

STRATFORD STRATEGIC PARTNERSHIP VISION & MISSION WORKSHOP



What is the Stratford Strategic Partnership?

- The Town Centre Strategic Partnership is a joint working group representing the following organisations:

Accessible Stratford

Royal Shakespeare Company

Shakespeare Birthplace Trust

Shakespeare's England

Stratford-on-Avon District Council

Stratford Town Trust

Stratford-upon-Avon BID

Stratford-upon-Avon Town Council

The Stratford Society

Town Transport Group

Warwickshire County Council

- Its genesis was in the Neighbourhood Plan to enable a comprehensive, inclusive and joined-up strategy for the town centre to be drawn up, implemented and managed by a complement of key stakeholders.

Purpose

- To progress a strategy for the town centre, and to articulate what the ambition of that strategy should be, a **vision** and **mission** have been drafted.
- From these statements of purpose and intent, **key themes** and **strategic projects** have been identified to help achieve the vision.
- Further work is still required in respect of the detailed implementation of the strategic projects, including timescales, resources, dependencies and responsibilities.
- The ultimate goal will be the publication of a '**prospectus**' which can then be used to promote the town, show a direction of travel for town centre improvements and help secure funding to deliver the various projects and initiatives.

Vision

Our vision for Stratford is a town that:

1. Retains its unique appeal and punches above its weight, acting like a **'small city'**, as good as the best elsewhere
2. Delivers a **fantastic experience** that 'wows', excites and makes the best memories for visitors
3. Feels like a **single community**, one that works for everyone, offering a great life for all residents, whatever their age or ability

Mission

Representing Stratford, to deliver this vision as a Strategic Partnership we must:

1. Provide a great experience for visitors – through the **arts & creativity**, our **history & heritage**, and the **natural environment**
2. Deliver **for locals not just for tourists** – provide a great place to live, work and study
3. Act in a **joined-up** way, with strong **visionary** leadership
4. Have a **bold plan**, energetically saying ‘yes’ to opportunities, looking forward, thinking big and taking risks
5. Ensure a **diversity** of appeal, being inclusive, accessible and welcoming to all

Key Themes

We will deliver the Vision through a set of projects and activities which fall within the following Key Themes:

Our overarching approach:

- ‘Evolution not revolution’ – we must bring about change whilst respecting what people already love about Stratford – deliver **‘new but not too new’**

Themes (Areas of activity):

1. **‘Town Centre Evolution’** - Evolve the town centre, respecting its history and beautiful natural surroundings, and acting in a sustainable way
2. **‘Creativity & the Arts’** - Capitalise on our unique offer – deliver “Shakespeare +” to provide creativity and arts beyond the RSC
3. **‘Great Vibe, a Fun Place’** - Create a vibrant town with a more inclusive and playful approach – a multigenerational community with a great ‘vibe’ - a place that’s fun for everyone and all can afford to live in
4. **‘Ease of Movement’** - ‘Ensure an ease of movement for everyone – maximise walking, cycling and public transport – a town that’s easy to get to and get through

Theme 1: Town Centre Evolution

Strategic Projects:

- a) Develop a **town centre Masterplan**, based on a series of interconnected community zones within the town, each with their own discrete identity (N.B. learn from Bell Court)
- b) Plant **more trees**, with more greenery generally, green walls and roofs
- c) Encourage **town centre living** to bring life into the town, by facilitating living above shops and town centre offices
- d) Facilitate holding a traditional market day selling affordable local produce; a **high standard farmers' market**
- e) Provide an **indoor market area**
- f) Improve the **dilapidated shop fronts** (e.g. BHS)
- g) Sign-post and support the use of centrally located, **outdoor 'quiet spaces'** for peaceful reflection

N.B. Cross over to Theme 4 Ease of Movement

Theme 2: Creativity & the Arts

Strategic Projects:

- a) Create and deliver a long-term **arts strategy**, led by the needs of the community:
 - i. Develop new ways of working to generate investment and support from national and local government, potentially appointing an **Arts Development Officer** to coordinate.
 - ii. The strategy should encourage **art everywhere** - as you enter art is visible in all open spaces, with empty spaces used to host artistic activity - creativity is at the heart of the town's DNA, not elite but accessible to all, so that Stratford becomes a 'fringe' town (e.g. buildings wrapped in texture, outdoor creative play area, arts events in all festivals, live street music, arts-based nightlife, a set of 'fringe' theatres)
- b) Stage a regular **large-scale arts event** – of national significance, all arts disciplines involved, something on somewhere at all times – close the town (to cars) to open it up (to the community) – all residents encouraged to participate with every school child involved – a 'community festival of artistic brilliance'
- c) Establish a centrally located **community arts hub**, where a thriving freelance artistic community can make, exhibit and perform, in an affordable way, where all can drop in and children are catered for – a 'festival in a building' involving all arts disciplines, with events and activities changing constantly, including a 'music hangout' for young people

N.B. Cross over to Theme 2 Great Vibe, A Fun Place

Theme 3: Great Vibe, a Fun Place

Strategic Projects:

- a) Make best use of the town's outdoor space with a wide variety of activities: outdoor theatre and events, street music and entertainment; temporary 'parklets'; places to sit and meet; farmers' market or artisan crafts market; festivals; specific 'activation program' for Bridge Street / High Street pedestrianisation scheme
- b) Facilitate a strong night-time economy with a range of after-hours activities, including a tapas style café culture, late night shopping and a night club
- c) Improve the retail shopping experience, including encouraging more independent food shops (e.g. delicatessen, bakery, fresh fish)
- d) Make best use of underused retail spaces with 'pop up' schemes, acting creatively and providing a variety of original and changing offers
- e) Review the quantity and quality of 'changing places' toilets and public toilets, with a plan to provide sufficient numbers of these
- f) Make even more use of the river, using the whole length, with increased on-water and by-water activities
- g) Build a world class 'not-just-Shakespeare' Stratford visitor centre, featuring the town's social history, making it experiential and learning from others (e.g. York's Jorvic Viking Centre)
- h) Develop the new youth hub

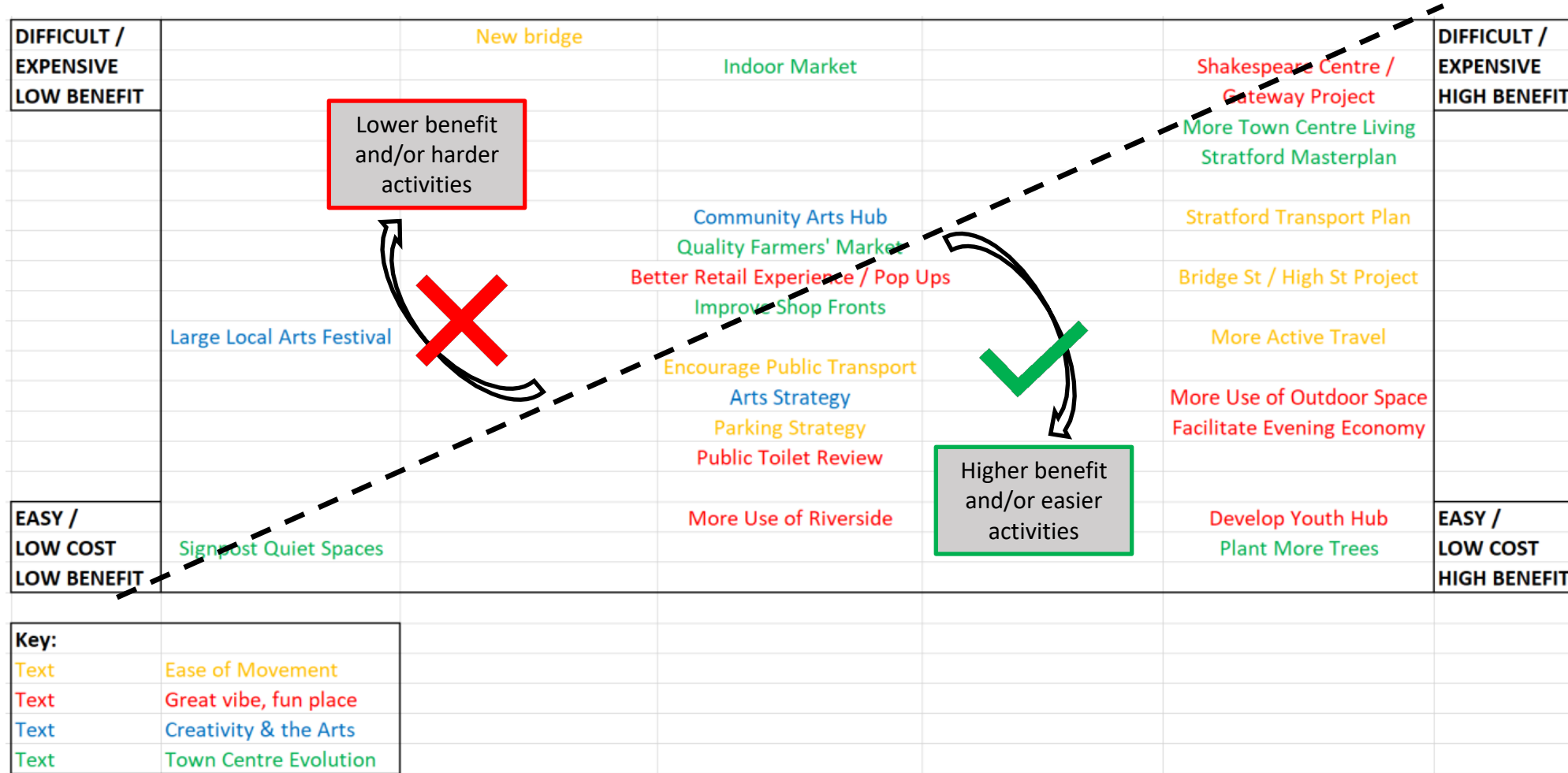
N.B. Cross overs to Themes 1 Town Centre Evolution and 2 Creativity & The Arts

Theme 4: Ease of Movement

Strategic Projects:

- a) Develop a big picture, multi-modal **transport plan** and ensure joined up thinking with building planning. Create 'shared spaces' and remove cars where possible, whilst providing viable alternatives to car travel. Ensure provision in the centre for the most disabled residents.
- b) Facilitate easy **walking and cycling routes** from key point to key point (e.g. from parking to town centre; north to south corridor), including creating a pedestrianised core and increased, joined-up cycling infrastructure
- c) Progress the **Bridge Street / High Street pedestrianisation scheme**
- d) Build a **new bridge** and put a **weight limit on Clopton Bridge** to remove HGVs
- e) Develop a joined-up **parking strategy** whereby 'outer' parking is designed for long stays and day trips, whilst 'inner' parking is used for short stays. Increase the use of the northern Park & Ride facility and build a new southern Park & Ride
- f) Encourage **more bus and train use** with regular, reliable services and easily accessible, live transport information

Strategic Projects - Ease / Cost vs. Benefit



Identifying Top 10 Priorities

Key:	
Text	Ease of Movement
Text	Great vibe, fun place
Text	Creativity & the Arts
Text	Town Centre Evolution

<u>Project</u>	<u>Leader / Supporter</u>
• Shakespeare Centre / Gateway Project	SBT / SDC
• More Town Centre Living	SDC / STC
• Stratford Masterplan *	SDC / STC / WCC
• More Use of Riverside	SDC / STT
• Arts Strategy	RSC / SBT
• Public Toilet Review	AS / SDC
• More Use of Outdoor Space	STC / SDC / RSC / SBT / BID
• Stratford Transport Plan *	WCC / SDC
• Bridge Street / High Street Project	WCC & SDC / STC
• More Active Travel	WCC
• Encourage Public Transport	WCC
• Parking Strategy	WCC / SDC
• Facilitate Evening Economy	BID / SDC
• Develop Youth Hub	STT
• Plant More Trees	SSP
• Signpost Quiet Spaces	SSP



Shakespeare Centre / Gateway Project	SBT
Stratford Masterplan *	SDC
Arts Strategy	RSC
Public Toilet Review	AS
More Use of Outdoor Space	STC
Stratford Transport Plan *	WCC
Bridge Street / High Street Project	WCC & SDC
Facilitate Evening Economy	BID
Develop Youth Hub	STT
Signpost Quiet Spaces	SSP

Next Steps

- 3 tiers of local government to endorse draft for consultation
- SSP to develop visually attractive, user-friendly document
- Public consultation and refine based on feedback
- Confirm priorities, leadership and meeting management approach
- All partners to sign-up/commit/adopt
- Project leaders develop plans of action for their priorities and progress