buildings, maintenance, operating costs, life-cycle costs, buildings not fit for service, staff attraction.
 60%

Dispersed Council facilities not in the core of the town centre miss the opportunity to use social infrastructure as an 'anchor' tenant for economic development.
 20%

Heritage buildings condition and use
 i.e. Carnegie library - condition, unfit for purpose, EQPB.
 20%

Increase community satisfaction and pride from services.
 20%

Increase flow of people to town centre.
 50%

Develop Westport's 'place' brand - character, identity, and expression of civic values.
 20%

Attract and retain great Council staff - increase happiness.
 10%

Consolidate assets
A collection of redeveloped and renovated buildings linked with open spaces, and a shared-space street create a civic and community hub.

CHANGES

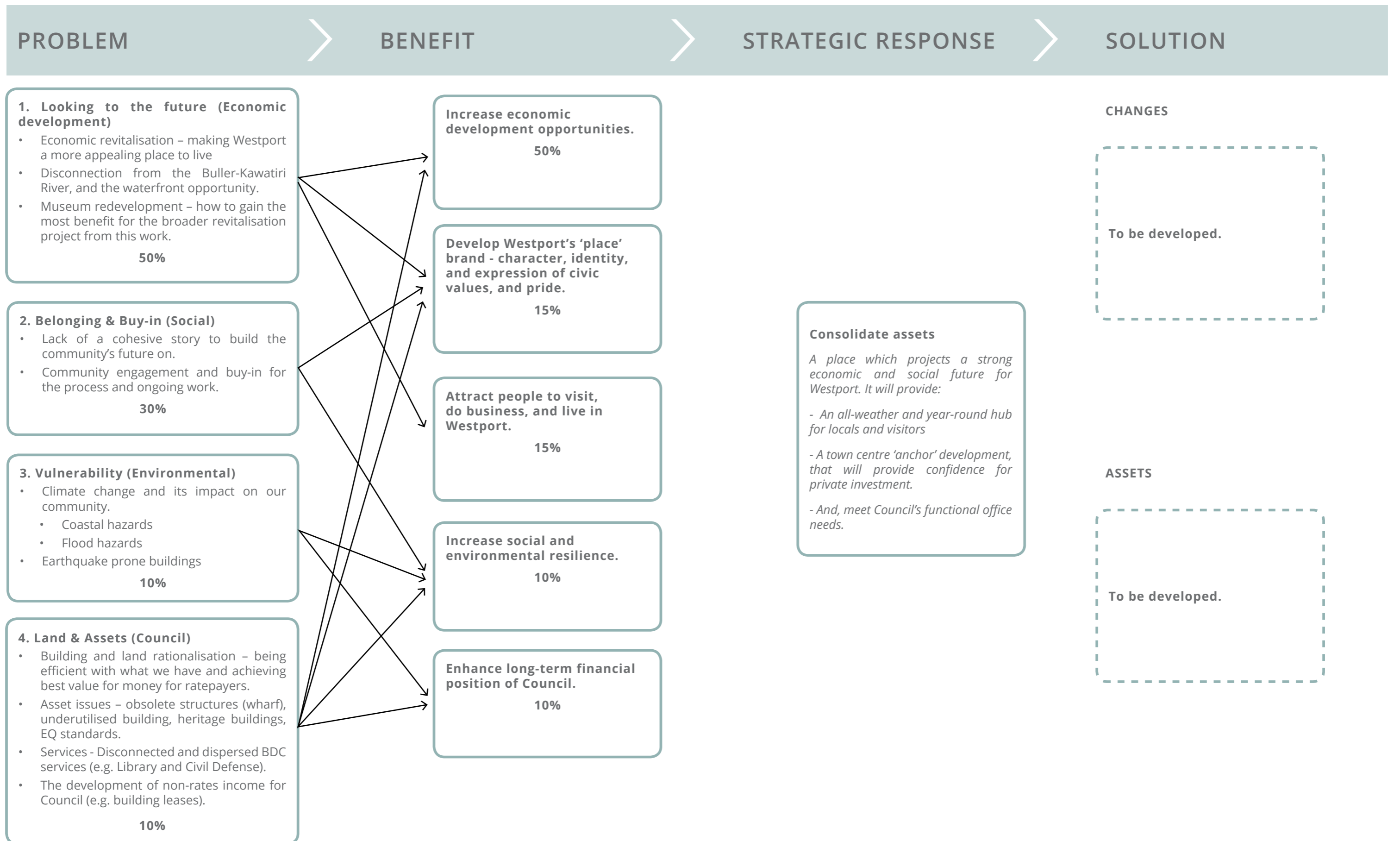
To be developed.

ASSETS

To be developed.

INVESTMENT LOGIC MAP (DRAFT)

'THE BACH' REVITALISATION PROJECT 2018



A photograph of an industrial or construction site. In the foreground, there is a paved area with a large black dumpster filled with debris, several blue and silver metal drums, and a white pipe. To the left is a large white metal building with a dark open bay door. In the center, a chain-link fence runs across the scene. To the right is a two-story light blue building with a corrugated metal roof. In the background, there are several utility poles with power lines and a range of blue mountains under a clear sky. A large, semi-transparent teal circle is overlaid in the center of the image, containing the text "PROJECT AREAS" in white, uppercase letters.

PROJECT AREAS

PROJECT AREAS - WHERE?

THE REVITALISATION PROJECT BREAKS THE TOWN CENTRE AND WATERFRONT INTO FOUR PROJECT AREAS TO MAKE IT EASIER TO SEE *WHAT* THE COMMUNITY AND COUNCIL COULD DO. THE PROJECTS IN EACH AREA HAVE BEEN A RESULT OF APPLYING THE DESIGN STRATEGIES INFORMED BY STAKEHOLDERS LOCAL KNOWLEDGE.

THE NEXT STEP IS TO *IDENTIFY PRIORITY PROJECTS* FOR THE NEXT 3 YEARS. THE REVITALISATION PROJECT IDENTIFIES PRIORITY PROJECTS FOR EACH AREA - THESE PRIORITIES WILL BE CONSULTED ON WITH THE COMMUNITY AND MAY CHANGE. THE LONG TERM PLAN IS THE PRIMARY FUNDING SOURCE FOR REVITALISATION PROJECTS.

AREA 1 | WATERFRONT & CULTURAL HUBS

Situation

Area 1 has the greatest concentration of public buildings and land, and public spaces - the Clock tower forecourt and NBS Theatre Park. This area is the section of the town centre and main street which is closest to the river. The area also has the tallest buildings in the town centre - the Clock tower, and the Silos - which are landmarks. The waterfront and wharf in this area has been inaccessible to the public for many years due to industrial activity.

AREA 2 | THE CENTRAL WATERFRONT & MAIN STREET

Situation

The 'main street' is the core area for retail and services, and because of this most of the activity in the town centre is in this part of Palmerston Street. This section of waterfront contains the majority of the wharf structure in the Revitalisation Project scope. The defining characteristic in this part of the waterfront is large areas of rail yards with a lack of spatial definition.

AREA 3 | THE LINKS

Situation

An area which lacks definition and identity - this section links different parts together and the focus needs to be on defining space and enhancing connection between nodes. The State Highway brings a flow of people along Palmerston Street to the core retail area and then out of town past The Gates of Remembrance and Victoria Square.

AREA 4 | WATERFRONT & TOWN CENTRE ENTRANCES

This is the southern 'anchor' of the town centre, and the supermarket is a hub of activity. Other uses which leverage the supermarket's presence include the Old Ghost Rd HQ, cafes and restaurants. Key locations are the intersections:

- Palmerston and Rintoul Streets - the entrance of the town centre, and links town centre to waterfront
- The Esplanade and Rintoul Streets - the entrance to waterfront.



AREA 1

WATERFRONT & CULTURAL HUBS

AREA 2

THE CENTRAL WATERFRONT & MAIN STREET

AREA 3

THE LINKS

AREA 4

WATERFRONT & TOWN CENTRE ENTRANCES

PROJECT AREA 1

WATERFRONT & CULTURAL HUBS



POTENTIAL - EXTEND LYNDHURST STREET AND MAKE A WATERFRONT PUBLIC SPACE

ABOUT AREA 1

Area 1 has the greatest concentration of public buildings and land, and public spaces - the Clock Tower forecourt and NBS Theatre Park.

This area is the section of the town centre and main street which is closest to the river. The area also has the tallest buildings in the town centre - the Clock Tower, and the Silos - which are landmarks. The waterfront and wharf in this area has been inaccessible to the public for many years due to industrial activity.

PRIORITY PROJECTS - TO BE CONFIRMED THROUGH COMMUNITY ENGAGEMENT

- BACH Project - Building assets.
- Kiwirail Land - investigation of waterfront land and assets.
- Shared space on Palmerston Street.
- Lyndhurst St - Victoria Square to Adderly Street.
- Way-finding - throughout town centre and waterfront.

MAKEOVERS - TO BE CONFIRMED THROUGH COMMUNITY ENGAGEMENT

- Pump Track on Victoria Square.
- Riverside trail development and tidy-up.
- Lyndhurst St (Palmerston to Adderly St) - parklet, street furniture etc.



GOOD WATERFRONTS SUPPORT DIVERSE ACTIVITIES



MAKE GREAT PLACES FOR KIDS

PROJECT AREA 1 - CONCEPT PLAN



AREA 1 PROJECTS (DRAFT FOR CONSULTATION)

Design Strategy A - Reinforce the main street as the heart of Westport and bring life to new areas.

1. Clock tower plaza and shared space - formal hard space for anchor events and markets.
2. Town lounge - an informal green space at NBS Theatre park.
3. Activity zone - Silos viewing and observation area.
4. Activity zone - Wharfs

Design Strategy B - Transform the waterfront experience and structure

5. Wharf-side trail from the Silos to the Fishing Wharf & floating basin.
6. Waterfront 'plaza'
7. Town to waterfront connector - Lyndhurst Street and linear park.
8. Way-finding locations - I-Site, NBS Theatre Park, waterfront.

- Tell a broad range of stories about the area - pre-european history, ecology, geology integrated with way-finding and streetscape elements.

9. Active park corner at Victoria Square for all ages:
 - A junior learn to bike / mt. bike track.
 - Skate-park upgrade and new activities: e.g. half-court basketball, play & exercise equipment.

Design Strategy C - Consolidate Westport's social and economic Assets

10. Site option - The BACH - multi-purpose facility.
11. Museum redevelopment - a broader experience for locals and visitors including unique assets such as the Kawatiri Archaeological Dig and Anaweka waka.
12. Redevelop the Silos for a mixed-use commercial venture including visitor accommodation.
13. Use the Rail Sheds to attract and grow the local creative and startup economy.

Design Strategy D - Make Westport feel unique and attractive

14. Large scale street art on industrial buildings and in lanes.
15. Lighting projects:
 - Prominent heritage buildings.
 - Landmarks - Silos
 - Parks and street trees.
16. Streetscape:
 - Street tree and shrub planting.
 - Bespoke palette of streetscape and way-finding elements using reclaimed and up-cycled wharf materials.
17. Landmark artworks at entrances or key points along the Waterfront and town centre.

A. REINFORCE THE MAIN STREET AS THE HEART OF WESTPORT AND BRING LIFE TO NEW AREAS

A1 MAKE MORE OPPORTUNITIES FOR SOCIAL LIFE ON PALMERSTON STREET.

Projects

- Clock tower plaza and shared space - formal hard space for anchor events and markets.
- Town lounge - an informal green space at NBS Theatre park.

Rationale

Every good town has a public space which people recognise as the civic heart. The values of a town are expressed by how this place is developed and cared for. Westport has two places in close proximity which feel like a civic heart, so it is possible to make two complementary public spaces which have different characteristics that support different types of visible public life.

A2 DEVELOP WATERFRONT ACTIVITY ZONES WHERE PEOPLE CAN VIEW, ACCESS, AND USE THE KAWATIRI-BULLER RIVER.

Projects

- Silos - viewing, and observation.
- Wharfs

Rationale

A great waterfront needs a diversity of ways to experience the natural setting, and to interact with the water. Currently, it is difficult to access and enjoy the river. The silos (if redeveloped) offer a unique opportunity to get high above the town and gain perspective of the wild setting of the town. The wharfs provided an opportunity for people to be close to the river but elevated over it.

A3 DEVELOP ASSETS WHICH ARE LINKED TO THE WILD BACKYARD FOR KIDS.

Projects

- A junior learn to bike / mt. bike track at Victoria Square.

Rationale

Westport has few assets which link to the wild backyard, or provide play opportunities for kids in the urban landscape. Recent prototyping of bringing the wild backyard into the town at the NBS theatre park demonstrated the potential of this approach. One of the emerging parts of Westport's culture is back-country biking. Creating an opportunity for kids to learn to bike in a safe environment allows the bike culture to grow.

B. TRANSFORM THE WATERFRONT EXPERIENCE AND STRUCTURE

B1 STITCH THE TOWN CENTRE AND WATERFRONT TOGETHER WITH THE KAWATIRI RIVER TRAIL, AND COASTAL TRAIL.

Projects

- Wharf-side Trail from the Silos to the Fishing Wharf.

Rationale

The Regional Economic Development Action Plan identifies the Kawatiri Coastal Trail as a primary action for Westport. A HQ for this trail is proposed for the Picnic area by the Bridge but a central waterfront location would also work well. The Kawatiri Beach Reserve has had a significant development of tracks and bridges which begin at the Floating Basin and Boat Ramp. The missing section of this big idea is a section of Wharf-side trail which is in close proximity to the town's main street - Palmerston Street.

A unique opportunity for Westport is to connect Victoria Square to the Waterfront with a 'linear park'. The idea of a linear landscape is to connect open space destinations into a network. This means that users of these spaces feel like they're removed from traffic and vehicles.

B2 DEFINE AND DEVELOP THE WATERFRONT'S ENTRANCES, 'SPACES', AND ACCESSES.

Projects

- Waterfront 'plaza'
- Town to waterfront connector - Lyndhurst Street and linear park.

Rationale

The waterfront is currently separated from Palmerston St by about 70-90m of railway land. In order to connect the Esplanade to the town centre short sections of street need to be created, and limited amounts of rail track removed to avoid the need for level crossings. The rail corridor is not currently used, and techniques to mothball the line and protect the assets are preferred to removal to allow for potential future use.

B3 MAXIMISE EXISTING ASSETS THROUGH WAY-FINDING AND SIGNAGE.

Projects

- Way-finding locations - I-Site, NBS Theatre Park.

Rationale

Feedback from stakeholders during development of this plan revealed that greater effort was needed to make the most of existing assets. The NBS and Museum have been recently developed along with large numbers of trails.

Way-finding is a light-touch way to make places easy to find for locals and visitors, and to also develop a sense of place by naming destinations.

B5 DEVELOP THE CORNERS OF VICTORIA SQUARE AND IMPROVE PEDESTRIAN FACILITIES.

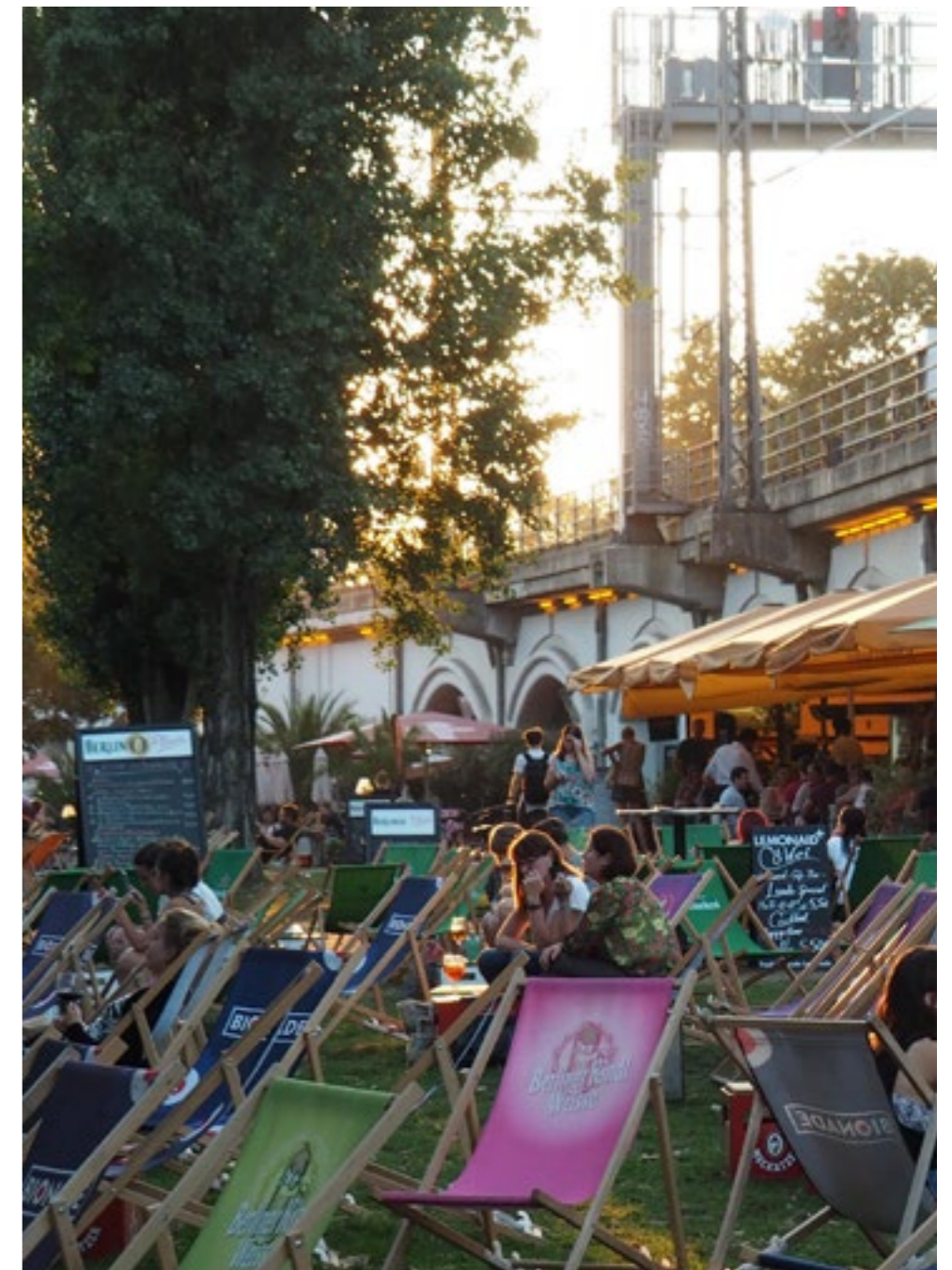
Projects

- Upgrade existing skate park.
- New active park corner for all ages: e.g. half-court basketball, learn to bike track, exercise equipment, playground upgrade.

Rationale

Victoria Square has two memorial spaces on the North-east and South-west corners. A skate-park and play-ground has been developed on the North-west corner giving it an active feel.

This active nature of this space can be grown by adding more things to do which can attract a wider range of age-groups, and to encourage people to stay there longer.



MAKING PUBLIC SPACES WHICH ATTRACT PEOPLE IS INEXPENSIVE

C. CONSOLIDATE WESTPORT'S SOCIAL AND ECONOMIC ASSETS

C1 MAKE A VIBRANT AND SOCIAL COMMUNITY DESTINATION BY CONSOLIDATING THE LIBRARY, COUNCIL OFFICES AND SERVICE CENTRE, CIVIL DEFENCE AND COMMUNITY 'ASSETS' INTO A SINGLE MULTI-PURPOSE FACILITY.

Projects

- The BACH - multi-purpose facility. Three potential locations:
 - A. Waterfront; B. Carnegie / REAP / NBS; C. Clock tower / Museum

Rationale

See detailed outline of BACH Concept pages 18-19.

C2 CREATE A UNIQUE CULTURAL AND VISITOR ATTRACTION BY REDEVELOPING THE MUSEUM

Projects

- Museum redevelopment - a broader experience for locals and visitors including unique assets such as the Kawatiri Archaeological Dig and Anaweka waka.

Rationale

The Museum opened in 2012 and has created a good asset for the town, but with the Regional Economic Development plan focussing on the West Coast as an untamed natural wilderness, the singular focus on Coal as a museum theme is misaligned and overly narrow. In addition, diversification of the museum experience to appeal to a broader range of visitors and to make the place more useful as an educational resource is needed with regard to recent developments. One of these is the Kawatiri Archaeological Dig which is providing some of NZ's oldest finds of early polynesian settlement, and the Anaweka Waka discovery north of Karamea. In addition, the museum business model needs to be diversified and to expand outside into the public spaces, both through interactive assets (e.g. play opportunities on geological features), and through activation of the town by including a cafe (e.g. lease) for an additional revenue stream.

C3 DEVELOP AN ECONOMIC HUB IN THE SILOS AND WAREHOUSES ON THE WATERFRONT.

Projects

- Redevelop the Silos for a mixed-use commercial venture including visitor accommodation.
- Use the Rail Workshops to attract and grow the local creative and startup economy.

Rationale

The waterfront location and prominent nature of the Silos offer an opportunity for development of a landmark attraction to Westport which is unmatched in the South Island. Industrial buildings provide an opportunity for unique developments and are often used to create a home for creative entrepreneurs who need low-cost space and who benefit from a cluster of

like-minded people. These developments are often linked to entrepreneurial communities such as EPIC and are supported by economic development agencies.

C5 DEVELOP MID-BLOCK LANES TO THE WATERFRONT AND VICTORIA SQUARE TO IMPROVE WALKABILITY.

Projects

- Mid-block link from NBS Theatre and park to Rail Warehouses

Rationale

The rail warehouses area has some unique spaces with small lanes, and an interesting space defined by the warehouses and Silos. If the area is developed, a small lane with active frontages will help to maximise access to the area and link it with a substantial car-parking resource on Palmerston Street and at the NBS Theatre.



WAREHOUSES MAKE UNIQUE CONVERSIONS FOR NEW USES

D. MAKE WESTPORT FEEL UNIQUE AND ATTRACTIVE

D2 DIVERSIFY CULTURAL AND CREATIVE EXPRESSION.

Projects

- Tell a broad range of stories about the area - pre-european history, ecology, geology integrated with way-finding and streetscape elements.
- Large scale street art on industrial buildings and lanes.

Rationale

It is only a marginal additional cost to incorporate story-telling into streetscape and way-finding assets. More design and research at the start of a project, will serve to create assets which deliver multiple benefits for many years. Street art culture is booming around the world, engaging in the culture shows to locals and visitors that Westport is taking part in the global culture. Street art can be anything and any scale, and delivers an impact far greater than its cost. Street art is also an important way to give local artists an opportunity to work and grow through collaboration with visiting artists.

D3 NIGHTSCAPE THE TOWN

Projects

Lighting for:

- Prominent heritage buildings.
- Landmarks - Silos, Gates of Remembrance.
- Park and street trees.

Rationale

Lighting is a 'light-touch' action that can be completed quickly and delivers great value to towns by creating a better night-time experience. A night-time economy is important for every thriving place and supports the activity of cafés, restaurants, and bars which are important aspects of the visitor experience.

D4 DEVELOP THE KAWATIRI AESTHETIC FOR WESTPORT THE COASTAL TOWN WITH A WILD BACK-YARD

Projects

- Street tree and shrub planting.
- A bespoke palette of streetscape and way-finding elements using reclaimed and up-cycled wharf materials.
- Landmark artworks at entrances or key points along the Waterfront and town centre. e.g. the bridge girders.

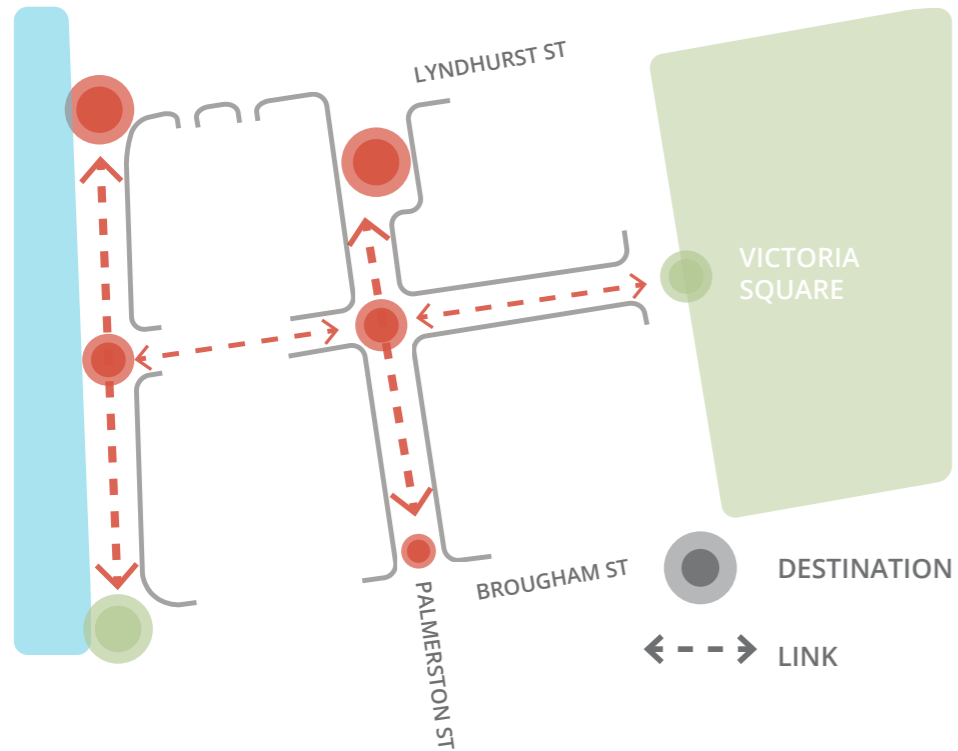
Rationale

Westport has started to transform its character through street tree and shrub planting, sculpture and other streetscape elements. The programme needs to be continued for year-on-year improvements along with an expanded focus on up-cycling ex-industrial and wharf assets as sculptural way-finding features. These permanent features add depth to a locals day-to-day experience and to visitors short visit. Over time a collection is formed which can become an attraction in its own right.

PROJECT AREA 2

MAIN STREET & CENTRAL WATERFRONT

SPATIAL STRATEGY



GREAT TOWNS MAKE WATERFRONTS ACCESSIBLE, AND BUSINESS AND USER-FRIENDLY

ABOUT AREA 2

The 'main street' is the core for retail and services, and because of this most of the activity in the town centre is in this part of Palmerston Street. This section of waterfront contains the majority of the wharf structure in the Revitalisation Project scope. The defining characteristic in this part of the waterfront is large areas of rail yards with a lack of spatial definition.

PRIORITY PROJECTS - TO BE CONFIRMED THROUGH COMMUNITY ENGAGEMENT

- Kiwirail Land - investigation of waterfront land and assets.
- Way-finding - throughout town centre and waterfront.

MAKEOVERS - TO BE CONFIRMED THROUGH COMMUNITY ENGAGEMENT

- Parklets on Palmerston Street.



CONVERTED SHIPPING CONTAINERS USED TO PROTOTYPE IDEAS



CREATIVE AND ACTIVE LANES

PROJECT AREA 2 - CONCEPT PLAN

AREA 2 PROJECTS (DRAFT FOR CONSULTATION)

Design Strategy A - Reinforce the main street as the heart Westport and bring life to new areas

1. Parklets between Lyndhurst & Brougham St.
2. Activity zone - Central Wharf

Design Strategy B - Transform the waterfront experience and structure

3. Wharf-side Trail between Brougham St and Lyndhurst St.
4. The Esplanade extension - Brougham St to Lyndhurst St.
5. Car parking areas on rail land

Design Strategy C - Consolidate Westport's social and economic Assets

6. Training and incentives for store and building owners for store-front and facade upgrades.
7. Mid-Block links between:
 - Palmerston and Adderly Streets.
 - Palmerston and Russell Streets.

Design Strategy D - Make Westport feel unique and attractive

8. Customer experience training for main street businesses.
9. Tell a broad range of stories about the area - pre-european history, ecology, geology integrated with way-finding and streetscape elements.
10. Streetscape:
 - Street tree and shrub planting.
 - A bespoke palette of streetscape and way-finding elements using reclaimed and up-cycled wharf materials.
 - Lighting - Heritage buildings
11. Landmark artworks at entrances or key points along the Waterfront and town centre.



A. REINFORCE THE MAIN STREET AS THE HEART OF WESTPORT AND BRING LIFE TO NEW AREAS

A1 MAKE MORE OPPORTUNITIES FOR SOCIAL LIFE ON PALMERSTON STREET.

Projects

- Parklets between Lyndhurst & Brougham St.

Rationale

Parklets are a low-cost and effective addition to a streetscape. The principle benefits that they provide are: adaptable, customisable, and relocatable. A basic platform can be designed to fit the needs of a cafe or to create social space, and planting space for trees and shrubs. If circumstances change on a street they can be moved or renewed.

A2 DEVELOP WATERFRONT ACTIVITY ZONES WHERE PEOPLE CAN VIEW, ACCESS, AND USE THE KAWATIRI-BULLER RIVER.

Projects

- Central Wharf adaptation for public use.
- Investigate old Rail Sheds removal.
- Waterfront property development.

Rationale

Great towns and cities make the most of their waterfront. Westport's central wharf area provides approximately 200m of frontage to the Kawatiri-Buller River. Currently, this prime space is neither accessible or visible by the public. The major barrier to use is the presence of long rail sheds which are directly adjacent to the wharf. The existing road access runs behind the sheds. The sheds condition is poor, and may require demolition. Uses in the rail sheds: indoor cricket, and rail society assets could be re-homed in other locations.

The central wharf should be retained, made safe, and opened to the public to allow a series of experiences and attractions for locals and visitors to develop over time, with a new shared public space running along side the wharf.

Property development can then occur along the Waterfront Esplanade extension to recoup investment through land sales, and rates.



PARKLETS ARE EASY AN EASY WAY TO ADD SOCIAL SPACES

B. TRANSFORM THE WATERFRONT EXPERIENCE AND STRUCTURE

B1 STITCH THE TOWN CENTRE AND WATERFRONT TOGETHER WITH THE KAWATIRI RIVER TRAIL, AND COASTAL TRAIL.

Projects

- Wharf-side trail between Brougham St and Lyndhurst St.

Rationale

The Kawatiri River Trail is the key to the strategy of connecting the Bridge to the Beach. The Wharf-side section of the Kawatiri River Trail begins at Brougham Street and will extend all the way along the Coal Wharf to Bright Street where it will connect with the Fishing Wharf and the Floating Basin. The Central Waterfront section will run on or alongside the Wharf and connect to Lyndhurst Street's linear park which connects the River Trail to the town centre, and onwards to Victoria Square.

B2 DEFINE AND DEVELOP THE WATERFRONT'S ENTRANCES, 'SPACES', AND ACCESSES.

Projects

- The Esplanade extension.
- Car parking areas.

Rationale

Westport is located on the Kawatiri-Buller River, and has a significant accessible waterfront alongside the centre of town. This is a huge opportunity for Westport to connect with its landscape, which is an enviable point of difference for a small town.

The waterfront esplanade is currently separated from the River by the Rail Sheds. If the sheds are removed, an Esplanade can be built in their place which would maximise access to the wharf and river views for all users. An Esplanade will also create a desirable 'address' for any future property development along the waterfront.

The Rail yards between the waterfront and Adderly Street are poorly defined and no longer required for rail use. While a rail corridor is useful to retain for access to the Coal Wharf, the area can be re-purposed for car-parking to enhance access to Palmerston Street and the waterfront.

B3 MAXIMISE EXISTING ASSETS THROUGH WAY-FINDING AND SIGNAGE.

Projects

- Way-finding locations - Palmerston St,

Rationale

The central block of Palmerston Street is the busiest part of the town centre. Visitors arrive nearby the Clock tower on buses and also a block away on Russell Street next to Victoria Square. The high number of people in this space can easily walk to a number of attractions from this space.

C. CONSOLIDATE WESTPORT'S SOCIAL AND ECONOMIC ASSETS

C4 FACILITATE UPGRADES TO STORE-FRONTS AND BUILDING FAÇADES ON PALMERSTON STREET

Projects

- Training and incentives for business and building owners - store-front and facade upgrades.

Rationale

Palmerston Street has few heritage buildings or defining features which means buildings façades and store-fronts define the quality of the retail experience for locals and visitors. A few buildings have inactive or outdated store-fronts which need to be replaced, while others can be improved through new colour schemes.

Some buildings store-fronts are good, but the merchandising by business owners could be improved. In addition, street engagement can improve where business owners activate the street by extending the store into the public space. A number of cafés use the street, this should be enhanced.

C5 DEVELOP MID-BLOCK LANES TO THE WATERFRONT AND VICTORIA SQUARE TO IMPROVE WALKABILITY.

Projects

- Mid-Block links between:
 - Palmerston and Adderly Streets.
 - Palmerston and Russell Streets.

Rationale

If the waterfront and rail yards are developed, then stronger connections to Palmerston Street will make the whole town centre feel like a single precinct. The central block of Palmerston Street is long, at over 200m, so new accesses will make the town centre easier to walk around. Walkable areas have more pedestrian activity which is good for businesses.

Russell Street is a hub for back-packers and where the buses arrive on the edge of Victoria Square. If the current trends continue with visitor numbers increasing, a clear welcome, way-finding, and short route to Palmerston Street and the I-Site will create a good first impression.

D. MAKE WESTPORT FEEL UNIQUE AND ATTRACTIVE

D1 MAXIMISE BENEFITS TO THE LOCAL ECONOMY OF BRINGING LARGE NUMBERS OF VISITORS TO WESTPORT.

Projects

- Customer experience training for main street businesses.

Rationale

In a challenging retail climate the biggest opportunity is to enhance the customer experience. Good initiatives are already underway with loyalty programmes. Specific investigation into the needs of visitors and ways for businesses to collaborate will add a point of difference to the retail experience. Coordination is required to make the town feel 'open for business' on event days as a form of marketing to encourage repeat visits.

D2 DIVERSIFY CULTURAL AND CREATIVE EXPRESSION.

Projects

- Tell a broad range of stories about the area - pre-european history, ecology, geology integrated with way-finding and streetscape elements.

Rationale

The waterfront gives an opportunity to tell stories about pre-european history from a good vantage point. While the town centre has the most pedestrian activity, so any story-telling in the core will have a higher impact.

D3 NIGHTSCAPE THE TOWN

Projects

- Lighting for prominent heritage buildings.

Rationale

Several heritage buildings line Brougham Street, and the Bank on Palmerston Street all provide opportunity to add to the night-time experience.

D4 DEVELOP THE KAWATIRI AESTHETIC FOR WESTPORT THE COASTAL TOWN WITH A WILD BACK-YARD

Projects

- Street tree and shrub planting.
- A bespoke palette of streetscape and way-finding elements using reclaimed and up-cycled wharf materials.
- Landmark artworks at entrances or key points along the Waterfront and town centre. e.g. the bridge girders.

Rationale

This section of Palmerston Street has no planting except for the corners. Integrating additional planting with small parklets / social spaces will add to the quality of the pedestrian experience. Additional planting by the mid-block pedestrian crossing will help to slow traffic.

The transition from the soft-open space of the river bank to the hard open space of the wharf is a potential site for a landmark artwork or re-use of industrial assets.

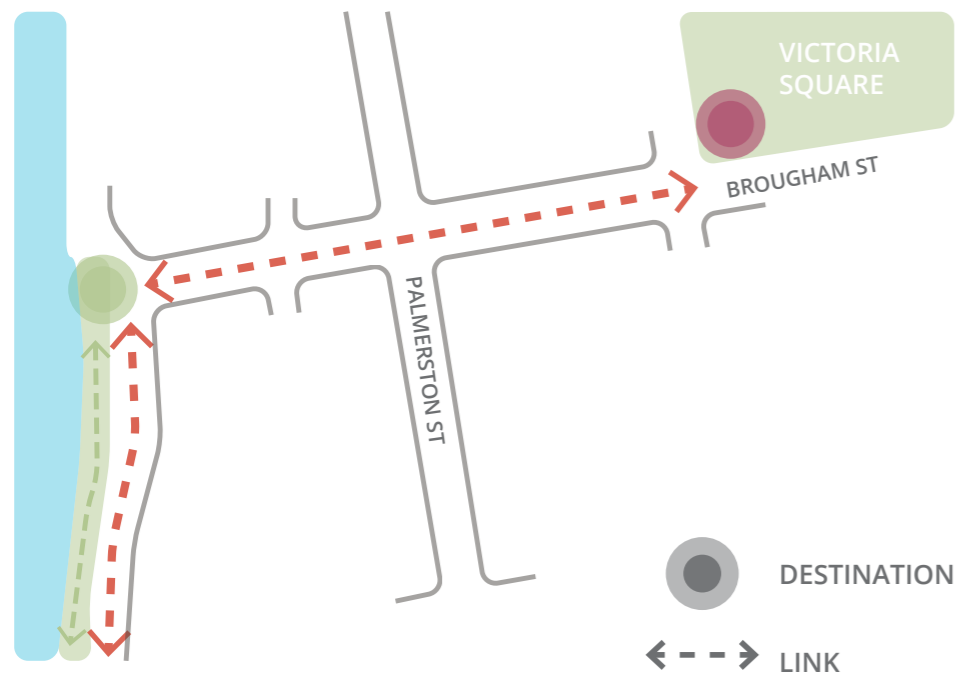


THE GLOBAL STREET ART CULTURE IS BOOMING - IT IS A COST-EFFECTIVE WAY TO TRANSFORM TOWNS

PROJECT AREA 3

THE LINKS

SPATIAL STRATEGY



MAKE WATER ACCESSIBLE AND RESTORE THE RIVERBANK ECOLOGY

ABOUT AREA 3

An area that links different parts of the town centre together, however, it lacks definition and identity. The focus needs to be on defining space and enhancing connection between nodes.

The State Highway brings a flow of people along Palmerston Street to the core retail area and then out of town past The Gates of Remembrance and Victoria Square.

PRIORITY PROJECTS - TO BE CONFIRMED THROUGH COMMUNITY ENGAGEMENT

- Kiwirail Land - investigation of waterfront land and assets.
- Way-finding - throughout town centre and waterfront.

MAKEOVERS - TO BE CONFIRMED THROUGH COMMUNITY ENGAGEMENT

- Riverside trail development and tidy-up.

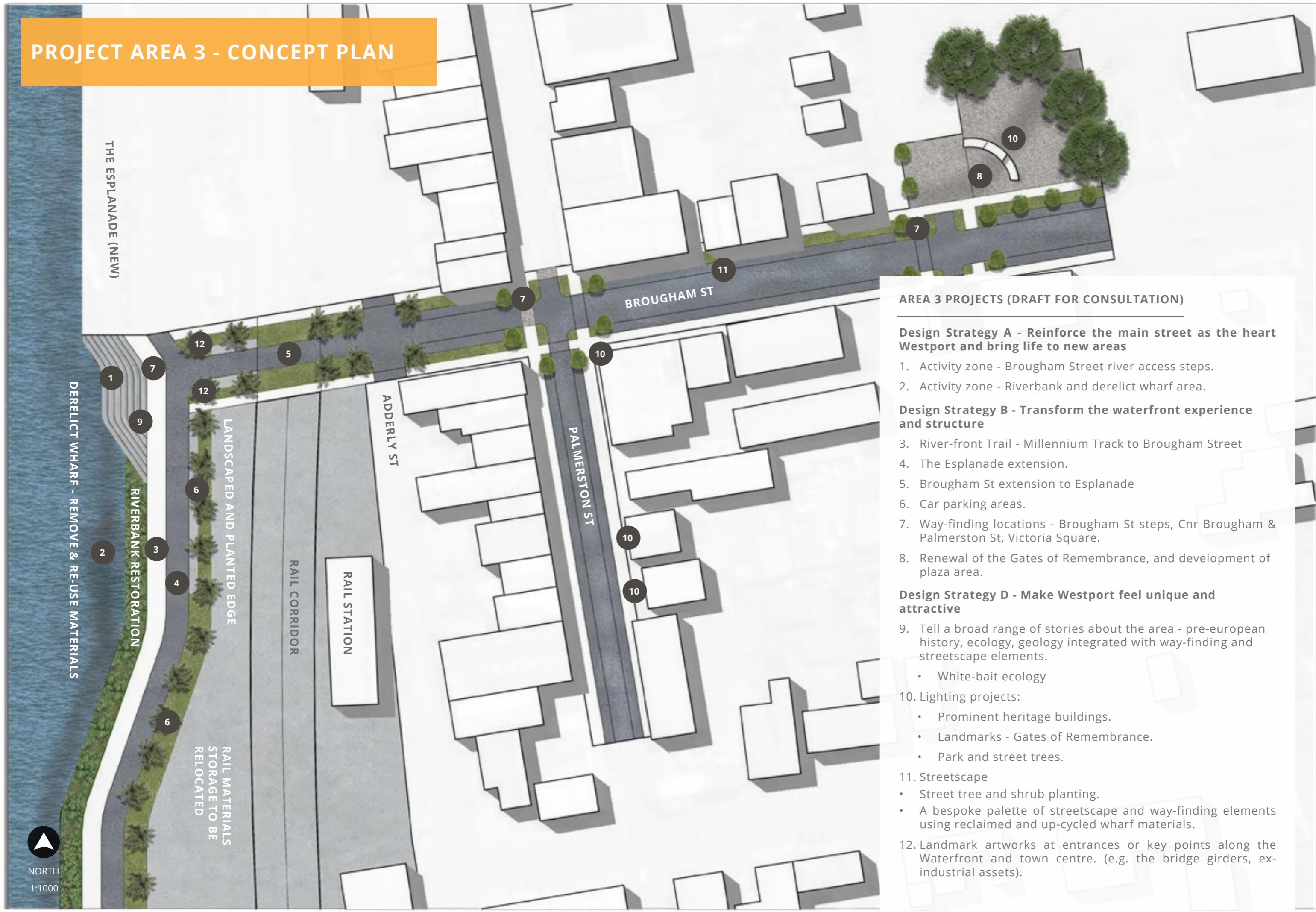


MEMORIALS & LANDMARKS ARE IMPORTANT FOR WAY-FINDING



USE TREES TO DEFINE SPACE AND MAKE CROSSING POINTS

PROJECT AREA 3 - CONCEPT PLAN



AREA 3 PROJECTS (DRAFT FOR CONSULTATION)

Design Strategy A - Reinforce the main street as the heart Westport and bring life to new areas

1. Activity zone - Brougham Street river access steps.
2. Activity zone - Riverbank and derelict wharf area.

Design Strategy B - Transform the waterfront experience and structure

3. River-front Trail - Millennium Track to Brougham Street
4. The Esplanade extension.
5. Brougham St extension to Esplanade
6. Car parking areas.
7. Way-finding locations - Brougham St steps, Cnr Brougham & Palmerston St, Victoria Square.
8. Renewal of the Gates of Remembrance, and development of plaza area.

Design Strategy D - Make Westport feel unique and attractive

9. Tell a broad range of stories about the area - pre-european history, ecology, geology integrated with way-finding and streetscape elements.
 - White-bait ecology
10. Lighting projects:
 - Prominent heritage buildings.
 - Landmarks - Gates of Remembrance.
 - Park and street trees.
11. Streetscape
 - Street tree and shrub planting.
 - A bespoke palette of streetscape and way-finding elements using reclaimed and up-cycled wharf materials.
12. Landmark artworks at entrances or key points along the Waterfront and town centre. (e.g. the bridge girders, ex-industrial assets).



A. REINFORCE THE MAIN STREET AS THE HEART OF WESTPORT AND BRING LIFE TO NEW AREAS

A2 DEVELOP WATERFRONT ACTIVITY ZONES WHERE PEOPLE CAN VIEW, ACCESS, AND USE THE KAWATIRI-BULLER RIVER.

Projects

- Brougham street steps
- Derelict wharf area - riverbank eco-restoration and flood protection.

Rationale

Brougham Street is the second shortest connection to the waterfront from Palmerston Street, so it is a desirable site to link the town centre and waterfront. The Brougham Street alignment intersects with the river bank where the old Derelict Wharf and the Central Wharf meet. The derelict wharf has been assessed for removal and re-use of the timber. Once removal is complete it is an ideal location to create access to the River.

Upstream of the Central Wharf (south) is an opportunity to coordinate ecological restoration of the riverbank and any potential flood protection projects. The contrast of a green open river bank will add another dimension to the Kawatiri River Trail which passes through dense bush in the Millennium Track section, and then built and industrial land through the Wharf-side section.

B. TRANSFORM THE WATERFRONT EXPERIENCE AND STRUCTURE

B1 STITCH THE TOWN CENTRE AND WATERFRONT TOGETHER WITH THE KAWATIRI RIVER TRAIL, AND COASTAL TRAIL.

Projects

River-front Trail - Millennium Track to Brougham Street

Rationale

The contrast of a green open river bank will add another dimension to the Kawatiri River Trail which passes through dense bush in the Millennium Track section, and then built and industrial land through the Wharf-side section. On the town side of the track use of landscaping will separate the track and provide interest. Restoring this area will allow the wild backyard to extend up to the town centre.

B2 DEFINE AND DEVELOP THE WATERFRONT'S ENTRANCES, 'SPACES', AND ACCESSES.

Projects

- The Esplanade extension.
- Brougham St extension.
- Car parking areas.

Rationale

A waterfront needs to have a good balance between destinations and links in order to avoid becoming monotonous. Good entrance areas and thresholds are an important part of creating an inviting experience where waterfront users feel that they are moving from one experience to the next. Brougham Street invites

people to the waterfront and provides a choice to go upstream to the Millennium Reserve or downstream to the Wharfs along the Esplanade.

The area is currently used by white-baiters during the season which creates a demand for car-parking. This need is assumed to continue after the Derelict Wharf is removed.

B3 MAXIMISE EXISTING ASSETS THROUGH WAY-FINDING AND SIGNAGE.

Projects

- Way-finding locations - Brougham St steps, Cnr Brougham & Palmerston St, Victoria Square.

Rationale

Three important intersections along Brougham Street provide good sites for way-finding. All three are decision points to key areas of the town centre and waterfront experience. As Brougham Street is part of the State Highway network, way-finding on this route will be exposed to visitors.

B5 DEVELOP THE CORNERS OF VICTORIA SQUARE AND IMPROVE PEDESTRIAN FACILITIES.

Projects

- Renewal of the Gates of Remembrance, and development of plaza area.

Rationale

The Gates of Remembrance are Westport's most prominent memorial site and the location for ANZAC Day ceremonies, but are in average condition. The area is also a key site for events as participants finish the Buller marathon by passing through the Gates into the Oval in Victoria Square. In the days of social media good photos by visitors and locals are an important part of marketing a place. The Gates are also on the State Highway along Brougham Street so a lot of visitors must pass this landmark. Improving the condition of the gates is primarily about town pride and communicating this to visitors.



SIMPLE WAY-FINDING WITH LOCAL MATERIALS ADDS CHARACTER

D. MAKE WESTPORT FEEL UNIQUE AND ATTRACTIVE

D2 DIVERSIFY CULTURAL AND CREATIVE EXPRESSION.

Projects

- Tell a broad range of stories about the area - pre-european history, ecology, geology integrated with way-finding and streetscape elements.

Rationale

The Derelict Wharf area is already an easily accessible location on the waterfront. So, it is a perfect location for river access, recreation development, and to tell the stories about whitebait ecology and the need for conservation of these endangered species. Ecological restoration of the riverbank also gives an opportunity to showcase native vegetation from the 'wild back-yard'.

D3 NIGHTSCAPE THE TOWN BY LIGHTING

Projects

- Prominent heritage buildings.
- Landmarks - Gates of Remembrance.
- Park and street trees.

Rationale

The State Highway passes along Palmerston St and turns onto Brougham St, where it passes the gates of Remembrance and mature trees on the corner of Victoria Square. This section of the town centre is busy with vehicle traffic and also has the highest concentration of street tree planting.

The area also has a concentration of visitor accommodation with backpacker hostels. Visitors tend to move around the town centre between accommodation, the supermarket, and restaurants, cafés, and bars. In the evening, lighting heritage buildings in the area will highlight the concentration of assets and create a memorable impression in this central area of Westport.

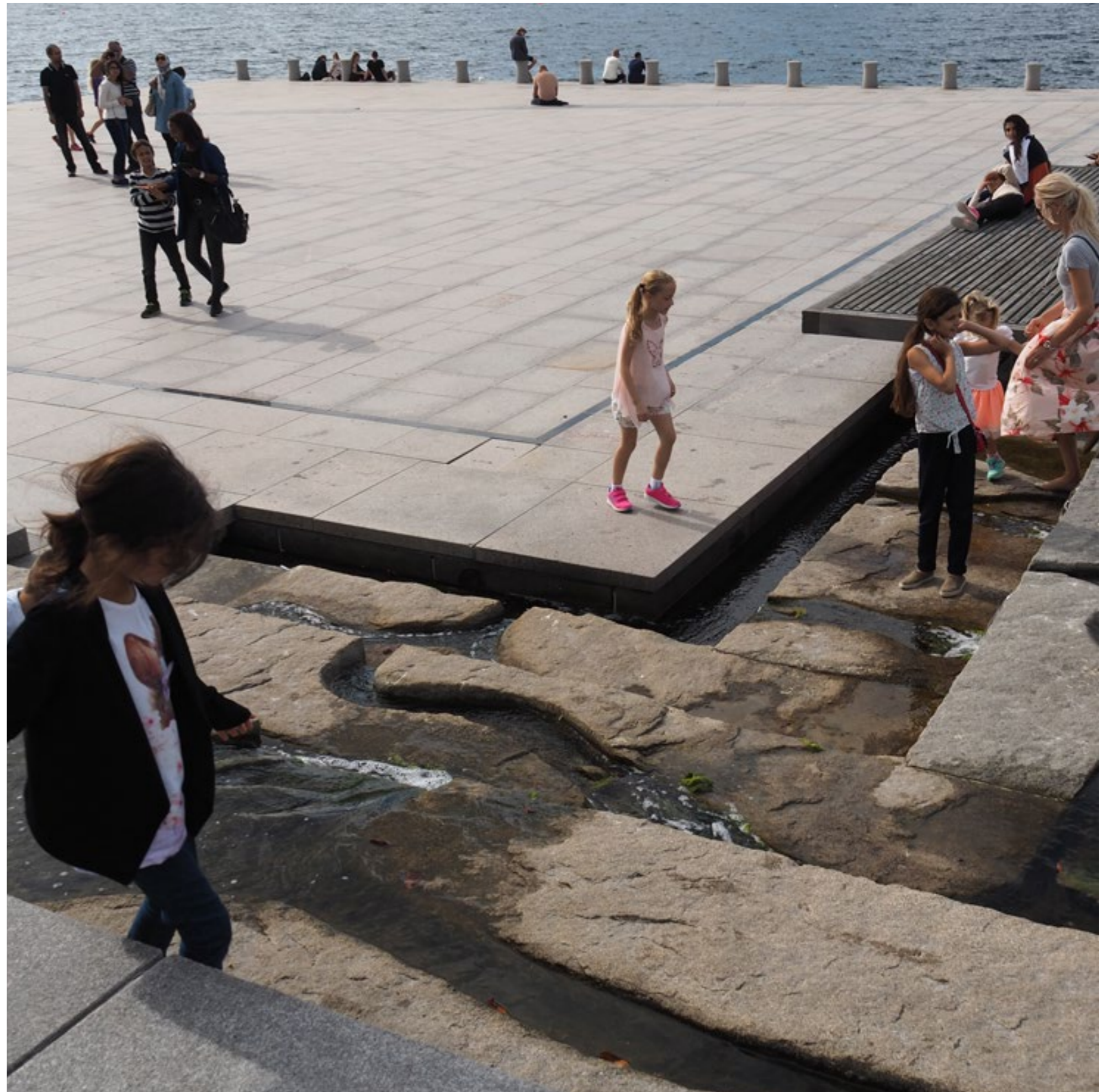
D4 DEVELOP THE KAWATIRI AESTHETIC FOR WESTPORT - THE COASTAL TOWN WITH A WILD BACK-YARD

Projects

- Street tree and shrub planting.
- A bespoke palette of streetscape and way-finding elements using reclaimed and up-cycled wharf materials.
- Landmark artworks at entrances or key points along the Waterfront and town centre. e.g. the bridge girders.

Rationale

The Esplanade between the Millennium Track and the Wharf needs definition of space, as car-parking, trails and the railway land and storage all combine to form a no man's land feeling. Landscaping and dedicating space to different uses will enhance this area for its different uses. It will also create a better impression for visitors who drive along The Esplanade from the Bridge.

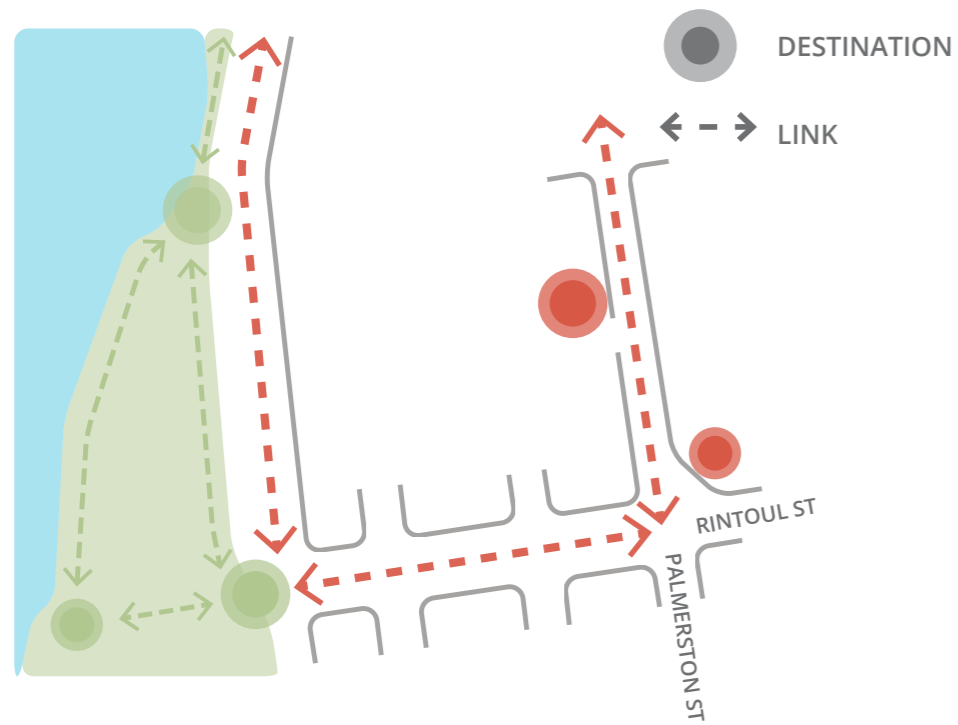


INTEGRATE WATERFRONT PLAY AND LEARNING OPPORTUNITIES INTO THE LANDSCAPE

PROJECT AREA 4

WATERFRONT & TOWN CENTRE ENTRANCES

SPATIAL STRATEGY



SCULPTURES IN THE LANDSCAPE CREATE LANDMARKS AND WAY-FINDING, DESTINATIONS, AND PHOTO OPPORTUNITIES.

ABOUT AREA 4

The southern anchor of the town centre, the supermarket is a hub of activity for the town, and other uses and businesses leverage off this asset. Key sites are the intersections:

- Palmerston and Rintoul Streets - the entrance to the town centre, and link from the town centre to waterfront.
- The Esplanade and Rintoul Streets - the entrance to waterfront.

PRIORITY PROJECTS - TO BE CONFIRMED THROUGH COMMUNITY ENGAGEMENT

- Esplanade Entrance.
- Way-finding - throughout town centre and waterfront.

MAKEOVERS - TO BE CONFIRMED THROUGH COMMUNITY ENGAGEMENT

- Subway Garden and Rintoul St / Palmerston St intersection.
- Riverside trail development and tidy-up.



GOOD BIKE TRAILS SUPPORT LOCALS AND TOURISTS



BIKES ARE POPULAR WITH VISITORS TO SEE A PLACE

PROJECT AREA 4 - CONCEPT PLAN



AREA 4 PROJECTS (DRAFT FOR CONSULTATION)

Design Strategy A - Reinforce the main street as the heart Westport and bring life to new areas

1. Activity zone - Millennium track entrances.

Design Strategy B - Transform the waterfront experience and structure

2. River-front Trail - Esplanade to Millennium Track entrance
3. The Esplanade extension.
4. Rintoul Street.
5. Millennium Reserve entrances and track.
6. Way-finding locations - Intersections:

- Rintoul and Palmerston St
- Rintoul St and the Esplanade

Design Strategy D - Make Westport feel unique and attractive

7. Streetscape
 - Street tree and shrub planting.
 - A bespoke palette of streetscape and way-finding elements using reclaimed and up-cycled wharf materials.
8. Landmark artworks at entrances or key points along the Waterfront and town centre. (e.g. the old bridge girders, up-cycled ex-industrial equipment).

NEW RESERVE ACCESS & BRIDGE



NORTH
1:1000

A. REINFORCE THE MAIN STREET AS THE HEART OF WESTPORT AND BRING LIFE TO NEW AREAS

A2 DEVELOP WATERFRONT ACTIVITY ZONES WHERE PEOPLE CAN VIEW, ACCESS, AND USE THE KAWATIRI-BULLER RIVER.

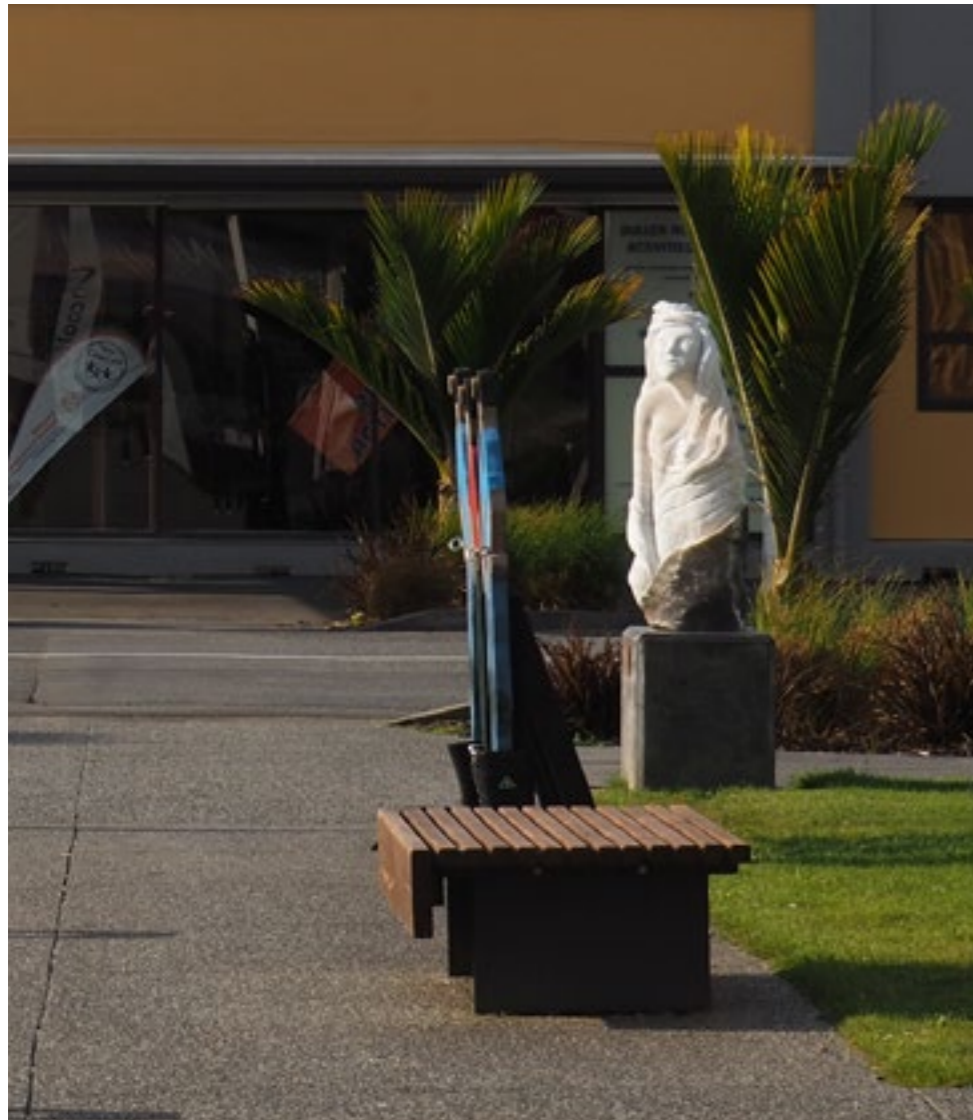
Projects

- Millennium track entrances.

Rationale

The current Millennium Track entrance is at a point between Rintoul and Brougham Street and consequently it is not easy to find. With plans to develop a Launchpad for the Kawatiri Coastal Trail near the River, and the Old Ghost Road HQ on the corner of Rintoul and Palmerston Streets, a new clear entrance into the bush reserve that offers a glimpse of the River will provide an invitation for more people to use the Kawatiri River Trail.

Locating the River Trail entrances on intersections with visibility from Palmerston Street will reinforce the relationship between the complimentary waterfront and town centre experiences. This is a prime opportunity for the waterfront to extend into the town.



THE KAWATIRI AESTHETIC IS DEVELOPING - NIKAU, NATIVE GRASSES AND TIMBER ARE MAJOR DESIGN ELEMENTS

B. TRANSFORM THE WATERFRONT EXPERIENCE AND STRUCTURE

B1 STITCH THE TOWN CENTRE AND WATERFRONT TOGETHER WITH THE KAWATIRI RIVER TRAIL, AND COASTAL TRAIL.

Projects

- Kawatiri River Trail - Esplanade to Millennium Track entrance

Rationale

The Esplanade is a shared road between the Rintoul St intersection and the Millennium Track entrance. A defined cycle space will enhance clarity of the Trail and provide additional variety to the Trail. A future connection to the Kawatiri Coastal Trail Launchpad can be created along the grass verge from the Intersection of Rintoul and The Esplanade.

B2 DEFINE AND DEVELOP THE WATERFRONT'S ENTRANCES, 'SPACES', AND ACCESSES.

Projects

- The Esplanade extension.
- Rintoul Street.
- Millennium Reserve and track.

Rationale

The intersection provides a unique place where a town entrance, a link to the River, and transition to the waterfront Esplanade all intersect. A threshold and gateway experience should be created.

B3 MAXIMISE EXISTING ASSETS THROUGH WAY-FINDING AND SIGNAGE.

Projects

- Way-finding locations - Intersections:
 - Rintoul and Palmerston St
 - Rintoul St and the Esplanade

Rationale

Many important locations for improving the Kawatiri River Trail way-finding exist in this project area and highlighting the regional block buster trails.

D. MAKE WESTPORT FEEL UNIQUE AND ATTRACTIVE

D4 DEVELOP THE KAWATIRI AESTHETIC FOR WESTPORT THE COASTAL TOWN WITH A WILD BACK-YARD

Projects

- Street tree and shrub planting.
- A bespoke palette of streetscape and way-finding elements using reclaimed and up-cycled wharf materials.
- Landmark artworks at entrances or key points along the Waterfront and town centre. e.g. the bridge girders.

Rationale

This project area is one potential location for the Bridge Girders to be used in a landmark sculpture. The primary reason is the area's role as a town centre entrance - providing a memorable first impression. The sculpture would be visible from Palmerston St and the Old Ghost Road HQ, and finally the intersection marks the beginning of the Waterfront Esplanade.



SMALL CREATIVE ACTIONS ADD AUTHENTICITY TO A TOWN



HIGH-QUALITY LIGHTING SUPPORTS THE NIGHT-TIME ECONOMY



GOOD STORE-FRONTS TRANSFORM THE PEDESTRIAN EXPERIENCE AND INVITE PEOPLE TO ENGAGE IN THE BUSINESS' OFFERING

An aerial photograph of an industrial waterfront area. On the left, a large body of water is visible, with a red and white ship docked at a pier. The shoreline is lined with green grass and some trees. A road runs parallel to the water. In the foreground, there are railway tracks and a small, rusted metal structure. The middle ground is filled with various industrial buildings, including large warehouses and smaller structures. A large orange circle is overlaid on the center of the image, containing the text "MAKING CHANGE HAPPEN" in white, uppercase letters. The background shows a dense residential or commercial area with many houses and buildings.

MAKING CHANGE
HAPPEN

MAKING CHANGE HAPPEN

THE LONG TERM PLAN 2018-2028 (LTP) IS THE MAIN WAY THE WESTPORT REVITALISATION PROJECT WILL BE FUNDED AND PROGRESSED.

TWO METHODS WILL BE USED TO DELIVER PROJECTS:

- COMMUNITY-LED MAKEOVERS.
- COUNCIL-LED PROJECTS.

The Council is proposing a contestable fund in the LTP for makeover projects throughout the District. A portion of the fund will be linked to achieving the aims of the Revitalisation Project in Westport. See the following pages for more detail on the proposed Makeover process and learnings from Westport's community makeover of the NBS Theatre Park.

For more complex projects, where professional services are required (e.g. building rationalisation), Council will take the lead through its normal project management practices.

SELECTING PRIORITY PROJECTS - DELIVERING THE TOWN STORY

Remaining focussed on the big picture provides flexibility, room for creativity, and allows prioritisation of actions. Both Makeover projects and Council-Led projects will focus on delivering the town stories:

- *A river & beach town surrounded by untamed natural wilderness: Embracing our wild backyard.*
- *Our world-class back-country biking and hiking trails: Developing the experience.*
- *An entrepreneurial journey: Taking risks to find new sources of pride and prosperity.*
- *Increasing resilience: Ensuring Westport thrives over the long-term.*

NEXT STEPS

This draft Westport Revitalisation Project document identifies many potential actions that will help transform Westport. The critical challenge for the Buller District Council is to make progress year after year. The best way to make progress is: to prioritise projects, get things done, then review the direction and any change in circumstances, and select the next set of priorities.

The process BDC will follow to make progress on this project is:

1. Long Term Plan consultation on the town stories, commitment to the revitalisation process, and on the funding allocated to revitalisation projects (See LTP consultation document).
2. Consult on the draft Westport Revitalisation Project to determine project priorities (if there's support for the Revitalisation Project and funding approved in LTP).
3. Invite Community to propose makeover Action Plans for funding and support from BDC (if funding approved in LTP). Some suggested makeover areas and projects have been captured through the Revitalisation Project process (see diagram right, and next page).

REVITALISATION NEXT STEPS



PRIORITY PROJECTS - DRAFT

Feedback through the Revitalisation Project from working with stakeholder groups, councillors, and the project teams research and analysis suggests the following two lists of community makeovers and council-led projects for consultation - these lists are a starting point as at April 2018 and subject to change from the Long Term Plan process and community feedback.

See the Revitalisation Overview on the next page.

MAKEOVER PRIORITY LOCATIONS

DRAFT LIST FOR COMMUNITY FEEDBACK

- SUBWAY GARDEN AND RINTOUL ST / PALMERSTON ST INTERSECTION
- PARKLETS ON PALMERSTON STREET
- PUMP TRACK ON VICTORIA SQUARE
- RIVERSIDE TRAIL DEVELOPMENT AND TIDY-UP
- LYNDHURST ST (PALMERSTON TO ADDERLY ST) - PARKLET, STREET FURNITURE ETC

COUNCIL-LED PROJECT PRIORITIES

DRAFT LIST FOR COMMUNITY FEEDBACK

- 'THE BACH' PROJECT - BUILDING ASSETS
- KIWIRAIL LAND- INVESTIGATION WATERFRONT LAND
- SHARED SPACE ON PALMERSTON STREET
- ESPLANADE ENTRANCE
- LYNDHURST ST - VICTORIA SQUARE TO ADDERLY ST
- WAY-FINDING - THROUGHOUT TOWN CENTRE AND WATERFRONT

REVITALISATION OVERVIEW | PRIORITY PROJECTS & MAKEOVERS

TO BE CONFIRMED THROUGH COMMUNITY ENGAGEMENT

-  COUNCIL-LED PROJECTS
-  COUNCIL PROPERTIES
-  MAKEOVER PROJECTS

BUILDING RATIONALISATION / THE BACH PROJECT

KIWRAIL LAND AND ASSET INVESTIGATION

SHARED SPACE ON PALMERSTON STREET

LYNDHURST STREET (VICTORIA SQUARE TO ADDERLY ST)

ESPLANADE ENTRANCE

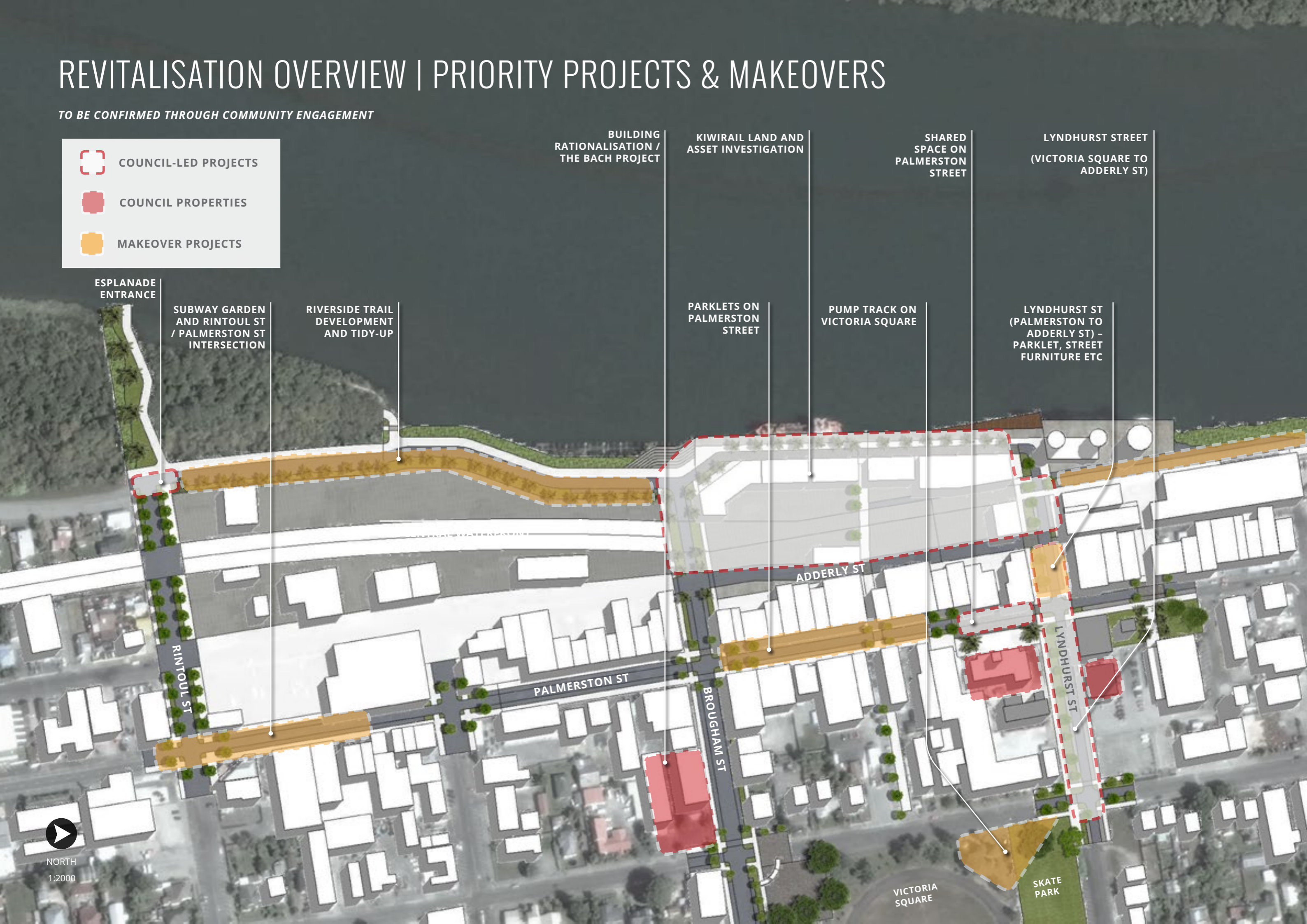
SUBWAY GARDEN AND RINTOUL ST / PALMERSTON ST INTERSECTION

RIVERSIDE TRAIL DEVELOPMENT AND TIDY-UP

PARKLETS ON PALMERSTON STREET

PUMP TRACK ON VICTORIA SQUARE

LYNDHURST ST (PALMERSTON TO ADDERLY ST) - PARKLET, STREET FURNITURE ETC



COMMUNITY-LED MAKEOVERS

BACKGROUND

In late November and early December 2017, Westport experimented with a new way to re-invent public spaces. The process was a 7-Day Makeover facilitated by Creative Communities International. A full report of the makeover process including outcomes, recommendations and a suggested process for future makeovers is available from Council titled: *Westport Revitalisation Project Report: Makeover 1*. Community participation is a core part of the makeover approach. In Westport, 70 people attended the info night, 33 participated in 2-day workshops, 142 participated in the makeover, 33 businesses and individuals made valuable contributions. The Westport makeover was a success, and Council plans to use the makeover approach across the Buller District.

REPORT RECOMMENDATIONS

1. That Council develop a community-driven Place Making strategy which may include the following elements:
 - Recurrent funding.
 - Personnel with responsibility for implementing the program.
 - A makeover kit which can be used for each makeover. The Kit would include such things as project whiteboards, vests, hats, sunscreen, and makeover signs.
2. That Council employ Creative Communities to run a *Till Boosters* program with the retailers. This program demonstrates how retailers can create a more prosperous shopping precinct by engaging more creatively with the footpath, being generous to visitors and using their façades to add to the character of Westport.
3. That the following changes be made to the 7 Day Makeover process:
 - The facilitators wear a different coloured vest to participants.
 - The process adopted for the “Jobs Whiteboard” on the final day of the NBS makeover be used throughout makeovers - list all jobs for the day and wipe them off as they are finished. This must be on-site, not at the Coordination Point.
 - The “Purchases Whiteboard” be modified to include three columns: “Item”, “Project Team” and “Deadline”. This whiteboard should also have the name and phone number of the Gopher.
 - That there be a designated Gopher to save confusion on purchasing.
 - That Team Leaders wear a different coloured vest and that there be a designated Team Leader at all times. The Team Leader can change at various times during the makeover.
 - Any changes to the Project Plans agreed at the workshop must be approved by the Facilitators.
 - That a “Maintenance Details” form be created and filled out by all Project Groups. This will document paint colours, frequency of upkeep, etc. These should then be compiled into a single spread sheet.
4. That a schedule of makeovers be created as part of the Westport Revitalisation program and that this list be reviewed annually to keep it evolving and agile. This is necessary to avoid a scatter-gun approach and to get the maximum impact for the community effort.
5. That it be very clear how the community is involved in the selection of future makeovers:
 - Make the *Makeover Report* available to the public - and on the Facebook page.
 - Give the Westport Revitalisation Steering Group responsibility for deciding what makeovers happen and the allocated budget for that makeover.
 - Invite community members to make submissions to the Steering Group on possible makeovers. Such submissions should include a Project Whiteboard with all the details completed, including a leadership team and budget. The Steering Group must decide if the proposed makeover adds value to the Revitalisation Plan, fits within the overall strategy and whether there are funds available. The group submitting is then informed whether the suggestion is “parked” or given the green light.
 - The community continues to do the makeovers and provide the Project Leaders.



NBS THEATRE ENTRANCE & PARK - BEFORE



NBS THEATRE ENTRANCE & PARK - AFTER

RECOMMENDED MAKEOVER PROCESS

The process for the follow-up makeovers is the same as for the 7 Day Makeover, but a little lighter. There are two options for the workshop:

- **All in one day:** Action Plans are developed as part of the workshop. About 6 hours required.
- **Two evenings: Evening one results in Project Teams being formed.** They then have a week to develop their Action Plan. On the second evening, these are reviewed and an overall plan agreed on. About 3 hours and 2 hours.

Finding the best format may require a little trial and error. Suggested length for this second makeover is 3 days, starting on a Friday.

PROMOTION

- Use the Facebook page, and other avenues, to promote the makeover and clearly outline the core objectives – southern entry and bike boulevard.

PREPARATION

- Project manager and members of the leadership team explore the space to be made over and generate potential ideas that will deliver the core objectives.
- Talk with key players, such as the supermarket, Old Ghost Road HQ, Whanake cafe and Westport News to test what they may be willing to contribute or allow to be done.
- Get whatever permissions are required from Council.

WORKSHOP

- **Site visit** - Walk and explore the area to be made over. 45 min.
- **Ideas generation** – small teams of 4–6 people create a plan. Give them a map and art materials. 60 min.
- **Report back.** Each group presents their plan and the larger group is asked:
 - What did you like about this group’s plan?
 - What suggestions do you have to improve it?
 - What ideas has it triggered for you? 40 min.
- **Form Project Teams.** Each person is asked to think, as an individual, “what idea are you so excited by that you would be prepared to put some energy into making it happen?” They write this in large print on a sheet of paper. All those with a similar project then form into a Project Team. 30 min.
- **Action Plan.** Each Project Team is given a Project Whiteboard which they begin to fill out. If this is the “all in one day” workshop, they develop their Action Plan. If it is the “two evenings” option, then they only need to put their name and contact details on the whiteboard and decide when they are meeting to complete the plan.

REVIEW – PARK OR GO

- Each Project Team presents their plan, and projected budget.
- Projects that have potential issues are parked.
- The budgets for each project are tallied, and if the total exceeds the overall budget then the projects must be modified to fit within the allocated budget.

TEAM PLANNING

- Teams do their final planning.

THE MAKEOVER

- Each team is responsible for their own budget and managing their work hours.
- Each team must have a designated team leader at any one time. The team leader wears a yellow vest and hands this off to whoever is the designated leader should they leave the work site.
- One person should be the designated “Gopher” who then makes purchases for all the teams.
- Any changes to the Project Plans agreed at the workshop must be approved by the Facilitators.

CELEBRATION

- Tour each project and publicly thank all those who were part of that project.



NBS THEATRE ENTRANCE & PARK - BEFORE



NBS THEATRE ENTRANCE & PARK - AFTER

REFERENCES

- *Design Synthesis Summary*
- *Waterfront Intermediate Plan & Sections and Sketches Oct 2011 - David Greig*
- *Westport Streetscape Vision 2010 - Boon Goldsmith Bhaskar & MWH*
- *BDC Building Rationalisation Architects Brief 2013 (incl. information on earthquake ratings of council buildings).*
- *Building Rationalisation - RedBox Architecture Presentation - Evaluation and Concept Plans 2014*
- *Wharf Demolition Report - Sept. 2013*
- *Kawatiri bird-watching guide*
- *BDC Land Plan - Westport Area*
- *BDC - Seismic Strengthening Register*
- *BDC Vision 2010 Summary & Your Thoughts.*
- *BDC Long Term Plan 2015-2025*
- *Westport Regional Council: Our river, our town, our future protection consultation document 2017*
- *West Coast Economic Development Action Plan 2017*
- *Coaltown Development Project - Project Plan Dec 2017 (Confidential)*
- *westport.nz*
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