

PETERBOROUGH VISITOR ECONOMY STRATEGY 2015-20





Visitor Economy Strategy

2015-2020

Creating a City Management Partnership
Where we want to be and how we get there
July 2015



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Visitor Economy Strategy 2015-2020
Creating a City Management Partnership

Introduction and Executive Summary	I - VII
Visitor Economy Strategy 2015-2020	
1. The foundations for developing the Visitor Economy	1
1.1 The role of the Local Authority in the Visitor Economy	1
1.2 Peterborough City Council and the local visitor economy	
1.3 The city council role, partnerships and management arrangements	2
2. Development of the visitor economy 2015-2020	5
2.1 Vision	5
2.2 Mission	
2.3 Aims and Principles	6
P1 Work together towards the ONE vision for Peterborough	
P2 Develop the city as a visitor destination	
P3 Position the city	
P4 Develop links between the urban and rural areas	
P5 Integrate sustainability, accessibility and social inclusion	
2.4 Strategic objectives	7
Objective O1 - Promoting the city	
Objective O2 - Managing the City	
Objective O3 - Improving the Environment and the public spaces	
Objective O4 - A Prosperous City	
3. Action Plan: City development, action areas.	8
3.1 Creating the City Management Partnership	8
3.2 Sustainable city development: the principles of “Wise Growth”	9
3.3 Action Areas under Corporate Strategic Objectives	10
Objective O1 - Promoting the city	11
<u>Product Development and Marketing</u>	
O1.1 Promotion and extension of the city “P” branding with partners	11
O1.2 Product development and city branding structure	12
<i>City Themes and City Areas</i>	
O1.3 City Aims	
O1.4 Develop the visitor potential of the city and rural areas	16
O1.5 Peterborough City (historic core/city centre)	
O1.6 Peterborough Nene Valley	
O1.7 Peterborough John Clare Country (Soke of Peterborough)	

O1.8 Peterborough Fens	
O1.9 Encourage the day visitor market of both residents and visitors	
O1.10 Develop the staying visitor market	17
O1.11 Overseas visits	
O1.12 Business and Conference Tourism	
O1.13 Develop the potential of Group Visits and Educational Tourism	
O1.14 Website and social media	18
O1.15 Research	18
O1.16 Visitor Information Service	
<u>Events development and management</u>	
O1.17 Major events: city-wide planning	19
O1.18 Major Events: Peterborough Arena	
O1.19 Major events: City Services and Communications led	
<i>Great Eastern Run</i>	
<i>Attracting and retaining existing national events to the city.</i>	
<i>Developing other commercial events in the city</i>	
<i>Christmas markets, event and lights</i>	
O1.20 Major Events: by others with City Services & Comms support	20
O1.21 River Nene Embankment Events space	20
O1.22 Community Festivals	21
O1.23 Regular annual “civic” events	
O1.24 Events Marketing Plan	
O1.25 City Centre Publicity Infrastructure management	
O1.26 Regional Events Diary	22
O1.27 Peterborough Culture Strategy and events.	
Objective O2 - Managing the City	22
O2.1 City Centre Management	22
O2.2 Evening economy development	
O2.3 City Market	23
O2.4 Parking	
O2.5 CCTV	
O2.6 Highways and Traffic Management	
Objective O3 - Improving the Environment and the public spaces	24
O3.1 City Centre DPD	24
O3.2 Riverside and its management	
O3.3 Public parks and open spaces across the city.	
O3.4 Fairs and circus events and designated areas	
O3.5 City Centre Public realm	25
O3.6 Culture and the public realm: Creative City	
O3.7 Green Infrastructure.	
O3.8 Visitor Economy Infrastructure: city structure and development areas	
O3.9 Peterborough historic core/city centre:	
O3.10 Peterborough Nene Valley.	
O3.11 Peterborough John Clare Country (Soke of Peterborough)	26
O3.12 Peterborough Fens.	

Objective O4 - A Prosperous City	26
O4.1 Visitor Economy Networks	26
O4.2 Visitor Economy Conference	27
O4.3 Visitor Economy Forum	
O4.4 Business and skills development	
O4.5 Economic Development	
O4.6 Riverside development and management	
O4.7 City Market Forum	
Conclusion	28
Bibliography	30

Figures and Tables

Figures

Figure 1: Social Environmental and economic well-being	3
Figure 2: Peterborough Historic Core City Centre Map (Area 1)	13
Figure 3: Peterborough City Areas 1-4	14
Figure 4: Towards a City Destination Management Partnership	29

Tables

Table 1: City destination and city centre management structures	3
Table 2: Building the destination: evolution on management structures	4
Table 3: Peterborough City Areas and City Themes: a matrix to assist city destination development planning 2015-2020	15

Peterborough Visitor Economy Strategy 2015-2020

Introduction and Executive Summary

These are exciting times for Peterborough, one of the fastest growing city in the UK with plans in place to “grow in the right way” over the next decade and beyond. This strategy shows how we can develop the potential of the visitor economy of the city over the next 5 years. It also creates the framework that will be the foundation for the next decade and beyond. The approach of this strategy is to take a wider *Visitor Economy* view of what constitutes a *visitor* as opposed to a *tourist*. The emphasis is on boosting the economy of the city by concentrating not just on accommodation and attractions but also on the wider and deeper economic effects of food and drink, retailing and the wider cultural and social life of the city.

All reference to “the city” or “city-wide” follow the definition of the City of Peterborough unitary area and includes the urban and rural areas of the city. The visitor economy approach will help focus on residents of the urban and rural areas of unitary Peterborough and the surrounding districts as potential visitors in a 5, 15, 25 and 40+ miles radius as well as the areas beyond nationally and internationally. The city has many landmark places of national and international significance. A strong, secure, sustainable city is one that is based on the local quality and pride of place by local residents, happy with their quality of life and proud to welcome visitors. At its simplest we will *shape our place* for our people that will then be attractive because of the “life and vibrancy” of the local culture: *our city, our lifestyle, our visitors*. It is important that we create greater awareness and pride in our city, this strategy aims to play a key role in achieving this goal and for residents to become ambassadors for the city.

The focus on a year of celebrations in 2018 for Peterborough 900 is a once in a generation opportunity. The communications networks are already in place with VisitEngland nationally and internationally to promote the city for 2018. However we need to build consensus and local awareness, pride and participation to a point where the city can launch itself nationally and internationally with confidence and with pride by 2017 with a year of advance publicity to take full advantage. There is therefore a real sense of urgency from the outset for this 5 year strategy. We need to make rapid progress in 2015 to begin to develop the action areas that have been identified. The continued development of events and festivals such as the Heritage Festival, Arts Festival, Green Festival, Great Eastern Run and the local culture and community festivals that celebrate our place should all be harmonised to build to new heights for 2018. The focus is on retention of the capacity to build the city to the next stage and ensure the benefits are sustainable for the long-term.

Essentially all the benefits that flow from the place shaping of our city are primarily for the residents of the city urban and rural areas. This is an important point to grasp from the outset: the emphasis is always on developing *our city, our place for our lifestyle* that then is attractive for *our visitors*. The communication of this strategy to residents is an important part of building the city identity and image. This is especially important in the early years, and will lead to sustainable progress being made through consistency of action. If we are to build an identity and image for Peterborough that is locally strong, authentic and sustainable, then the planned developments and the marketing messages must make sense to residents

for them to be inspired and adopted by them. This will not be done overnight but will be part of the process of the development of the city the next 5 years.

The Visitor Economy Strategy and Action Plan

The role of local authorities and current arrangements and links between partners are explored and a model for the development of a Visitor Economy Framework leading to a City Management Partnership is described (section 1)

- The vision for Peterborough as a visitor destination is outlined and 5 cross-cutting principles are established (section 2)
- City development action areas are specified in line with delivery of the corporate policy and the 4 corporate objectives (section 3)
 - Promoting the city
 - Managing the city
 - Improving the environment and public spaces
 - Prosperous City

As will become clear the core message is that sustainable city development and management is about far more than promotion. It is about taking account of all aspects that create the visitor experience and ensuring the creation of these is primarily for the benefit of all residents as discussed under sustainable “Wise Growth”.

This strategy is intended to be the framework and important reference point for the evolution of and harmonisation with other development plans and strategies of the council and partners. It is important that the key development aims for Peterborough as a visitor destination are incorporated and supported as part of a shared mission. The scale of the ambition for this strategy is to support the creation of the regional, national and international profile and identity for the city as it grows to 2020. Ultimately this is a major contribution and integral part of driving forward corporate and community plans for the city and towards the ONE vision for Peterborough, the sustainable community strategy and the longer-term policy ambition of “Creating the UK’s Environment Capital”. The strategy is founded on an evidence base of review and research as outlined in the footnote. It is available as online background documents.

Footnote: Background papers: Review of Peterborough as a Destination

This is the evidence base for the strategy:

- *The visitor economy concept is explored and recent changes in the political and economic landscape outlined (section 1).*
- *The role of the City Council and City Services and Communications is described (section 2).*
- *The city destination inventory work and initial consultations undertaken that informed the 2014 developments that will be the basis for the future are explained (section 3).*
- *The local, regional and national strategic frameworks are outlined (section 4).*
- *The destination profile of Peterborough is analysed across all relevant aspects for the city and surrounding districts and comparisons made nationally and with surrounding regions and districts (section 5 to 9).*
 - *Population, Employment and Accommodation stock (section 5)*
 - *Domestic Visitor profiles, Volume and Value and Occupancy (section 6)*
 - *Overseas Visitors national regional and local (section 7)*
 - *Visitor attraction comparisons (section 8)*
 - *Tourism and Leisure Trends*

There are also Appendices and these are all listed at the end of the Strategy for quick reference

Executive Summary

The strategy and action plan they are summarised as follows.

The Peterborough Visitor Economy Strategy *Creating the City Management Partnership*

1. The foundations for developing the Visitor Economy

The Visitor Economy Strategy outlines the vision, aims and objectives for development of the local visitor economy and Peterborough as a destination. All reference to “the city” or “city-wide” follow the definition of the City of Peterborough unitary area and includes the urban and rural areas of the city. It also refers to the districts in the city-region that Peterborough needs to attract to the city centre/historic core as part of developing a strong service centre that is clear how it will engage with its sphere of influence as the city grows. The value of the visitor economy as a driver of economic growth is made clear by the Local Government Association (LGA)

The LGA sees a clear role whereby:

“Local authorities are taking advantage of the visitor economy’s local growth potential through playing a strong leadership role and catalyst for growth; creating the conditions for it to thrive”

Source: The Visitor Economy: a potential powerhouse of local growth (LGA 2013)

It also helps to fulfil its responsibilities for sustainable community development.

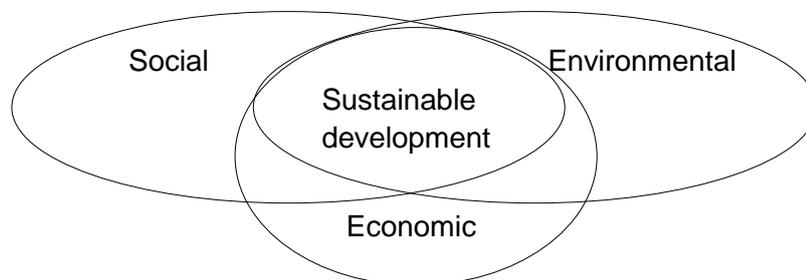


Figure 1: Social, environmental and economic well-being

The strategy provides a clear framework within which partners can cooperate that will harmonise activity to a common goal. It also entails a shift in how the city council works, in particular the change of the city centre team to operate more strategically as a city-wide destination team that supports developments in urban and rural communities. The meetings and ongoing partnerships that are being developed will all become *Visitor Economy Networks* that will be mapped and coordinated towards city destination development objectives outlined in the action plan.

2. Development of the visitor economy 2015-2020

In order to develop the visitor economy and clearly link to corporate policy the following Vision, principles, objectives and action areas have been identified.

Vision

Peterborough will be an excellent, accessible, unified and varied visitor and business destination throughout the year, based on the quality of life offer to residents and the social, environmental and economic development of the urban and rural areas of the city it will bring.

Mission

To support the ONE vision for Peterborough policy towards sustainable communities. To develop Peterborough as a visitor destination by harmonisation of activity and investments across multiple delivery agencies to achieve more effective use of resources and a more focussed strategic approach. To develop the quality of life for residents and the create a vibrant city and lifestyle that is also attractive to visitors. To develop a context for all place and product developments and events that is brought together in a single planning framework.

Principles

To deliver the vision and mission 5 cross-cutting principles are established that must be borne in mind at the outset by all action planning activity in future.

1. *Work for a common goal and ONE vision for Peterborough partnerships*
 - i. The visitor economy is as much about residents as visitors and contributing to local quality of life, economy and employment and the benefits it can bring as it is about encouraging new visitors from “away” in the early stages especially.
2. *Develop the city*
 - i. Reinforcement of the city themes and city areas
 - ii. Maintain and grow the value of business and conference tourism
3. *Position the city*
 - i. Peterborough is an important growing city at the heart of East England
 - ii. Peterborough is both heritage and modern
4. *Develop links between the urban and rural areas*
 - i. Reinforce the 4 City areas of Peterborough as interrelated components of the city: Historic Core, Nene Valley, John Clare Country (the Soke) and the Fens
5. *Integrate sustainability in development plans*
 - i. Development of sustainability, accessibility and social inclusion are key to supporting the *Creating the UK’s environment capital* aspiration for the city.

Strategic Objectives and Action Areas

Under the 4 key strategic objectives a number of *action areas* are specified.

It is appropriate that these are the city council corporate objectives set for City Services and Communications. They also work as broad objectives and work areas for the wider partnership development for the city.

- *Objective O1 - Promoting the city*

The strategic development of events and product development and marketing to build the identity and image of the city are explored.

- *Objective O2 - Managing the City*
The management of the city centre specifically will be covered, however as outlined earlier the strategy is to evolve the team to work across the outer and inner city centre, wider urban areas and support city-wide development.
- *Objective O3 - Improving the Environment and public spaces*
The infrastructure and facilities development and management of the public realm are scoped and key strategic areas highlighted that will need partnership discussion and working relationships to be reviewed or established.
- *Objective O4 - A Prosperous City*
Visitor Economy Conference, Visitor Economy Clusters (Networks), Visitor Economy Forum and building towards a shared City Management Framework

3. The Action Plan: Developing Peterborough as a destination

This strategy aims to create a clear *City Management Framework* that will allow strategic choices to be made. At this stage different partners will lead on the action areas that are proposed. Each action area will be developed with partners as joint projects towards common goals. Awareness raising and discussion of plans will be a priority for 2015 however the aim is to draw up ideas for longer-term plans to 2018 and beyond.

There will be financial challenges for the council and partners to face in the 5 years of this strategy. The aim will be to ensure that by taking partnership working to the next level these challenges will be faced together and implications worked through to ensure best use of resources whilst maximising outcomes. Additional funding and grants will be sought wherever possible.

The term *Wise Growth* is from the national visitor economy strategy and our strategy will follow these principles of sustainable development :

- Inclusive: accessible experiences for all,
- Engaging: involving local residents,
- Well-being: sustaining quality of life and place,
- Caring: for local culture and traditions for both residents and visitors,
- Distinctive: sustaining the quality of the environment,
- Fun: Appealing giving wide access whilst not damaging environment.

Strategic Objectives and action areas

Objective 1: Promoting the city

It is important that the development of the product of Peterborough precedes and guides promotion. The first 16 objectives create this clarity and a framework into which all development should now fit. First how the city visitor economy should be promoted as a key part of the city identity and image is shown. It is clear that the rural communities are locally distinctive but these will be grouped using the natural landscape areas of the city. The city will be developed and promoted as a single destination with 4 distinct *city areas*. This will create more clarity and impact for development of the *city themes* that are identified. These action areas give substance to the aim of developing the visitor economy of both the urban and rural areas of the city. A *city destination framework* is created as a start towards mapping out which settlements, attractions, facilities and

landscape management bodies may be grouped into localised networks (Figure 3 and Table 3). These are quite powerful ideas and this framework will also help us decide who and how we work with in adjacent districts in the future.

The strategic planning of events (objectives 17 to 27) is seen as an important objective. Whilst the city council has a core role to play through the management of the public realm and proactive event management, they are a facilitator to encourage, support and help manage events by others. A series of events types is drawn up to help all partners understand the whole picture together. This will be a key part of work in 2015 to create wider understanding by all partners and sharing of experience and plans for the future

Objective 2: Managing the city

The six action areas under this objective, focus on how the city council, through City Services and Communications and partners, will seek to manage council responsibilities across city centre management and evening economy, Parking, CCTV, Highways Traffic Management, City Markets and public realm management. All these activities are in partnership with a wide range of agencies and individuals and support the aims of the Sustainable Communities Strategy. The aim is to facilitate an excellent visitor experience and maximise the economic social and environmental benefits.

Objective 3: Improving the environment and public spaces.

The infrastructure and facilities development and management of the public realm are highlighted. The visitor economy development must be an integral part of future planning for development of the City Plan, River Nene Embankment facilities development, management of fairs and circuses and use of parks and open spaces. The green infrastructure of Peterborough is a key aspect of the quality of life and the city identity. It should be developed for better and wider access by all residents and visitors. This will be achieved through harmonised development and use of the visitor economy approach. Again the use of the 4 *city areas* of the unitary city will be a useful template to structure future development. Discussions are already taking place with Travel Choice on this.

Objective 4: A prosperous city

The Visitor Economy approach has clear benefits for the economy of the city, the businesses and people of the city. The aim is to maximise these benefits through partnerships and by the city council taking a clear pro-active, facilitating role. In order to achieve this clear structures need to be put in place to manage the process. This strategy will lead to the creation of shared structures to do this.

- *Visitor Economy Framework*: the strategy shows how agreement of how to work together with partners and harmonise partnership working can be achieved.
- *Visitor Economy Networks*: to harmonise business development groups
- *Visitor Economy Forum* and annual *Visitor Economy Conference*
- *Visitor Economy Strategy and action plan*: to set targets and monitor progress

What form the management structures develop into will emerge naturally from the next few years' work as the visitor economy approach is introduced and these structures mature into a *city management partnership*.

Conclusion: Creating a City Management Partnership

The strategy will focus initially on the development of the visitor economy approach. The Visitor Economy approach is only a means to an end and will lead to more formal arrangements and ways of working together as "Team Peterborough" to develop the city's potential as a visitor destination. The strategy concludes with a diagram (Fig 4) to illustrate how we will start by getting over the ideas of what the visitor economy approach is and then move towards the shared management structures.

Peterborough is one of the fastest growing city in the UK, with projections to grow steadily over the next decade, this will bring great economic opportunities. As one of the greenest city in the UK* with a vision of *Creating the UK's Environment Capital* by 2050 there are responsibilities to ensure that the growth is achieved "in the right way". This strategy attempts to lay the foundations for sustainable visitor economy development as a major contribution to the shaping of the experiences of the city for all.

The work starts now to build the exciting future that Peterborough has before it. The city, its urban and rural areas, its people and its places, by working together, "Team Peterborough" can achieve great things.

* *green space per person*

The Peterborough Visitor Economy Strategy 2015-2020 *Creating a City Management Partnership*

1. The foundations for developing the Visitor Economy

The Visitor Economy Strategy outlines the vision, aims and objectives for development of the local visitor economy and Peterborough as a destination. All reference to “the city” or “city-wide” follow the definition of the City of Peterborough unitary area and includes the urban and rural areas of the city. Peterborough also needs to attract people from the surrounding districts in the city-region. The city is developing a regional service centre and the city centre/historic core is a key focus. The strategy is based on a review of Peterborough as a city-wide destination and these are available online as background documents.

However it is important first to review where we are now and what role the council will play in partnership with others to drive forward this strategy. The aim is to help create the visitor economy framework for joint action in the future that will lead to a city management partnership. The value of the visitor economy as a driver of economic growth and the local authority role is made clear by the Local Government Association (LGA)

1.1 The role of the Local Authority in the development of the Visitor Economy.

In *The Visitor Economy: a potential powerhouse of local growth (LGA 2013)*, the importance of the visitor economy was demonstrated. Key aspects were outlined of how visitor economy development can be taken forward and the pivotal role Local Authorities are well placed to play in this.

“Local authorities are taking advantage of the visitor economy’s local growth potential through playing a strong leadership role and catalyst for growth; creating the conditions for it to thrive through easier-to-understand and more proportionate regulation, consolidating planning reforms, investing in infrastructure, improving skills and incentivising inward investment.

They also play a crucial role, along with the Destination Management Organisation (DMO), in helping coordinate the activities of stakeholders (this) was seen as central to improving the quality of destination offer, investing in the arts and heritage to attract visitors, developing and promoting a brand and place image and increasing access to sustainable transport.”

The Council’s leadership role in driving local growth was seen as central and saw the future potential growth coming in higher productivity. It could be achieved by increasing the visitor spend for example by converting day visits to overnight stays. Securing the durability of “staycations” once the economy recovers was seen as a key strategic aim that would benefit all English destinations.

1.2 Peterborough City Council and the local visitor economy

In terms of the Peterborough Visitor Economy Strategy, at the current stage of development as a visitor destination, there is clearly also scope for simply attracting more visitors to maximise use of existing capacity, particularly in late week and weekends. Peterborough does not have a Destination Management Organisation in place and there is no requirement to do so. It very much depends on local

circumstances. What is being outlined in this strategy is how to bring together stakeholders more closely to function better as a city management partnership. The city council City Services and Communications section is a key resource that has a focus on visitor economy development.

Essentially this strategy will aim to bring together over the next 5 years individuals, groups and networks, many of which are already working together due to the excellent progress made in recent years, but in a new harmonised way. The focus will be on the visitor economy approach and how development across heritage, culture, the environment, sports, transport, visitor infrastructure, retail, events, food and drink sector, and ultimately the wider local service and product supply chain providers and workforce and skills development, can all be brought under an integrated approach. It will take time but it is essential this be done in order to fulfil the potential of the visitor economy approach and this should underpin the development of the city beyond 2020. This in turn will create the city activity and quality required to make this a sustainable and permanent part of the city's character and its economic, social and community life.

The role of the Local Authority is important in driving the local visitor economy to establish the foundations, the infrastructure and supporting activity, so that it becomes successful and established. A key focus must be in involving residents in the journey of developing Peterborough as a visitor destination: what are the benefits, what is the approach and what are we aiming to create? The emphasis is on our residents, our city our lifestyle that in turn is attractive to visitors. The city council has a duty to be active in the development and promotion of activity to improve the social, economic and environmental well-being of the city for its citizens. It aims to be a catalyst and facilitator with others to achieve this.

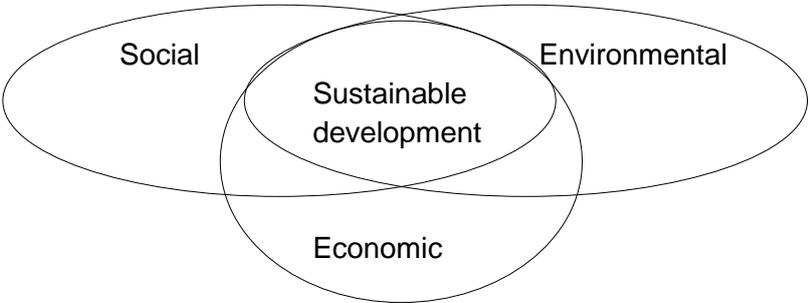


Figure 1: Social environmental and economic well-being

It should be made clear that good effective economic development strategies must always balance activity to include the social and environmental improvements and potential negative impacts. This visitor economy strategy should be seen as part of this broad approach: it is a key part of an economic development. The strategy also seeks to enhance the social, environmental fabric of the city: tourism, heritage, arts, sports, landscape and environment. The wider visitor economy is a crucial part of the fabric of the city, and is essential part of attracting new business, residents and indeed, with time, more visitors.

1.3 Development of the city council role, partnerships and management arrangements

The first step in realising the vision for developing Peterborough’s visitor economy was to also align activity with city council provider partners. Opportunity Peterborough, economic development and inward investment, Vivacity, Peterborough Arts Heritage and Leisure and Peterborough Environment City Trust. Good progress is already being made but there is more to come from this approach that will be beneficial to all organisations concerned and our primary customers, our residents. There will be further opportunities for bringing development and marketing work together to mutual benefit whilst also creating a city destination of substance that understands itself and works together. These plans, developed together, will be jointly “owned” to contribute to the city’s place identity and the image we project.

The city is composed of the centre and urban areas where the majority of the population live and the large rural area with 27 villages. Both are important parts of the place identity and image we, have a quality historic core and 3 distinct but interrelated landscape areas. This is the strength and foundation of the “Peterborough proposition” as one of the greenest cities in the UK (by ratio of green space per capita) and part of “creating the UK’s Environment Capital”. A healthy city centre relies on strong links with its rural areas and surrounding districts. Peterborough is the central city for around 1500 sq miles and this must be embraced as our city-region on all levels. In order to deliver the cosmopolitan, quality of life for our people we need to engage with all our region. The city is growing fast but it is essential that the city centre attracts more residents more often from its city-region and builds a strong day, evening and night time economy. The City Services and Communications remit aligns with this scope of place management.

The recent guidance document, “*City centre management and the visitor economy*” (VisitEngland, August 2014) outlines the importance of both city centre management and city-wide destination development working in tandem to shared objectives. There is no blueprint of which type of delivery is “best” or whether they should be managed separately or together, both exist. It is always local circumstances, history and finance that govern which arrangement is most appropriate. The visitor economy approach should be the basis for both. The management arrangements that are put in place should also best suit the city and local circumstances. Some broad organisational arrangements exist across the country that can be summarised as follows, this will then help explain the current approach in Peterborough and how we intend arrangements will evolve.

Destination Management	City Centre Management
1. Local Authority Tourism teams: <i>Usually in Economic Development or Tourism/Leisure/Culture/Heritage groupings</i>	1. City Centre Teams <i>May be public or private sector led or loose partnership Public realm, Ch of Comm, Retail, trade assoc, events</i>
2. Destination Management Partnership <i>Informal networks & working relationships. Advisory capacity to form a common destination agenda</i>	2. City Centre management partnership <i>Informal networks and working relationships towards a common city centre alliance/agenda</i>
3. Destination Management Organisations (DMO) <i>Formally constituted public/private sector bodies. Public private sector funding mix.</i>	3. City Centre Management companies <i>Formally constituted public/private sector bodies. Public private sector funding mix.</i>

Table 1 : Destination and city centre management structures

In Peterborough both City Centre management and wider destination development are in City Services and Communications. The full range of services include public realm management, parking, CCTV. Highway and traffic management and is well matched for developing the visitor economy approach. Great progress has been made in City Centre management in recent years and convergence of city centre and city-wide destination development has been the next step forward. The intention is to build Peterborough as a strong city centre historic core with beautiful rural areas at the heart of a quality city-region. The historic core and city centre are crucial to the health of the city region and vice versa. For Peterborough a convergence of these is the natural next step.

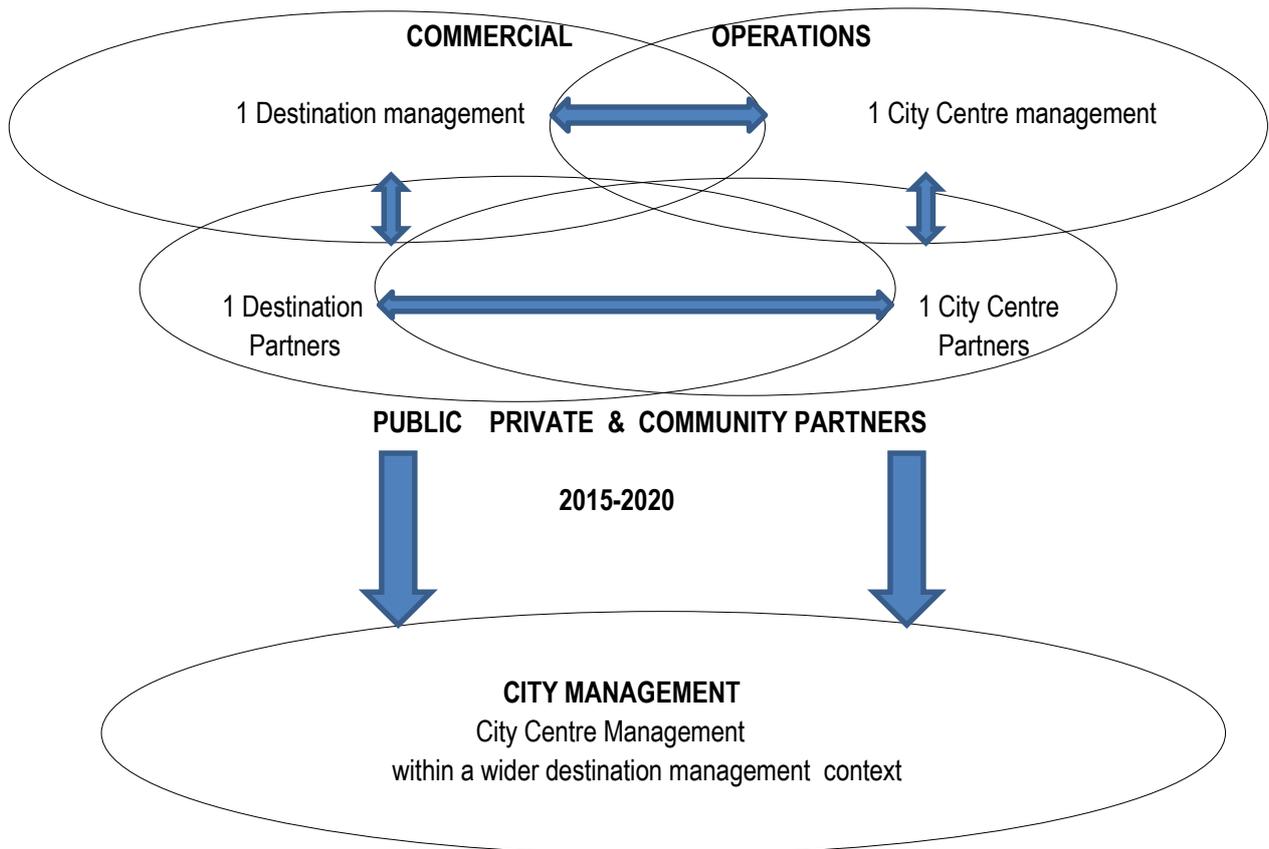


Figure 2: Building the city as a destination and evolution of management processes.

Visitor Economy Networks

For the duration of this strategy the focus should be very clearly on developing the visitor economy ideas, working it out together, coming up with innovative ideas and activity that seek to share resources for greater efficiency. The *visitor economy networks* will emerge from this foundation using the wider visitor economy model. The intention is to develop informal *city destination management* structures that will begin to manage the whole process together. The focus for 2015-2020 will therefore be more on facilitating the conditions for growth by working in partnership with the public, private and voluntary and third sector bodies that will eventually lead to the formation of joint management arrangements.

2. Development of the visitor economy 2015-2020

2.1 Vision

Peterborough will be an excellent, accessible, unified and varied visitor and business destination throughout the year. This will be based on the quality of life offer to residents and the social, environmental and economic development of both urban and rural areas of the city.

2.2 Mission

To support the ONE vision for Peterborough policy towards sustainable communities. Develop Peterborough as a visitor destination by harmonisation of activity and investments across multiple delivery agencies to achieve more effective use of resources and a more focussed strategic approach. Develop the quality of life for residents and create a vibrant city and lifestyle that is also attractive to visitors. Create a single partnership planning framework for all product and events development.

2.3 Aims and principles

The aim will be to develop structures that will bring together existing and form new relationships with the private sector and community partners, to create an overarching framework and development networks based on the visitor economy model. The intention is that private sector visitor economy businesses and community groups will then inform and influence larger strategic decisions on the future of Peterborough as a visitor destination. These will be built over time to be in harmony with residents' aspirations and visitor needs as the city grows in the right way. This will also develop the possibility for more formal City Management structures (City Centre and city-wide) and the foundations for a City Destination Management Organisation at some stage if required in future.

A series of cross-cutting principles will underpin the action areas under every objective and will be a first reference point for all action groups. They will reinforce the top-level aspirations that will shape how the identity and image of Peterborough is developed and how it comes to be seen.

P1 Work together towards ONE vision for Peterborough partnership

The visitor economy is as much about residents as visitors and contributing to local quality of life, economy and employment and the benefits it can bring, as it is about encouraging new visitors from "away" in the early stages especially. Resources are tight and will remain so for the foreseeable future. Partnership working will be essential not only because it results in better projects embedded in the community but it is the most likely way that resources can be maximised by sharing and unlocking external partnership funding.

P2 Develop the city as a visitor destination

P2a Develop Peterborough as a visitor destination

Peterborough is a successful business tourism destination with capacity for growth late week and weekends. Development of products/experiences for visitors under agreed

themes that will also improve local quality of life, attract and retain residents and promote investment.

P2b Maintain and grow the value of business and conference tourism

As the city grows so will business and conference opportunities and the city must plan to not only to keep pace with change but anticipate and plan ahead for expected growth and the opportunities it will bring. We must instil this awareness and confidence in the future to encourage residents to see their city in this positive way.

P3 Position the city

P3a Peterborough is an important growing city at the heart of East England

Geographically position Peterborough as the heritage city of rural East England with a beautiful rural hinterland. Create awareness of the space in the country it occupies on the edge of the 2 Eastern regions of the East Midlands and East Anglia and the counties of Lincolnshire, Leicestershire/Rutland, Northamptonshire, Cambridgeshire: as a city at the heart of the arc of county towns of Lincoln, Nottingham, Leicester, Northampton, Cambridge and Norwich.

P3b Peterborough is both heritage and modern

Position Peterborough as:

- i) **heritage city** and associations of images with other middle-scale heritage cities Winchester, Canterbury, Chester,
- ii) **environment city** with associated imagery of beautiful urban/rural areas for cycling, walking, sailing, boating, bird watching. Ally with UK Environment Capital and England's greenest city claims
- iii) **event city** with imagery of a vibrant modern and cultural life: culture city and secondary themes.
- iv) Use also the **secondary themes** and **regional city** themes outlined in Background Document section 3.6

P4 Develop links between the urban and rural areas

Reinforce the 4 City areas of Peterborough and their relationship

The essence of a developing a successful visitor economy will be to link the urban and rural areas of the city and where appropriate to its rural borders districts. By building the historic core/city centre as a positive focus for the unitary city and the edges of the surrounding counties will bear dividends for both. The focus on 3 distinct geographical areas: Nene Valley, John Clare Country (the Soke) and the Fens, will assist the process. By embracing the particular qualities and local cultures these will form key parts of the national awareness of the quality of the wider Peterborough city-region.

P5 Integrate sustainability, accessibility and social inclusion across action areas

The aspiration to be *the UK's Environment Capital* and all the work undertaken since Peterborough was designated an Environment City should be reflected in visitor economy development. This could not only be through development of sustainable tourism products (e.g. walking cycling) but also sustainable business practices to reduce energy use and waste generation. These should be integrated into business planning and product development as part of sound business sense or "wise growth". PECT will be a key partner in development of mainstreaming of sustainability.

2.4 Strategic objectives

It is appropriate that these are the city council corporate objectives set for City Services and Communications. They also work as broad objectives and action areas for the wider partnership development for the city. The *action areas* are now outlined under each objective. The types of *action areas* in section 3 under each objective are in summary:

Objective O1 - Promoting the city

Broadening the visitor offer of the city by extending the range of events and marketing existing attractions more extensively.

Action areas: The strategic development of events and product development and marketing to build the image and identity of the city.

Objective O2 - Managing the City

To communicate and co-ordinate the work of all city stakeholders and monitor outputs. To communicate and engage effectively with businesses.

Action areas: The management of the city centre specifically will be covered. However as outlined earlier, the strategy is to enable the team to work across the outer and inner city centre, wider urban areas and support city-wide development.

Objective O3 - Improving the Environment and public spaces

To encourage and facilitate improvements to the environment and public spaces that is inviting, clean, and is safe environment to be enjoyed.

Action areas: The development of infrastructure and facilities management of the public realm are scoped and key strategic areas highlighted that will need partnership discussion and working relationships to be established.

Objective O4 - A Prosperous City

Diversifying and strengthening the economic base. The city should be the catalyst for encouraging the growth of both new and existing business within the city.

Action areas: The mechanisms and meeting groups will all be related to the development of the visitor economy approach. The creation or adaption of existing groups and meetings will be explored as a range of Visitor Economy Networks.

The effectiveness and sustainability of the action in each area will depend on the successful creation of partnership structures to progressively involve more partners in joint strategic planning and bringing all the wider partners together as a *City Development Partnership*.

City Council City Services and Communications is a key resource to help drive forward the development of the visitor economy of the city. This strategy should be seen as creating a *City Development Framework* that will enable all key partners to cooperate better to a common goal.

3. The Action Plan: The development of Peterborough as a city destination

3.1 Creating the City Management Partnership

There are a range of action areas needed to develop the visitor economy of Peterborough and the city as a destination. These are now outlined and are founded on the evidence base of research and recommendations in the city destination review. These actions reflect the City Council's commitment to the development of the visitor economy and Peterborough as a destination. It is especially important given the projected growth of the city the next 10 years and the opportunities that will flow from this.

Overall this strategy aims to create a clear City Management Framework that will allow strategic choices to be made. It aims to inform the higher decision-making processes of the city council and public and private sector partners. This will help create a City Management Partnership that can become a forum for helping address hard choices and prioritisation together.

Action Areas

The key city council resource in driving visitor economy development activity is City Services and Communications and the following action areas are outlined so that the role of council as catalyst can best be developed with partners. Many partnerships already exist but the intention is to take them to the next level. Many of these action areas will rely as much on partners' activity as the council's. Indeed at this stage the specific groups, budgets and timescales are not set as they will need to be developed and agreed during the lifetime of the strategy. The key focus of this strategy is for the council's role to be one of facilitator and catalyst. Action areas are outlined that will start the development of the destination and management structures to achieve this. The full detail of the scope of each action area will emerge only as each area is worked on, structures put in place and work programmes agreed and developed with partners.

Finance

Given the financial challenges the council and partners will face, a key aim will be on bringing partner structures, strategies, plans and resources together to agree cooperation to mutual benefit and maximise efficient use of resources. The aim is to agree city-wide development and marketing that will be mutually beneficial. It is without doubt that this will create great challenges but it is also the most likely way to free up creativity and be the foundation for successful funding bids. Any resource implications will be assessed and discussed together, on the basis of strong partnerships and agreements. It is clear that some areas will proceed further and faster than others and will only be taken forward if delivery partnerships and shared resourcing can be put in place.

Conclusion

The following action plan is initially focussed on how city council activity over the next 5 years can best facilitate sustainable growth of the visitor economy. All these action areas will be progressed and developed with partners as will be described.

3.2 Sustainable city development: the principles of “Wise Growth”

The term *Wise Growth* is from the national visitor economy strategy and our strategy will follow these principles of sustainable development outlined in the national Action plan. These are aligned with the principles in the ONE vision for Peterborough and the intention that the city will “grow in the right way”, sustainably.

“The term *Wise Growth* is used rather than sustainable tourism in order to link and balance the growth aspirations of the Strategic Framework for England with the principles of sustainability in tourism. These principles are drawn from a range of globally recognised definitions and characterise *Wise Growth* in tourism as:

- Inclusive: visitor experiences are fun, inspirational, safe, open and accessible to all with no discrimination based on gender, race or disability.
- Engaging: involving local residents in tourism development through working relationships, consultation and cooperation.
- Well-being: tourism activities strengthen and sustain the quality of life of the communities in which they take place by improving access to local resources and amenities for residents.
- Caring: the cultural heritage of places, the authenticity and distinctiveness is protected or enhanced through preserving traditions and local culture for both residents and visitors.
- Distinctive: the quality of the urban, coastal and rural environment is maintained or enhanced without physical or visual degradation.
- Fun and appealing: capitalise on the enjoyment of England’s natural and built environments, habitats and wildlife but ensure these are not damaged in the process.”

Source: *Wise Growth Action Plan, Strategic Framework for England 2010-20*

Principle 5: Wise Growth Actions	
1	Support and promote all the above aspects of <i>Wise Growth</i> as a checklist for all action areas and are aligned with the ONE vision for Peterborough to “grow in the right way”
2	Work with <u>Peterborough Environment City Trust</u> to create opportunities for linking business and community sustainability. Reinforce “ <i>environment city</i> ” theme and experiences in product development and marketing.
3	Support aspirations of Environment Capital Action Plan targets and 2050 vision. Develop sustainable tourism and encourage sustainable business practice
4	Sustainability development will follow principles laid out by VisitEngland and “Keep It Real for Destinations” guidelines.
5	Engage visitor economy business in the development of sustainability best practice. Work with VisitEngland “ <u>Green Start</u> ” with all business free advice. Encourage official graded <u>Green Tourism Business Scheme</u> accreditation

6	Accessibility development will follow principles laid out by VisitEngland and will engage with businesses to promote accessibility issues as part of business planning and development opportunities.
7	Promote best practice and promote online training opportunities
8	Encourage visitor economy businesses to prepare access statements
9	Improve accessibility information on www.visitpeterborough.com
10	Engage with local access groups to advise on possible destination audit

3.3 Action Areas under Corporate Strategic Objectives

Objective O1 - Promoting the city

Broadening the visitor offer of the city by extending the range of **events** and **marketing** existing attractions more extensively.

The 2 parts of this objective are grouped together:

- Product **Development and Marketing** to develop city image and identity
O1.1 to O1.16
- **Events** development and management
O1.17 to O1.27

Product Development and Marketing to develop city image and identity

O1.1 Peterborough “P” city branding with partners

The promotion and extension of the Peterborough “P” city branding with partners will ensure that all activity outlined below by the city council and its partners will result in city-wide and external promotion of the city. However it is more than simply a logo where in the past it has been just dropped on occasionally as one logo amongst many. It is still little understood on how it should be used because this has not been done proactively or systematically. It is important to be clear on this, misconceptions are that it is either the logo and house style of “Opportunity Peterborough” for economic development promotion or it is almost “the council’s other logo” because it is used for the Environment Capital UK work. The intention now is that the 3 uses of the city branding will be clarified and this will lead to better understanding and adoption of it by partners. The outcome will be that it will be used more consistently to promote the city and become the signifier for the city across its region and beyond.

The Visitor Handbook, Visit Peterborough website development has created a third main element. The intention is to extend to more shared use by others of the Peterborough branding whenever appropriate. The proactive process with key partners of the City Council with Opportunity Peterborough, Vivacity and Peterborough Environment City Trust will be the basis for developing wider understanding and use of the city branding. The following actions will help clarify with partners how it should be used more

prominently in current publications and for future planning to use it. It emerged from work the council did with partners that there is a desire but a lack of clarity as to how they should use it.

O1.1	Peterborough “P” city branding
1.1	The existing brand guidelines for “UK Environment Capital” will be reviewed and extended to also include other appropriate city-wide themes, inward investment, city destination development and clearer guidelines for partners.
1.2	Work with visitor economy businesses to promote the “P” city brand on their websites and other publicity along with links to visitpeterborough.com as the city’s lifestyle and visitor site for use by all visitors and residents as a resource for all.
1.3	Any city wide-publicity and wider regional promotions by partners to incorporate the “P” city branding and Peterborough city messages (image structure) to reinforce the idea that it is the Place Branding used by all so it becomes understood across the region and nationally.
1.4	Reinforce that it is distinct from the city council logo and guidelines for their use Separate new brand guidelines for use of the “P” city branding will be developed that will also clarify how it is used in conjunction with a partners own branding.
1.5	Partners will be asked to use it on the same prominent basis wherever it is appropriate
1.6	Promote the wider us by partners of the UK Map Rainbow logo where appropriate.
1.7	Explore the potential for partner use of the “Passion for Peterborough” theme and “heart” symbol (Background Destination review section 3.6.5)

O1.2 Product development and city branding structure

City Themes

A key aim that will underpin all the following actions will be the creation of visitor economy resources to harmonise with and reinforce the primary themes of *heritage city*, *environment city* and *event city* and related secondary themes such as *culture city*, *sport city*, *family city*, *shop city*, *night city* and *stay city*.

City Areas

These themes are designed to fit the following 4 distinct areas of Peterborough as a destination that have been identified. These have been outlined in the Background Destination Review as:

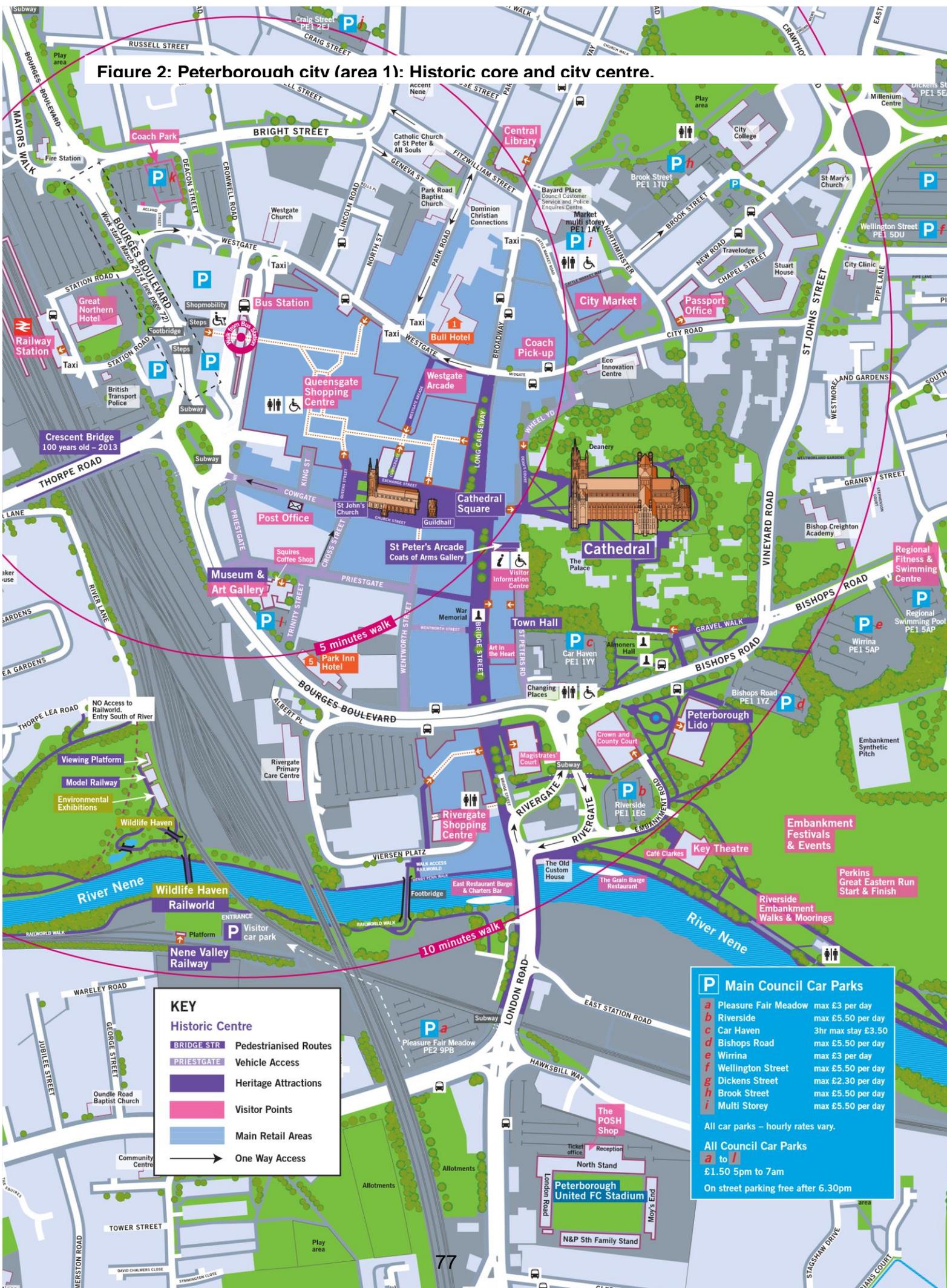
- a) Peterborough historic core (city centre) (O1.3)
- b) Peterborough Nene Valley, (O1.4)
- c) Peterborough John Clare Country (O1.5)
- d) Peterborough Fens (O1.6).

Product development and marketing work is explored in O1.2 to O1.6. The city is unlike many in that it has a clear urban/rural border and a strong urban and rural dual aspect product to be built on. The following action areas outline a structured approach to achieve a unified city image with clear sub areas that ALL can reflect the city-wide themes.

This product development and marketing work will have visitor infrastructure implications and these are explored under Objective 3 Visitor Economy Infrastructure.

O1.1	Actions: City Themes
2.1	Maintain consistency and promote further development of the <i>destination themes</i> (also see Background Destination Review 3.6)
2.2	Promote awareness of the themes to all visitor economy businesses, development partners and residents of the city
2.3	Align with visitor product development for the city as a destination
O1.2	Actions: City Areas
2.4	Create consistency and awareness of and promote further development of the 4 key <i>city areas</i> of the city outlined in Table 3.
2.5	Incorporate the <i>city areas</i> messaging into the long-term development of product and infrastructure such as interpretation boards in each area
2.6	Use <i>city areas</i> as a focus for development of visitor economy networks
<i>NOTE: Figure 3 and Table 3 illustrate possible development of these actions</i>	
O1.3	City Destination aims
3.1	To increase volume and value of the visitor economy. Develop creative linkage of attractions, events, landscape, the leisure infrastructure accommodation and wider visitor experiences.
3.2	Ensure successful, sustainable, marketing based on sound product development. Increase levels of promotion as city products are developed, do not overpromise and under deliver.
3.3	Ensure the Visit Peterborough Handbook structures the main themes & branding for the city to reflect this product development
3.4	Create the partnerships to develop products and experiences to make them more easily accessible and purchasable as parts of day trips and short breaks.
3.5	Development cross-marketing potential, interlink destination websites and other city development themes
O1.4	Develop the visitor potential of the city and rural areas
4.1	Adopt the 4 natural landscape areas designated by Natural England as <i>Living Landscapes</i> of the city: John Clare Country northern rural areas (Soke of Peterborough), the Nene Valley the Fens to structure the development of the city destination as one of its key features,
4.2	Develop the Peterborough city region and urban to rural to border areas.
4.3	Create visitor economy alliances and negotiate cross-promotion and explore possible longer-term relationships and possible partnerships including working with bordering districts
O1.5	Peterborough historic core/city centre
5.1	Develop the potential of the historic core/city centre and its importance at the heart of the city region and the city as a visitor destination as outlined above and in Objectives O1.16 to O1.28 and O3.8 to O3.12.
5.2	Develop links to support the development and promotion of the rural areas as outlined in O1.6 to O1.8 and on Figure 2 and Table 3.

Figure 2: Peterborough city (area 1): Historic core and city centre.



KEY

Historic Centre

- Pedestrianised Routes
- Vehicle Access
- Heritage Attractions
- Visitor Points
- Main Retail Areas
- One Way Access

P Main Council Car Parks

a	Pleasure Fair Meadow	max £3 per day
b	Riverside	max £5.50 per day
c	Car Haven	3hr max stay £3.50
d	Bishops Road	max £5.50 per day
e	Wirrina	max £3 per day
f	Wellington Street	max £5.50 per day
g	Dickens Street	max £2.30 per day
h	Brook Street	max £5.50 per day
i	Multi Storey	max £5.50 per day

All car parks – hourly rates vary.

All Council Car Parks
a to i
£1.50 5pm to 7am
On street parking free after 6.30pm

Figure 3 : Peterborough Destination Areas 1-4

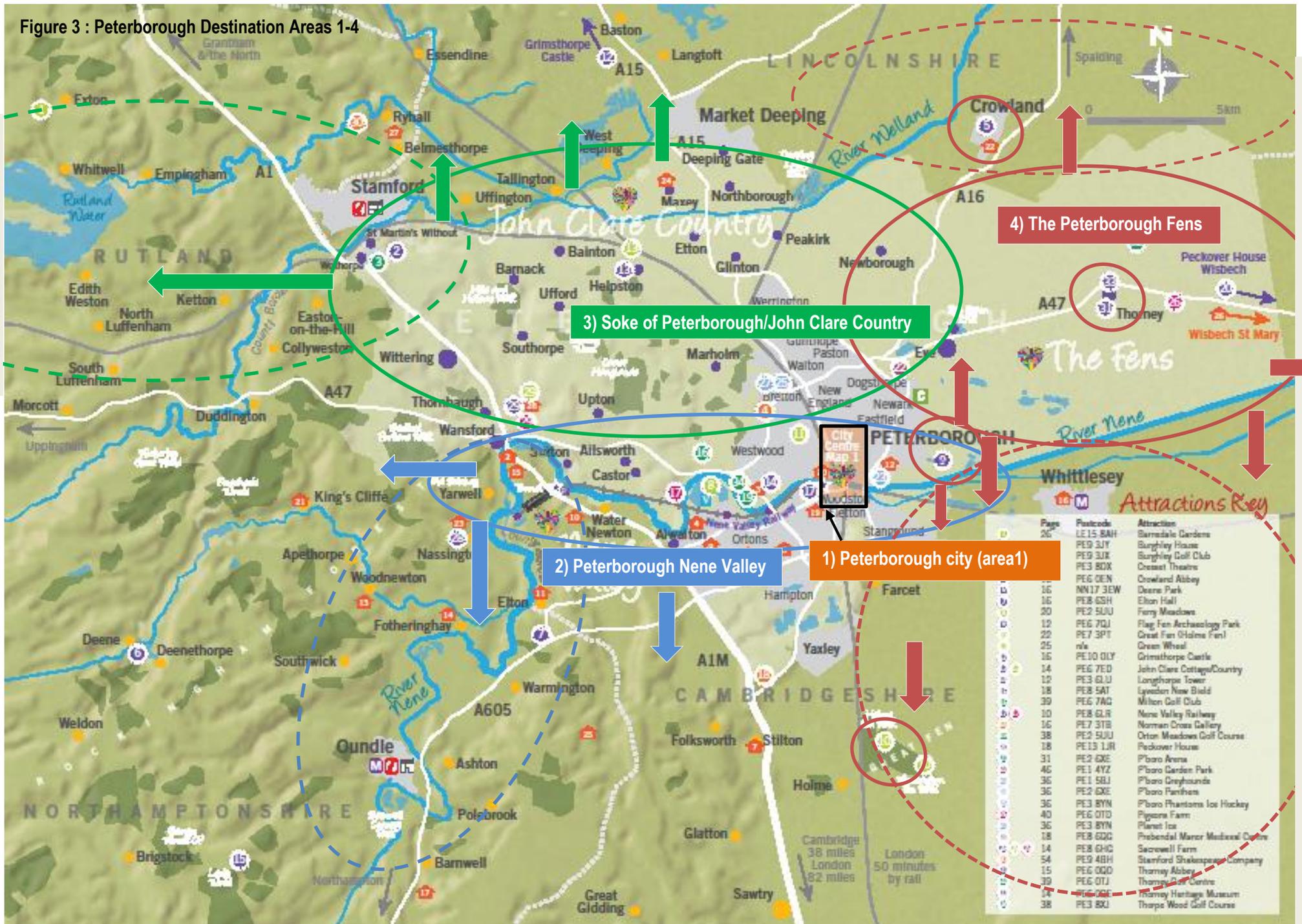


Table 3 : Peterborough City Areas and City Themes: a matrix to assist city destination development planning 2015-2020

	City Areas	Key development focus	Comments	Possible links with borders
ALL	<p>Peterborough: <i>Themes and Areas</i></p>  <p>Peterborough</p>	<p>ALL <i>city areas</i>. support the 3 main City Themes</p> <ul style="list-style-type: none"> • <i>heritage city</i> • <i>environment city</i> • <i>event city</i> <p>The secondary city-wide <i>city themes</i> will ALL be supported by current or future developments: <i>culture city, sport city, family city shop city, night city stay city, regional city, wedding city, conference city</i></p>	<p>ALL the <i>themes</i> will be developed for the city as a whole. All the following <i>city areas</i> enrich and clarify the product & experiences. Activities e.g. cycling will be developed as a whole, the “split” is only made to tease out a) which Visitor Economy businesses could group together within each <i>area</i> b) create the visitor experience and themes that make them an important part of the destination and c) how they may interface with border regions.</p>	<p>Peterborough as a city destination has clear primary or iconic attractions as a focal point for each <i>city area</i>:</p> <ul style="list-style-type: none"> • Peterborough Cathedral (a) • Nene Park/Nene Valley Railway (b) • Peterborough Arena E of E Showgr’d (b) • Burghley House (c) • Flag Fen Archaeology Park (d) <p>Each will be a focus within the following <i>city areas</i></p>
1) 79	<p>Peterborough City</p>  <p>Peterborough</p>	<p>Peterborough Cathedral and St John’s Cathedral Square & Guildhall Peterborough Museum and City Gallery River Nene & Embankment events space Key & Cresset Theatres, Lido & Reg pool City Market. City Library & J Clare Theatre Queensgate, Riverside & street shopping Railworld with Wildlife Haven., Nene Valley Peterboro Railway Station & Link to PNV</p>	<p>City Centre Heritage Trail Links to Hotels and serviced accommodation Retail offer of the city centre and outer core to include Peterborough Garden Park, Brotherhood, Retail Parks. Link “city” villages Longthorpe, Ortons, Werrington <i>sport city</i>: stadiums/teams: football, ice hockey, speedway, greyhounds</p>	<p>Peterborough city (historic core and city centre). Explore proactive links with rest of <i>city areas</i> as below. b) the actual physical linkage of the River Nene and the Nene Valley Railway and Nene Park that all bridge the city centre to the rural areas and villages. c) create north and west links to JCC and d) create east and south links to Peterboro fens</p>
2)	 <p>Peterborough Nene Valley</p>	<p>Nene Park: Ferry Meadows/Sailing Centre Rural villages Ailsworth Castor to Yarwell Nene Valley Railway & Railworld Archaeology trail in development Peterborough Arena Peterborough Panthers</p>	<p>Multiple key attractions present crucial importance to develop Nene Valley visitor economy network to next level as key to the success as a visitor destination. Also Key links from city core to rural city to border areas to be developed as an essential <i>visitor journey</i> to stimulate staying and return visitors</p>	<p>Elton Hall, Prebendal Manor Medieval Centre, Oundle town, museum, trails and selected events Explore links with East Northants Huntingdonshire Links to East Northants (Visit Nene Valley) already established and Huntingdonshire</p>
3)	 <p>Peterborough John Clare Country</p>	<p>Burghley House Sacrewell Farm & Country Centre John Clare Cottage The Granary Willowbrook Farm, Helpston Moor Farm Farm Shop, Newborough. Majority of rural settlements opportunity to develop visitor offer as appropriate</p>	<p>Prospect of partnership funding with Rutland LEADER funding from 2015. Links to existing Hotels. Encourage more serviced accommodation in villages. Build on rural tourism heritage & culture potential. Develop locale based structures for walking cycling and promotions within the strategic Peterborough development framework.</p>	<p>East Rutland attractions engaged, explore further links with Rutland, Stamford and Town Council and South Kesteven. Establish cross-promotion of attractions and accommodation Links to Discover Rutland and South Kesteven already established. Peterborough to Stamford (Torpel) walk developm’t</p>
4)	 <p>Peterborough The Fens</p>	<p>Flag Fen Archaeology Park Thorney Abbey Thorney Heritage Museum Pigeons Farm Thorney Golf Centre Eye & Eye Green</p>	<p>The fens landscape is an important aspect with Flag Fen as core attraction with development potential that should be linked with Great Fen “the greatest landscape recreation project in Europe”. Link to Cathedral/ Thorney/ Crowland monastic story of Fens integrate other attractions & villages</p>	<p>Must Farm boats and Flag Fen with Fenland, Great Fen project with Hunts, Crowland & Abbey with South Holland already begun. Visit Cambridgeshire Fens Great Fen Project and South Holland and Spalding</p>

O1.6	Peterborough Nene Valley
6.1	Develop the potential of the historic core/city centre and its importance at the heart of the city region and the city as a visitor destination as outlined above and in Objectives O1.17 to O1.27 and O3.8 to O3.12
6.2	Develop links to support the development and promotion of the rural areas as outlined in O1.6 to O1.8 and on Figure 2 and Table 3.
6.3	Bring together the Peterborough Nene Valley attractions and resources as a single strong coordinated strand of the Peterborough experience and overall Peterborough city image and identity.
6.4	Explore links with East Northants/ Nene Valley city promotion.
6.5	Develop as part of a broader Peterborough Rutland EU LEADER economic development project

O1.7	Soke of Peterborough /John Clare Country
7.1	Work with Burghley House as headline attraction with Sacrewell Farm Country Centre and John Clare Cottage and visitor economy businesses and communities
7.2	Explore links with Rutland as distinct geographical area and Stamford/ South Lincolnshire (South Kesteven).
7.3	Develop as part of a broader Peterborough Rutland EU LEADER economic development project

O1.8	The Peterborough Fens
8.1	Incorporate the story of the Fens into the Peterborough city image Flag Fen, Thorney and Great Fen as key hubs to tell this “story”,
8.2	Explore links with Fenland, South Holland and Huntingdon borders.
8.3	Develop as part of a broader Peterborough Rutland EU LEADER economic development project

O1.9	Encourage the day visitor market of both residents and visitors
9.1	Work with attractions and visitor economy businesses to explore the potential for a city day visitor guide.
9.2	Incorporate each year any new products and events developed for the day visitor market.
9.3	Reflect the experiences of the city centre as a key focus for the publication whilst also reflecting aspects of the rural areas and economy depending on possible advertising income generation.
9.4	Attract greater usage by residents and Visiting Friends and Relatives (VFR) to the city centre and rural areas VFR from both domestic and overseas VFR as day visitors
9.5	Investigate the longer term options for a) cross-marketing and b) possible joint promotion with adjacent districts as appropriate.

O1.10	Develop the staying visitor market
10.1	Continue the evolution of the Visitor Handbook 2015 as the national promotional print and e-media to promote the city in line with “P” city branding and themes
10.2	Maintain current increased levels of income to sustain 2014 levels of national distribution levels
10.3	Work with VisitEngland in partnership with local partners to allow national marketing of the city and grant for 2015 publicity

10.4	Aim to raise further income to facilitate increased scope and activity from 2016 onwards.
10.5	Develop the potential for events and stay packages to help support increased weekend stay with event partners.
10.6	Investigate the benefits and cost of joining Britain's Heritage Cities Group

01.11	Overseas visits
11.1	Investigate with partners any overseas marketing currently being carried out to establish if any synergy
11.2	Work with VisitEngland and VisitBritain and locally with major attractions and accommodation providers to identify priority markets, appropriate themes and possibilities for ways to develop the product/experience message for the city for overseas target markets.
11.3	Aim to establish a foundation for a campaign for Peterborough 900 celebrations 2018 to give an international dimension to the celebrations.

01.12	Business and Conference Tourism
12.1	Work with Hotel and Conference Group to explore potential for joint working as a destination to retain existing success and promote the city together. (i) Domestic markets ii) Overseas market potential development Harmonised with O1.12
12.2	Review current website presence and possibilities for income generated print and promotional shows.
12.3	Review major current provisions and integration into a longer-term planning for themed conferences linked to events and festivals or other city destination development work (events O1.17 to 28) and as an objective for visitor economy networks strategic planning meetings.

01.13	Develop the potential of Group Visits and Educational Tourism
13.1	Work with the Peterborough Heritage Attractions group as a key visitor economy network to investigate the development of a city-wide approach to build on current good practice i) Group visits ii) Educational visits
13.2	Work with VIC and Parking services to review current Group Visits arrangements for the city centre and with key central attractions with a view to develop possible itineraries and joint offers
13.3	Investigate the potential for group visits and development of a city wide approach to the promotion of Unitary Peterborough to include rural attractions and possible itineraries.

01.14	Website and social media
14.1	Work with VisitEngland to continue to develop the online presence on the national VisitEngland website based on the new destination experiences approach.
14.2	Complete the rebranding and updating of the current website, investigate options for new website with increased functionality and benefits to partner visitor economy businesses and end users
14.3	Build the Twitter and Facebook presence of the city being developed as a pilot VIC in national project with VisitEngland
14.4	Create relationships and pathways to attractions, accommodation providers and other visitor economy businesses social media outlets to enhance the ways the city is promoted and reflect the immediate visitor offer when in the city

14.5	Work with ICT on visitor information development of “My Peterborough” as a key element of communications with residents to promote awareness visitor resource as their quality of life information source.
O1.15 Research	
15.1	Increase participation of Peterborough attractions in the national Visitor attraction survey
15.2	Increase participation of Peterborough accommodation providers in VisitEngland accommodation research to boost sample size so that trends can be monitored more reliably at destination level.
15.3	Monitor changes in Peterborough performance levels using free data available via VisitEngland
15.4	Monitor trends on the Visit Peterborough website usage.
15.5	Track footfall for the Visitor Information service
15.6	Investigate costs of analysis of events economic benefits as part of event planning and economic volume and value research work with partners to establish a review of what research is also carried out
O1.16 Visitor Information Service	
16.1	Continue the development of the service as the hub for Peterborough visitor economy development, promotion and networks as they are developed across accommodation, attractions, food and drink providers and with other visitor economy businesses
16.2	Continue the development of VIC income generation opportunities by rearrangement of retail space and the extension of the associated development of the Peterborough Gift Range to promote “P” city branding for the city. (also see Background Destination Review section 3.6.5)
16.3	Travel Choice Centre to maintain incomes levels to minimise running costs to promote sustainable travel. Offer more sales items within space constraints.
16.4	Develop the social media information service and communication platforms for enquirers in line with e-media plans
16.5	Increase awareness of national information service for residents and extend the range of ticket sales and regional events information programme as service for residents and visitors.
16.6	Trial “pop-up” presence at selected events and across city centre and establish cost/benefits to the service within existing budgets.

Events: O1.17 to O1.28

An important focus for development in recent years has been the range of events generated by City Services and Communications and community partners. The model has been to facilitate and support community festivals, work with partners and sponsors to firstly ensure sustainability year on year to develop the scale and quality of events where appropriate. The following aspects describe the intentions to 2020. Event opportunities often emerge at relatively short notice. The range of types of event organisation below will be used to ensure that any *ad hoc* events on short timescales are judged within this framework. The aim is to ensure they fit in with the strategic destination development objectives outlined in 12.4A and maximise benefits to the city.

O1.17	Major events city-wide planning
17.1	Investigate with partners the possibilities for Peterborough 900 year of celebrations 2018 to become a focus for all events planning and possibilities for raising national and international profile of the city

17.2	Integrate the 2018 Centenary of the end of WW1 into the Peterborough Peterborough 900 year of celebrations 2018
17.3	Create a visitor economy network (VEN) for Major Events City planning to review all events for 2015, leading to constant improvements and harmonised advance planning from 2016/20118(see O4).
17.4	Consider how major events such as the Heritage Festival, Katharine of Aragon Festival, the Green festival, the Arts Festival and the Great Eastern Run could raise the international profile of the city. These should become the key events for the city branding themes of <i>heritage city, environment city, culture city sports city</i> and of course <i>events city</i>
17.5	Consider how development of O1.19 to O1.21 can enhance the volume and value and the social, environmental benefits to the Visitor Economy. Identify other events with major long-term potential

O1.18	Major Events: Peterborough Arena
18.1	Work with Peterborough Arena to maximise potential of their major Events to help maximise visitors to the events.
18.2	Create more synergy and activity between the Arena and the rural and city area to provide a good visitor experience for their staying visitors and establish repeat visitor patterns for future years and to maximise visitor spend over the period
18.3	Investigate possible transport between the Arena with other sites to maximise efficiency of time and encourage visits to the city and rural areas as part of the Arena package to mutual benefit.
18.4	Develop plans for cross-marketing of Arena and city-wide events and raise regional and national profile of the key venue for the city.
18.5	Invite Peterborough Arena as a key member of the Visitor Economy Network: Major events O1.2.1 and O4.

O1.19	Major events: City Services and Communications led
<i>Great Eastern Run</i>	
19.1	To continue the development of the Great Eastern Run as a major regional event with an emerging national profile. This should be the signifier main event for the <i>sport city</i> theme
19.2	Develop plan to maximise participation and increase visitor spectator numbers within capacity limits of the Embankment in order to retain the focus as a city centre event.
19.3	Develop the scope of the event prior to the race to increase potential for overnight stays and evening economy benefits for visitors and the local economy.
<i>Attracting and retaining existing national events to the city.</i>	
19.4	Proactively consider options for attracting major national events that will have synergy with the major development themes and image of the city being developed (also see Background Destination review section 3.6.5)
19.5	Seek potential growth and sustainability as permanent events in the calendar and consistently build on the local participation and regional and national profile they will bring
19.6	Investigate the development of the Cycle Tour series that reinforces the <i>environment city</i> and the <i>heritage city</i> through city centre route and by definition <i>events city</i> themes and secondary themes such as <i>sport city</i> .
<i>Developing other commercial events in the city</i>	
19.7	Classic Car Festival: being trialled 2014, investigate future potential and synergy with other car events at the Peterborough Arena (see O1.5)

19.8	Motorbike Rally investigate future potential and synergy with other motorcycle events at the Peterborough Arena (O1.5)
<i>Christmas markets, events and lights</i>	
19.9	Maintain the Christmas celebrations as landmark community and visitor event.
19.10	Explore potential for partnership funding to sustain events
19.11	Review and extend the range of events in the lead up to Christmas period for start in November
19.12	Ensure maximum publicity and public profile by working with partners to harmonise plans August/September to promote a varied programme for greater city centre.
19.13	Harmonise or integrate visitor attractions, Christmas activities and performance venues programmes, to consolidate a city event and campaign.
19.14	Review the range of themed markets to increase variety and create a varied and changing programme over the period.
19.15	Seek to increase group visits for the Christmas markets and trading period

O1.20	Major events by others with City Services and Communications support
20.1	Seek to develop the following events with partners within a visitor economy based approach, to achieve agreed city development aims.
20.2	Peterborough Cathedral development plans for Peterborough 900 year of celebrations 2018 and plans for development on capacity in build-up projects. Long standing events 20.3 to 20.6 should be key planks in the aspirations for the Peterborough 900 year of celebrations.
20.3	The Katharine of Aragon Festival (Cathedral and Vivacity) has national and international dimensions and can be important to both the heritage and culture themes for the city.
20.4	Peterborough Heritage Festival (Vivacity): In line with the Culture Strategy (Arts and Heritage) Along with the Museum's city and museum tours and exhibitions 20.2. to 20.4 will be a key focus for the development and products for the <i>heritage city</i> theme.
20.5	Peterborough Green Festival with Peterborough Environment City Trust (PECT), now in its 23 rd year. It has scope for growth as a major festival to promote Peterborough's <i>environment city</i> theme and the aspiration of <i>Creating the UK's Environment Capital</i> . It can bring together community involvement and awareness of PECT with the "experience providers" of the quality of life and visitor experiences the city offers.
20.6	Peterborough Arts Festival (Vivacity): Develop the visitor economy potential of this international festival. Development of its profile will enhance the product of the <i>culture city</i> theme and be an important part of raising the profile of the city
20.7	Burghley Horse Trials seek to develop links with Burghley and scope for related events and links with accommodation providers
20.8	Peterborough Beer festival now in its 38th year remains a major event and will continue to be promoted as such under the <i>events city</i> theme
20.9	Other major events as occur with other partners will be evaluated with reference to the VE strategy context and the benefits and costs evaluated.
20.10	Invite as partners in the Visitor Economy Network: Major events O1.2.1 & O4

O1.21	River Nene Embankment Events space
21.1	Review the range and type of events stage with partners, assess scope for future growth and integration into strategic planning in future proposed developments emerging from the City Centre DPD

21.2	Review specific events for future use requirements to assist their development and sustainable growth of Beer festival, Travellers Horse festival, Music Concerts e.g. Willow Festival
21.3	Review Fairs and circus events and designated areas (see O3)
21.4	Prepare costed inventory for facilities required to ensure sustainability of current events and support future growth and attraction of larger events more regularly.
21.5	Ensure integration into O3, wider review of all infrastructure including Key Theatre, (i) waterfront and mooring/possible small scale camper van facility and (ii) as part of the emerging City Centre DPD Reviews envisaged infrastructure and facilities linked to other infrastructure opportunities.

O1.22	Community Festivals
22.1	Establish the sustainability of the Italian Festival, Portuguese Festival, Diwali Festival, Latvian festival, Ashura Festival, Black History Month.
22.2	Maximise efficiency and encourage increased input from community groups year on year as they learn and build their own capacity for staging the event to ensure the team continues to build other events and retains current capacity and continues to supports events sustainably.
22.3	Encourage existing organisers to also mentor new event organisers.
22.4	Green Festival (Peterborough Environment City Trust) explore potential for extending the <i>environment city</i> event with other partners such as cultural performance input (Culture Strategy)

O1.23	Regular annual “civic” events
23.1	Continue support for Mayor’s office staging of civic related events
23.2	Remembrance Day
23.3	Holocaust Memorial Day
23.4	Good Friday Procession
23.5	others as required

O1.24	Events Marketing Plan
24.1	Develop an integrated events marketing plan for City Services and Communications
24.2	Incorporate all sections of the department to ensure harmonisation
24.3	Align with the Visitor Economy Strategy principles & emerging marketing plans

O1.25	City Centre Publicity Infrastructure management
25.1	Continue development and management of the city centre outside advertising boards (JCDescaux) to: i) Raise revenues to support wider operations to set dual management of commercial hire and ii) Support for the promotion of the visitor offer, events and messaging that reinforce the image of the city as a vibrant heritage and modern city
25.2	Reinforce and improve the use of the city “P” Peterborough branding wherever feasible and appropriate within all publicity in a) ii) above both with JC Decaux and roundabout signage to reinforce the “P” city branding displayed on Points of Entry to the city.
25.3	Ensure “P” city branding is reinforced across all City Services and Communications activity. Create plans for delivery with corporate marketing to ensure synergy and harmonisation with new City Council branding guidelines so they are clear internally for city council logo and for all partners to promote better understanding & use of the shared city branding externally.

01.26	Regional Events Diary
26.1	Further develop the Regional Events diary on www.visitpeterborough.com
26.2	Promote to residents and visitors as the main city “one-stop” for events within a 15 mile radius.
26.3	Promote other specific key events listing providers of events e.g. Vivacity, Peterborough Arena to enrich available information sources.
26.4	Link to other events listings to give greater “granularity” to the events listings in extended range and descriptions of events
26.5	Maintain proactive regular monthly contact with all major event providers, visitor economy businesses and community partners to inform updates and requests for information.

01.28	Peterborough Culture Strategy and events.
28.1	Harmonise events emerging from the Peterborough Cultural Strategy development work into wider city programming and strategic planning.
28.2	Encourage integration of arts components in existing Festivals as appropriate Work with Vivacity to develop the potential of the Heritage Festival and the Arts Festival as major regional events with national visitor potential.
28.3	Work with Culture Strategy development groups and heritage and culture activity in the city centre and support and promote more integration within events where appropriate and feasible.

Objective O2 - Managing the City

“To communicate and co-ordinate the work of all city stakeholders and monitor outputs. To communicate and engage effectively with businesses”

Action areas: The management of the city centre specifically will be covered in the context of the wider urban and rural areas of the city. Development of the city centre visitor economy and visitor offer will focus on the day, evening and night-time economy. It will be a key part of the product and quality of life resource for visitors and residents of unitary Peterborough and borders. In turn engagement with these areas will be central to the success of city centre/historic core development.

02.1	City Centre Management
1.1	Locate the historic core as focus of heritage and modern with “café culture” ambience with Queensgate Centre as a key central focus whilst also linking to the specifics of the wide diverse & quality offer for visitors & Cathedral Square.
1.2	Work with city centre retailers to review plans and meeting structures to reflect the broader strategic aims of city-wide management and development to aim to maximise footfall to the greater city centre as a regional resource. Referenced to the City Centre DPD and aims of the Core strategy DPD.
1.3	Develop links with the wider city centre to involve outer centre retail parks as part of an integrated retail and visitor economy business offer that reflects the high level of the city as a growing regional centre. Promote as an integrated product as part of the City development objectives (Obj 1)

02.2	Evening economy development
2.1	Work with partners to develop plans for the evening economy as part of the city centre DPD planning.

2.2	Investigate the feasibility of pursuing Purple Flag accreditation?
2.3	Develop relationship with visitor economy businesses especially retail to extend into evening hours opening linked with events & other themed activities.
2.4	Work to harmonise and integrate Culture Strategy development plans with evening economy development

O2.3	City Markets
3.1	Review signage and promotion of the City Markets and place within the “P” branded welcome to the city
3.2	Investigate staging of events or themed weeks for promotion within city marketing and ongoing events promotion
3.3	Develop a Food Court/Quarter of high quality providers representing ethnic diversity of the city to raise the profile and draw in new users
3.4	Review City Markets Forum to assist planning and events development (Obj 4)
3.5	Develop Food Festival and with PECT an event aimed at raising quality and range of visitor offer and reflect sustainability and community themes. Aim possible future development as a city-wide event.
3.6	Ensure Market facilities are reviewed as part of development plans for the area outlined in the city centre DPD & multi-storey car park development.
3.7	Work with partner businesses adjacent to the City Market to further the development of the Markets Quarter concept. Link to events planning Objective 1 and multi-cultural festivals 01.2

O2.4	Parking
4.1	Review plans for assessing the Multi-storey car park (City Market) and ensure input into City Centre DPD plans for the surrounding areas and link to City Market plans.
4.2	Ensure that with any possible sale of any existing car park land, City Services and Communications is involved from an early stage to ensure a positive impact on the visitor experience and consider any effects on car park incomes and operations as part of decision-making process.
4.3	Work with Cathedral to review coach facilities in the city centre re the emerging Visitor Centre and the Visitor Information service to ensure good group visitors experience.

O2.5	CCTV
5.1	As City Fibre project proceeds, to investigate cost benefits of the investment and future proof CCTV arrangements. Review locations and effectiveness of the CCTV network to increase efficiency of coverage and costs.
5.2	Further develop wider working relationships with Safer Peterborough Partnership including police and emergency services to adjust to changing circumstances and funding opportunities.
5.3	Ensure the Peterborough City Safe, radio communications network is sustainable by providing co-ordinated coverage for public and retail partners re health and safety, prevention and detection of crime and anti-social behaviour.
5.4	Reassurance and safer environment creation i) Work as a discreet yet integral part of the development of the image and identity of the city as a pleasant and secure place to be and to visit, day and night-time. ii) Contribute as a core underlying service to assist the development of the evening economy as envisaged in the City Centre DPD. iii) Assist the city centre business retention and investment attraction of retail, food and drink and visitor economy businesses.

O2.6	Highways and Traffic Management
6.1	Ensure that the city development (O1.1-17) and events development (O1.18-27) are supported with consistent, transparent and effective advice to ensure that partners, visitors and residents are served as seamlessly as feasible
6.2	Review highway signage to ensure consistency and effectiveness of signage as the city grows and ensure visitor economy signage reflects the offer and city messaging (Figure 3 Table 2) as far as possible within legislation.
6.3	Review pedestrian signage in city centre to ensure it evolves as the usage of the city centre changes. Ensure continuity of route signage is preserved.
6.4	Review the management of road closure requests from internal and external clients to involve partners to create a transparent, sustainable and flexible process.
6.5	Create signage for a heritage city route signage

Objective 03 - Improving the Environment and the public spaces

“To encourage and facilitate improvements to the environment and public spaces that is inviting, clean, and is a safe environment to be enjoyed.”

Action areas: The infrastructure and facilities development and management of the public realm are scoped and key strategic areas highlighted that will need partnership discussion and working relationships to be established. This will include the management of the public realm in the city centre in particular with the possible scope to extend this city-wide.

O3.1	City Centre DPD
1.1	Continue to work with partners on ideas for development of the City Centre DPD and ensure involvement in meeting structures and partnerships from early stage of developments that further the development and visitor experiences
1.2	Ensure integration of visitor economy concepts to support development and enhance the future use and management of new public spaces.
1.3	Seek involvement in key place-shaping developments of the public realm to align with future usage and reinforce the strategic image of the city being developed: product development and marketing and events O1.1 to O1.28

O3.2	River Nene Embankment and its management
2.1	Work with partners across the city council and private sector to promote the visitor economy approach in the future regeneration of the riverside and its management
2.2	Take a leading role in review of the management arrangements for moorings and the infrastructure required to promote greater use and becoming a key aspect of Peterborough Image as intended
2.3	Consider feasibility of plans for a integration of a small-scale Campervan facility as part of any proposed re-development.

O3.3	Public parks and open spaces across the city.
3.1	Review current usage and opportunities to develop value to the visitor economy and possible use for events
3.2	Consult with community and business partners re possible appropriate activities, events use of public parks and open spaces.
3.3	Develop options as part of strategic event planning (O1.17)

O3.4	Fairs and circus events and designated areas
4.1	Review the policy and current usage and Fairs, investigate the longer-term use and activity development at sites and infrastructure implications.
4.2	Consult with existing and potential users of designated areas

O3.5	City Centre Public realm
5.1	Continue the management of the city centre core hire spaces
5.2	Maximise commercial incomes where possible
5.3	Ensure balanced access to community space hire and use
5.4	Ensure that the continued quality of infrastructure projects such as St Peters Arcade and Cathedral Square Fountains are maintained.

O3.6	Culture and the public realm
6.1	Support the cultural strategy developments to enhance the image of the city
6.2	Ensure any infrastructure issues to increase use of public spaces for culture (the arts and heritage) are considered in line with events development (O1.18-O1.27)
6.3	Creative City: work with project delivery of Creative City 2015-2018 arts infrastructure/ capacity building project.
6.4	to integrate culture activity where possible within wider event programmes where feasible in line with events development

O3.7	Green Infrastructure
7.1	Influence the development of the landscape/green infrastructure of the city, urban and rural areas
7.2	Ensure the visitor communications and facilities opportunities of any major green infrastructure projects for the city as part of Environment City UK are considered from the outset
7.3	Establish a review of Walking trails and signage across the district to create a series that will fit with and support the brand structure for the city.
7.4	Coordinate with possible LEADER project to engage with villages communities and align the 2 project with this strategy.

O3.8	Visitor Economy Infrastructure: <i>city themes and development areas</i>
8.1	Consider implications and needs emerging for infrastructure development, footpath and road signage, visit information and interpretation of Peterborough around the four distinct areas identified (O1.1 to O1.8)
8.2	Peterborough historic core/city centre (O3.9)
8.3	Peterborough Nene Valley, (O3.10)
8.4	John Clare Country/ Soke of Peterborough (O3.11)
8.5	The Peterborough Fens (O3.12)

O3.9	Peterborough city: historic core/city centre.
9.1	Peterborough heritage city, environment city, event city and secondary themes
9.2	Strong focus on historic core and city centre and as overarching structure for Peterborough city proper and surrounding districts.
9.3	Develop heritage city route and possible signage and interpretation
9.4	Develop series of city centre walks around city themes with Travel choice and key partners with colour coding street manifestations
9.5	Review signage in 2019 as product development progresses

O3.10	Peterborough Nene Valley.
10.1	Establish Visitor Economy Networking for Nene Valley attractions: Nene Valley Trust, Nene Valley Railway, Railworld
10.2	Evaluate all aspects of Nene Valley to ensure infrastructure development reflects development of Visitor Economy Network for Nene Valley.
10.3	Explore possible links with East Northants and Nene Valley. Nene Valley destination development and marketing: http://www.nenevalley.net/ Sustainable city development and links between PECT and http://www.greenernorthants.org/portfolio/destination-nene-valley/

O3.11	John Clare Country (the Soke of Peterborough)
11.1	Develop infrastructure and interpretation of rural area as opportunities emerge from LEADER project. Ensure alignment of projects with Visitor Economy Strategy and City development objectives
11.2	Review signage as product development progresses, walks, cycle trails.
11.3	Build relations with Rutland and South Kesteven (Stamford) to explore future shared city infrastructure development and alignment of activity

O3.12	Peterborough Fens.
12.1	Develop infrastructure and interpretation of rural area as opportunities emerge from LEADER project. Ensure alignment of projects with Visitor economy Strategy and City development objectives
12.2	Review signage and develop infrastructure and interpretation of rural area as opportunities emerge from LEADER project.
12.3	Review signage as product development progresses, walks, cycle trails.
12.4	Build relations with Fenland, Huntingdonshire and South Holland to reflect the full Peterborough Fens messages to mutual advantage.
12.5	Consider infrastructure development to support key components to reflect the development Fens landscape of Peterborough. i) Flag Fen development and Must Farm Boats. ii) Thorney Abbey, Museum, attractions, Cathedral/Thorney Abbey/Crowland monastic origins, iii) Great Fen project one of largest landscape recreation projects in Europe.

Objective O4 - A Prosperous City

“Diversifying and strengthening the economic base. The city should be the catalyst for encouraging the growth of both new and existing business within the city.”

To maximise the economic benefits of the strategy and the City Partnerships described in section 1.3 and to facilitate the development of appropriate visitor economy business networks and match to business development support available.

O4.1	Visitor Economy Networks
1.1	Establish or adapt visitor economy networks to ensure coordinated project planning in line with strategy.
1.2	Develop Hotel and Conference group to support investigation of development of business and conference
1.3	Establish an events development partnership group to discuss strategically future events being planned leading to convergence and harmonisation of planning for activity. (O1.1 to O1.17)

1.4	Work with the Heritage Attractions Group to support development of coordinated the heritage city, environment city, event city and other themes and a city wide approach to group and educational visits (O1.18- O1.27)
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O4.2	Visitor Economy Conference
2.1	Develop an Annual Visitor Economy Conference late spring
2.2	Engage with and invite all accommodation providers and attractions and wider visitor economy partners across culture, heritage, arts and sports.
2.3	Provide a forum for exchange of idea, plans for the future and promotions.
2.4	Promote development themes for the coming year and assess progress annually.

O4.3	Visitor Economy Forum
4.1	Develop a Visitor Economy Forum and Investigate with partners the establishment of a Visitor Economy Forum to represent the visitor economy of the city and establish a structure for working groups on specific themes. Many will already exist and can begin the convergence process
4.2	Investigate whether a City Destination Membership scheme can be developed as the range of marketing activity is developed in order to create a shared public/private sector funding pot.
4.3	Investigate the creation of a trade/membership section within the future redevelopment of the city website so that it has both visitor-facing and trade-facing sections

O4.4	Business and skills development
4.1	Develop proactive links with business development activity of partners
4.2	Links to Planning and the DPD inputs
4.3	Link to the business development aspects emerging from the Visitor Economy Strategy, the Peterborough Culture Strategy for heritage and culture and the Peterborough Sports Strategy from 2015 onwards
4.4	Work with University City Campus, Regional College and education community to develop skills training with visitor economy businesses

O4.5	Economic Development
5.1	Integrate visitor economy development rural development with Peterborough Rutland LEADER economic development project
5.2	Work with Opportunity Peterborough to facilitate engagement with visitor economy businesses to access advice for business development. Develop ideas for development of the Visitor Economy Cluster (Appendix 4)
5.3	Ensure visitor economy is part of future harmonised and coordinated strategic marketing of the City of Peterborough economic development promotions
5.4	Work with the Peterborough Strategic Marketing Partnership Group with Opportunity Peterborough and partners on strategic economic development marketing of the city.

O4.6	Riverside development and management
6.1	Work with Planning, environment to establish a development group to scope longer term development issues of the Riverside as set out in City Centre DPD
6.2	Review across City Services and Communications management arrangements to identify gaps and opportunities for developments
6.3	Ensure input from Events and development activity (Objective 1) are taken into account with any emerging city council corporate and partnership plans

O4.7	City Market Forum
7.1	Review the operation of the Forum to develop longer term planning input, staging of events and solutions to ongoing problems
7.2	Involve friends of the Market in the development of Forum initiatives and staging of events.

Conclusion

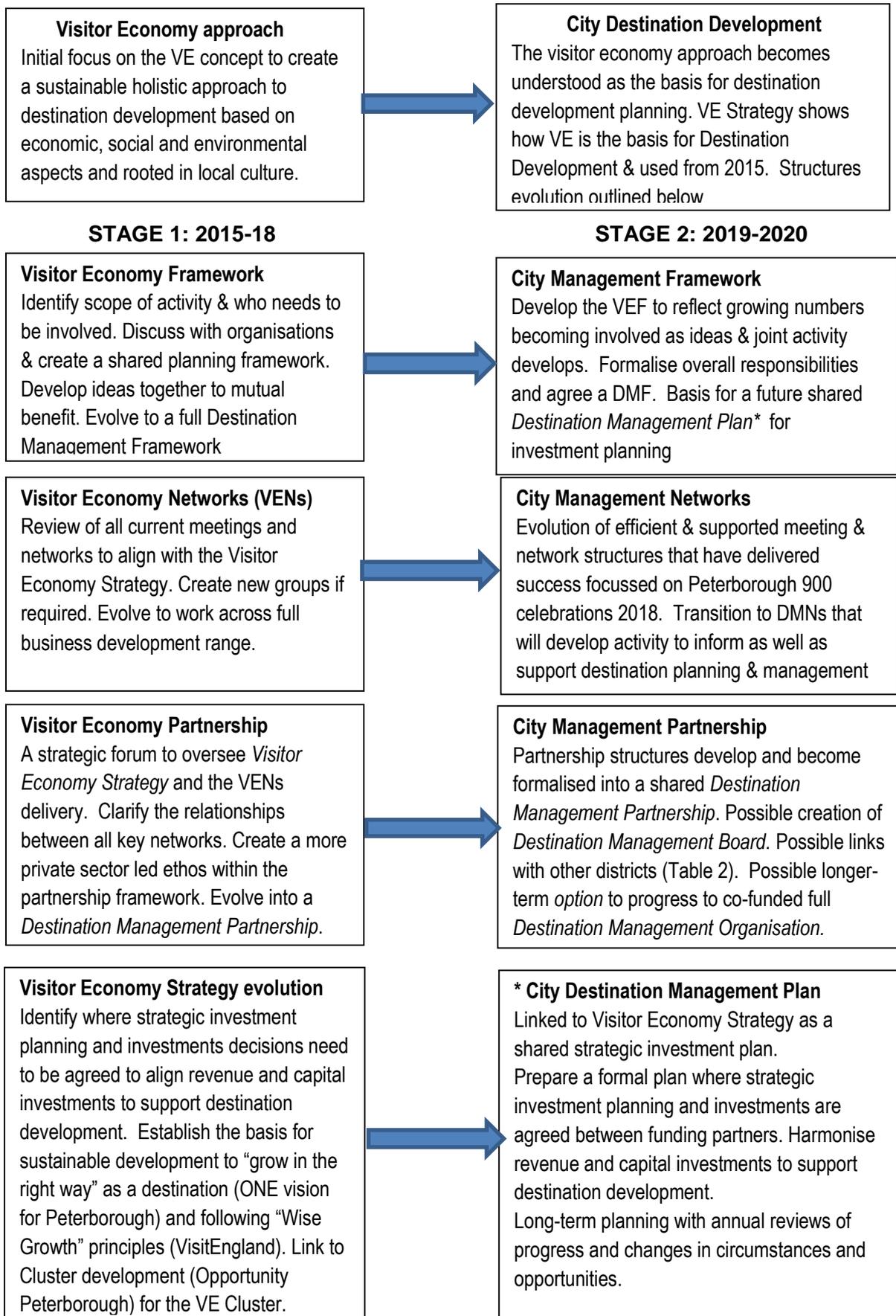
The action areas covered will help to build Peterborough as a visitor destination. It has been outlined how a series of visitor economy networks will be established that will start to manage the city as a partnership. It is envisaged that the visitor economy structures outlined in Objective 4 will start this process. These will mature into a city destination management partnership whereby all partners come to see themselves as part of the city development framework and this will inform their own strategic planning. Figure 4 summarises how this can be seen as stages in the development process started by this strategy. In the medium-term some of the Visitor Economy Networks will develop into full Visitor Economy Clusters that will also focus on the wider economic development of their businesses, skills development innovations, product development.

This strategy has also proposed a structure for how we may work as a city council in partnership with adjacent local authorities as Peterborough's influence grows and the city "grows in the right way". The decision of whether to go on to form and fund an independent city Destination Management Organisation is one for the future, it may not be necessary and the city management partnership works well and is sufficient. However ideas and opportunities will emerge naturally as work progresses and a flexible, open approach will be taken to allow all ideas to be considered. This strategy has laid the foundations for the development of the city 2015-2020 however the intention is that this will continue to be the model for the next 10 to 15 years.

Figure 4 summarises how the Visitor Economy Strategy can be delivered and how the structures to do so may be established initially to explore and garner support for the approach from partners and lead to a true City Destination Partnership during 2015-2020. Awareness of the possible options for city management from the outset the development structures and working arrangements required to achieve more formal arrangements by 2018 with a view to consolidate progress during 2019-20 and begin the development of the strategy for 2020-25 to progress to the next level. The successful Peterborough and Rutland joint economic development bid for funding from EU LEADER will help to protect and enhance the rural economy of the city from 2015. The visitor economy: tourism, heritage and culture will be an important strand of the project and this strategy should be a reference point.

Peterborough is one of the fastest growing cities in the UK, with projections to grow steadily over the next decade, this will bring economic opportunities. As one of the greenest cities in the UK (per capita green space) with a vision of creating the UK's Environment Capital by 2050 this strategy lays the foundation for sustainable visitor economy development. It is based on a vision for our city, our lifestyle that creates the experiences for our visitors. The works starts now to build the exciting future that this city has before it and there is only one way to achieve this: together.

Figure 4: Towards a City Destination Management Partnership



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Visitor Economy Strategy Background Papers

For reference: the Contents pages of City Destination Review and Appendices

July 2015

Executive Summary of Destination Review of the city	I - VII
Review of Peterborough as a destination: the evidence base	
1. The strategy and its context	1
1.1 Defining the visitor economy	1
1.2 Scope of the destination review and the strategy	2
1.3 Structure of the destination review	
1.4 Overview	4
1.5 The recent context for the strategy	
1.6 National and Regional Tourism bodies	5
2. The city council and the development of the Visitor Economy	6
2.1 Introduction City Services and Communications	6
2.2 Visitor Economy Development	
2.3 Strategic tourism development	7
2.4 Visitor Information Service	8
2.5 Events and Public Realm Management	
2.6 City Centre Management	9
2.7 General Market	
2.8 Parking Services	
2.9 Highways and Traffic Management	
2.10 CCTV	10
2.11 Conclusion	
3. Review of Peterborough as a destination	11
3.1 The approach so far	11
3.2 Making sense of boundaries	12
3.3 Accommodation: Main area 15 Miles from Peterborough VIC	15
3.4 Attractions: Main area up to 25 miles for day trip from the city	16
3.5 Places in City Region: Main area up to 25 miles day visit core	18
3.6 Conclusions: City Themes & Visit Peterborough Handbook	20
3.6.1 Summary of the new approach	
3.6.2 How we promote our city	21
3.6.3 Visitor experience and product themes	24
a) City Themes and City Identity and image	24
b) Primary city themes	27
c) Secondary city themes	28
d) Regional city themes	28
3.6.4 Further development of the “P” city branding	29
3.6.5 Passion for Peterborough	30

4. Strategic Context	32
4.1 The Peterborough Sustainable Community Strategy	32
4.2 City Services and Communications Key Strategic Objectives (2014)	
4.3 VES and links to ONE vision for Peterborough	33
4.3.1 Visitor Economy Strategy 2018 <i>Peterborough 900 year of celebrations</i>	
4.3.2 Visitor Economy Framework	36
4.4 Peterborough City Council Core Strategy: DPD	37
4.4.1 Policy CS 18: Culture, Leisure and Tourism	38
4.4.2 Other relevant policies to the VES	39
4.4.3 Economic Development and the visitor economy sector	41
4.5 England a Strategic Framework for Tourism 2010-2020	42
4.6 Government Tourism Policy	43
4.7 VisitEngland & the Strategic Framework for England	44
5. Destination Profile: the city, surrounding districts & regional county towns	45
5.1 Population comparisons with districts, county towns & cities	45
5.2 The importance of the visitor economy to Peterborough	49
5.3 Accommodation Stock: Comparison with bordering districts	49
5.4 Accommodation Stock: Comparison with county towns	50
6. Domestic Visitors: the city, districts & county towns	51
6.1 National ranking of English destinations	51
6.2 Volume and value of visitors to Peterborough 2006-13	52
• Total Trips v Holiday trips	
• Total Nights stay v Holiday nights' stay	
• Total Spend v Holiday Spend	
6.3 Volume and Value: Peterborough & surrounding areas 2006-13	53
• Total Trips v Holiday trips	
• Total Nights stay v Holiday nights' stay	
• Total Spend v Holiday Spend	
6.4 Volume and Value: Peterborough & surrounding areas 2006-13	57
• Total Trips	
• Total Nights stay	
• Total Spend	
6.5 Volume and value: national and regional trends 2012-2013	59
6.5.1 English regions trips, nights stay and spend	
6.5.2 English Regional Occupancy 2010-2013	60
6.5.3 East England: Accommodation occupancy 2010-13	62
7. Overseas Visitors : The city surrounding districts and county towns	64
7.1 Overseas visitors to top UK cities	64
7.2 Overseas Visitors to England	

8. VisitEngland Visitor Attraction survey:	68
a) Peterborough	69
b) Peterborough border district attractions	6
9. Tourism and leisure trends	70
9.1 Domestic Leisure trends for the next decade	70
9.2. Urban England what are the opportunities?	72
9.3 England's Countryside: what are the opportunities?	73
Bibliography	74

Figures

Figure 1: Developing Peterborough as a Visitor Destination	3
Figure 2: Peterborough area visitor map 2014	14
Figure 3: Peterborough city themes, image structure	26
Figure 4: The Visitor Economy & linkage to One Vision for Peterborough	34
Figure 5: Visitor Economy Framework and links to partner providers	35
Figure 6a: Peterborough: Total Trips & Holiday Trips (thousands) 2006-13	52
Figure 6b: Peterborough: Total Nights & Holiday Nights 2006-13	
Figure 6c: Peterborough: Total spend & Holiday spend 2006-13	53
Figure 7a: Peterborough and Borders: Total trips (thousands) 2006-13	
Figure 7b: Peterborough and Borders: Holiday trips (thousands) 2006-13	54
Figure 8a: Peterborough and Borders: Total nights (thousands) 2006-13	55
Figure 8b: Peterborough and Borders: Holiday nights (thousands) 2006-13	
Figure 9a: Peterborough and Borders: Total Spend (millions) 2006-13	56
Figure 9b: Peterborough and Borders: Holiday spend (millions) 2006-13	
Figure 10a: Peterborough and County Towns: Total trips (thousands) 2006-13	57
Figure 10b: Peterborough and County Towns: Total nights (thousands) 2006-13	
Figure 10c: Peterborough and County Towns: Total spend (millions) 2006-13	58
Figure 11a: Regional Room Occupancy 2010-2013	61
Figure 11b: Regional Bed Occupancy 2010-2013	

Tables

Table 1 Accommodation: Main area 15 Miles Peterborough network	15
Table 2: Peterborough Accommodation Stock	17
Table 3: Main area up to 25 miles for invitation to Peterborough VIC network	18
Table 4: Places in City Region:Main area <25 miles day visit core A, B1 & B2	27
Table 5: Population, areas and densities of Peterborough and surrounding areas	45
Table 6: Comparison Population and Area of surrounding "County Towns"	46
Table 7: English Cities ranked by population	47
Table 8: Peterborough Tourism and the wider visitor economy 2013	48
Table9: Comparison of Peterborough with bordering districts: Establishment, Rooms & Bedspaces	49
Table 10: Comparison of Peterborough with Eastern Region county towns: Establishment, Rooms & Bedspaces	50
Table 11: National Ranking of Peterborough	51
Table 12: Volume and value of English regions 2012/2013	59
Table 13a: England trip types comparison	60
Table 13b: England Value of holiday types	
Table 14a: East of England Occupancy 2010-13	62
Table 14b: Serviced accommodation East of England 2013	63
Table 15: Overseas visitors 2013 Top 12 UK cities	64
Table 16: Top 12 overseas visitors 2013 Country of origin	72
Table 17a: Top 12 Country of origin of visitors to Peterborough 2010-2013	73
Table 17b: Other Countries of origin of overseas visitors to Peterborough 2010-2013	
Table 18: Comparison of overseas visitors to Peterborough and selected places:	74
Table 19a: Peterborough attractions 2009-13	76
Table 19b: Peterborough surrounding district attractions 2009-13	77
Table 20: Summaries of Tourism Trends	79
Table 21: Urban destinations visitor regional origins	80
Table 22: Rural destinations visitor regional origins	81

Appendices

Appendix 1: City Destination inventories		7	
1a) Accommodation: Main area 15 Miles Peterborough VIC network		7	
i)	A to Z	8	
ii)	Quality	10	
iii)	Type	12	
iv)	Zones	15	
v)	Distance	18	
Camping and Caravanning			
vi)	A-Z	20	
vi)	Distance	21	
1b) Attractions: Main area up to 25 miles for day trip from the city		23	
i)	A- Z	25	
ii)	Type	33	
iii)	Distance	41	
1c) Places in City Region : Main area up to 25 miles day visit core		49	
Zones A, B1 and B2.			
A-Z and Distances Peterborough Unitary area & surrounding districts			
Peterborough	51	South Kestevan	66
Huntingdonshire	52	Rutland	70
Fenland	55	West Norfolk	72
Northants	58	Leicestershire	74
South Holland	63		
Appendix 2: Newsletter to visitor economy businesses 2014		77	
Appendix 3: “P” City Branded advert examples and links with city council		95	
Appendix 4: Visitor Economy cluster development		107	
Appendix 5a) Peterborough value of tourism and the wider visitor economy		117	
5b) England Trips 2008-13 & breakdown: Holiday, Business and VFR		135	
Appendix 6 Overnight Tourism Data for Towns, Local Authorities & Counties		139	
Appendix 7 Peterborough and Rutland Outline of LEADER funding bid (Sept 2014 submission)		143	
Appendix 8a): VOCAL LOCALS: Social Media Twitter Pilot Project		149	
Appendix 8b): The Social Media matrix and progress 2014/15			

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