

Issue: Economic Development – managing diversification and investment

The Issues and Options document provides the overall definition and background to this particular issue. The identification of this issue as an essential part of the Core Strategy is justified by the evidence set out in Section 1 and the identification of the economy and employment as one of the priority areas specified in the Community Plan for Stratford District.

Desirable outcomes by 2026

The Community Plan sets out clear aims about where the District wants to be in 2015:

- an employment rate that is similar to the present time, meeting the employment needs of local residents
- a mix of businesses able to perform and compete in local, national and international markets
- improved skills and labour availability through training opportunities
- provision of land and property to support existing and new businesses

The emerging Regional Spatial Strategy Revision covering the period to 2026 specifies the following intention for businesses and employment in rural areas such as Stratford District:

- growth should be limited to meeting local needs
- employment needs should be provided in a sustainable way
- provide good quality employment sites suitable for locally-based investment
- broaden the economic base, reduce over-reliance on traditional employment and provide a wider range of local job opportunities
- most economic development should be concentrated in towns and larger settlements accessible to their rural hinterlands
- promote agriculture and farm diversification

Section 1: Existing evidence base relating to the issue

A considerable amount of information and data is available on this issue. The following table sets out the current situation and the key trends that have a bearing on the formulation of future planning policies that are appropriate for this District.

NB. need to keep updating and checking that evidence input to assessment of options is still valid, eg. that there are no significant changes of circumstances that would lead to a different outcome.

Issue/Challenge	Current State	Trends	Source of Information
Managing diversification and investment in the local economy	<ul style="list-style-type: none"> • Employment land is currently available in most parts of District. • Traditional employment areas are becoming out-worn. • District has a higher number of jobs relative to its population than regional and national averages. • District has more jobs in agriculture, hotels & restaurants and finance & business services sectors and less in manufacturing, transport & communications and public services sectors than regional and national averages. • Business start-up rates are considerably higher than elsewhere in Warwickshire and for region and country. • Employers identify main barriers to growth as being cash-flow, market size, over-regulation, competition and availability of skilled labour. • Many businesses think current planning policies are too restrictive. • Farming sector is facing major challenges. • Tourism attractions under pressure from competition. • Manufacturing represents a small component of local economy. 	<ul style="list-style-type: none"> • Total number of jobs in the District grew by 8,000 (18%) between 1991 and 2001. • Manufacturing continues to decline (11.5% of all jobs in 2004) and has a lower share than in the County as a whole (15.1%). • Levels of employment and sales have grown across the District's economy as a whole in recent years with most employers predicting this to continue. • Slow rate of job creation in modern sectors, eg. research and development. • Further Education sector is responding increasingly to needs of employers and proportion of District's residents achieving NVQ3+ and NVQ4+ is higher than regional and national situation. • Levels of commuting have increased considerably between 1981 and 2001 (in-commuting from 20% to 36%; out-commuting from 32% to 40%) • Number of jobs in farming continues to decline. • Unemployment rate continues to be very low (1.2% at September 2006) compared with regional (3.4%) and national (2.6%) situation. • A large and increasing proportion of businesses (approx. 75%) rate the 	<ul style="list-style-type: none"> • Provision of Industrial Land in Stratford-on-Avon – Stratford-on-Avon District Council (April 2007) • Business Survey – Stratford-on-Avon District Council (Spring 2006) • Understanding Employer Needs in Stratford-on-Avon – BMG Research for Learning and Skills Council Coventry & Warwickshire and Partners (August 2006) • Census of Population (ONS) • Economic Profiles – Warwickshire County Council • National Farmers Union • South Warwickshire Tourism

Issue/Challenge	Current State	Trends	Source of Information
	<ul style="list-style-type: none"> • Lack of suitable staff to fill vacancies. • Large numbers of low paid and seasonal jobs. • Access to training opportunities is limited in rural areas. • Labour market shows low levels of self-containment compared with Warwickshire as a whole. • Workplace destinations are widespread and vary for different parts of District. 	<p>District as a good or excellent location.</p> <ul style="list-style-type: none"> • Majority of businesses support provision for existing and new companies. • Nearly half of businesses favour dispersal of future business development throughout the District. 	

The existing evidence base identifies some clear issues to be addressed. These include the need to provide a wider range of job opportunities across the District, the importance of providing appropriate sites for business development and the scope to reduce the high level of out-commuting amongst the District's residents. These issues when addressed successfully will help to achieve the desired aims of the Community Plan.

Section 2: Analysis of public consultation on the Issues and Options stage

A wide range of representations were received on specific questions relating to issues concerning the local economy.

Does the District's economy need to diversify?

Answer to parent question	Comments made on question	Analysis of response

<p>Of those who answered the question:</p> <p>68% said yes</p> <p>32% said no</p>	<p>Town can't afford to rely too heavily on Shakespeare and tourism. Need to encourage new and existing businesses and investment in services and facilities.</p> <p>Service businesses, small and medium manufacturing.</p> <p>Agriculture-logistic storage and offive jobs could be encouraged.</p> <p>Reduce commuting by encouraging home-working.</p> <p>Encourage expansion of tourism and recreation sectors that are driving wider growth of the UK economy.</p> <p>Diverse economy is stronger, but needs to be led by a economic growth strategy.</p> <p>non tourism/service sectors</p> <p>New technology companies. Support suggestion to extend High Technology Corridor into the district.</p> <p>There is the need to diversify an economic base of an area to break the reliance on individual commercial sectors. It addition it would appear that there is an imbalance between the reliance on people commuting into the District whilst local people are forced to commute outside of the District. It is anticipated that the emerging Regional Economic Strategy will seek to promote policies to mitigate against this existing imbalance.</p> <p>There are no precise boundaries for the CSW High technology corridor and this could be discussed further with Adv West Mids as it could be argued that some locations within the District are within the HTC such as Gaydon and the Horticultural Research Centre.</p> <p>Only to replace lost jobs.</p> <p>Already diversity and good employment. Encouraging futher industries would encourage in-migration and commuting,</p> <p>Policy should encourage rural diversification proposals as other sectors have declined. SUA and the district already benefits from tourism and leisure, but the tourism base needs expanding away from a reliance on Shakespeare. Additional tourist and visitor attractions, accommodation, leisure and sporting facilities will create employment and diversify the rural economy.</p> <p>Policy should seek to provide for employment growth outwith B1, B2 and B8 uses</p> <p>Provision of facilities for professional services will reduce travel and transport for residents in the district.</p> <p>Difficult to know how far to depend on tourism. Stratford area could host more preffessional and service companies. Encourage craftsmen to move in.</p> <p>see question 36</p> <p>All types.</p> <p>Small craft workshops to encourage local crafts and to maintain their survival. Could have links to local college.</p> <p>Bur ?. Possibly it would be good to have more professional businesses opportunities to encourage youngsters to stay at school and improve their basic qualifications.</p> <p>Technical enterprise parks and technology centres. Retain and expand existing businesses.</p> <p>Shakespear not solely enough. Tax incentives to attract new buisness in the area. Work with employers to improve skills. Encourage legal buisness. Diversification policy and tourism promotion across whole district. Local markets selling local produce, support local agriculture.</p> <p>Manufactureing and small scale buisness to spread risk of 1 big employer closing.</p> <p>Technical enterprise parks. Support expansion of existing businesses.</p> <p>Agriculture and commerce.</p>	<p>The majority of respondents expressing an opinion agree that the District's economy should be allowed to diversify. In order to achieve this, a wide range of business types and jobs were mentioned. There are no strong findings although the following specific sectors were mentioned frequently:</p> <p>New technology type activities were specified most frequently (12 mentions)</p> <p>Tourism-based businesses (but not Shakespeare-related) were the next most frequent (9 mentions), although there were 5 mentions for no more tourism.</p> <p>Service businesses received 8 mentions</p> <p>There was a variety of references supporting small-scale businesses of various types across the District, eg. local produce, crafts.</p> <p>The need to diversify the District's economy, including in</p>
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	<p>Loss in industry Encourage small businesses. More engineering/light industrial and greater diversity in retail outlets It is already diverse with a trend towards service sectors. Independent reatill business should be encourages, buisness rates need to be addresses by government as limiting expansion/development of local bus. More tourism related bus, nucleus entreprenereac pods for start-ups. There may be a need to attract new businesses to replace those in decline esp manufacturing. High tech, communitations and services without large buildings or heavy traffic generation can be located in towns and villages. Avoid economic growth for tis own sake which detracts from unique character of Stratford e.g. casinos. Small businesses in local areas to anble local people to work locally. This will reduce carbon production. Need to support diversification proposals as other sector decline. Tourist base should be expanded away from Shakespeare, for leisure and business purposes. There is a need for additional visitor accommodation and great demand for conference, exhibition and related facilities. Greater range of employment opportunities. LPA can help more than it thinks in situation of declining agriculture and manufacturing. LPA should encourage new investment and support existing enterprises. AML and JLR are among largest employers in the District and key to growth of other businesses in region such as manufacturers, suppliers and services. Encourage LPA to extend influence of CSW High Tech Corridor into District further by facilitating creation and location of high tech and "value added" business by providing an adequate supply of high quality employment land and allow existing businesses to expand in established locations. Policy should encourage rural diversification proposals as other sectors have declined. SUA and the district already benefits from tourism and leisure, but the tourism base needs expanding away from a reliance on Shakespeare. Additional tourist and visitor attractions, accommodation, leisure and sporting facilities will create employment and diversify the rural economy. Suggested diversiviation:buisness services, education, health and increasing tourism. Concern at lack of infrastructure for new development. High-tech electronics. High quality craft goods in small shops. Resist strip clubs, casinos and gay clubs. Provide local business opportunities for local people Highly skilled hobs with some focus on home owrking and small offices. More quality employment, less tourism. No specific information. Need for added value buisnesses e.g. new technology to provide more well paid jobs for local residents (not just retail). Also need to retain distinctive local buisnesses that contribute to Stratford's character and encourage these. Transfer to independent retailers rather than increase in businesses. Small independent shops should be encouraged with lower rates and rents. IT communications and Business Management training for overseas trainees re-instate manufacturing based jobs.</p>	<p>rural areas, received 8 mentions.</p>
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	<p>There is considerable diversification now. Subject to the Council providing robust evidence base regarding type of need and viability. In both town and country small self sufficient businesses should be encouraged. Live/work is a prime example and should be specifically identified Small business units such as in Western Road and Avenir Farm to encourage new businesses Grants to bring in modern factory companies. Retain and encourage manufacturing jobs. Encourage new clean industry. Relay planning requirements to convert premises for business but in particular, allow residential use to recommence without the need for planning consent while a house has been converted to business use High value business such as research and development, pharmaceuticals, software development, high tech engineering rather than low value added such as administrative HQs. Those that help get our demographics in balance More dairy farmers Too much focus on tourism. Market should decide. Individual local shops rather than high street chains. Stratford is primarily a commuter town which makes it a pleasant place to live. High tech clusters, based on Warwick University business school. Greater variety of businesses, more/ better retail outlets, light industry. Farm shops and markets. Organic growers. need to target new industries Encourage people to set up business from home. Encourage tourism in rural areas. Businesses to assist community and within the countryside. Move away from reliance on tourism, encourage IT, engineering and manufacturing. Rural communities should each have their own industrial zone. Small industrial units and office developments that are labour intensive and biased towards local labour. It might be easier to say what type of business should not be encouraged. Any further diversification should not be based around logistics - this will only lead to a reduction in the quality of the environment for those living adjacent to A and B roads</p>	
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Should a large number of new jobs be provided in the District?

Answer to parent Question	Comments made on question	Analysis of response
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<p>Of those who answered the question:</p> <p>44% said yes</p> <p>56% said no</p>	<p>Concerned that using employment land for housing will result in SUA becoming a dormitory town. Need an adequate supply of high quality employment land and allow densities to increase on existing sites. Office, IT, logistic and light engineering.</p> <p>Not a large number, but allow some inward investment to replave declining sectors.</p> <p>In both urban and rural locations. Growth sectors such as tourism and distribution should be provided for in appropriate locations.</p> <p>Needs to be led by detailed analysis and an economic growth strategy.</p> <p>See item 21 above</p> <p>New technology jobs. Extend High Tech Corridor into district.</p> <p>Given the inbalance outlined above and evidence contained in the Issues and Options Report it would appear that high end office uses would appear to be most appropriate form of employment growth within the region</p> <p>should be in balance with new housing.</p> <p>Businesses should be given the opportunity to relocate and expand.</p> <p>Rural areas should not be allowed to loose their natural beauty.</p> <p>Encouraging futher industries would encourage in-migration and commuting, Most of immigrant population are employed, demonstrating adequate employment opportunities.</p> <p>Core Strategy should make District attractive for location of new technology and business which are unable to find suitable premises in urban areas due to operational requirements and environmental constraints. These businesses could be directed to existing large developed sites in the countryside which would create jobs and reduce need to commuting out of the district.</p> <p>Provision of facilities for professional services will reduce travel and transport for residents in the district. see question 36</p> <p>Encouraging businesses will encourage jobs.</p> <p>No more warehousing and distribution - our roads can't take it.</p> <p>Advice and help for people wanting to set up small businesses/ become self employed.</p> <p>Well paid and secure jobs.</p> <p>Depends what is achieved in 21.</p> <p>Small scale increases until infrastructure road and rail can be improved.</p> <p>Fairly skilled and secure jobs.</p> <p>Keeps local people local.</p> <p>Not large warehousing/ industrial jobs.</p> <p>No shortage of jobs within the district or adjacent towns.</p> <p>unemployment levels in District are already very low</p> <p>Avoid creation of jobs which will be filled by immigration or in commuting. Provide jobs to sustain communities.</p> <p>Various to cater for all persons.</p> <p>And a greater range of employment opportunities.</p> <p>Need to provide high-quality employment land for high tech and "added value" businesses which have high employment densities so generate large numbers of jobs. These businesses expect high quality services, infrastructure and environments, and will create new job opportunities for local residents.</p> <p>Recent growth higher than Structure Plan is positive, reflects attractiveness of S Warwickshire, and has</p>	<p>Of the respondents expressing an opinion, there was a slight majority in favour of not encouraging a large increase in jobs in the District.</p> <p>There was no strong pattern amongst those who would support such an increase.</p> <p>A number of respondents specified that high-tech jobs should particularly be encouraged (7 mentions).</p> <p>There was also some support for creating higher paid/ higher skilled/professional and managerial jobs (7 mentions).</p> <p>Many comments related to the need to achieve a better balance between homes and jobs, reduce levels of commuting and meet the needs of local communities.</p>
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	<p>not has adverse impact on urban regeneration.</p> <p>Core Strategy should make District attractive for location of new technology and business which are unable to find suitable premises in urban areas due to operational requirements and environmental constraints. These businesses could be directed to existing large developed sites in the countryside which would create jobs and reduce need to commuting out of the district.</p> <p>Needs further consultation and a business strategy.</p> <p>High-quality vocational specialisms.</p> <p>Light industry or 'white collar' firms.</p> <p>Managerial jobs to suit the people who currently commute outside the district.</p> <p>Types - office, knowledge, IT, cultural and artistic. Encourage small start-up businesses rather than major employers.</p> <p>No specific information.</p> <p>Need better-paid rather than more jobs.</p> <p>No need as district has full employment.</p> <p>Business and community sectors and training courses</p> <p>re-instate manufacturing based jobs.</p> <p>Will depend on level of housing to be provided and unemployment rate.</p> <p>High GVA employment within or close proximity with settlements or as live/work</p> <p>high technology and light industry to provide a better balance with the tourism sector</p> <p>A variety.</p> <p>Key is provision of right type of jobs in right location to reduce out-commuting and match local skills.</p> <p>It is sad that Stratford and District are losing a lot of manufacturing and engineering businesses. Could these be encouraged with planning assistance?</p> <p>Well-paid, secure. Work for low skilled.</p> <p>Office development.</p> <p>Light industry on or near main roads, within cycling distance of villages and without heavy traffic passing through.</p> <p>Reduce tax on employment for local people.</p> <p>Retail and tourism</p> <p>Government interference is rarely a good thing.</p> <p>Technology corridor.</p> <p>Infrastructure is already stretched and more employees would increase the burden.</p> <p>High tech.</p> <p>Businesses to assist community and within the countryside.</p> <p>Should create rather than attract jobs by supporting local entrepreneurs and rural businesses with advice and a more flexible planning system.</p> <p>Unskilled and semi skilled, tourism based.</p> <p>New jobs seek to meet the need of local residents first. New investment which bring an influx of employees should if at all possible be avoided to avoid competition for scarce housing.</p>	
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Should most economic development take place in Stratford-upon-Avon and larger rural settlements in the District?

Answer to parent Question	Comments made on question	Analysis of response
<p>Of those who answered the question:</p> <p>65% said yes</p> <p>35% said no</p>	<p>Greater emphasis on the main rural centres. Opportunities should also be explored in rural areas to contribute to more sustainable lifestyles. Sustainable. New economic development is not required by local need. Economic development and investment should be encouraged in other parts of the District. see question 36 Small sites in villages are acceptable. Also - utilise existing mainof transport routes to maintain rural nature of much of the District (see location of employment development) It is important that investment and development is spread throughout the district. Henley should play a key role. Not in Stratford, but other towns in district. But only in the towns not the villages. Should be spread across district in the larger rural settlements. In moderation. As long as it is proportionate to the existing community in terms of size and type of development. New development should be located on existing areas to utilise existing infrastructre. Local new retail adjacent to existing. Some development should still go to rural settlements to prevent them becoming dormitory tows, with support for retail on larger settelement's high streets. Should be encouraged in other parts of the District, in particular Heritage Motor Centre at Gaydon – now one of most visited attractions in District and has growing reputation for hosting conference and exhibitions. However the contribution that large previously developed sites can make should not be overlooked. Main settlements should be a focus, but should also allow expansion of existing businesses at present locations, and allow new enterprises outside main settlements where these have a synergy with existing businesses. Best and most efficient use should be made of existing large developed sites. If proposals are of a sufficient scale and value, the potential exists for funding of road and public service improvements as part of a package of sustainable development initiatives. Yes provided the needs of local communities can be met within th economic development plans. Encourage small specialist shops in Stratford town centre with lower rents and tax. Employment development should be in MUAs although some small enterprises will appear anyway in rural areas.</p>	<p>The majority of respondents support the concentration of economic development in the larger settlements in the District.</p> <p>However, of these there were 12 who would support economic development in the larger rural settlements but not Stratford town.</p> <p>A significant number of respondents thought that economic development should be distributed more widely across the District to include rural locations/villages.</p>

	<p>Should be evenly distributed proportional to population. Birmingham, Coventry, Banbury, Redditch. Focus should be on main rural centres. Build in new purpose designed areas brownfield sites and if not available on green field. Focus on the current hub of Stratford. Limit new industrial development to limit the population and consequently make local services more available to residents. Villages and other communities need to be sustainable. new 'village town' New development is not needed. Small business parks in accessible locations. Birmingham, Coventry etc. Larger rural settlements Should take place in Alcester, Shipston and Southam but not SUA. We particularly support development at Southam. Across the District as needed by the communities High GVA employment within or close proximity with settlements or as live/work There should be a mix to enable some people to stay in villages Too overcrowded, too much traffic. Where a landlord comes forward in a village of any size to use a site for employment there should be a presumption to grant planning permission. Business parks on large brownfield sites. Stratford can concentrate on tourism. Rural areas and villages need local employment Villages that have not yet been developed. Yes if making use of current accomodation. High tech clusters with live/work units on brownfield sites in the countryside and in town centres. Should be distributed evenly. Stratford is already over developed. Larger towns and large brownfield sites should be considered. More in surrounding settlements than towns. Economic development needed everywhere, appropriate to size and nature of workforce. New large employment should be located so that access to public transport can be a primary requirement.</p>	
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Section 3: Identification and assessment of Options relating to the local economy

The evidence base, together with representations received on the above questions, indicate that there are three distinctive, realistic and strategic options that should be considered in relation to planning for the future of the local economy. These are:

Option 1: Maintaining the existing level and range of businesses and jobs in the District

Option 2: Encouraging business growth and increase in job opportunities across the whole District

Option 3: Focusing on creating new jobs in specific sectors and locations.

The following symbols have been used to assess each factor against the options:

- | | |
|-------------------|--|
| + positive impact | ++ more positive compared with a positive impact for other options |
| - negative impact | -- more negative compared with a negative impact for other options |
| o neutral impact | / not applicable |

Factors	Option 1 Maintaining existing level of economic activity	Option 2 Encouraging economic growth across whole District	Option 3 Focusing growth in specific sectors and locations	Commentary
Consistency with national policy	o	+	+	National policy does not preclude any of the options being applicable/appropriate to a particular area, although it seeks economic growth as a matter of principle.
Consistency with regional policy	-	-	+	RSS Revision looks to promote economic growth rather than merely maintain current situation. However, in rural areas it expects this to be related to local needs and local circumstances, eg. rural diversification.
Consistency with Community Plan and Corporate Strategy	-	+	+	Corporate Strategy looks to maintain employment rate, which means some growth in jobs related to population increase. It also looks for investment through provision of land and property for businesses. There is specific support for rural diversification. The current Corporate Plan aims to protect and increase employment. The draft update retains

				this objective and makes specific reference to using the LDF to attract new businesses in priority areas.
Consistency with response to Issues & Options consultation document	-	-	+	Overall, there was support for diversifying the local economy but not for a large-scale increase in jobs. In terms of location, there was support for concentrating economic development in larger settlements, but also for creating jobs in rural areas and in specific sectors.
Participation – provide scope to contribute to decision-making	/	/	/	
Crime – reduce crime/anti-social behaviour and fear of crime	/	/	/	
Education – provide facilities for all stages of life	/	/	/	
Health – provide facilities and promote healthy lifestyles	/	/	/	
Poverty – tackle disadvantage	o	+	+	Increase in jobs, particularly those that are local, accessible and match needs of individuals, will help to assist households on low incomes or income support.
Access – improve services and opportunities	/	/	/	
Culture & recreation – increase	/	/	/	

participation				
Housing – provide good quality and affordable homes	/	/	/	
People – balance needs of residents and visitors	/	/	/	
Historic and cultural heritage – preserve and manage assets	o	o	o	Will be necessary to ensure that specific developments do not cause undue harm.
Landscape and townscape – maintain character and appearance	o	o	o	Will be necessary to ensure that specific developments do not cause undue harm.
Environmental assets – preserve natural and built features	o	o	o	Will be necessary to ensure that specific developments do not cause undue harm.
Biodiversity – protect and enhance species and habitats	o	o	o	Will be necessary to ensure that specific developments do not cause undue harm.
Land use – optimise use of brownfield land	o	o	o	Scope to use brownfield sites for business development should be maximised if in sustainable, or otherwise appropriate locations.
Urban development – achieve high quality environments	o	o	o	All business development should be of the highest quality possible in the circumstances.
Stewardship –				

encourage local responsibility	/	/	/	
Pollution - minimise air, water and soil pollution	o	o	o	Will be necessary to ensure that specific developments do not cause undue harm.
Climate change – minimise District’s contribution	o	--	-	Potentially, business development throughout the District could have a negative impact on climate change by increasing the need to travel. Careful assessment of the location and nature of development proposals will help to minimise such impacts.
Flood risk – avoid increasing risk	o	o	o	Will be necessary to ensure that specific developments do not increase risk or the likelihood of flooding.
Energy – increase efficiency and use of renewable sources	o	o	o	All forms of development should be expected to include measures to reduce energy consumption and incorporate renewable energy features.
Conservation – reduce consumption of natural resources	o	o	o	All forms of development should be expected to include measures to reduce consumption of resources.
Standards – improve design and construction of buildings	o	o	o	All forms of development should be expected to achieve the highest standards of design possible in the circumstances.
Planning – promote sustainable locations and effective use of infrastructure	o	-	+	All forms of economic development should be located where they can make some contribution to sustaining the environment and/or communities and utilise infrastructure in an effective manner. However, wide dispersal of such development is likely to be less sensitive to such matters. Conversely, a focus on specific sectors of the economy and locations in the District provides greater scope to take these

				factors into account.
Transport – encourage modal shift from use of private car	o	-	+	All forms of economic development should be located in a manner whereby travel by means other than the car is feasible. However, wide dispersal of such development is likely to be less successful in this respect. Conversely, a focus on specific locations in the District provides greater scope to take this factor into account.
Waste – reduce consumption and increase re-use and recycling	/	/	/	
Local sourcing – encourage local supply of goods and materials	/	/	/	
Growth – achieve sustainable economic growth		+	++	Widespread economic development may be more difficult to achieve in a sustainable manner; whereas a more focused, targeted approach is more flexible and sensitive to the needs and characteristics of the area.
Employment – provide opportunities suited to workforce	o	+	++	Widespread opportunities for creating new employment in the District could provide suitable jobs but a targeted approach should be more effective.
Investment – assist prosperity	-	++	+	Providing scope for economic development in all parts of the District would create the opportunities for the greatest level of investment.
Skills – engage in learning and skills development	/	/	/	
Innovation –				Both forms of growth would provide scope for innovation.

encourage culture of enterprise	-	+	+	
Technology – promote new technologies	-	+	++	A targeted approach to providing appropriate sites for high technology (eg. research and design) businesses would help to maximise opportunities in the District.
Responsibility – involve local organisations and agencies	/	/	/	
Tourism – enhance visitor experience	o	o	+	Certain forms of business can have effective spin-offs for tourism, eg. rural crafts.

Section 4: Identification of Preferred Option

Based on the above assessment, it is apparent that Option 3 makes a more positive contribution to the objective of achieving sustainable development given the circumstances faced by Stratford District.

It is clear that merely maintaining the current level of economic activity would actually result in a decline in prosperity and employment. Conversely, an approach that seeks to attract and facilitate economic development of all kinds across the District would not be sensitive towards its character or necessarily meet the needs of its residents in the most effective way.

Reasons for supporting Option 3

- consistent with national and regional policy
- consistent with Community Plan and Corporate Strategy
- some level of support expressed in consultation process
- would help to tackle relative poverty and disadvantage amongst local residents
- provides scope to locate development in sustainable locations, utilise infrastructure effectively and reduce the need to travel by car
- should create a more sustainable pattern of economic growth
- more likely that jobs suited to the local workforce would be created

- scope to encourage enterprise and attract high technology-based jobs
- potential to support tourism and visitor attractions

Reasons for rejecting Option 1

- not consistent with overall objective of national and regional policy
- not consistent with Community Plan and Corporate Strategy
- on balance, consultation input supported diversification of the local economy, albeit not through a large increase in jobs
- would not assist innovation or investment in the local economy

Reasons for rejecting Option 2

- on balance, consultation input did not support significant economic growth across the board in the District
- would have greatest implications for climate change
- more difficult to promote development in sustainable locations
- less scope for utilising existing infrastructure
- would make it more difficult to achieve modal shift away from private car