



# Stratford Economic Development Strategy

*2016/17 update report*





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### **This report is an update of the Stratford Economic Development Strategy 2012-2015. It provides current information on the state of the district and provides progress on the actions that were identified in 2012.**

It is not a full review of the strategy. We have chosen not to do this in advance of a major regional economic study that is likely to commence before the end of the year. This update has been prepared to inform the larger scale work, and set the priorities that will be continued at a district level while it is being put together. The district strategy will be given a more substantive review after the regional direction and action plan has been set.

One of the outcomes of this report is the identification of 6 key actions the Council and community will complete over the next 2 years, so it is well positioned to be a player in the evolution and growth of the regional economy.

Stratford district has a strong economic platform built on farming, forestry, energy and service centre in the heart of the region. There is a real opportunity to make Stratford the best place to live an affordable lifestyle in an affordable house. We also consider the district is an attractive place to invest across a range of sectors including tourism. While a number of enablers' need to be activated new district plan and zonings, investment plan for the town centre currently being referred to as the Future of Broadway), one of the main things we need to do as a council and community is 'proud up' and promote ourselves a little better than what we've possibly done in the past.

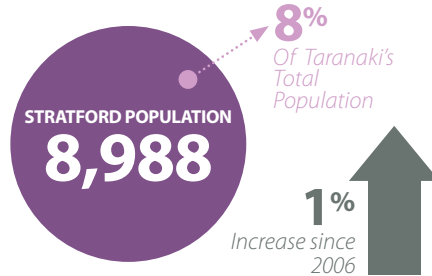
This update report is part of the Stratford 2035 Making it Real package of documents that are being released in October 2016. Stratford 2035 is about setting the platform for a successful future. An integrated and joined up approach is being taken to achieve the vision, and there is an opportunity to shape the direction, so that we launch into 2017 and start Making it Real.

This update report would not be possible without the valuable assistance of the Venture Taranaki Trust, the Stratford Business Association, elected members and staff of the Stratford District Council.

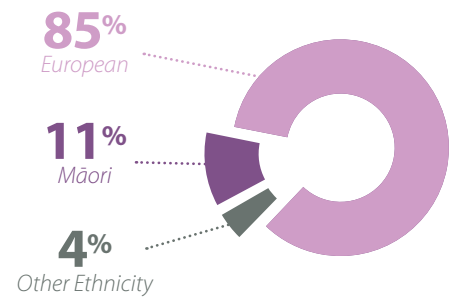
## THE CENTRAL HUB OF TARANAKI



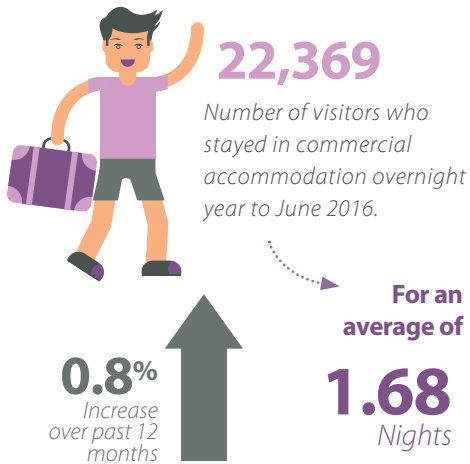
## THE POPULATION



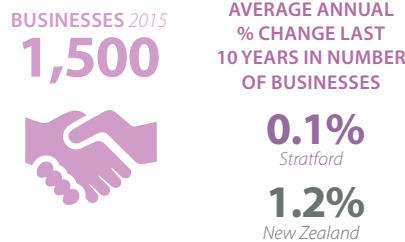
## ETHNICITY COMPOSITION



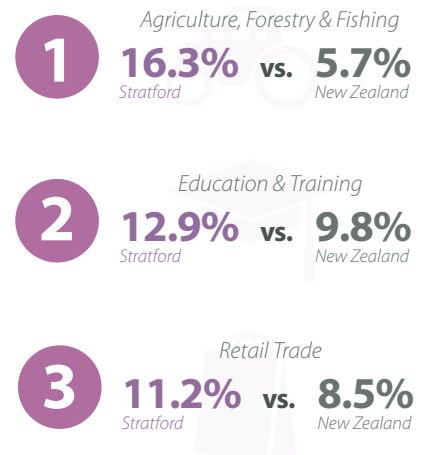
## VISITORS TO STRATFORD



## BUSINESSES IN STRATFORD



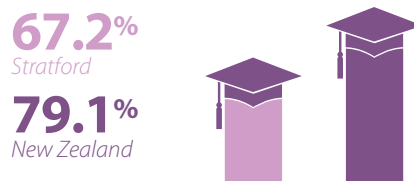
## THE TOP 3 INDUSTRIES BY EMPLOYEE COUNT



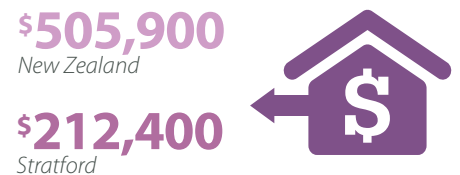
## MEDIAN INCOME



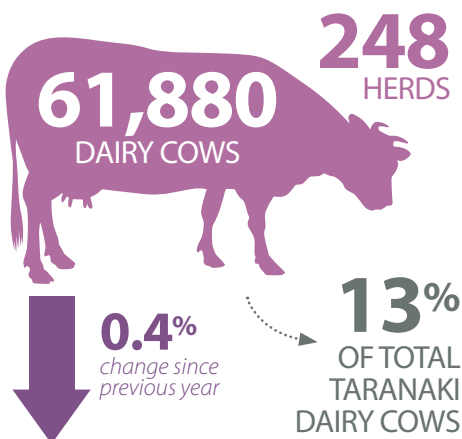
## PROPORTION WITH FORMAL QUALIFICATIONS



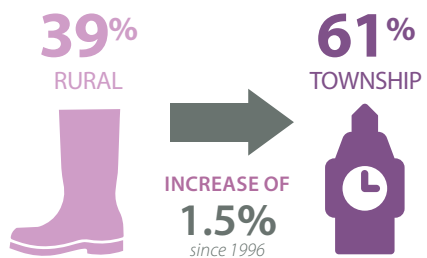
## AVERAGE HOUSE VALUE



## NUMBER OF DAIRY COWS

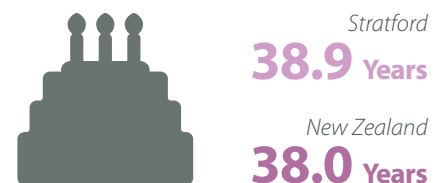


## TOWN VS RURAL LIVING



Increasing proportion of population living in Stratford township relative to the rural areas of Stratford.

## MEDIAN AGE



• Data Sources: Dairy Nz, Infometrics, Statistics NZ (13/14 - 15/16)

### **Stratford's Economic Development Strategy 2012-2015 set an ambitious vision to maintain and grow the district's population, increase opportunities for both residents and visitors, and increase the wealth of those who chose to call Stratford home.**

In reviewing progress against the strategy, it is immensely heartening to see how far the district has come. Achievements include welcoming new businesses such as Countdown resulting in the creation of over 80 new jobs, attracting investment including a new lessee for the Stratford Holiday Park who has invested in new facilities including a pool and playground and redeveloping and enhancing a number of community facilities including the TSB Pool Complex and the Stratford Library.

A strong programme of diverse events including the Oceania International Hockey, Speedway, Baldrick's Big Day Out, the Whangamomona Republic Day and the A&P Show continue to attract visitors from all over New Zealand and beyond. Council events such as the 2016 Summer Nights concert programme have had record attendance.

The Council was a key partner in the establishment of the Connector Bus service, which links Stratford to New Plymouth at little or no cost, improving access to healthcare, employment, study and leisure opportunities, particularly for our older residents, given its acceptance of the Super Gold card scheme.

It should be acknowledged that Council plays a significant role in economic development along with a number of partner organisations. Council continues to deliver a number of significant achievements which clearly demonstrate we punch above our weight considering our small size.

Achievements include being the smallest council ever to win the Society of Local Government Excellence Award – Transforming Service Delivery in 2016 reflecting our strong emphasis on delivering smarter and more cost effective services. The New Zealand Walking Access Commission Walking Access Award and the Accessibility Award Finalist award, both in 2015, reflect that Council makes a substantial contribution in numerous areas which all collectively contribute to economic development. More recently the Stratford District has been awarded International Safe Accreditation status by the World Health Organisation and the Safe Communities Foundation New Zealand.

Collectively these achievements all contribute to making the Stratford District a great place to live, work and play and contributing to the prosperity of the region as a whole. Recent economic reports demonstrate Stratford is on a par or exceeds key national indicators, remaining an affordable district for home ownership while having close proximity to amazing natural attractions, tourist opportunities including a ski field and an abundance of unique flora and fauna and employment opportunities.

But the challenge for any strategy is to remain focused on the future, and to provide a pathway between that vision and the present reality.

This document looks at a number of factors that will have an impact on Stratford's future prospects. These 'mega-trends' sit beyond the control of our community and council, and will shape how we do business in the future. It looks at what our district does strongly, where it can do better, and what Stratford's economic threats and opportunities are.

Above all, though, this document will give a sense of the progress that Stratford and its people have made, and the potential that the district holds.

Neil Volzke

District Mayor,  
Stratford District Council

Global trends are shaping how the people of the Stratford District live and work and the choices and perceptions of both residents and visitors. These trends have the opportunity to create both opportunities and challenges for the district, its businesses and its people.



### 1. Demographic shifts

Longer life expectancy, an ageing population, immigration growth and population shifts are changing the shape of our communities and their needs, expectations and challenges.



### 2. Political change

Nationally and internationally, politics are changing. Shifting power has a ripple effect that can impact trade, relationships and policies at a local level.



### 3. Global marketplace

A seamless, internationally-connected market economy will provide challenges and opportunities, from global trade balances to new markets to online trading, and tourism.



### 4. The environment

Environmental sustainability and climate change are driving new policies, products, services, and technologies that are changing the way we think and operate, and consumer choices.



### 5. Healthy lifestyle

An increasing desire for a healthy lifestyle is transcending diet, fitness, mental wellness, naturalness, alternative medicines, traceability of food and work-life balance.



### 6. Urban pull

Around the world cities are getting bigger as they absorb jobs and population growth. In New Zealand this is evident in Auckland's rapid growth. Coastal drift is also a growing trend.



### 7. Science and technology

Rapid advancement in science and information and communication technology is transforming the way we communicate, learn, socialise, and work, and empowering the individual like never before.



### 8. A secure community

Terrorism and concerns around digital privacy have challenged our assumptions of security, and are contributing to a growing appreciation of safety, family and authenticity.



### 9. Future farming

Farming practices are changing as new technologies emerge alongside increased environmental and animal welfare considerations, while farm ownership models evolve.

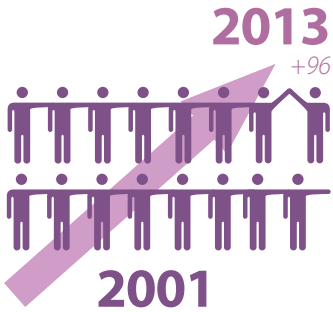


### 10. Resource stress and scarcity

Growing populations and economies require resources, such as food, water and energy. Resource pressure will become a growing theme across a range of agendas.

# STRATFORD TRENDS

## POPULATION



The Stratford District population is gradually increasing.

## HOSPITALITY

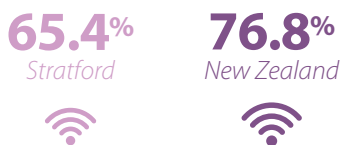


Our food retail and café culture are proving important anchor points.

## WE'RE EVOLVING UNIQUE ATTRACTIONS AND FACILITIES

Forgotten World Highway, Rail carts, Walks, Heritage trails, Cycle trails, Pioneer village, Goblin Forest, Ski fields and Dawson Falls, Sport – international hockey & Dairy research – demonstration farm.

## % HOUSEHOLDS WITH A INTERNET ACCESS



We're increasing connected – but could be more.

## WE'RE INCREASINGLY MOBILE

48% of people living in the Stratford township travel to work to locations such as Eltham and rural areas outside immediate area of the town.

## % OVER 65 YEARS



Our population is aging.

## % UNDER 15 YEARS



There is also a strong youth dynamic.

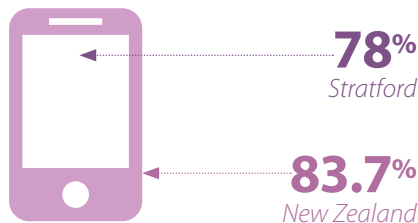
## EMPLOYEES

EMPLOYEES 2015



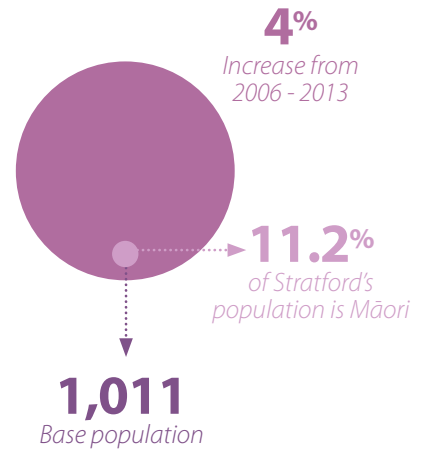
Number of employees have increased, 80 more since 2013.

## % HOUSEHOLDS WITH A A CELLPHONE



Cellphones are part of our everyday life although mobile coverage could be improved.

## MĀORI DEMOGRAPHIC



Māori represent a small but younger & increasing proportion of Stratford's population, thus important to our future workforce.

## ECONOMIC STRENGTHS



Our economic strengths are often aligned to global commodity prices which create challenges (oil & gas and dairy) and opportunities (international tourism).

## % PRIVATE OWNERSHIP OR IN FAMILY TRUST



Homeownership is still achievable in the District, in the face of declining possibilities across NZ.



**This SWOT analysis was developed in consultation with a wide variety of stakeholders from the 2012-2015 version of the strategy, and refined through further workshops within Council and the community.**

## STRENGTHS

- Central location within Taranaki.
- Affordable living and central access to all work opportunities in region (dormitory town).
- Unique point of difference to attract visitors -Glockenspiel, Speedway, Pioneer Village, Ski field.
- Gateway to Mountain, the location to the national park, natural environment.
- Strong local identity.
- Forgotten World Highway heritage trail / Whangamomona republic.
- Many businesses are not reliant on one to employ residents.
- Attractive features - Mountain and River. Good sports, facilities some international standard (hockey).
- Safe community.
- Quality of social services.
- Dairying solid base and supports town.

## WEAKNESS

- Limited business spaces along Broadway.
- Promotional brand not clear.
- Businesses don't have consistent opening hours and no cross selling.
- Poor quality of internet.
- Population base - lack of growth.
- CBD image.
- Small population and ratepayer base.
- Weather - negative perceptions of rain, wind and coldness.
- Reputation/ negative perception issues.
- No after-hours health service.

## OPPORTUNITIES

- Develop closer relationship with dairy and energy sectors and promote apprenticeships.
- Develop more sustainable housing opportunities.
- Accessible to railway line for industries.
- Cycling and walking opportunities.
- Increase use of aerodrome.
- Build on existing hockey facility, host more competitions.
- Build on sporting hub.
- Attract more retail to Stratford, leveraging vehicles travelling through.
- Mt Taranaki recreational/road end development.
- Mutual investment opportunities with Iwi.
- Create alignment between local business, Council, TSB and TET Trusts to meet community development needs.

## THREATS

- Urban drift so fewer people in rural communities.
- Ageing population.
- Some residential accommodation old and tired and lacking investment which reflects on pride in the environment.
- The population continues to decline, eroding the rate payer base and essential services start to move away.

## STRATFORD DISTRICT VALUE PROPOSITION

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**A value proposition is a promise of value; a marketing term that clearly states a brand's relevancy, quantified value and point of differentiation. The Stratford District offers a number of valuable advantages across each of its core markets:**

### TO VISIT

Stratford's unique story and great range of attractions and amenities offer value to visitors. Key aspects of the district's value proposition to the visitor industry include:

- Ideal access point to Mount Taranaki and its outdoor activities and unique flora and fauna
- Service and retail hub for travellers on both SH3 and SH43
- Distinctive literary character
- Rich history with numerous opportunities to engage
- Strong portfolio of sporting, leisure and event amenities

### TO LIVE & WORK

Stratford's **central location, growth potential** and **general affordability** are attractive factors to current and future residents. Key aspects of the district's value proposition to attract people to live and work in the district include:

- Availability of land for residential and lifestyle development
- Housing costs are significantly more affordable than major cities, as are costs of living
- A convenient location to live and commute to places of work throughout Taranaki
- Family-friendly range of parks, amenities and services
- Easy access to a wide range of outdoor activities and adventures
- A safe and friendly community with traditional values

### TO INVEST

Stratford has the potential to attract business expansion and new developments, with a number of attractive values that support inward investment:

- Availability of flat, affordable and accessible land for commercial and industrial development
- Strong infrastructure across water, rail, and road
- Easy access to airport and port – 30 minutes to both
- Potential to leverage established industries
- Central location offers strong industry servicing

# THINGS WE WANT TO AND CAN CHANGE

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## 1 A UNIFIED IDENTITY AND DISTRICT BRAND

There is a strong opportunity develop a clear and distinctive brand for the Stratford District that reflects sub-themes such as Mount Taranaki, the Forgotten World Highway, central location, Shakespearian heritage and lifestyle advantages. The brand can be used by local businesses, residents, community groups, tourism operators and Council, and should connect with the Taranaki region's 'Like No Other' brand.

## 2 LEVERAGE STRATFORD'S CENTRAL LOCATION

To facilitate economic growth, there is a need to present Stratford as an attractive town with good facilities and services through strengthening the town entrances with clear signage, building greater internet connectivity and providing better visitor and investment information.

## 3 MAXIMISING VISITOR EXPERIENCES

Improving visitor facilities, visitor information and supporting suitable events present opportunities to drive tourism numbers, with flow-on benefits for the retail and service sectors. Information boards, campervan facilities and improved signage throughout the district could be supported by strengthened promotion of walking, cycling, and outdoor activities. A range of sports and community events could be developed to provide a reason to visit the district.

## 4 RETAINING AFFORDABLE HOUSING AND GREAT LIFESTYLE

The impact of the house price boom is being felt in Stratford, where the ability to rent or buy affordable housing is starting to tighten. Family friendliness, affordability, proximity to work and showcasing points of difference such as Stratford's Safe Community accreditation should be integral to inward investment and relocation propositions, as well as measures to welcome, educate and connect new residents.

## 5 CREATING RESILIENCE AND DIVERSIFICATION

Global commodity price shifts have strongly impacted both the oil and gas and dairy sectors, which in turn has had an effect on the district's economy. The cyclical nature of these events is well known, and while the downturn is not considered to have a long term negative impact, it does support a drive to diversify the district's economic base to foster future resilience.

## 6 FOSTERING RETAIL

While the retail sector benefits from the district's strong primary sector, greater promotion of local businesses and standardising retail hours could help support retail sustainability and growth. There may also be opportunities for attracting more retail to Stratford.

## STRATEGIC PRIORITIES

**VISION: A Progressive, Prosperous District Where Communities Are Celebrated**

### Brand Stratford, Team Taranaki

#### GOAL

To build partnerships and harness the collective energies and spirit of the district's people and its leaders to benefit Stratford's growth, celebrate its progress and unify and promote its value proposition.

#### FLAGSHIP PROJECTS

- To forge partnerships with Taranaki leaders, Government, Iwi and Māori networks, national and regional agencies, businesses and community groups on Stratford priorities including economic and social initiatives.
- Develop a marketing strategy for Stratford district with a prospectus style document as key collateral.

### Gateway & Central Hub Stratford

#### GOAL

Position Stratford as a central, accessible location within the region, a great place to live and work and with a town centre that offers an attractive and welcoming retail and social centre which appeals to retailers, employers, students, customers and visitors.

#### FLAGSHIP PROJECTS

- Ensure clearly defined, attractive and welcoming district signage.
- Foster town centre hub as a vibrant, user-friendly place through the finalisation and implementation of the future of Broadway concept plan.
- Facilitate quality broadband connectivity.

### Foundation Stratford

#### GOAL

Add value to the district's traditional sectors to incentivise business capability, innovation, productivity and export development.

#### FLAGSHIP PROJECTS

- Ensure advisory and support services are available to assist business establishment and growth.
- Partner with Iwi and major businesses/employers to build business base and opportunities.
- Ensure retention of key services e.g. health, education etc.
- Encourage digital and web based promotional opportunities, and campaigns e.g. buy local and/or initiatives to leverage events.
- Support and grow the Stratford Business Association.

## Talented Stratford

### GOAL

To create a culture within the district where innovation, talent and lifetime learning are valued and to ensure businesses have the skills to support current and future needs.

### FLAGSHIP PROJECTS

- Provide leadership on talent /up skilling/employment initiatives.
- Investigate relationships that align and confirm Stratford as a community of learning and centre of excellence for relevant business sectors.
- Increase alignment between the primary sector and education providers.
- Promote industry forums gateway opportunities, apprenticeships.
- Support local trades awards and other celebratory events.
- Help promote local jobs.

## Desirable Stratford

### GOAL

To ensure Stratford is an attractive, preferred place to live, work and visit in order to increase population, business and employment opportunities.

### FLAGSHIP PROJECTS

- Update Welcome Pack for new and potential residents.
- Development and packaging of visitor experiences.
- Address infrastructural improvements to enhance visitor access and experiences.
- Promote facility use.
- Develop a comprehensive events list.
- Evolve new event opportunities

## Frontier Stratford

### GOAL

Pursue new horizon industries and projects that foster diversification, growth, new investment and/or perception shifts to enhance the district development.

### FLAGSHIP PROJECTS

- Investigate land/zoning and space for business, industrial, residential expansion through the district plan review.
- Promote and encourage emerging industries e.g. manuka/poultry/others.
- Build upon tourism opportunities and unique attractions.
- Promote Stratford as an attractive location for lifestyle living attracting new residents and entrepreneurs.

The following table contains the actions that were identified in the 2012 strategy. It is clear from the table that while not many tasks can be marked off as complete, there is a significant amount of work that is in progress, across all of the goals.

	Action	Status	Comments
Brand Stratford	To forge partnerships with Taranaki leaders, Government, Iwi and Māori networks, national and regional agencies, businesses and community groups on Stratford priorities including economic and social initiatives.	Yet to Commence	To date this has been done informally through meetings with individual sector groups. Post-election Council will need to review the composition of its committees and advisory groups, and this will be the opportune time to determine what the informal and formal governance and engagement structures should look like moving forward.
	Establish a brand for Stratford that unifies identity, boosts pride and can be utilised by all sectors to promote Stratford as a place to live, visit and do business, whilst ensuring alignment with the regional brand "Taranaki like no other".	Yet to Commence	Propose project commences in near term but not to complete until after regional branding review to ensure coordination.
	Integrate the brand across business, community and Council communications and activities, including public signage and other opportunities.	Yet to Commence	To be integrated with above action.
	Upgrade District/Council web site inclusive of new brand.	Yet to Commence	To be integrated with above action.
	Create and implement a marketing strategy, including events, that ensures brand integration and promotes the District.	Yet to Commence	To be integrated with above action.
Gateway & Central Hub Stratford	Ensure clearly defined, attractive and welcoming District signage. Review and enhance town and visitors signage to clarify direction and enhance visitors/traveller/residents perception.	In Progress	This work is being undertaken as part of the future of Broadway work and district plan review.
	Foster CBD hub as a vibrant, user-friendly place for residents and encourages travellers passing to stop. Initiatives to include opportunities to enhance access, town beautification, utilisation of Prospero Place, toilets and facilities and 'magnet' activities such as Farmers Markets.	In Progress	This is the Future of Broadway project. Several initiatives underway e.g. upgrading verandas and visual enhancements/tidy up to zone. Upgrade of toilets has been completed.
	Improve connectivity for workers, students and residents of Stratford, through investigation and potential establishment of an intra-regional/commuter bus transport service.	Achieved	Service established.
	Ensure broadband connectivity is of reasonable quality to enhance businesses activity.	In Progress	Council registered an interest in the UFB2, rural broadband and mobile blackspot round of funding in 2015.
	Review and implement opportunities to improve infrastructure, such as roading, sewerage and water systems and extensions and develop new infrastructure.	In Progress	Actioned through the LTP and 30 year infrastructure strategy.
	Ensure town beautification project reflects brand.	Yet to Commence	To be integrated in branding and marketing suite of actions.
Foundation Stratford	Leverage Venture Taranaki's services and ensure business advisory and support services are available to assist with the development of new business ideas, growth and development of existing businesses and connections with relevant groups and clusters. Intensify assistance for high growth businesses as appropriate.	In Progress	Services provided to business establishment, support and advisory as well as R&D, training vouchers and grants, export assistance and cluster/sector involvement offered.

	Action	Status	Comments
Foundation Stratford	Partner with Iwi and/or major businesses/ employers, agencies and entrepreneurs to retain and build business base and opportunities.	Yet to Commence	This has been on an informal basis. However greater focus intended in the future in conjunction with Taranaki Regional Economic Plan. Engagement is also important given legislative reform that is coming and potential implications for businesses e.g. primary sector.
	Encourage local businesses to engage in digital and web based promotional opportunities, campaigns such as buy local and/or initiatives to leverage events.	In Progress	This has been enshrined in the digital enablement plan that was an outcome of the UFB registration of interest process, but we will need to resource it better when the government makes a decision on the rollout.
	Ensure retention of key services e.g. health, education etc.	In Progress	Ongoing area of focus.
	Support and grow the Stratford Business Association.	In Progress	Ongoing.
	Celebrate business successes.	In Progress	Examples include the annual Romeo Awards.
Talented Stratford	Provide leadership and support where appropriate on talent, upskilling, and employment through e.g. Mayors Taskforce for Youth/Jobs.	In Progress	Examples include partnering with Taranaki Futures and the Stratford High School on the Future of Broadway project and the Build a Bach project. Obtaining TET funding to conduct unit standard training for high school students in food handling and hygiene. This project was carried out in conjunction with FEATS.
	Investigate further WITT/Taratahi/Council relationships to enhance education and training opportunities for the District.	In Progress	Several initiatives established including training at Taratahi Stratford campus for agriculture and apiculture; the Connector Bus agreement.
	Increase alignment between the primary sector and education providers to focus job training and promote apprenticeship schemes.	In Progress	Review and consolidate with related actions.
	Promote industry forums-gateway opportunities, apprenticeships, and involve local school career advisors. <ul style="list-style-type: none"> <li>Align with and utilise primary employment programmes provided by WINZ.</li> <li>Facilitate and support WITT employment and education courses for the primary sector through bus service and promotion of WITT.</li> <li>Investigate transport needs and cost sharing options to assist with access to employment and training.</li> <li>Support and seek to expand the Taranaki agricultural courses in conjunction with WITT.</li> </ul>	In Progress	Review and consolidate with related actions. Progress achieved: <ul style="list-style-type: none"> <li>WINZ opportunities to be explored.</li> <li>Bus service/transportation to WITT achieved.</li> <li>Taratahi Stratford expanded to include apiculture.</li> </ul>
	Support local trades awards and other celebratory, skill development successes.	In Progress	Examples include the annual Romeo Awards and the Trade Graduation Ceremony.
	Promote local jobs through Venture Taranaki web site and also encourage the use and availability of such a tool to employers.	In Progress	

	Action	Status	Comments
Desirable Stratford	Build/create an environment that will attract people to the District.	In Progress	
	Develop a Welcome Pack for new and potential residents.	Yet to Commence	Formal pack yet to be developed .
	For Visitors - This may include promotion/ enhancement of assets, the development/ packaging of visitor experiences and working cooperatively with tourism operators and agencies such as Venture Taranaki and DOC.	In Progress	Value proposition ideas developed but need to be refined and included into welcome pack and wider marketing strategy. Discussions with agencies underway.
	Develop a coordinated events list to attract people to the District and build vibrancy and pride. Connect and promote, or ensure promotion locally and regionally.	Yet to Commence	The current events list needs to be improved/ enhance and better coordinated with other regional events communication and marketing outlets.
	Encourage and promote facility utilisation and associated events e.g.: Pioneer Village, Percy Thomson Gallery and TET Theatre.	In Progress	Use of Pioneer Village for Christmas Carols.
	Evolve new event opportunities e.g.: Focus on Mt Taranaki based events: • Biking and hiking. • New (cycle) event. • Promote Stratford for targeted sports e.g. hockey, speedway etc. • Support Republic Day and promote Stratford as key access point. • Co-ordinated events list published to community. • Support Whangamomona Republic Day.	In Progress	Ongoing action. Opportunities will also be investigated/ assessed as part of the new Taranaki Destination Strategy.
	Address infrastructural improvements to enhance visitor access and experiences. E.g:  • Develop linkages between Stratford/Mt Taranaki and Forgotten World Highway as key access point.  • Inclusion of Stratford as Gateway through Forgotten World Highway.	In Progress	Connected to Future of Broadway project. Work is ongoing.
	Improved road access to Mt Taranaki in conjunction with DOC.	In Progress	Part of annual road funding negotiations.
	Explore partnership with Iwi for developing tourism opportunities on Mount Taranaki.	In Progress	Discussions underway and will continue.
	Review/enhance: • Information Centre promotion of the District. • Holiday Park – review and potential lease. • Campervan facilities review.	In Progress	<ul style="list-style-type: none"> <li>Information Centre promotion of the District – under action and will be reviewed as part of the regional destination strategy.</li> <li>Holiday Park – review and potential lease – completed.</li> <li>Campervan facilities review – included as part of District Plan and associated by laws.</li> </ul>



	Action	Status	Comments
Frontier Stratford	Prospectus – development of a prospectus showcasing opportunities for investment and expansion in the District.	In Progress	This is a work in progress, currently called the Stratford prospectus which focuses particularly on retail attraction. Broader investment prospects will also be investigated as part of the Taranaki Economic Development Strategy, and value propositions developed.
	District land/zoning - investigate the need for expanding the boundaries of the commercial area, including zoning changes for business and industrial expansion as well as residential/lifestyle areas to create attractive areas for business and lifestyle relocation.	In Progress	A key future action of the district plan that's underway.
	Promote and encourage emerging industries e.g. mānuka/poultry/others, leveraging assistance from Venture Taranaki and other avenues.	In Progress	Several new initiatives already in play e.g. growth in apiculture industry in the District and associated training at Taratahi. Diversification focus to continue and will be a focus of the Taranaki Regional Economic Development Strategy.
	Build upon tourism opportunities and unique attractions, leveraging assistance from Venture Taranaki.	In Progress	To be further developed with the Taranaki Destination Strategy.
	Promote Stratford as an attractive location for lifestyle / living – building off key selling points and value proposition e.g. regionally accessible (work-live lifestyle), national relocations (e.g. Auckland retirement or affordable living) and global (e.g. IT / lifestyle living / entrepreneurs).	In Progress	Promotional work already in play. The focus will be assisted by the Taranaki Economic Development Strategy which will assess and fine-tune the value proposition of the region and District in this regard.

## ■ ■ ■ WHERE TO FROM HERE

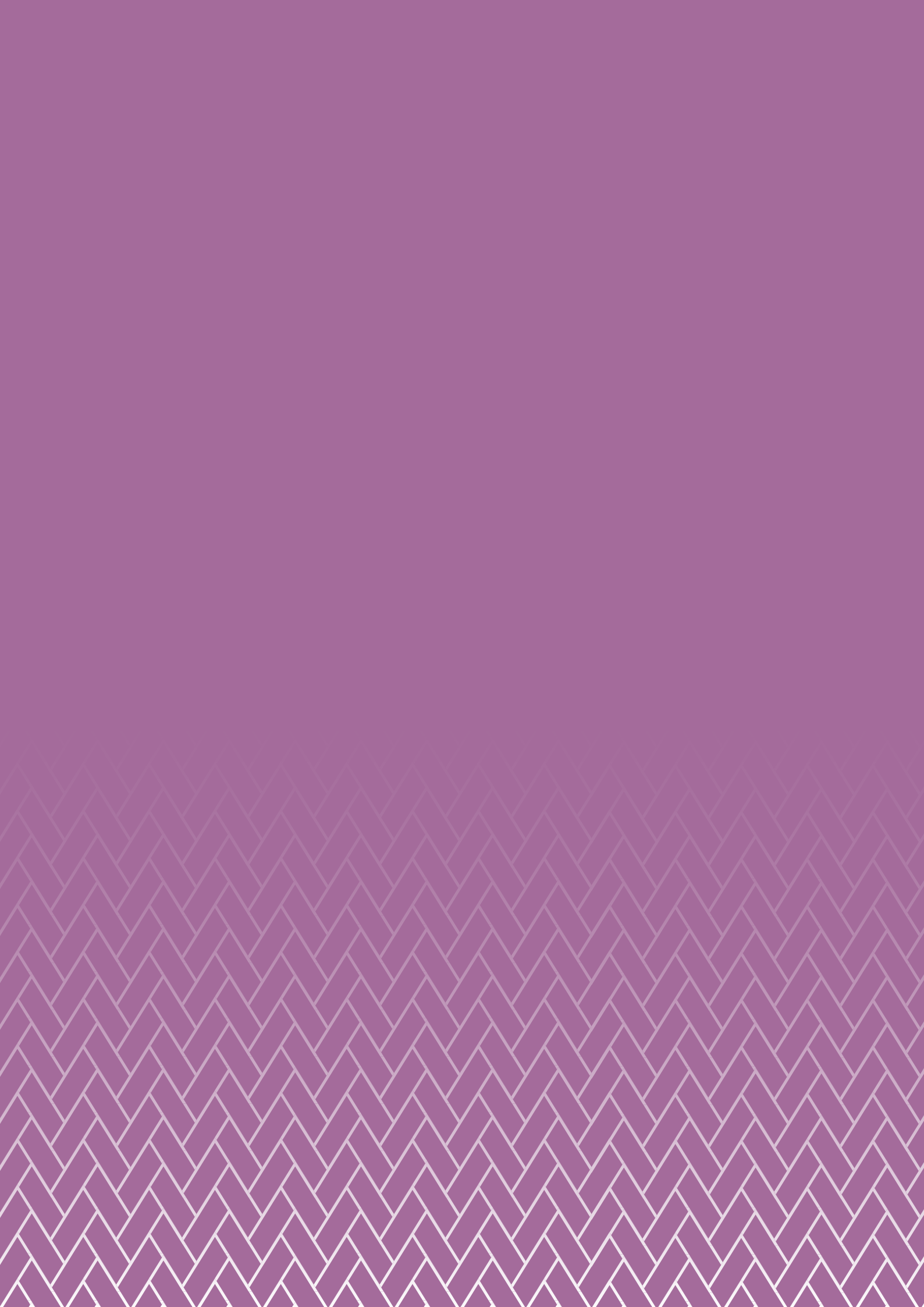
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**Progress on the initiatives highlighted in this report will continue in the coming year. It is worth noting that significant work is also being undertaken at a regional level on strategies to advance tourism and economic development. Once this work programme has been completed, we will review the District's own economic strategy to ensure we are aligned with the regional objectives, and that actions and opportunities of relevance to the people of Stratford are fully explored.**

The development of this update has identified that, while it is important to keep some focus on the tasks that have been in progress since the release of the 2012 report, it's time to get a small group of key tasks across the line tasks that will not run counter to the work being done at a regional level. This report concludes by recommending that the economic development strategy for Stratford District, for the next 2 years, should be the completion of the following 6 key actions:

- 1** Forging effective partnerships and modes of engagement with key stakeholders.
- 2** A new district plan and zonings that enables sustainable economic and population growth.
- 3** Finalising the Future of Broadway concept plan and starting the implementation
- 4** Producing an effective marketing strategy, with a prospectus-style document as key collateral to present the district's value proposition to existing and evolving markets such as tourism.
- 5** Defining council's and other business leaders roles in positioning Stratford as a community of learning and centre of excellence for economic sectors that are relevant to its future
- 6** Articulating the affordable residential housing options that Stratford can offer and starting the process of getting them to market

**Some of these actions have already been foreshadowed in Councils long term plan, but they are considered key enablers to a strong and successful district. There is an opportunity to comment on these recommendations before the end of the year, and the strategy will be reviewed again when the actions at a regional level have been agreed.**





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