

ACTION PLAN

STRATFORD UPON AVON

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Introduction

A full and detailed review has now been undertaken of the needs that Stratford upon Avon has and opportunities it can exploit for the future.

This has been based on:

- A technical analysis derived from existing data from the stakeholders and other published and unpublished sources.
- The views of members of the steering group for the programme.
- The perceptions of a wide range of town interests who were participants in the process principally from two consultation meetings held on 16 May and 18 July.
- From public consultation through an exhibition on 22 May and returned questionnaires.
- Comments supplied through a web site open during June and July.
- Guidance and prioritisation from the Action Plan Consultative group.

This report sets out an action plan that reflects all the research and public consultation, which was transparent, open and participative if not fully representative.

The findings from the development process for an action plan for Stratford – upon-Avon indicate that the action plan needs to reflect:

- The need to remedy a range of problems that have begun to impact the town as a result of development pressures, lack of investment in infrastructure and environment and the large numbers of visitors the town has arising from its visitor and leisure provision.
- The potential for exploiting the many strengths of the town.
- The need for further research and development.
- Likely availability of resources from all sources.

Overall aims of the action plan

To retain and enhance the unique character of the town of Stratford-upon – Avon whilst adapting to the changing demands of visitors, businesses and residents.

Objectives

- To enhance the physical environment of the Town and remedy problems and conflicts in uses.
- To promote the economic development of the town through support for the existing businesses, help for new business and enhancing the skills of the workforce.

- To develop tourism by improvements to the promotion of the town and enhancement of its facilities, access and environment.
- To improve the town as a retail and business service centre.
- To work in partnership so as to maximise resources and impacts.

Action plan

The full list of action plan possibilities is presented in table 1 which is directly derived from the Health Check report and the results of the consultation on the action plan held on 18 July. Some have been combined to meet several theme objectives. We set these out as the menu of measures that have been identified by a wide range of interests as needing action. They form a benchmark against which over the coming years, the District Council can review the issues that need attention.

Table 1 ACTION PLAN LIST OF PROJECTS FROM THE HEALTH CHECK REPORT AND CONSULTATIONS

1 PHYSICAL ENVIRONMENT

1.1 A package of measures to provide a high quality river frontage and surrounding green space and improved circulation (The Waterfront Master Plan).

1.2 Improvements to the quality of the town's streetscape through paving, seating, lighting, minor environment enhancements (e.g. window boxes, public art) and overhaul of the signage to enable the greater legibility and access of the townscape to the visitor.

1.3 The need for tight conservation area control policies supported by financial aid for the improvement of key historic buildings and streetscapes.

1.4 To enhance the conservation area by streetscape design schemes

1.5 Gateway and industrial area improvements at Timothy's Bridge road and environmental schemes in Birmingham Road, Warwick Road and Alcester Road.

1.6 Provision of further pedestrian priority in Bridge Street and High Street to relieve the pressures on these areas and improve pedestrian circulation.

1.7 Canal corridor improvements.

- 1.8 Environmental improvements to provide a better welcome at the railway station and its approaches.

2 ECONOMIC DEVELOPMENT

- 2.1 A detailed assessment and programme to supply particularly smaller sites and premises for development with proposals to remedy shortfalls.
- 2.2 The provision of further incubator workspace for new start businesses.
- 2.3 A study of labour supply /shortage and skills gap issues with detailed proposals for action.
- 2.4 The development of an active programme of business support to encourage existing businesses -to help retain the business base and ensure companies do not relocate elsewhere when they wish to expand.

3 RETAIL / TOWN CENTRE SERVICES

- 3.1. The implementation of the transport infrastructure measures developed by the County Council to increase pedestrian priority areas, reduce traffic impact, and improve the environment for shoppers.
- 3.2 Proposals to improve public transport access into the centre.
- 3.3 The development of an arts/ crafts centre and a covered market to provide space for independent retailers and outlets for local craft producers so as to exploit tourism market opportunities.
- 3.4 To achieve a significant upgrade to the Civic Hall
- 3.5 A programme to encourage more outlets for local products from agriculture and manufacturing.
- 3.6A package of measures to develop the evening economy in a selective and managed way.

4 TOURISM AND LEISURE

- 4.1 A “place marketing” visitor research study into visitor profiles expectations and choices.
- 4.2A segmented marketing programme to promote Stratford, in particular, to high spending visitors from overseas, those taking short breaks and for business, professional and educational conferences exploiting to a maximum the Shakespeare brand.

4.3 Physical improvements to enhance the appearance, experience and interpretation of the town to visitors.

4.4 Physical improvements to enhance the appearance and interpretation arrangements of the Tourist Information Centre

4.5 Theatre improvements linked to the improvement of the town.

4.6 An improvement package to upgrade the historic buildings that attract visitors and develop their interpretation.

4.7 Public transport improvements to link the town to Warwick Parkway, NEC/Airport, and Birmingham to improve use of public transport for visitors and commuters.

Priority Action Plan

Following the expressed views of the Steering group and the Consultation meeting of the 18th July and the evident priorities of the Public, a priority list is set out as follows with the following content.

- Lead agency.
- Partners involved.
- Case for the project reflecting the health check process.
- Objectives.
- Benefits and beneficiaries.
- Outcomes.
- Costs.
- Funding source(s).
- Timing -Commitments-projects already in hand that the partnership needs to monitor and support, Quick wins –those that can be done with existing budgets and staff resources, Costed priority projects, Long term projects of lower priority.
- Priority to the stakeholders and community as judged from consultation meetings, the public exhibition and comments received on the health check.

In the process of prioritising the list, it is confirmed that :

- Conflicts need to be identified and addressed transparently,
- The number must be manageable for the partnership to progress,
- The proposal must be within the statutory powers of the partners.
- Proposals should fit the priorities of funding bodies especially where bids are being made to other agencies.
- Proposals should clearly meet the priorities of the partners and the local community as set out in the Health Check.

ENVIRONMENT 1.1	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	A package of measures for the Enhancement of the Waterfront area
Agency Proposing	SDC/WCC
Agency implementing	SDC/WCC
Partner agency(s)	RSC BWB TT Upper Avon Navigation Trust Environment Agency Inland Waterways Authority TC
Case for the project -Evidence of need and source	The river frontage is seen as a vital area that contributes substantially to the town's image as well as providing a major area of visitor attraction .It has suffered to a degree from user pressure and can benefit from more imaginative design. A master plan study and set of proposals has been completed and considered in detail by the town stakeholders and public reaching a consensus for an improvement programme.
Project Objectives	<ul style="list-style-type: none"> • To improve the image of the town • To improve the quality of the environment of the whole area by an integrated landscaping scheme • To help attract visitors • To improve quality of life for residents
Relationship to Health Check report	Physical Environment Para's 6.2, 6.3,6.25.6.42
Proposal -Exact description of activity	<ul style="list-style-type: none"> • Package of improvements including improvements to car parking, pedestrian circulation. • Reorganisation and enhancement of landscaping and gardens and a new riverside walk to the Church. • An extension to include links to the Welcombe Hills via the Warwick Road lands. • Control of nuisance wildlife
Benefits of the project	<ul style="list-style-type: none"> • Enhancement of the image of the town • Retain and attract visitors • Complementary improvements to those of the RSC and the Transport package proposals for road changes and pedestrian access improvements
Outcomes Numbers and type of likely users	3 million visitors
Outcomes Numbers of jobs created, if any	
Outcomes Land improved (Hectares)	Say 5 Ha
Other outcomes	<ul style="list-style-type: none"> • Complements visitor promotion effort

	<ul style="list-style-type: none"> • Complements other measures to improve the environment and tourism product of the town • Improves experience of the town
Costs	£3,600,000
Financial Contribution likely from agency	TBA
Partner contribution (State source)	AWM TT TC Waterways organisations
Timescale of implementation (Year)	April 2005 onwards
Priority to agency	MEDIUM
Local community priority	HIGH

ENVIRONMENT 1.2	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Improvements to the quality of the Streetscape of the town centre.
Agency Proposing	SDC
Agency implementing	SDC WCC TC TT
Partner agency(s)	TMP TC Local Businesses, Arts funding Agencies
Case for the project -Evidence of need and source	All consultation with the public, stakeholders and businesses indicates that the importance of maintaining and improving the quality of public space is vital to both visitors experience of the town and to residents.
Project Objectives	To improve the appearance and functioning of the public spaces in the town centre.
Relationship to Health Check report	Physical Environment Para's 6.2, 6.3,6.26
Proposal -Exact description of activity	<ul style="list-style-type: none"> • A two phase activity, pilot study and project followed by wider implementation • Design and implementation of a Comprehensive scheme of improvements to paving, seating, minor landscaping, additional public art, decluttering of street signs, window boxes, Bancroft and traffic island hard landscaping and public art, lighting and flags. • Improvement of the quality, coordination and management of street entertainment. • Traffic calming in the residential areas.
Benefits of the project	<ul style="list-style-type: none"> • Health of town centre businesses • The experience and attraction of Visitors • The quality and profitability of the shops
Outcomes Numbers and type of likely users	Residents 3 million visitors and shoppers
Outcomes Numbers of jobs created, if any	N/a
Outcomes Land improved (Hectares)	NIL
Other outcomes	<ul style="list-style-type: none"> • Complements visitor promotion effort • Complements signage project • Complements other environmental projects
Cost by likely annual budget	Initial capital cost TBA
Financial Contribution likely from	WCC capital and maintenance budget

agency	
Partner contribution (State source)	WCC Civic Pride Scheme Arts Agencies Private sponsorships/donations
Timescale of implementation (Year)	April 2004
Priority to agency	HIGH
Local community priority	HIGH

ENVIRONMENT 1.3	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Conservation Area and Listed Building Enhancement
Agency Proposing	Stratford Society
Agency implementing	SDC WCC
Partner agency(s)	TC TT Stratford Society English Heritage
Case for the project -Evidence of need and source	The Technical studies have highlighted the wealth of historic streets and buildings in the town that forms an important part of the visitor attraction of the town.
Project Objectives	To maintain and improve the towns stock of important streetscapes and listed buildings.
Relationship to Health Check report	Physical Environment Para's 6.2, 6.3,6.26.6.31,6.39
Proposal -Exact description of activity	Provision of grant assistance to aid the conservation of the town's heritage buildings.
Benefits of the project	Enhancement of the historic image of the town.
Outcomes Numbers and type of likely users	Say 100 buildings improved over 5 years
Outcomes Numbers of jobs created, if any	N/a
Outcomes Land improved (Hectares)	
Other outcomes	Complements visitor promotion effort
Cost by likely annual budget	TBA
Financial Contribution likely from agency	TBA
Partner contribution (State source)	WCC Private Donors/Trusts TT TC
Timescale of implementation (Year)	2004
Priority to agency	LOW
Local community priority	HIGH

ENVIRONMENT 1.4	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Conservation Area Enhancement
Agency Proposing	Stratford Society
Agency implementing	Stratford Society
Partner agency(s)	TMP SDC WCC
Case for the project -Evidence of need and source	<ul style="list-style-type: none"> • The Technical studies have highlighted the wealth of historic streets and buildings in the town that forms an important part of the visitor attraction of the town. • A concern by the Society and the public about the character of many shop fronts spoiling the general appearance of many historic streets. • Awareness that other towns have had success in achieving improvements e.g. Hereford.
Project Objectives	To improve the towns important streetscapes
Relationship to Health Check report	Physical Environment Para's 6.2, 6.3,6.26.6.29,6.31,6.32,6.40
Proposal -Exact description of activity	A Design scheme to provide a guide as to how the streetscape could be improved focussing on the High Street .The resultant scheme to be used as supplementary guidance for future design control on shop fronts by the District Council.
Benefits of the project	Enhancement of the historic image of the town.
Outcomes Numbers and type of likely users	Say 100 buildings improved over 5 years
Outcomes Numbers of jobs created, if any	N/A
Outcomes Land improved (Hectares)	N/A
Other outcomes	Complements visitor promotion effort
Cost by likely annual budget	£6100 initially
Financial Contribution likely from agency	£1750 inc in kind
Partner contribution (State source)	SDC
Timescale of implementation (Year)	2004 onwards
Priority to agency	HIGH

Local community priority	HIGH

ENVIRONMENT 1.5	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Gateway Enhancement
Agency Proposing	SDC
Agency implementing	SDC WCC
Partner agency(s)	WCC, Local Businesses, Arts funding Agencies Stratford In Bloom
Case for the project -Evidence of need and source	Some of the approaches to SuA are undistinguished and do not convey a sense of arrival at a special place. In particular, the main approaches along the Birmingham Road, the Timothy's Bridge Road Industrial area, Alcester Road and on the riverside of the Warwick road. The creation of gateway structures will ameliorate these deficiencies to some extent and will ensure that visitors are aware that they have arrived at somewhere of significance even if the immediate surroundings do not readily confirm this.
Project Objectives	To create gateway features in keeping with the stature of the town so as to provide a perception of having arrived at a place of significance.
Relationship to Health Check report	Physical Environment Para's 6.2, 6.3 6.11-6.18
Proposal -Exact description of activity	"Welcome to" sign elaborated with or incorporating or wholly comprising works of public art. Permanent Planting at key sites along these corridors.
Benefits of the project	Enhancement of the image of the town.
Outcomes Numbers and type of likely users	N/A
Outcomes Numbers of jobs created, if any	N/A
Outcomes Land improved (Hectares)	Say 5 Ha
Other outcomes	Complements visitor promotion effort Encourages the return of visitors.
Cost by likely annual budget	TBA
Financial Contribution likely from agency	TBA
Partner contribution (State source)	WCC Arts Agencies Private sponsorship TC

	TT
Timescale of implementation (Year)	2004 onwards
Priority to agency	HIGH
Local community priority	MEDIUM

ENVIRONMENT 1.6	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Further provision of Pedestrian priority areas, reduce traffic conflict, improve the environment for visitors and shoppers
Agency Proposing	HC group
Agency implementing	WCC
Partner agency(s)	SDC
Case for the project -Evidence of need and source	The need which is derived from public consultation and the Local Plan to reduce the impact of traffic congestion in the town and particular issues of pedestrian /vehicle conflict. A follow on from the transport package set out in 3.1.
Project Objectives	To improve the environment of the centre of the town To improve pedestrian circulation
Relationship to Health Check report	Physical Environment section 6 Para 6.3 .6.33
Proposal -Exact description of activity	Further Programme of <ul style="list-style-type: none"> • Pedestrian priority in High Street and Bridge Street to relieve the pressures in these areas and improve pedestrian circulation • Lighting enhancements • Paving improvements around key historic buildings • Pavement widening in Windsor Street.
Benefits of the project	<ul style="list-style-type: none"> • Reduction of traffic congestion in town centre • Reduction of pollution • Improvement of environmental conditions and circulation for pedestrians in the town centre
Numbers and type of likely users	3 million users-residents, shoppers and tourists
Numbers of jobs created, if any	NIL
Land improved (Hectares)	NIL
Other outputs	Contributes to attraction of visitors
Cost	TBA
Financial Contribution likely from agency	TBA
Partner contribution (state source)	WCC
Timescale of implementation (Year)	? 2008-2009 subsequent to the main transport package
Priority to agency	HIGH
Priority to community	MEDIUM

ENVIRONMENT 1.7	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Environmental improvements to the canal corridor
Agency Proposing	HC group
Agency implementing	British Waterways Board Inland Waterways Authority
Partner agency(s)	SDC Sustrans
Case for the project -Evidence of need and source	The Environmental analysis identified the canal corridor as of significance as a green lung in the town and one, which is used by the growing numbers of visitors coming to the town by narrow boat, walking and cycling.
Project Objectives	To significantly improve the canals environment.
Relationship to Health Check report (state section)	Section 6 Physical Environment section 6 Para 6.18.
Proposal -Exact description of activity	An assessment and environmental upgrade of the whole canal stretch from Birmingham Road to Bancroft Improvements to the cycle route along the canal
Benefits of the project	Significantly improved welcome to the town for canal born visitors and walkers and cyclists to help improve the attractiveness of the town for tourists.
Numbers and type of likely users	The 2.3% of visitors coming by boat. The increasing numbers coming by bicycle.
Numbers of jobs created, if any	NONE
Land improved (Hectares)	3 HA
Other outputs	
Cost	To be defined
Financial Contribution likely from agency	MOST
Partner contribution (state source)	SDC
Timescale of implementation (Year)	2005 onwards
Priority to agency	LOW

Priority to community	MEDIUM
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ENVIRONMENT 1.8	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Environmental improvements to the Railway station
Agency Proposing	HC group
Agency implementing	Strategic Rail Authority
Partner agency(s)	SDC WCC
Case for the project -Evidence of need and source	The current view by all parties that the railway station as an important gateway for visitors has a poor appearance and surroundings and does not provide a good first impression for visitors. A bus /rail interchange is proposed in the transport package and other improvements need to complement this.
Project Objectives	To upgrade the buildings and overall site of the station. To improve the gateway route to the town centre.
Relationship to Health Check report (state section)	Physical Environment section 6 Para 6.3
Proposal -Exact description of activity	Cleaning and repainting the station buildings, landscaping the area around, provision of improved signs, a tourist information display, public art features, toilets, improved catering and the development of a fully comprehensive bus/rail interchange.
Benefits of the project	Significantly improved welcome to visitors to the town as part of the total product improvement programme. Overall Image improvement.
Numbers and type of likely users	4% of visitors coming by rail.
Numbers of jobs created, if any	NONE
Land improved (Hectares)	1
Other outputs	Helps attract visitors especially from overseas
Cost	To be defined
Financial Contribution likely from agency	ALL
Partner contribution (state source)	Section 106 with Cattle market developer
Timescale of implementation (Year)	2006 +
Priority to agency	LOW
Priority to community	HIGH

ECONOMIC DEVELOPMENT 2.1	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Provision of small sites and premises to sustain the economic development of the town.
Agency Proposing	HC group
Agency implementing	SDC
Partner agency(s)	Private Sector developers Business Link AWM
Case for the project -Evidence of need and source	<ul style="list-style-type: none"> • The town has high start up rates for new enterprises • A shortage of reasonable cost small workspaces and sites for expanding enterprises according to the Structure Plan and scrutiny of the property register • The threat that expanding enterprises will go elsewhere if no suitable local space or sites are available
Project Objectives	<ul style="list-style-type: none"> • To support the development of existing and new enterprises in the town and retain them in Stratford by ensuring continuous supply of small sites and premises • To help create new enterprises in the town
Relationship to Health Check report (state section)	Economic Development section 7 paras 7.1 7.10. 7.17
Proposal -Exact description of activity	<ul style="list-style-type: none"> • Do further research on likely demand for services and space. • Detailed logging of available land by ownership, site size and availability. • Identification of land that can be released. • Identification of premises that could be developed for small units. • Consideration of removal of constraints to supply.
Benefits of the project	<ul style="list-style-type: none"> • Help to new enterprises starting up in the town to grow more quickly and survive longer. • Job creation. • Exploitation of the town's enterprising skill base.
Numbers and type of likely users	20 enterprises per year.
Numbers of jobs created, if any	100 per year
Land improved (Hectares)	TBA
Other outputs	
Cost	Land acquisitions, if required
Financial Contribution likely from agency	YES

Partner contribution (state source)	AWM, if needed
Timescale of implementation (Year)	2005-
Priority to agency	MEDIUM
Priority to community	LOW

ECONOMIC DEVELOPMENT 2.2	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Business Incubator centre
Agency Proposing	HC group
Agency implementing	SDC
Partner agency(s)	Private Sector developer Business Link AWM
Case for the project -Evidence of need and source	<ul style="list-style-type: none"> The town has high start up rates for new enterprises. There is a shortage of reasonable cost small workspaces for new enterprises. A recognition of the value of linkage of new enterprise accommodation with provision of common services such as security, office services, business advice, easy letting arrangements. The success of the local workspace centre, which has a waiting list for tenants. The threat that new enterprises will go elsewhere if no suitable local space is available.
Project Objectives	<ul style="list-style-type: none"> To support the development of new enterprises in the town and retain them in Stratford by developing a dedicated workspace /incubator centre. To help create new enterprises in the town.
Relationship to Health Check report	Economic Development section 7 paras 7.1 .7.9.7.51/52
Proposal -Exact description of activity	<ul style="list-style-type: none"> Do further research on likely demand for services and space. Identification of site for an incubator centre. Identification of suitable developer. Devise building /management specification. Draw up outline designs. Cost project. Negotiate gap funding with AWM. Implement scheme –acquire site, obtain planning permission, develop buildings.
Benefits of the project	<ul style="list-style-type: none"> Help to new enterprises starting up in the town to grow more quickly and survive longer. Job creation. Exploitation of the town's enterprising skill base.
Numbers and type of likely users	50 enterprises per year
Numbers of jobs created, if any	75
Land improved (Hectares)	1 hectare
Other outputs	
Cost	4000 sqm @ £1000/sqm £4million
Financial Contribution likely from agency	Some to kick start
Partner contribution (State source)	AWM, if needed SDC Site Private Sector
Timescale of	2004 onwards

implementation (Year)	
Priority to agency	MEDIUM
Priority to community	MEDIUM

ECONOMIC DEVELOPMENT 2.3	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Study and action programme to tackle labour supply /training issues
Agency Proposing	HC group
Agency implementing	LSC
Partner agency(s)	SDC WCC CoC and other Employers groups Stratford College Employment Service
Case for the project -Evidence of need and source	<ul style="list-style-type: none"> • Wide-ranging evidence of skill shortages in the hospitality industry in the town from employer's evidence. • Concerns about the quality of labour in the local retail industry from local residents. • Widening commuting pattern as employers in the town recruit from sub region and considerable proportion of residents commute to work elsewhere shown in WCC travel to work statistics.
Project Objectives	<ul style="list-style-type: none"> • To understand the shape of the labour market issues • To identify the precise skills shortages and gaps • To map the support provision • To identify measures that will assist in the reduction of skills gaps and shortages
Relationship to Health Check report	Economic Development section 7 Para 7.1 and 7.39-7.41
Proposal -Exact description of activity	<ul style="list-style-type: none"> • Analysis of skills gaps and labour shortages from local employers. • Travel to work analysis. • Assessment of housing cost issue. • Training /job matching provision analysis. • Development and costing of training /job matching initiatives.
Benefits of the project	<ul style="list-style-type: none"> • To sustain the growth of local businesses by ensuring an adequate supply of labour. • To up skill the workforce to ensure businesses efficiency and effectiveness.
Numbers and type of likely users	Local Businesses Local Residents
Numbers of jobs created, if any	Not Known
Land improved (Hectares)	None
Other outputs	Not known
Cost	Consultancy study £20,000
Financial Contribution likely	ALL

from agency	
Partner contribution (state source)	None
Timescale of implementation	2004
Priority to agency	HIGH
Priority to community	LOW

ECONOMIC DEVELOPMENT 2.4	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	The development of an active programme of business support to help retain existing business and encourage and support start ups
Agency Proposing	SDC-Economic Development Unit
Agency implementing	SDC/Business Link
Partner agency(s)	WCC Chamber of Commerce AWM
Case for the project -Evidence of need and source	Survey material, SDC experience, and regional statistics indicating the buoyancy of the town's business base but also the threat of losing expanding and start up enterprises if their needs are not met locally. The town has proved to be particularly successful in developing Business and ICT services. Company surveys by the Chamber of Commerce indicate that available business support is not reaching local businesses effectively.
Project Objectives	<ul style="list-style-type: none"> • To sustain and strengthen the local business base • To retain new enterprises • To attract new enterprises
Relationship to Health Check report (state section)	Economic Development section 7 Para 7.1
Proposal -Exact description of activity	A focussed well promoted one stop business support service that provides quality support for starts ups and existing businesses to stay in the area and expand. Adapt and expand the AWM programme of strategic company visits
Benefits of the project	<ul style="list-style-type: none"> • Retention of existing business • Growth of existing businesses in the town • Retention of the high start up rate
Numbers and type of likely users	100 Local businesses sustained New starts –about 50 a year
Numbers of jobs created, if any	300
Land improved (Hectares)	NIL
Other outputs	
Cost	Existing resources
Financial Contribution likely from agency	SDC
Partner contribution (state source)	Business Link
Timescale of	2004-changes being planned in 2003

implementation (Year)	
Priority to agency	HIGH
Priority to community	LOW

RETAIL AND TOWN CENTRE SERVICES 3.1	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Implementation of the proposed Transport and circulation measures to increase pedestrian priority areas, reduce traffic conflict and impact, improve the environment for visitors and shoppers.
Agency Proposing	WCC
Agency implementing	WCC
Partner agency(s)	SDC
Case for the project -Evidence of need and source	The need which is derived from detailed technical studies by the local authorities and extensive public consultation to resolve the impact of traffic congestion in the town and particular issues of pedestrian /vehicle conflict.
Project Objectives	<ul style="list-style-type: none"> • To mitigate current traffic problems and plan for the future • To improve the environment of the centre of the town • To improve pedestrian circulation
Relationship to Health Check report	Transport and Access paras 10.1
Proposal -Exact description of activity	<p>Programme of</p> <ul style="list-style-type: none"> • Pedestrian /cycle priority • Modifications to the traffic circulation system in the town centre • Car park access improvements • New pedestrian bridge over the river Avon • Western by pass • Park and Ride to the north and south of the town • Traffic calming
Benefits of the project	<ul style="list-style-type: none"> • Reduction of traffic congestion in town centre • Reduction of pollution • Improvement of environmental conditions and circulation for pedestrians in the town centre
Numbers and type of likely users	All residents Visitors Businesses
Numbers of jobs created, if any	NIL
Land improved (Hectares)	NIL
Other outputs	
Cost	TBA
Financial Contribution likely from agency	Funding bid to Department of Transport in December 2003
Partner contribution (state source)	WCC SDC

Timescale of implementation (Year)	? 2006-2009
Priority to agency	HIGH
Priority to Community	HIGH

RETAIL AND TOWN CENTRE SERVICES 3.2	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Proposals to improve public transport access into the town centre
Agency Proposing	WCC
Agency implementing	WCC
Partner agency(s)	SDC
Case for the project -Evidence of need and source	The need which is derived from detailed technical studies by the local authorities and extensive public consultation to improve public transport access right in to the centre so as to reduce car trips and ease access for the less mobile. The recent minitram experiment has also showed the possibilities and the need.
Project Objectives	<ul style="list-style-type: none"> • To mitigate current traffic problems and plan for the future • To improve the environment of the centre of the town • To help the less mobile visit the town centre
Relationship to Health Check report	Transport and Access paras 10.1
Proposal -Exact description of activity	Provide new bus routes linking the park and ride centres and peripheral housing areas of the town to the centre with improved bus shelters and stops. This to include a new innovative environmentally sustainable bus service and a review of bus stop locations in relation to the proposed bus interchange.
Benefits of the project	<ul style="list-style-type: none"> • Reduction of traffic congestion in town centre. • Reduction of pollution. • Improvement of environmental conditions and circulation for pedestrians in the town centre. • Provision of better access for the less mobile.
Numbers and type of likely users	Local residents especially the less mobile Visitors using Park and Ride
Numbers of jobs created, if any	NIL
Land improved (Hectares)	NIL
Other outputs	
Cost	May be a matter of redeploying existing resources or being self-funding.
Financial Contribution likely from agency	N/K
Partner contribution (state source)	TT

Timescale of implementation (Year)	? 2006-2009
Priority to agency	HIGH
Priority to Community	MEDIUM

RETAIL/TOWN CENTRE SERVICES 3.3	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Development of an arts/crafts centre and covered market to provide space for independent retailers and craft producers.
Agency Proposing	HC group
Agency implementing	SDC TT
Partner agency(s)	TMP TC
Case for the project -Evidence of need and source	A strong view from the public and stakeholders that the town centre has lost a significant number of convenience goods retailers e.g. butchers and fruit and vegetable retailers. The awareness that in other historic centres provision is usually made for local crafts/arts producers to sell to the high number of visitors who are inclined to spend on craft type items as part of their experience. These kinds of outlets are not available readily in the town.
Project Objectives	<ul style="list-style-type: none"> • To exploit opportunities for local craft producers to sell to tourists. • To remedy the lack of convenience goods retailers in the town centre
Relationship to Health Check report	Retail and Town Centre services section 8 Para 8.1,8.22.8.55
Proposal -Exact description of activity	Development of a combined arts/crafts/covered market complex in a core site in the town centre e.g. at Rother Street /Grove Road in conjunction with proposals to enhance the Civic Hall. There is a need for an initial study of the precise specification of the mix of space, the capacity and suitability and access to the identified site.
Benefits of the project	<ul style="list-style-type: none"> • Development of local crafts/arts businesses. • Provision of improved convenience goods in the town centre. • A further visitor attraction exploiting their propensity to shop as well as explore. • Meets identified deficit of required retail space in the town with an imaginative retail centre (not just more standard lock up units).
Numbers and type of likely users	Local residents Visitors Small businesses
Numbers of jobs created, if any	? 100
Land improved (Hectares)	1ha
Other outputs	Helps develop the enterprise culture of the town Spin off business to other retailers and services
Cost	? £2million
Financial Contribution likely from agency	Part Capital funding

Partner contribution (state source)	Leverage AWM linked to Leisure and Tourism Cluster Strategy Private developer. Arts Interests.
Timescale of implementation(Year)	2004 onwards
Priority to agency	HIGH
Priority to Community	MEDIUM

RETAIL/TOWN CENTRE SERVICES 3.4	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Development of a significant upgrade to the Civic Hall.
Agency Proposing	TC
Agency implementing	TC Town Trust
Partner agency(s)	TCP
Case for the project -Evidence of need and source	The rising interest in arts with a significant growth in performing arts developing in the town stimulated by the District arts strategy. There is an awareness of the need to upgrade the facilities of the Civic Hall to meet demand and rising health and safety /access standards and provide a larger facility for the towns artistic and leisure groups.
Project Objectives	To achieve a much enhanced Civic Hall as a better venue for the arts. Learning and leisure in the town.
Relationship to Health Check report (state section)	Retail and Town Centre services section 8 para 8.1,8.22.8.55
Proposal -Exact description of activity	Development of an improved and extended Civic Hall in a core site in the town centre at Rother Street (site of a car park at present owned by the TT) An initial study of the precise specification of the mix of space, and physical improvements needed has commenced.
Benefits of the project	Development of local crafts/arts businesses. Upgrade to the range of events and performances that can held in the building. An addition to the tourism attractions of the town through the enhancement of the arts and culture of the community.
Numbers and type of likely users	Local residents Small businesses Visitors to a limited degree.
Numbers of jobs created, if any	? 10
Land improved (Hectares)	0.25 ha
Other outputs	
Cost	To be assessed
Financial Contribution likely from agency	Capital funding
Partner contribution (state source)	
Timescale of	Feasibility 2004

implementation (Year)	Construction 2006---
Priority to agency	HIGH
Priority to Community	MEDIUM

RETAIL/TOWN CENTRE SERVICES 3.5	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Programme to encourage more businesses to sell locally
Agency Proposing	HC group
Agency implementing	SDC
Partner agency(s)	TMP Business Link
Case for the project -Evidence of need and source	The success of the farmers market provision, which provides local farms with direct market access to the public. In other historic centres, support is often given for local crafts/arts producers to sell to the high number of visitors who are inclined to spend on craft type items as part of their experience.
Project Objectives	To exploit tourism opportunities for local producers
Relationship to Health Check report	Retail and Town Centre services section 8 Para 8.1,8.31/32 Economic development section 7.1
Proposal -Exact description of activity	<ul style="list-style-type: none"> • Identification of businesses likely to be able to sell their products direct to the local public and tourists. • Programme of support to provide factory shops and other local retail outlets. • Link to craft market development –Project 3.3 • Programme of local exhibitions of local produce/crafts/production. • Specific advice programme on the means of doing this. • Local buying guides.
Benefits of the project	Market development of local crafts/arts businesses.
Numbers and type of likely users	Visitors Small businesses
Numbers of jobs created, if any	? 100
Land improved (Hectares)	NIL
Other outputs	Helps develop the enterprise culture of the town Spin off business to other retailers and services
Cost	Say £30,000 a year for events, publicity material, consultant adviser
Financial Contribution likely from agency	Pump priming
Partner contribution (state source)	Leverage AWM linked to Leisure and Tourism and Food Cluster Business Link Private Sector
Timescale of implementation (Year)	2004---

Priority to agency	MEDIUM
Priority to Community	LOW

RETAIL/TOWN CENTRE SERVICES 3.6	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Development of the evening economy in the town centre.
Agency Proposing	HC group
Agency implementing	SDC
Partner agency(s)	TMP WCC (Police)
Case for the project -Evidence of need and source	The technical studies show there is a rising number of trendy restaurants and clubs in the town, which is likely to continue as a reflection of consumer demands of increasing eating out through restaurants and “takeaways”. If the town achieves a recovery in visitor numbers and the theatre improvements are achieved this will escalate as a potential. The TMP especially felt that this needs to be encouraged and managed with regard to planning control, building appearance, encouragement of acceptable use of the streets for sitting outside in the summer and the general promotion of “life” in the town particularly in the early evening where there are few problems of traffic congestion. Others point out the negative aspects of café culture as the increase of alcohol related crime, the inevitable problems of litter from takeaway food and the need to ensure that new restaurant developments accord with the town’s character.
Project Objectives	To exploit and structure the growth in the evening economy in an acceptable way in Stratford.
Relationship to Health Check report	Retail and Town Centre services section 8 Para 8.1
Proposal -Exact description of activity	Technical review with the TMP of the issues that inhibit the development of the evening economy in the town and a survey of the relevant businesses. Working with the relevant authorities on improving security, and lighting, licensing and the nature of evening parking restrictions.
Benefits of the project	<ul style="list-style-type: none"> • Sustaining the employment in the restaurant sector in the town and encouraging its growth and diversification. • Longer stays for visitors if the town has more attractive restaurants
Numbers and type of likely users	Local residents Visitors, Small businesses
Numbers of jobs created, if any	? 100
Land improved (Hectares)	NIL
Other outputs	Helps develop the enterprise culture of the town Spin off business to other retailers and services
Cost	NONE
Financial Contribution likely from agency	NONE

Partner contribution (state source)	NONE
Timescale of implementation(year)	2004---
Priority to agency	MEDIUM
Priority to Community	MEDIUM

TOURISM AND LEISURE 4.1	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	A Place marketing visitor study into visitor profiles, expectation and choices
Agency Proposing	HC group
Agency implementing	SWT
Partner agency(s)	RSC SDC SBT AWM
Case for the project -Evidence of need and source	<p>The lack of up to date data on visitor characteristics, perceptions, and choices means that the basis for promotion and investment in facilities rests on out dated data from 1997. The need is</p> <ul style="list-style-type: none"> • To gain up to date data on visitor characteristics. • To survey visitors perceptions and preferences when visiting the town. • To research the character of those who do not visit or used to visit Stratford to identify improvements that might reengage them. • To set a baseline for regular resurvey.
Project Objectives	To provide a current market segmentation picture of visitors characteristics and experiences and perceptions of Stratford. To establish a baseline for monitoring and evaluation
Relationship to Health Check report	Tourism and Leisure section 9 Para 9.1
Proposal -Exact description of activity	<p>Undertake tourism survey brief to include:</p> <ul style="list-style-type: none"> • Surveys of current visitors character, origin, characteristics, travel mode, spending. • Perceptions of the town and barriers to participation. • Exit surveys of individual attractions. • Survey of non-visitors to explore perceptions and preferences. • Specification for on going updating
Benefits of the project	Provision of an up to date picture of the customers of the town who are visitors as a basis for the more effective promotion and improvement of the town and its attractions.
Numbers and type of likely users	All tourist dependant businesses
Numbers of jobs created, if any	13500 dependant
Land improved (Hectares)	NIL
Other outputs	
Cost	£30,000 Research Study
Financial Contribution likely from agency	SDC
Partner contribution	AWM

(state source)	
Timescale of implementation (Year)	2004
Priority to agency	HIGH
Priority to Community	MEDIUM

TOURISM AND LEISURE 4.2	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	A marketing programme to promote the town, in particular, to high spending visitors from overseas, UK people taking short breaks and from UK business, educational and professional conferences giving maximum exploitation of the Shakespeare brand.
Agency Proposing	SWT
Agency implementing	SWT
Partner agency(s)	SDC TCP SBT /RSC
Case for the project -Evidence of need and source	<ul style="list-style-type: none"> • Wide ranging view from the technical analysis, business community, public and stakeholders that the towns promotional effort is inadequate for visitors particularly with a town of international reputation and by comparison with similar towns such as Chester, Winchester, Bath or York. • The focus of marketing to be on longer stay high spending visitors rather than low spending day visitors notably those coming to conferences, on domestic short breaks e.g. via the travel trade and those from overseas. • The unique product for marketing is the heritage and especially the Shakespeare experience that has high brand recognition nationally and overseas and remains the town's strongest offer. • This is allied to the fine environmental setting and good location. • The need for themed trails and supporting literature and signage.
Project Objectives	To significantly upgrade the marketing of the town to high spending visitors.
Relationship to Health Check report	Tourism and Leisure section 9 Para 9.1
Proposal -Exact description of activity	<p>Provision of resources to enable SWT to promote the town to overseas visitors alongside similar towns and in particular exploiting the Shakespeare brand. This will include participation in national joint heritage based marketing initiatives but also requires specific marketing exercises using targeted advertising.</p> <p>To submit a World Heritage Site bid.</p> <p>Assessment of the market niches in the conference trade that the town can effectively attack and then developing a programme of action aimed at these. This will include:</p> <ul style="list-style-type: none"> • Specific Marketing efforts e.g. targeted at the travel trade, short breaks and the European market.

	<ul style="list-style-type: none"> • Audit and promotion of the available town facilities for conferences that are available from the Council, the RSC, SBPT and the local hotels. • Proposals for new conference accommodation, if required. <p>Review of the right mix of annual events needed to promote the town, a coordination of the timetable and promotion of new events to fill gaps.</p> <p>Provision of themed trails and literature –e. g Heritage, Water, Shakespeare and the Environment within the context of circulation management framework that relates to visitor's entry points.</p> <p>Provision of an overall map guide via dispensers at car parks-bus stops and the rail station.</p> <p>Improve skills of those welcoming and serving visitors in businesses.</p>
Benefits of the project	<ul style="list-style-type: none"> • Higher numbers of visitors • Higher satisfaction levels for visits • Longer visits to more attractions • More return visits • Higher visitor spending
Numbers and type of likely users	3 million Visitors per year
Numbers of jobs created, if any	Helps retain 13, 500 jobs direct tourism jobs in the District
Land improved (Hectares)	NONE
Other outputs	Spin off trade to business services, retailing, transport industries
Cost	<ul style="list-style-type: none"> • Promotion funding for SWT. • Feasibility study on conference accommodation. • Capital funds to enhance or provide new conference accommodation. • Funds to pump prime events • Themed trails literature, design, printing, promotion and distribution. • Customer care training.
Financial Contribution likely from agency	NONE
Partner contribution (State source)	SDC AWM LSC for training Heritage Lottery
Timescale of implementation (Year)	2004/5
Priority to agency	HIGH
Priority to Community	MEDIUM

TOURISM AND LEISURE 4.3	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Physical improvements to enhance the appearance and interpretation of the town for visitors
Agency Proposing	HC group
Agency implementing	SDC
Partner agency(s)	WCC TCP TC SWT
Case for the project -Evidence of need and source	Wide ranging view from the public and stakeholders that the welcome, circulation and interpretation of the towns character is inadequate for visitors particularly with a town of international reputation and by comparison with similar towns such as Chester, Winchester, Bath or York.
Project Objectives	<ul style="list-style-type: none"> To significantly upgrade the physical access for visitors and make routes more legible and wide ranging. To overhaul signage and directional maps.
Relationship to Health Check report	Tourism and Leisure section 9 Para 9.1
Proposal -Exact description of activity	<ul style="list-style-type: none"> Feasibility study to audit signs, finger posts, maps, and other interpretation features, identify all areas of visitor interest and produce an overall scheme of interpretation with an appropriate style with proposals for changes to signposts, maps, plaques, pavements Guidance for building design for adoption by key businesses. Programme of improvements following the study. Cleaning of key buildings Explore introduction of adequately resourced site management
Benefits of the project	<ul style="list-style-type: none"> Higher numbers of visitors. Higher satisfaction levels for visits. Longer visits to more attractions. More return visits. Higher visitor spending.
Numbers and type of likely users	3 million visitors per year
Numbers of jobs created, if any	Helps retain 13, 500 jobs tourism sectors in the District.
Land improved (Hectares)	NONE
Other outputs	
Cost	TBA
Financial Contribution likely from agency	TBA
Partner	WCC Civic Pride Initiative

contribution (state source)	
Timescale of implementation (Year)	2004/5
Priority to agency	HIGH
Priority to Community	HIGH

TOURISM AND LEISURE 4.4	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Physical improvements to enhance the appearance and interpretation of the Tourist Information Centre for visitors.
Agency Proposing	HC group
Agency implementing	SDC
Partner agency(s)	SWT
Case for the project -Evidence of need and source	Wide ranging view from the public and stakeholders that the TIC's "front of house" space is inadequate for visitors particularly with a town of international reputation and by comparison with similar towns such as Chester, Winchester, Bath or York. The problem has been exacerbated by the loss of the American Express Bureau de Change in 2002, creating under-utilised redundant space.
Project Objectives	<ul style="list-style-type: none"> • To exploit the full potential of the TIC as the town's prime source of visitor information by renovating and improving the front of house area and displays. • To make full use of new technology to improve access to visitor information. • To upgrade the physical access for visitors.
Relationship to Health Check report	Tourism and Leisure section 9 Para 9.1
Proposal -Exact description of activity	<ul style="list-style-type: none"> • Upgrade of the tourist information centre in terms of internal space improvements and external appearance. • Implement key access improvements identified in the recent Access Audit. • Feasibility study to develop a longer-term plan and vision for a completely re-developed TIC, which complements the District Council's wider Waterfront Development plans.
Benefits of the project	<ul style="list-style-type: none"> • Higher numbers of visitors • Higher satisfaction levels for visits • Longer visits to more attractions • More return visits • Higher visitor spending
Numbers and type of likely users	3 million Visitors per year
Numbers of jobs created, if any	Helps retain 13, 500 jobs tourism sectors in the District
Land improved (Hectares)	NONE
Other outputs	Improved accessibility
Cost	To be advised
Financial Contribution likely	

from agency	
Partner contribution (state source)	SWT AWM (upgrade of back office contact centre already funded)
Timescale of implementation (Year)	2003/4
Priority to agency	HIGH
Priority to Community	HIGH

TOURISM AND LEISURE 4.5	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Improvement and or redevelopment of the Theatres
Agency Proposing	Royal Shakespeare Company
Agency implementing	Royal Shakespeare Company
Partner agency(s)	SDC, WCC through support and infrastructure
Case for the project -Evidence of need and source	The need to improve the theatre facilities of the RSC to maintain and attract audiences, improve operating conditions for the staff, and widen the offer of the Shakespeare experience by the provision of additional facilities.
Project Objectives	To achieve a more efficient and attractive building. To attract greater audiences. To provide new educational facilities.
Relationship to Health Check report (state section)	Tourism and Leisure section 9 Para 9.1
Proposal -Exact description of activity	Redevelopment/improvement of the RSCs facilities in the town
Benefits of the project	<ul style="list-style-type: none"> • Higher visitor attractions • More efficient operation • Wider range of performances • Wider range of facilities explaining the Shakespeare offering to the public • Gaining the long term security of the theatres operations in the town
Numbers and type of likely users	300,000 visitors per year
Numbers of jobs created, if any	Helps retain 500 jobs in the Theatres and its support services
Land improved (Hectares)	NONE
Other outputs	Major spin off of business especially to hotels and restaurants
Cost	To be advised
Financial Contribution likely from agency	A variety of public and private sources
Partner contribution (state source)	To be advised
Timescale of implementation (Year)	To be Advised

Priority to agency	HIGH
Priority to Community	HIGH

TOURISM AND LEISURE REF 4.6	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	An review & upgrade the historic buildings especially those associated with Shakespeare that attract visitors and develop an improvement and interpretation package aimed at creating an attractive family of visitor attractions
Agency Proposing	HC group
Agency implementing	SBT
Partner agency(s)	SWT, SBT TC, TT
Case for the project -Evidence of need and source	<ul style="list-style-type: none"> • The town has a large number of buildings that have specific historic interest that visitors are likely to visit not just view. These include all the Birthplace Trusts buildings, Holy Trinity Church, the Guild Chapel, Town Hall. There are others that could be opened up include Masons Court and Shreeves House. • Visitor interest generates the need not just for pressures on maintenance but also attention to increasingly sophisticated public taste for interpretation against a background of greater competition. • These require new activity and investments in access but also promotional materials and methods.
Project Objectives	<ul style="list-style-type: none"> • To improve the quality of key historic buildings in terms of their structure accessibility and interpretation for visitors. • To stem the decline in visitors to the towns heritage.
Relationship to Health Check report	Tourism and Leisure section 9 paras 9.1, 9.42
Proposal -Exact description of activity	<ul style="list-style-type: none"> • Identification of key improvements needed to existing historic attractions in terms of building works and interpretation arrangements. • Identification of historic buildings of interest that could be made open to the public or to a greater degree and the investment needed to do so • Comprehensive review of access arrangements including physical & interpretative and also intellectual, cultural and social access to the Shakespearean Heritage
Benefits of the project	A better visitor experience leading to a rise in numbers, longer stays more return visits and higher visitor satisfaction.
Numbers and type of likely users	3 million visitors
Numbers of jobs created, if any	Some, if more attractions opened

Land improved (Hectares)	NIL
Other outputs	Spin off to higher spending in local businesses
Cost	To Be Advised
Financial Contribution likely from agency	TBA
Partner contribution (state source)	TBA
Timescale of implementation(Year)	2004
Priority to agency	HIGH
Priority to Community	HIGH

TOURISM AND LEISURE 4.7	PROJECT CASE, DETAILS, AND CHARACTERISTICS
Project Title	Public Transport Improvements to external destinations
Agency Proposing	HC group
Agency implementing	WCC
Partner agency(s)	Centro Central Trains Bus operators TMP
Case for the project -Evidence of need and source	General view that the town is badly linked by public transport to key centres-Birmingham City Centre, NEC/Airport and Warwick Parkway rail station for links to London. This results in <ul style="list-style-type: none"> Excessive car commuting and congestion. A lower ability to attract visitors dependent on public transport. Insufficient linkage to events at the NEC and the tourist draw of the City of Birmingham. Tourism research indicates very low access by public transport (2%of visitors come by bus and 4%by rail)
Project Objectives	<ul style="list-style-type: none"> To achieve higher visitor numbers using public transport. To gain new spin off visitors from the growing attractions in central Birmingham and NEC. To ease access for international visitors coming via Birmingham International Airport. To provide transport for people from the Birmingham Conurbation to come to the Theatre.
Relationship to Health Check report	Tourism and Leisure section 9 Para 9.1
Proposal -Exact description of activity	As a first stage detailed discussions are needed with the bus operators, Central Trains and Centro to improve and speed up services by bus and rail as well as achieve better marketing of services to visitors.
Benefits of the project	Lower motor vehicle congestion Higher visitor numbers
Numbers and type of likely users	To be assessed
Numbers of jobs created, if any	NONE
Land improved	

(Hectares)	NONE
Other outputs	More visitors
Cost	TBA
Financial Contribution likely from agency	ALL
Partner contribution (state source)	NONE
Timescale of implementation (Year)	2004 onwards
Priority to agency	MEDIUM reflecting WCC policy on transport
Priority to Community	MEDIUM