

# **A Single Action Plan for Chester City Centre**

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## **Contents**

### **1 Chester City Centre Today**

The Future Challenge  
A Shared Agenda for Joint Action

### **2 The Single Action Plan – Focus and Structure**

### **3 Development, Transport and the Environment**

The Planning Framework  
Mixed Use Regeneration  
Vacant Space over Shops  
Making Safer Places  
Conservation and Heritage  
Streets and Spaces  
Transport and Access  
Parking  
Public Transport  
The Accessible City  
Infrastructure

### **4 Management and Maintenance**

A Cleaner City Centre  
Development Co-ordination  
A Safer City  
A Brighter City Centre

### **5 Marketing the City**

### **6 Funding and Investment**

### **7 Overall Management and Co-ordination**

### **8 Implementation**

## **1 CHESTER CITY CENTRE TODAY**

Chester City Centre is the engine house for the prosperity of the whole of the district and its surrounding sub-region. As such, its continued success is essential to the economic well-being of large parts of west Cheshire and north east Wales.

Indeed, it plays host to a huge amount of activity in its capacity as: a nationally important shopping destination; an internationally important heritage and visitor attraction; a location for a wide variety of businesses; and home to increasing numbers of residents.

Chester is regularly cited as one of the top performing retail centres in the UK. It comprises 1.45m sq ft of shopping floor space and is the 4th highest trading location in North West. It has a total catchment population of more than a quarter of a million people and attracts 660,000 regular non-food shoppers per year. In 2003 alone there were 9.6 million visitors to The Mall shopping centre and total expenditure across the whole of the centre amounted to almost £730 million.

Moreover, it's unique combination of historic and cultural assets, ranging from the walls and the Rows to the Amphitheatre, river and cathedral, attract over 8m visitors per annum of which more than a quarter who stay in the City are from overseas.

Almost one third of all Chester Jobs are in the retail and tourism sectors, and the City centre sustains the vast majority of these. However, it also serves a wider commercial function with a large number of financial services, legal, media and other office based businesses located within and around its core. This reflects its vital historic role as a county town and service hub of a hugely successful economic sub-region extending from the Wirral to Denbighshire.

And the commercial core of the city continues to grow apace. By 2010 it is anticipated that there will be at least 400,000 sq ft of further floor-space within or on the edge of the walls.

But the city centre is also a place where people live. There is a well established community of residents for whom the city centre has been home for many years, and since the turn of the millennium, the attraction of city living in a compact historic core has drawn in hundreds of millions of pounds of investment in the construction of new apartments and town houses. By 2011 it is estimated that more than 4000 additional people will be living within a mile of the Eastgate Clock.

### **The Future Challenge**

Whilst all of this gives real grounds for optimism there is no room for complacency. Undoubtedly Chester has many unique and special qualities which stand it in good stead for the future, but competition is increasing. The City is now competing not just with other historic British centres like Bath and York, but also with other older industrial metropolitan areas such as Manchester and Leeds, which have reinvented themselves as fashionable cultural and shopping destinations and, crucially, with other historic towns and cities all over an expanding Europe, which can be reached relatively quickly and cheaply with the advent of low cost flights. If Chester's vitality and viability are to be sustained then there are some real challenges which have to be met by all who have a stake in its future.

Whilst the city centre is still financially strong its competitive edge *is* being eroded. There has been a lack of prime retail rental growth over the last five years, coupled with a decline in trade reported by some of the major retailers.

The core retail offer of well-known national multiples must be retained and expanded, but not at the expense of local distinctiveness. There is an equal need to retain and increase variety by protecting and developing smaller, independent, specialist shops.

The city must be vibrant and full of life throughout the day and evening. Tourism and cultural facilities must be improved and expanded. Streets and spaces must be animated, and the programme of events and festivals expanded.

The city must be easy and convenient for everyone to get into, out of, and around. Congestion must be reduced. Accessibility, and legibility must be improved through better signage, public transport and car parking, and physical barriers to mobility must be overcome.

The city must be and feel safe and secure for everyone who uses it, at all times of the day and night. However, recent surveys suggest that as many as 36% of Chester residents will not visit the city centre in the evening. Problems from shoplifting and street crime, to fire risk and road safety must be dealt with in an effective and co-ordinated way.

The diverse, and not always complimentary needs and aspirations of residents, visitors and businesses need to be managed to minimise conflicts and to ensure mutual benefits for all. Quality of life must not be perceived as being at odds with economic growth, the two must go hand in hand.

The built environment is what makes Chester city centre both different and special. It is essential that the fabric of its buildings, streets and spaces is maintained and improved to ensure that it does not become tired. This is true both for the private and public realm, for the historic and the new.

A particular challenge is to reconcile the increasing demands for commercial space with the protection of the compact, fine grain historic core. There is scope for major new contemporary development, but where it does take place, it must be of the highest quality.

Moreover, whilst space within the city centre is ultimately limited, opportunities to extend the hours of activity need to be exploited by carefully managing the development and promotion of the night time economy.

Crucially, if the city centre is to retain its edge, then people need to know about it. A concerted approach is needed to market and communicate its unique qualities to tourists, visitors, businesses and local people, all of whom will only invest time and money in the place if they are fully aware of what it has to offer.

### **A Shared Agenda for Joint Action**

Perhaps most importantly of all, to be truly successful in an ever more competitive world there is a need to forge a shared vision and programme of action towards which the energy, enthusiasm, skills, time and money of all who have a stake in the future of the city can be directed.

Indeed, some of the most successful cities of recent times have done just that by establishing clear identities around which a common agenda has been developed and “bought into” by public, private and voluntary sectors alike. With the additional ingredients of creativity and inspired leadership they have managed to manoeuvre themselves into the strongest possible position to compete in an increasingly crowded global marketplace. Chester must do the same.

There is a plethora of individuals, businesses, public, private and voluntary agencies who care passionately about the future of the city, and who work tirelessly for the Chester cause. The City Centre Management Partnership has developed over the past 10 years and has achieved

significant success in effecting change in the City centre. There are many excellent examples of joint working delivering real benefits in some key areas (eg the Christmas Marketing Campaign, the Business Crime Initiative). However, there is still a great deal of activity happening in an isolated and/or uncoordinated way.

Moreover, there is an increasing sense amongst many in the business community and the public sector that there is still not total clarity and cohesion in the way that many city centre issues are dealt with. At the same time there seem to be a burgeoning of separate groups and partnerships who are pursuing a variety of agendas, often duplicating effort and leading to an inefficient deployment of limited resources. Indeed, there are currently more than 25 strategies and initiatives which have a bearing on the future of the city, but they are not by any means all complimentary or based upon a common set of aims and priorities.

Consequently, for the past few months the City Council and its partners in City Centre Management, have been working to draw up a single, coherent and cohesive strategy for developing, managing, maintaining and marketing the city in the short, medium and long term – “A Single Action Plan for Chester City Centre” which will:

- Establish a shared agenda to which all sectors can commit
- Instil clarity and cohesion to current and future City Centre activity
- Steer public, private and voluntary sector resources towards the achievement of common commercial, social and environmental goals
- Identify development opportunities, and provide a framework for the enhancement of the physical environment, including significant improvements to access and transportation
- Ensure responsive and effective management of the public realm, and promote continued investment in the maintenance of public and privately owned land and buildings
- Strengthen and co-ordinate Place Marketing
- Provide a comprehensive programme of action which identifies what needs to be done, when, by whom and with which resources
- Re-energise City Centre Management and establish a more robust organisational structure and mechanism for procuring and delivering an ambitious programme of improvement – removing duplication, rationalising current partnerships, and ensuring the efficient deployment of people time and money.

## **2 THE SINGLE ACTION PLAN**

Geographically the Single Action Plan encompasses a core area defined by the inner ring road and the river. However, it is recognised that many of the challenges and solutions to the success of the city centre extend to a wider area of influence, and linkages to key outlying locations such as the racecourse, Brook Street and the Railway Station are also included as part of a wider zone of influence. (See Plan A)

The Single Action Plan addresses a wide variety of complex issues, and whilst it does not seek to provide all the solutions, it does map out a course of action through which they can be addressed over time. Indeed, it is intended to be a working document which is:

- Dynamic and open to change – Strongly focused on action and the achievement of tangible outcomes, and capable of being regularly monitored and reviewed to assess progress and respond to changing circumstances.
- Deliverable and realistic – Whilst visionary and ambitious, its proposals are feasible both in terms of their initial development and their long term sustainability.
- Challenging – Not constrained by current ways of working and in some cases including recommendations for entirely new ways of developing and managing the city centre.

The Single Action Plan focuses on 3 themes which have been identified as key priorities through extensive discussion and consultation with a variety of groups and individuals over the winter of 2004/05:

- **Development, Transport and the Environment** – Establishing the future shape of the city, co-ordinating the physical development of buildings, streets and spaces, and ensuring that people can get into, out of and around the city safely and conveniently by all modes of transport.
- **Management, maintenance & Community Safety** – “Crime & Grime” - Establishing effective mechanisms for ensuring that the fabric and infrastructure of the city centre is maintained, and that the city is kept clean, bright and safe for residents, businesses and visitors alike
- **Marketing & Communication** – Strengthening the Chester Brand and establishing mechanisms for the creative/coordinated marketing of the city centre by all sectors.

However, it does not simply identify **what** needs to be done in each of these areas, but also explains **how** they will be delivered. Sections of the plan therefore address:

- **Funding & Investment** - Proposing ways of sustaining investment in the city centre and maximising social and economic benefits to local residents and businesses
- **Delivery and Programme Management** – Identifying roles and responsibilities, and proposing mechanisms for managing both individual projects and the programme as a whole, through a re-structured City Centre Management Partnership
- **Implementation Plan** – Providing a detailed programme of specific tasks with an indication of anticipated outcomes, timescales, lead responsibilities, and sources of funding/resources.

The remainder of this document explains in more detail the issues which are encompassed by each of these themes and how they will be addressed.

### **3 DEVELOPMENT, TRANSPORT AND THE ENVIRONMENT**

This part of the plan is about the physical environment of the city centre. It addresses issues related to the form of new buildings, streets and spaces, conservation of the historic fabric, the creation of new/revitalised areas, the variety of uses to which land and buildings are put, and the provision of associated infrastructure. In short it is about the making of Chester City Centre - the place.

The Single Action Plan is not intended to act as a development brief in its own right. However it does:

- explain the existing planning framework, highlighting its relevance to the city centre
- include a number of plans which tie together the overall transport, open space, and heritage frameworks with the network of key regeneration sites which are currently contained within separate planning briefs.
- pin point key regeneration schemes which are most relevant to the City Centre
- identify further “opportunity areas” for which more detailed guidance and site/area based briefs will be drawn up in the future.
- propose ways of creating and improving streets and green spaces

- include initiatives to enhance and promote conservation and heritage throughout the city centre
- highlight a range of highways, transportation and access improvements which are the basis of the future City Centre Transport Strategy

Ultimately it is intended to incorporate all of the above into a stand-alone development plan, which will form part of the Local Development Framework for Chester District which will have full legal status under the new Planning and Compulsory Purchase Act. This is one of the key medium term tasks included within the accompanying implementation programme.

### **The Planning Framework**

Chester is a compact city, bound tightly by the Green Belt, which encircles it up to the border with Wales to the west. The City centre is set on a ridge cut through by the River Dee which brings a landscape of water meadows and more formal open spaces right into the heart of the City, and forms the setting for the City Walls to the south of the centre.

To the north, the centre is divided from the wider urban area by the Shropshire Union Canal, from Boughton in the east to the River Dee at the Old Port to the west. This creates a landscape that is at times dramatic – where the canal is set into a deep gorge to the north of the City walls – and at times more open – at the Old Port where the canal branches north to Ellesmere Port and forms a basin with the Dee.

The railway also crosses in a broad arc to the north of the City centre. South of the railway, the City is further divided by the Inner Ring Road, which circles around the Walls and, to the west, breaks through into the City centre along Pepper Street and Grosvenor road.

The city has been the focus of constant change throughout the last two millennia. The Romans developed its core and established Chester as a major port and fortress. Medieval times bequeathed to us the unique two level shopping rows and the magnificent cathedral. The Victorians brought the railway, the canal and industrial development around the northern fringes, and left the legacy of distinctive and eclectic architecture, which characterises the city centre today. The 20<sup>th</sup> century saw major interventions in the urban fabric with the creation of the inner ring road, the development of new shopping precincts, modern blocks of housing and offices, the introduction of pedestrianisation, and latterly the conservation and enhancement of the best historic buildings and spaces.

In the 21<sup>st</sup> century, change and renewal continue apace. In 2001 the City Council designated the North East Urban Action Area (NEUAA) to promote regeneration across an extensive area of underused land and buildings on the Northern fringes of the City Centre, and a series of planning briefs have been published, setting out both an overarching vision and detailed proposals for future development. These include:

- the Gorsestacks Development Brief – focussing on the area to the north of the City centre;
- the Railway Lands Development Brief – focussing on the railway station area to the north east; and
- the Boughton Canal Corridor Development Brief – focussing on the Shropshire Union Canal to the east.

This Action Area, together with the regeneration areas around the Old Port and tower Wharf, to the west of the city centre, (encompassed in the Chester Ports Development brief) has created a broad arc of new development and regeneration opportunities which almost entirely encircles the City Centre on three sides.

To the south of the City centre, vacant land is relatively scarce. The impact of industrial decline and the severance created by the Inner Ring Road has been less severe in this area, and the open spaces associated with the Dee, the Meadows, Grosvenor Park and the Roodee mean opportunities for new development are more limited. Despite this, the Council has produced a development brief for the area - the Riverside Brief - and this identifies a number of sites – the Amphitheatre, Grosvenor Park, the Groves, the Little Roodee and the Police Headquarters – with opportunities for enhancement or re-use for a variety of cultural, recreational and commercial activities.

Many of the concepts and proposals embodied in the briefs are now coming to fruition. The City centre is almost entirely surrounded by sites which are being redeveloped, and the existing planning framework will ensure that this happens in a co-ordinated and complimentary way.

### **Mixed Use Regeneration**

Retail will remain the key driver of City Centre economy. It is essential to increase the amount variety and quality of shops if Chester is to sustain its position in the face of new developments in the wider region, such as Paradise Street (Liverpool), the Trafford Centre, Cheshire Oaks and Broughton Park. To this end more space will be provided to meet industry needs, both for larger national multiples and small, local niche retailers.

But, one of the key characteristics of successful cities is the variety of complimentary non-retail uses which they encompass, from restaurants, bars and offices through to cultural facilities, hotels, tourism attractions, homes, health, education and community facilities. Truly vibrant and vital cities play host to a plethora of activities, in which everyone can participate throughout the day and into the evening. The separation or promotion of a limited number of commercial uses tends to create dead space and time, and/or turn the city into the preserve of a narrow section of the community.

The Single Action Plan therefore aims to support and promote the City Centre as a focus for the integration of a wide range of uses. In the short to medium term the priority is to deliver a number of major regeneration proposals for tired or underused parts of the city which will provide key magnets and destinations at strategic locations to reinforce and promote footfall across the city centre.

- Northgate - this development will transform almost a quarter of the original Roman City over the next 5 years. It incorporates: new small and medium sized units for shops bars and restaurants, a new department store, a relocated and upgraded market, a new library, a high quality performing arts centre, a 21<sup>st</sup> century bus exchange, safe, clean and convenient city centre car parking
- Commonhall St - continued redevelopment of this area to the west of Bridge St for high quality new specialist shops, bars and restaurants providing additional space for smaller units.
- Delamere St/Gorse Stacks - extending the city centre to the North, through re-development for small/medium sized retail units as part of a mixed use scheme incorporating offices, flats, health facilities, city centre car parking and new Council Offices
- Brook St and Boughton - continued support for local centres on the fringes of the city centre, which perform an increasingly important function for existing and new residential communities as well as providing a unique range of specialist stores

- Police HQ – An exciting contemporary building on one of the North West’s most attractive development sites, comprising new hotel, conference facilities, restaurants, bars, offices, homes, and open space

Between them these schemes will bring massive improvements and extend activity and investment into areas of the city which have been somewhat neglected in the recent past. However, if the city is to sustain its position as a premier destination, then further opportunities for high quality regeneration need to be exploited.

In the medium to long term there is further potential to for further renewal at:

- Pepper St Union St – regeneration of existing shops and vacant land to provide an additional high quality retail quarter, integrated with rest of the city centre and better connected to the Mall
- Frodsham St/ Foregate St – creating a new mixed use quarter to the north east of the city centre, focused on a revitalised hub of activity around the Cow Lane canal basin

Both of these areas will be the subject of detailed development briefs that will be drawn up over the next two years to provide a framework for future public and private sector investment.

Whilst the delivery of all these new schemes is a priority, it is also essential to continue to support and strengthen existing busy shopping streets and ensure that shops are not lost to uses which undermine vitality and create dead frontages. To secure the continued use of the City centre for shopping, planning policy will continue to apply to:

- Primary Shopping Streets (Northgate St, Watergate St, Upper Bridge St, Eastgate and Foregate St) – These are all streets in the main shopping area where planning permission will not be given for the change of shops to other uses which would reduce vitality; and
- Secondary Shopping Streets – other streets within the City centre where planning permission may be given for the change of use of shops, provided that other uses would not harm the character of the street.

In addition, out of town shopping will continue to be restricted to that which can not reasonably be accommodated within the city centre. The preference for all new shopping will be in or on the immediate edge of the city centre.

### **Vacant Space over Shops**

It is not just major new-build schemes which will revitalise the city. There is also scope to make better use of space within existing buildings. The study “Conservation in Chester” and subsequent surveys have identified vacant upper floors as the principal threat to historic buildings in the City centre and as a wasted or underused resource. There is no doubt that bringing them back into use is a challenge for a city like Chester, where complex historic patterns of ownership and tenancies create problems, particularly in the Rows. In addition crowded backs of buildings, with few back lanes, can make it difficult to introduce independent access to upper floors.

However, there are notable examples of success to build upon, including the recent redevelopment by a housing association of the former Owen-Owen building on Bridge St. The re-use of upper floors within the City centre will continue to be encouraged through planning policy (eg recently drafted planning guidance makes “living over the shop” an exception to the general policy of restraint on new housing within the District.) More specifically in listed buildings the Council will resist the removal of stairways to upper floors, to encourage their re-use. However policy alone is unlikely to achieve significant results. Clearly there remains greater scope still to

revitalise a Living Over the Shop campaign championed and driven by public and private sector partners.

### **Making Safer Places**

Whilst the creation of a lively and vibrant place is a key ingredient of the Single Action Plan, it is important that new activities are compatible, or at the very least, that potential conflicts between uses are carefully managed. It is during the evening and at night that there is most tension between those for whom the city is a home, and who therefore expect and deserve freedom from nuisance and disturbance, and those who visit the city for leisure and recreation.

The Chester at Night Strategy identifies a number ways of reconciling such competing demands including the creation of “activity zones” to control the spatial distribution of evening activities.

This principle now needs to be put into practice by promoting those parts of the City centre where uses, such as restaurants or cafes, would be encouraged, and applying controls in areas where uses such as night clubs and large pubs would be resisted.

It is also essential that all individual buildings and spaces should be made as safe as possible, and that the principles of crime reduction should be built into development at the outset. The City Council has been working with the Police and the Community Safety Partnership on a planning guidance note – “Designing Out Crime”, which is to be adopted and published in 2005. The promotion of the concept of “Secure by Design” is a key part of this, and all property owners and developers will be encouraged to achieve this standard wherever possible and appropriate.

### **Conservation and Heritage**

Chester is well known as a centre for heritage and history. Its unique collection of archaeological sites, fine architecture and array of cultural assets is acknowledged internationally, nationally and regionally, and is the source of a great deal of local civic pride. Moreover, it underpins the tourist industry in which many people are employed.

Whilst massive progress has been made over the last 30 years in conserving and upgrading the City’s historic fabric, there is still significant scope to realise further potential by developing heritage assets and enhancing their marketing, interpretation and management. Whilst recent Destination Benchmarking research highlighted the excellent quality of Chester’s attractions, there was still a perception amongst visitors that there was a shortage of attractions of general appeal in the city compared to nearby cities with which Chester competes for day trip visitors, and in other historic cities which compete for staying visitors from the UK and overseas.

The Culture Park concept has therefore been developed which. This exciting concept aims to pull together many of the City’s best sites, buildings and attractions into a single package capturing the spirit of the Chester through the ages. The application of modern interpretation techniques will provide a journey of discovery for local people and visitors, as well as providing a focus and framework for conservation.

The Park will focus on a number of key zones:

- The Amphitheatre park – Linking the Amphitheatre, S John’s, Grosvenor Park, the Roman Gardens and the Groves into one coherent place. Transforming the Chester Visitor Centre into a focus for the excavation, research and display of the Amphitheatre as part of a major, heritage and tourism project with international status.
- The City Walls and Towers – Developing a Green Moat concept linking and improving the open spaces adjoining the city walls. Reinforcing the image of the City as a fortress.

Establishing a management and interpretation plan for the walls and removing obstacles and barriers to their accessibility.

- The Rows - Securing World Heritage status for the Rows, including the development of a comprehensive management plan for future development, and conservation. This will confer the highest status to the City Centre, ensuring it gains even greater prominence on the global stage. It will also be of real benefit to existing property owners and occupiers, providing clarity and certainty over responsibilities for maintenance. Moreover the implementation of the complimentary “Chester Bazaar” project will promote greater use of the rows as gallery trading areas with café’s and local specialist stalls
- The Castle Gateway - bringing one of Chester’s best kept secrets back into productive use as a visitor destination, major heritage attraction and place for events, adding to the overall heritage/tourist offer.
- The Cathedral Quarter – working with the Church to further enhance the cathedral and its environs to reinforce it as a religious and cultural venue and visitor destination
- The Racecourse – improving and developing Chester Racecourse as a focus for equestrian and other events
- Chester Ports and canal Corridor – developing the canal corridor as a place to live work and visit with major centres of activity at the Old Port, Tower Wharf, Gorse Stacks and Boughton

All these discrete areas will be linked by a network of accessible routes (the riverside, the canal, the walls, the central foot streets) and the whole will be accessed from new or refurbished visitor gateways at the Railway Station, the Little Roodee (coach park), and car parks in the Northgate gorse stacks area. (See plan ?)

As well as taking forward this innovative concept, there are a number of specific complimentary actions which have also been identified to ensure the continued protection and promotion of the city’s architectural heritage.

- Reviewing the city centre conservation plan to ensure that the overall quality of the environment is maintained and that historically important buildings are conserved and enhanced
- Reviewing existing and developing new design guidance to ensure that new buildings and public spaces compliment and add to the cityscape; leaving a legacy of contemporary architecture at least as valuable as that which previous generations left for us.

## **Streets and Spaces**

It is not just the well known or historically important sites and buildings which make Chester such a special place. All the spaces between buildings and the streets which connect them are critical to the City’s image and the quality of life it offers. Moreover, individual parks and squares are highly prized by local people as places for meetings, celebrations, festivals, events, or just quiet reflection as an escape from the bustle of the city.

Chester is blessed with an abundance of wonderful spaces, ranging from the main shopping streets themselves, through Town Hall Square, to the Cathedral gardens, Grosvenor Park and the Groves. Nevertheless, not only is there scope for further improvement and enhancement of all of these, but there is potential for new spaces to be created. The Single Action Plan includes a range of proposals to do both.

The quality of the public realm is important across the whole of the city. Its overall ambience and character is influenced by the cumulative impact of the whole gamut of lighting, street furniture, paving materials, public art, highways and transport infrastructure, and signage. Their design, location, positioning and maintenance is critical to the image that the city projects to visitors, the message that it sends to investors, and the safety, legibility, and distinctiveness from which everyone benefits including local residents.

Accordingly, the Single Action Plan includes proposals for ensuring both that existing street furniture is rationalised, and that new provision is designed to the highest standards. These include:

- Carrying out an audit of existing public realm with a view to removing clutter.
- Gradually introducing a consistent, locally distinctive, high quality suite of street furniture throughout the city centre.
- Continuing to roll out the architectural lighting strategy to transform the city at night and show off Chester's Architecture and landscape to its best effect.
- Implementing the public art strategy and Supplementary Planning Guidance
- Introducing consistent and cohesive approach to signage and interpretation

## **Transport and Access**

Any successful city centre has to be accessible. Safe, convenient, reliable access and transportation to, from and around the City Centre by all modes of travel is a key priority for residents, businesses and visitors alike.

However, the general perception of many people visiting Chester by car is that parking can be a problem and that there is often a significant amount of traffic congestion in and around the City Centre. Meanwhile travellers by bus and coach could be far better catered for, both in terms of services and facilities. Equally for those arriving or departing by train the experience leaves much to be desired. The Station feels detached from the city and is in need of urgent refurbishment to bring it up to the standard expected by modern rail users.

There is also a sense, particularly amongst the business community, that there is a lack of integration and coherence in the approach to transport and access across the city generally. The development of a clear transport strategy, to which all sectors are committed, is the essential foundation which will underpin the success or failure of Chester City Centre long into the future. The overall objective must be to significantly enhance and improve quality, efficiency, convenience and choice for all those who need access to goods and services, jobs, homes, shopping or recreation.

Improvements required to current public transport services and infrastructure are evident, as is the need to ensure that sufficient, safe, high quality, appropriately priced and clearly signed car parking is provided. This includes both short stay city centre and longer stay Park and Ride. Opportunities must also be exploited to improve cycling, walking and accessibility for those who face barriers to mobility.

Of primary importance is the balance between ensuring good access and parking for car users and increasing the ease and convenience of other means of movement.

## **Parking**

The actual number of parking spaces available for public use in the City Centre is approximately 5,000, and new developments such as Northgate & Gorse Stacks will significantly improve the quality and safety of parking in Chester. New car parking will also be developed at the railway station as part of the wider regeneration of that area of the city. Additional improvements to advanced signage to car parks, detailing the amount of parking space available will further assist. Steps will also be taken to build upon the success of the Chester Christmas Campaign 2004 by offering later running of park and ride, and offering reduced charges on selected city centre car parks in conjunction with late night opening at other times of the year.

Furthermore, Chester currently has 4 Park & Ride sites located at Upton, Boughton Heath, Sealand Road and Wrexham Road. Between them these sites provide in excess of 3,100 spaces and the usage of Park & Ride has vastly exceeded initial estimates. The introduction of this long stay parking system has resulted in a significant overall reduction in the number of car based trips impacting upon the City Centre, with more and more commuters and visitors using these facilities.

The current Local Transport Plan is under-review. Its will continue to promote the use and expansion of Park & Ride to the east of the City, and encourage alternative methods of travel within and around the City Centre. To support these objectives a network of bus priority routes serving the Park & Ride sites have been introduced, and a real time information system is also being piloted as well as additional signing.

## **Public Transport**

The profile and use of a more comprehensive enhanced and efficient public transport system remains a longer term objective, and opportunities to support this are also being seized. The Northgate development will deliver a new City Centre Bus Exchange; the rail and bus industry is working with the City and County Council to improve services and facilities at the station; a system of super bus stops and bus priority lanes will encircle the city centre providing convenient pick up and drop off points close to the heart of the city; a new Coach park is being developed at the Little Roodee with facilities for travellers and drivers with a system of drop off and pick up points around the city centre; further work will be undertaken to explore the provision of small electric/gas hopper buses to help people travel around the city more easily; last but by no means least a major study has been completed that explores ways to significantly improve the station and its environment, this is now being implemented by a Chester Station Gateway partnership.

Improvements to ticketing and service / timetabling information are also recognised as essential. The introduction of an "electronic smart-card" is being progressed in partnership with the main bus operators, and a City – Rail link scheme has been successfully operating for a number of years and will continue to be improved and promoted.

## **The Accessible City**

There is a real opportunity to further encourage cycling and walking, particularly given the number of new residents who will be living in and around the City Centre. Chester is already served by an extensive network of cycle and foot paths with more improvements planned. A comprehensive network of safe pedestrian routes serving the City Centre will be developed including: the removal of the subways and provision of more surface level crossings of the inner ring road; the extension of existing foot streets; further enhancement of the canal corridor; and the completion of the Riverside Walkway.

To make the City Centre safer and more accessible for people with disabilities or who are less mobile, a number of improvements have already been made including: audible warnings, tactile paving and crossing indicators, and dropped kerbs at every road crossing in the City Centre. This programme of improvements will need to continue and extend into the areas of new development. Currently Chester's Shop Mobility scheme operates from Frodsham St, where parking and battery powered wheelchairs are provided for disabled shoppers. This will be extended and enhanced as part of the Northgate development.

The accompanying plan shows how the future network would look with all the proposed improvements in place. The most important thing is to ensure that all of these are carried out in a fully integrated and co-ordinated way. A comprehensive transport and access strategy for Chester was produced in the late 1990's. This is currently being revised to ensure that it is fit for purpose both now and for the future. It is essential that this work is progressed in consultation with businesses residents and transport operators and that its findings are widely publicised.

### **Infrastructure**

All the proposed new business, retail and residential development which will enhance, compliment and regenerate both the compact historic core and surrounding zone of influence, will also significantly impact upon the existing capacity of services and utilities. A planned and co-ordinated approach to support this scale of development is required to ensure that needs for additional capacity are met with minimal disruption during installation and on-going servicing.

Whilst the ability to formally control the operations of infrastructure providers is limited, there is scope to improve the degree of liaison between major utilities, other public agencies and the business community.

It is therefore proposed to:

- Engage representatives from the major utility companies early in the planning process to ensure proper provision and co-ordination of services
- Undertake an audit of current capacity and establish the future requirements on utilities, telecommunication and ICT services
- Establish a Forward Programme of utilities installation, up-grading and servicing to coincide with major development and avoid disruption and duplication of effort wherever possible.

## **4 MANAGEMENT AND MAINTENANCE**

The continued development and enhancement of the core area and the wider zone of influence must be supported by strong and sustainable management arrangements if Chester is to remain competitive and attractive to residents, businesses, and visitors. The City Centre must be safe, clean, secure, well maintained and accessible and must also be perceived as such.

### **A Cleaner City Centre**

With new areas of the City Centre being developed and with overall improved accessibility to more parts of the City Centre, the maintenance and management of the streets and public spaces becomes ever more important. It is recognised however that at present no one person or organisation is responsible for all aspects of maintenance and management, and it can be particularly difficult for residents and business to know whom to turn to when problems need tackling. This is particularly evident on the Rows, but applies across much of the city. Moreover

there is also a perception that existing cleansing and waste management regimes are not necessarily responsive to changing needs.

Key streets and open spaces need to be managed more effectively if they are to function successfully and there is a pressing need for the development of a more co-ordination between public and private sector services.

A combined and targeted approach is required to better deal with waste collection, litter, chewing gum, fly posting, graffiti, and the maintenance of footpath, lighting and street furniture. Standards need to be improved in terms of quality of service and speed of response. In some of the more "privatised" areas of the city, such as the Mall and Forum shopping centres, overall service standards are subject to contractual agreement between occupiers and the management company. A similar approach needs to be developed for the whole of the city centre, with the aim of establishing a "Gold Standard", enshrined in clear service level agreements between city centre occupiers (users) and service providers.

This would address both immediate needs for cleansing and repair within an agreed timescale, and the re-alignment of the regular pattern of street cleaning to reflect changing business demands, arising in particular from the expansion of the night time economy.

To this end the Single Action Plan includes a commitment to:

- Establish a single dedicated multi-disciplinary rapid response "Grime" team to tackle immediate problems identified by anyone within the designated area (within, say, 2 hours).
- Working with the private sector to assess current shortfalls/conflicts in waste collection arrangements, with a view to establishing better co-ordinated contracts
- Drawing up a bespoke City Centre "Street Improvement and Maintenance Plan" clarifying priorities, responsibilities and management regimes as a basis for new service level agreements with City Centre Management.

### **Development Co-ordination**

It is not just the existing public realm which needs to be managed in a more effective way. The amount of new construction activity scheduled over the next five to seven years will have a significant impact upon the City Centre and needs to be properly co-ordinated. The temporary loss or relocation of car parks, the movement of construction traffic, and the creation of extensive building sites could present significant nuisance and disturbance to residents and businesses as well as deterring potential visitors, in the absence of any overall management and communications plan.

It is essential not only to keep Chester "open for business" by minimising disruption, but also to make people fully aware of the exciting opportunities and benefits that will accrue once the programme is completed. In the meantime if problems do occur, then there should be a single, clear point of contact to provide a rapid and effective response. To this end the Single Action Plan proposes to:

- Identify the responsibility and resources required to effectively co-ordinate development projects across the city centre
- Introduce improved communications through the effective signposting of identified responsibilities
- Earmark and publicise alternative facilities through "on the ground signage" and through use of leaflets, the press, and the internet
- Provide comprehensive information for visitors, workers and residents in relation to development projects, timescales and construction management arrangements.

- Engage effectively with representatives from developers, contractors and utilities companies to co-ordinate works and minimise disruption.
- Ensure that planning conditions controlling hours of construction / noise / pollution etc are strictly adhered to
- Establish and publicise a single development co-ordination point to offer advice and respond to problems as and when they arise

## **A Safer City Centre**

Local and County-wide research shows that crime and community safety is a priority for businesses, visitors and residents. The reduction of actual crime and fear of crime is a key objective of Chester's own Community Plan. Overall the City Centre accounts for some 27% of all reported crime in the district with particular issues of retail crime, theft, violent crime, anti-social behaviour and substance abuse. Of particular concern, criminal damage in the City Centre accounts for 22% of all crime for Chester district (over the past 3 years), and violent crime in the City Centre accounts for 37% of all violent crime within Chester district over the same period.

But community safety concerns extend beyond traditionally recorded crime to encompass a variety of other threats and nuisance including - illegal street trading, touting, aggressive begging, busking, nuisance skateboarding, rough sleeping, car crime, petty street crime, organised retail crime, antisocial behaviour, fire risk and emergency procedures.

Tackling crime, fear of crime, and perceptions of crime is a fundamental issue for the single action plan. There is a broad range of responses available to tackle these issues including the introduction of a dedicated Street Wardens service, expansion of CCTV, and sustaining the Business Crime Initiative.

It is important to recognise that the day and night time periods experience different crime and disorder issues, and the character of the City Centre changes substantially throughout a 24 hour period. The "Chester at Night" Strategy promotes the evening and night time economy whilst supporting both specific crime / antisocial behaviour initiatives and self policing. Initiatives to help achieve this include the provision of street envoys and/ or on street help points, the promotion of safety awareness and door-safe schemes for door staff, as well as further work with young people and partner service providers.

The Crime and Community Safety Partnership has been established for over 3 years and draws membership from not only Cheshire Constabulary but also from Chester City Council, Cheshire County Council as well as local residents.

CCM will continue to play a key role working with CSP and others to promote a co-ordinated and targeted approach to crime and disorder issues through a range of initiatives including:

- Improving visual presence on the street, through the introduction of a dedicated "Street Wardens" service for the City Centre. This will build upon the City Council's current proposals to roll out a community warden service across the district.
- Seeking to extend the opening hours of the Community Safety Centre at the Town Hall
- Further support and expand the Business Crime Initiative
- Extend the radio link initiative to a wider range of retailers, and licensed premises
- Oversee the delivery of actions contained within the "Chester at Night" strategy

However, crime is not the only issues that need to be addressed if the City Centre is to remain safe. Fire is also a major potential hazard. The recent fire on Bridge St Row is just one very real example of the potentially devastating consequences for the city if appropriate prevention measures are not put in place. The implementation of the Rows Fire prevention plan is an urgent

priority which will need the support of private property owners and a variety of public agencies if the very existence of the unique, but vulnerable historic core is to be secured.

## **A Brighter City Centre**

Creating safe and attractive streets and spaces and ensuring that they are kept clean and tidy is only part of the challenge. The real value of the public realm is only realised when it is injected with life and actively used by people. One-off festivals and events are increasingly important in cementing a sense of local identity and attracting visitors and tourists. Over the years Chester has established an enviable programme of activities from the Mystery Plays and the Winter and Summer Watch Parades, through specialist street markets and fairs, to hugely popular race days and musical events.

But as important as they are, it is not just organised gatherings that matter to a truly successful city. The day to day animation of the whole city is critical to sustaining a sense of vibrancy and vitality, increasing safety, and securing continued economic prosperity.

Consequently the Single Action Plan includes a number of initiatives designed both to grow/reinforce the programme of formal events, and to promote more general activity throughout the day and into the evening. These include:

- Re-launching the Chester “Al Fresco” initiative to encourage street café’s and outdoor eating
- Extending and co-ordinating a programme of specialist street markets, festivals and events including the development of joint initiatives with European partners
- Establishing and managing a full and diverse programme of high quality street entertainment
- Working with traders to extend café and shop opening hours
- Opening civic and cultural buildings to compliment and enhance a wider range of evening attractions and activities

## **5      MARKETING THE CITY**

As long as Chester City Centre is recognised as a premier destination for shopping and tourism it will continue to represent an extremely attractive proposition for investors. There is no doubt that Chester’s unique mix of quality shops, heritage and attractive lifestyle provides the visitor and resident with a combined experience very different to other cities.

Chester is also ideally located as the gateway to a variety of complimentary attractions and activities on its doorstep, including the North Wales mountains and coast, Cheshire Oaks / Blue Planet / Ellesmere Port Boat Museum and Liverpool (Capital of Culture). There is clearly an opportunity to establish a marketing package that will attract much wider interest, and thereby increase visitors to the City itself.

However, as Chester competes in a number of different markets and on a number of different levels, it is important to recognise and identify each of these in order to target new audiences and access untapped potential. There has and continues to be a substantial amount of market research undertaken by both the public and private sectors, but this has often not been co-ordinated and, on the whole, results are not widely shared.

Indeed there are many hundreds of thousands of pounds invested in all aspects of marketing every year by individual businesses and organisations. One of the most successful over the last decade has been the cooperation between the City Council and the hospitality industry in

promoting the City nationally and internationally to tourists. However, other than in the tourism sector, the excellent recent Christmas campaign and the ongoing roll out of the Charisma Card, there has been limited joint procurement to date. This has led to a lack of clarity and consistency in the way in which the City is promoted and missed opportunities to benefit from economies of scope and scale through the pooling of resources and expertise to avoid duplication.

There is little doubt that this multiplicity of activity would gain significant added value through the development of a single City Centre Marketing Plan for "Chester PLC". The development of a strong and coherent "Chester" brand, together with the delivery of a co-ordinated programme of high quality joint marketing initiatives is a key priority for the future.

To this end the Single Action Plan includes commitments to:

- Undertake an audit to establish what market research and marketing activity is currently undertaken in the public, private and voluntary sectors
- Establish an accessible data management system to facilitate the more effective sharing of research and marketing intelligence
- Review the current established Brand / Image of Chester with a view to promoting a consistent message and Unique Selling Points
- Prepare and deliver a single marketing plan for the City Centre which will support and promote the "Chester" Brand / Image to a wide variety of target audiences.
- Review existing visitor services and information and implement a programme of improvements including welcome host training for key frontline staff in tourist, transport and retail sectors
- Maximise the use of ICT for marketing and promotion
- Promote and publicise Chester at Night to enhance the evening / night time economy
- Build on the example of Christmas 2004 and run joint marketing campaigns at other times of the year
- Continue to expand and roll out Charisma to residents, visitors and businesses
- Maximise the benefits to the City Centre of the European Place Marketing Bid
- Prepare and deliver an action programme to coincide with Liverpool Capital of Culture 2008

## **6 FUNDING AND INVESTMENT**

The overarching aim of the Single Action Plan is to increase investment, profitability and the effective deployment of resources throughout the city centre. Indeed it is expected that, if all of its actions are successfully implemented, everyone who puts time and or money into the city will see an excellent return, whether in the form of improved services, a better quality environment, greater productivity, or enhanced business performance.

However, the delivery of all of the projects and proposals, and their overall co-ordination, will require a substantial amount of time and money in their own right.

It is important to recognise that there is already an enormous amount of investment in the City Centre by both Private Businesses and the various public agencies, which is currently delivering a range of services and products. Nevertheless, there is little doubt that there is considerable potential both for more efficient alignment/sharing of these resources and for less duplication/waste in their deployment.

The first priority of the Single Action Plan is therefore to assess the scale and scope of existing expenditure and to critically appraise current approaches to service delivery with a view to making better use of the people, time and money that are already accounted for.

Challenging the way in which mainstream resources are used is a principle which is now firmly established in the public sector ethos, and has been a feature of the private sector since business began. However it can be an uncomfortable experience for some, as traditional ways of working are overturned and long held roles, responsibilities, procedures and structures are subject to scrutiny and change. Often the greatest obstacles to this kind of transformation are culture and attitude and a key priority for a revitalised City Centre Management will be to drive through a process of change and secure full commitment from all sectors to review existing service provision, and deploy shared resources to meet mutually agreed priorities.

However, not all of the projects identified in the Single Action Plan will be deliverable without additional funding. Inevitably additional/alternative means of paying for/implementing some aspects of the programme will need to be identified.

The Business Crime Initiative is one example of individual businesses voluntarily contributing towards a scheme which will be to the mutual benefit of all, but which could not be provided within existing budgets. The Business Improvement District is another potential opportunity to build upon that model and extend its application on a more formal basis to the provision of a wider range of services and initiatives. Clearly, however such schemes will only secure support if they deliver real benefits to business which can not be secured in any other way. The principles of additionality (added value) must be applied to all such proposals. They should not be used as a convenient means of paying for products and services the costs of which could and should be met from the public purse.

“External funding regimes” are another source of resource which should be tapped to the full. The City and County Councils will continue to invest monies secured through Transport Facilities and Open Spaces and Local Transport Plan funds in improvements in and around the city. The public agencies also have an excellent track record in securing significant amounts of money by bidding from regional, national and international “pots” and will continue to proactively pursue such options.

It will however be essential that when bids are being made they are aligned to the priorities of the Action Plan and are the product of joint working between partner organisations. The Single Action Plan itself should provide a sound foundation upon which to base the procurement of external funding and City Centre Management will have a key role to play in developing, testing, endorsing and lobbying for money, supported by the expertise of external funding teams within the public agencies.

## **7 MANAGEMENT AND CO-ORDINATION**

No one group or organisation has the ability or the responsibility to deliver this ambitious and complex action programme. Every individual business, resident, public, private and voluntary sector body has a role to play in taking forward its proposals, but this will only be truly effective if everyone works together. Indeed, partnership is not just desirable but essential if Chester is to sustain its position in the premier league of City Centres. There is no room for passing the buck or assigning blame to others in an environment where any weaknesses can lead to failure. There is a real need to harness the collective energy, creativity, expertise and funds of all those who have a passionate commitment to the future of the City if a prosperous future is to be assured. This can only be achieved by developing a climate of trust and mutual respect, and by establishing robust but clear structures and mechanisms for agreeing and reviewing priorities, pooling resources, identifying responsibilities, and overseeing the delivery of projects and services on the ground.

It was this philosophy that led to the establishment of the City Centre Management (CCM) some 10 years ago. CCM’s aim was and still is to secure the highest possible standards in the trading environment of the City Centre in terms of safety, accessibility, cleanliness, quality and choice by

securing the ongoing participation and financial support of key private and public sector stakeholders for agreed actions.

Significant progress has been made in recent years with the delivery of a number of important projects, and the development of an increasingly mature partnership. However, it is recognised that as the challenges grow and the environment changes there is a need to review the current structure, membership and operation of the group to ensure that it remains fit for purpose over the coming years.

There is a number of options/models which could be applied, ranging from continuing with the current structure but re-launching the organisation to expand membership and secure further “buy in from members”, to establishing a fully fledged Chester City Centre Company to procure and deliver services in its own right.

It is felt that the former option would neither be desirable nor sufficient to deliver the degree of change and match the breadth of ambition contained in this action plan. The latter, whilst it may ultimately be an appropriate solution, would take considerable time to establish.

A third option is therefore proposed which gives City Centre Management the status and authority to act as a “client group” for City Centre interests, establishing shared priorities, procuring services, and overseeing their delivery on behalf of stakeholders.

Under this arrangement CCM will be responsible for setting and steering the future direction of city centre activity, developing the Single Action Plan, co-ordinating the actions within it, setting standards of services, and monitoring and reviewing the quality and effectiveness of resultant delivery. In doing so CCM will act as the main conduit for communication between city centre stakeholders and will provide a forum within which they can make a real contribute to decision making.

If this approach is to work then CCM's current organisation, membership and way of working, as well as its relationship to other key partnerships, needs to be revised. The accompanying diagram illustrates the new structure.

The Executive will have responsibility for overall direction and programme monitoring. The Single Action Plan will be the focus of its business. It will set the agenda for each of the proposed Task Groups who would have responsibility for delivering their part of the Action Plan. There is one Task group for each of the key Action Plan themes. Each will comprise representatives from the key organisations and sectors with responsibility for the actions within their section of the plan. Their role would be to ensure that all of the actions were implemented in accordance with the requirements of the Executive. In some instances they would take responsibility themselves for undertaking tasks; in others they would simply procure services. With a strong focus on delivery their members will need to have an excellent understanding of their respective organisation's/partnership's operations and be in a position to influence their business practices. Each group will have a Chairman with responsibility for overseeing its work and reporting regularly to the Executive. The Task groups will be responsible in the first instance for the development of their own detailed terms of reference and the production of Service Level Agreements with appropriate agencies all of which will require the endorsement of the Executive. It will be essential that robust mechanisms are put in place to enforce and monitor the delivery of these agreements and that individuals are identified to take responsibility for this.

The Management Board will remain a tighter group who meet regularly to ensure that business is being progressed and overseeing the delivery of the programme. It will be supported by the City Centre Manager whose role will be to act on behalf of the Executive in co-ordinating the activity of the Task Groups, and to support and report to the Executive and Management Board on progress with the delivery of the overall programme, including responsibility for budgets. This post will be the lynchpin of the organisation and will need sufficient administrative support to ensure its

effectiveness. It will not, however, be responsible for day to day provision of services. Instead it will rely upon the Task Groups and their constituent organisations/partnerships to provide sufficient resources to enable delivery on the ground.

It is also important to rationalise and clarify the relationship between City Centre Management and other key partnerships which have a role or stake in initiatives affecting the City Centre.

CCM is one of the key partnerships which sit beneath the LSP. It has a major role to play in delivering the objectives and aspirations of the Community Plan, which is increasingly focusing on shared approaches to tackling cross cutting issues. It is important therefore that links between the two bodies are strengthened. This can only be to their mutual advantage. The LSP can bring expertise and high level “buy in” from a range of key agencies and organisations to ensure that the Single Action Plan is properly resourced, whilst CCM can bring private sector energy and drive to take forward key parts of the LSP agenda, albeit in a specific geographical area.

Likewise much of the CCM agenda is already being pursued by other partnerships ranging from the Community Safety Partnership, the Large Stores Group, to the Cheshire-Warrington Tourism Board. It is not intended to duplicate the work of such groups. Rather the intention is to acknowledge the role and track record that other partnerships have in delivering components of the Action Plan and simply ensure that the city centre dimension is adequately addressed, assisting in delivery where necessary and ensuring co-ordination with the Single Action Plan.

Finally, and critically, it is essential that CCM engages with, and is responsive to, the wider community and, in particular, the existing groups and partnerships which currently provide a forum for residents and the voluntary sector to influence decisions and initiate local action. The City Area Committee and the City Centre Neighbourhood Partnership must be better integrated with CCM. This will be achieved in a number of ways:

- Ensuring membership on the Board of CCM of representatives from both bodies
- Establishing regular communication between the three organisations
- Using the Neighbourhood Partnership as a community “touchstone” for CCM activities
- Identifying tasks in the Single Action Plan to be “owned” by these groups

## **8 IMPLEMENTATION**

The following programme sets out the various tasks which together constitute the Single Action Plan

It is organised under the 3 key themes identified in section 3 above. Each of these will form the basis for the work one of the new Task Groups.

For each theme there is a number of areas of activity identified, each of which has its own objective and set of tasks required to meet it.

Timescales are included for each task. At present these are not date specific but instead distinguish broadly between those which are intended to be completed in the:

- Short Term (within the next 2 years)
- Medium Term (2 to 5 years)
- Long Term (5 years or more)

The penultimate column explains very briefly how the tasks are to be carried out and by whom, whilst the last column gives an indication of where the necessary resources are likely to come from.

At this stage specific information on the responsibilities for delivery, timescales and costs is not provided. It is anticipated that an important part of the work of the Task Groups over the first few months will be to work up their own section of the programme in detail as part of the ongoing process of development and review. Indeed it is expected that eventually each key area of activity will have a project plan of its own with a project manager responsible for overseeing its delivery.

## DEVELOPMENT, TRANSPORT & the ENVIRONMENT

Action	Tasks	Time-scale	Delivery Method	Resources
<b>The Planning Framework</b>				
Establish a comprehensive statutory framework for the promotion and control of development and regeneration in and around the City Centre	<ul style="list-style-type: none"> <li>• Adopt and facilitate implementation of all current Development Briefs influencing the City Centre</li> <li>• To produce and adopt a single inner urban action area plan as part of the new Local Development Framework (LDF) including joining up existing development briefs.</li> <li>• Agree gaps and opportunities for future development, produce detailed site based briefs and facilitate site assembly with land owners for opportunity sites including land to rear of Foregate / Frodsham St and Pepper St</li> </ul>	<p style="text-align: center;">SHORT</p> <p style="text-align: center;">MEDIUM</p> <p style="text-align: center;">Medium</p>	<p>Chester City Council to produce LDF working with/through CCM Development Task Group and in consultation with community</p> <p>CCM Development Task Group to co-ordinate joint working by City and County Councils, and private sector land owners/developers</p>	Chester City/County Council/Private Sector Developers and investors
<b>Promoting variety through mixed use regeneration</b>				
Ensure the delivery of key regeneration schemes	<ul style="list-style-type: none"> <li>• Northgate development: CPO's, Construction</li> <li>• Gorsestacks/Cow Lane Basin: Planning applications; Construction</li> <li>• Commonhall St: Planning applications; construction</li> <li>• South of Pepper St: Development brief; land assembly; planning applications; construction</li> <li>• Frodsham St and North of Foregate St: Development brief; land assembly; planning applications; construction</li> </ul>	<p style="text-align: center;">MEDIUM</p> <p style="text-align: center;">MEDIUM</p> <p style="text-align: center;">SHORT</p> <p style="text-align: center;">LONG</p> <p style="text-align: center;">LONG</p>	Chester City Council and Cheshire County Council to work with Private Sector agents and developers to draw up and deliver schemes	City and County Councils Private Land Owners and Developers

## DEVELOPMENT, TRANSPORT & the ENVIRONMENT

Action	Tasks	Time-scale	Delivery Method	Resources
<b>Bringing vacant space over shops back into use</b>				
Maximise the potential for the re-use of empty space above shops	<ul style="list-style-type: none"> <li>• Survey and audit of current use of upper floors</li> <li>• Produce guidance on overcoming barriers to using upper floors</li> <li>• Re-launch and promote Living Over the Shop Campaign</li> </ul>	<p>Summer 2005</p> <p>Spring 2006</p> <p>Summer 2006</p>	<p>Chester City Council to identify vacant spaces &amp; Produce guidance</p> <p>CCM to market and promote scheme</p>	<p>Chester City Council</p> <p>Chester City Council and CCM Marketing</p>
<b>Making safer places – evening activity Zones and designing out crime</b>				
	<ul style="list-style-type: none"> <li>• Include Chester at Night evening activity theme areas and include within LDF</li> <li>• Carefully manage the location of new evening venues in relation to toilets, taxi ranks, buses, takeaways and car parks.</li> <li>• Control development change of use and activities in areas where the Chester at Night Strategy suggests certain evening facilities and venues will not be allowed</li> </ul>	<p>SHORT/MEDIUM</p> <p>ONGOING</p> <p>ONGOING</p>	<p>Chester City Council to produce LDF and apply relevant statutory controls in appropriate areas</p>	<p>Chester City Council/Private Developers</p>
Improve layout and design of new developments to enhance community safety and minimise residential disturbance	<ul style="list-style-type: none"> <li>• Work with Police Architectural Liaison officer to ensure crime is 'designed out' of new developments</li> <li>• Publish Supplementary Planning Guidance on Designing out Crime</li> <li>• Promote secure by design</li> </ul>	<p>SHORT</p> <p>SHORT</p> <p>MEDIUM</p>	<p>Chester City Council Development Team to include Cheshire Police in discussions on schemes and briefs. LSP Development Delivery Group &amp; Community Safety Partnership to promote joint working</p> <p>CCM Marketing and Development Task Groups</p>	<p>Chester City Council/ Cheshire Police/ CSP Private Sector Developers</p>

## DEVELOPMENT, TRANSPORT & the ENVIRONMENT

Action	Tasks	Time-scale	Delivery Method	Resources
	awards scheme throughout the city centre		to facilitate promotional campaigns	
<b>Conservation and Heritage</b>				
To develop and implement the Chester Culture Park	<ul style="list-style-type: none"> <li>Establish Culture Park plan and development programme</li> <li>Appoint Culture Park Development Officer</li> <li>Deliver Amphitheatre Park as Phase 1</li> <li>Secure support and funding and deliver remaining phases</li> </ul>	<p>SHORT</p> <p>SHORT</p> <p>MEDIUM</p> <p>MEDIUM/LONG</p>	Chester CC to work in conjunction with English Heritage, Cheshire Warrington Tourism Board to develop concept and secure delivery. CCM to support an promote.	Chester City Council, NWDA, English Heritage, Cheshire Warrington Tourism Board, Private Developers/operators, European bids
Continue to develop the Amphitheatre Park as a nationally important heritage and visitor location	<ul style="list-style-type: none"> <li>Agree future development programme</li> <li>Design and build new/refurbished visitor facilities</li> <li>Market and promotion</li> </ul>	<p>SHORT</p> <p>MEDIUM</p> <p>ONGOING</p>	Chester City Council to work with English Heritage to develop concept and programme of works/activity	Chester City Council, English Heritage, CWTB NWDA
To achieve World Heritage Status for "The Rows"	<ul style="list-style-type: none"> <li>Secure commitment from private owners and public agencies</li> <li>Develop a comprehensive management plan</li> <li>Submit application for inclusion on Provisional List</li> <li>Lobby Unesco and make full bid</li> <li>Deliver management plan</li> <li>National/International marketing and promotion</li> </ul>	<p>SHORT</p> <p>MEDIUM</p> <p>MEDIUM</p> <p>LONG</p> <p>LONG</p> <p>LONG</p>	<p>Chester CC to work in conjunction with private owners, English Heritage to develop plans and application</p> <p>CCM to lobby, promote and support</p>	Chester City Council, Private Sector
Establish a comprehensive programme for management of the City Walls	<ul style="list-style-type: none"> <li>Produce Walls Management Plan – addressing conservation, management and interpretation</li> </ul>	SHORT	Chester CC to work with English Heritage. Maximise benefits from European Archway initiative, by	Chester City Council, Archway (Interreg funding and European Partners), English Heritage

## DEVELOPMENT, TRANSPORT & the ENVIRONMENT

Action	Tasks	Time-scale	Delivery Method	Resources
	<ul style="list-style-type: none"> <li>Secure funding and resources</li> <li>Establish mechanism for long term delivery</li> </ul>	<p style="text-align: center;">MEDIUM</p> <p style="text-align: center;">MEDIUM/LONG</p>	working in partnership with Walled Town Friendship Circle	
Creating new visitor destination at Chester Castle Gateway	<ul style="list-style-type: none"> <li>Construct new visitor facilities at the Little Roodee</li> </ul>	SHORT	Chester City and County Councils to work with English Heritage, and the CWTB to develop and deliver plans	Private Developers, City and County Councils, Transport Facilities Fund, CWTB, English Heritage
Enhance and promote the Cathedral and its environs as a religious and visitor destination	<ul style="list-style-type: none"> <li></li> </ul>			
Chester Racecourse	<ul style="list-style-type: none"> <li></li> </ul>			
Chester Ports and Canal Corridor	<ul style="list-style-type: none"> <li></li> </ul>			
Ensure continued protection and promotion of the City's Architectural Heritage	<ul style="list-style-type: none"> <li>Review the City Centre Conservation Area Plan</li> <li>Review and update existing design guidance</li> </ul>			
<b>Enhancing street and spaces</b>				
Deliver new and improved public spaces to encourage diversity of use / users.	<ul style="list-style-type: none"> <li>Deliver Theatre Square and improve Town Hall Square as part of the Northgate Development</li> <li>Undertake an assessment of future uses and potential for Chester castle forecourt</li> <li>Enhance the Railway Station square as part of the Railway Station improvements</li> <li>Deliver new open space as part of the Gorse Stacks Development</li> </ul>	<p style="text-align: center;">MEDIUM</p> <p style="text-align: center;">SHORT</p> <p style="text-align: center;">MEDIUM</p> <p style="text-align: center;">MEDIUM</p>	Chester CC and Cheshire County Council to work in partnership with private developers and land owners to deliver new and improved streets and open spaces	Cheshire LTP/Chester CC Transport Facilities and Open Spaces Fund/Private Sector Developers/Other External Funding (WREN, Lottery etc)

<b>DEVELOPMENT, TRANSPORT &amp; the ENVIRONMENT</b>				
<b>Action</b>	<b>Tasks</b>	<b>Time-scale</b>	<b>Delivery Method</b>	<b>Resources</b>
	<ul style="list-style-type: none"> <li>Enhance Grosvenor Park as a focus for public recreation and events</li> <li>Improve access and facilities on The Groves to promote the river front as a major visitor attraction</li> <li>Continue to develop the Roodee as a location for major events and festivals</li> </ul>	<p>MEDIUM/LONG</p> <p>MEDIUM/LONG</p> <p>MEDIUM</p>		
Introduce a consistent, locally distinctive, high quality suite of Chester street furniture throughout the city centre.	<ul style="list-style-type: none"> <li>Utilise recently completed inventory of street furniture to as basis for review of future provision and management</li> <li>Rationalise current street furniture and remove unnecessary clutter</li> <li>Agree a vocabulary of street furniture for future provision in the City Centre</li> <li>Role out suite of new furniture</li> </ul>	<p>SHORT</p> <p>MEDIUM</p> <p>SHORT/MEDIUM</p>	Chester City Council working in partnership with Cheshire County Council. CCM to ensure co-ordination and champion improvements	City and County Council, Private Sector Developers and property owners
Promote Chester's heritage offer as an evening / night time attraction	<ul style="list-style-type: none"> <li>Undertake a street (inc. The Rows) light audit including audit of current provision and street usage</li> <li>Continue to roll out Chester's Architectural Lighting Strategy including both improving existing lighting and achieving high quality new lighting as part of new development</li> </ul>	<p>SHORT</p> <p>ONGOING</p>	Chester City and Cheshire County Councils working with private property owners	Chester City Council, Cheshire County Council, English Heritage
Extend the provision of high quality locally distinctive public	<ul style="list-style-type: none"> <li>Publicise and consistently apply Supplementary Planning</li> </ul>	SHORT	Chester City Council to use planning powers to secure	Chester City Council, Private Sector

## DEVELOPMENT, TRANSPORT & the ENVIRONMENT

Action	Tasks	Time-scale	Delivery Method	Resources
art at key locations throughout the City Centre	<p>Guidance on the provision of public art in new developments</p> <ul style="list-style-type: none"> <li>• Deliver the Chester Public Art Strategy</li> <li>• Seek private sector sponsorship for public art</li> </ul>	<p style="text-align: center;">ONGOING</p> <p style="text-align: center;">SHORT/MEDIUM</p>	public art. Act in partnership to procure new works supported and championed by CCM	Developers
Introduce consistent and coherent approach to signage and interpretation, to create a legible city with a clear high quality brand image	<ul style="list-style-type: none"> <li>• Audit and create inventory of existing signage</li> <li>• Identify needs for new, improved and rationalised provision</li> <li>• Design and develop consistent suite of new signage, and draw up an agreed plan for its implementation</li> <li>• Roll out new and replace existing signage</li> </ul>	<p style="text-align: center;">SHORT</p> <p style="text-align: center;">SHORT</p> <p style="text-align: center;">MEDIUM</p> <p style="text-align: center;">MEDIUM/LONG</p>	Chester City and Cheshire County Councils to work with CWTB and local residential and business community.	Chester City and Cheshire County Councils, CWTB, Private Businesses
<b>Transport and Access</b>				
Ensure the provision of an up to date, comprehensive and coherent transport strategy for the City which is widely understood and supported.	<ul style="list-style-type: none"> <li>• Review existing Chester Transport Strategy</li> <li>• Update and revise the above to reflect changing circumstances and priorities</li> <li>• Publicise and promote</li> <li>• Deliver strategy ensuring that it informs future investment and development decisions</li> <li>• Regularly monitor and review</li> </ul>	<p style="text-align: center;">SHORT</p> <p style="text-align: center;">SHORT</p> <p style="text-align: center;">ONGOING</p> <p style="text-align: center;">MEDIUM</p> <p style="text-align: center;">ONGOING ANNUALLY</p>	Cheshire County and Chester City Councils to in consultation with transport operators, businesses and residents to develop revised strategy. Implementation by key agencies through Local Transport Plan, Local Development Framework and private investment	Cheshire County Council, LTP, Chester City Council Transport Facilities Fund, Private Developers

## DEVELOPMENT, TRANSPORT & the ENVIRONMENT

Action	Tasks	Time-scale	Delivery Method	Resources
<b>Parking</b>				
Ensure high quality, safe and accessible Car Parks day and night	<ul style="list-style-type: none"> <li>• Deliver new city centre car parks at Gorse Stacks, Northgate and the Railway Station</li> <li>• Take forward proposals to increase Park &amp; Ride capacity with new provision on the to the east of the city</li> <li>• Expand late night opening of key P &amp; R sites (building upon the success of the Christmas Campaign)</li> <li>• Extend &amp; enhance CCTV coverage in all car parks</li> <li>• Improve the signage and information for all car parks including advanced indications of available spaces</li> <li>• Extend promotional parking campaigns including Charisma discounts</li> <li>• Pilot low cost parking initiatives in conjunction with evening opening on selected city centre car parks</li> </ul>	<p style="text-align: center;">MEDIUM</p> <p style="text-align: center;">MEDIUM</p> <p style="text-align: center;">SHORT</p> <p style="text-align: center;">SHORT/MEDIUM</p> <p style="text-align: center;">MEDIUM</p> <p style="text-align: center;">SHORT</p> <p style="text-align: center;">SHORT</p>	Chester City Council and Cheshire County Council to work in partnership with businesses and transport operators	Chester CC, Cheshire CC, Private Sector Developers, LTP,
<b>Public Transport</b>				
To improve & enhance current public transport services and facilities	<ul style="list-style-type: none"> <li>• Provide a new bus exchange as part of the Northgate scheme</li> <li>• Introduce new super bus stops around the inner ring road</li> </ul>	<p style="text-align: center;">MEDIUM</p> <p style="text-align: center;">MEDIUM</p>	Chester City Council and Cheshire County Council working in conjunction with transport operators	Cheshire County Council LTP, Private Developers, Chester CC (Transport Facilities Fund)

## DEVELOPMENT, TRANSPORT & the ENVIRONMENT

Action	Tasks	Time-scale	Delivery Method	Resources
	<ul style="list-style-type: none"> <li>• Explore the introduction of new hopper and night bus services and alternative means of public transport</li> <li>• Provide new visitor coach park at Little Roodee &amp; drop off points around the City centre</li> <li>• Develop and promote methods of electronic payment by extension of the Travel Card and Charisma Smart Card</li> <li>• Extend concessionary fares for older travellers</li> <li>• Implement major upgrading of Chester Railway Station and promote the station as a gateway to the City Centre</li> <li>• Review the number and location of taxi ranks</li> <li>• Enhance the quality and external management of private hire taxi offices, including private hire taxi queue supervision</li> </ul>	<p>MEDIUM/LONG</p> <p>SHORT</p> <p>SHORT/MEDIUM</p> <p>SHORT</p> <p>SHORT/MEDIUM</p> <p>SHORT/MEDIUM</p> <p>MEDIUM</p>		
<b>The accessible city – walking, cycling and mobility</b>				
<p>To ensure that all parts of the City are fully accessible to all users</p>	<ul style="list-style-type: none"> <li>• Extend and Improve access to The Rows and the Walls through Rows and Walls Access Projects</li> <li>• Extend the shop mobility scheme through the Northgate Development</li> <li>• Enhance current key walking routes and extend foot streets</li> </ul>	<p>MEDIUM</p> <p>MEDIUM</p> <p>MEDIUM</p>	<p>Chester City Council and , Cheshire County Council working with local access groups and businesses and private developers</p>	<p>Chester CC Transport Facilities Fund, Cheshire CC LTP, NWDA, WREN, Archway, Private Developers</p>

## DEVELOPMENT, TRANSPORT & the ENVIRONMENT

Action	Tasks	Time-scale	Delivery Method	Resources
	<p>in key shopping streets in Chester including Northgate St, Foregate St, Lower Bridge St</p> <ul style="list-style-type: none"> <li>• Humanise the inner ring road via increased provision of surface level crossings and “filling in” Chester’s subways</li> <li>• Complete Riverpath and Canal Towpath improvements</li> <li>• Promote Chester “the Walkable City” by integrating walking routes and promotion through signage, leaflets and web based information</li> </ul>	<p>SHORT/MEDIUM</p> <p>SHORT/MEDIUM</p> <p>SHORT</p>		

<b>Management and Maintenance– Creating a cleaner safer brighter city</b>				
<b>Objective</b>	<b>Task</b>	<b>Time-scale</b>	<b>Delivery Method</b>	<b>Resources</b>
<b>A cleaner city centre – management and maintenance of the street scene</b>				
Introduce a dedicated “Rapid Response” team to deal with cleanliness / maintenance within agreed timescales	<ul style="list-style-type: none"> <li>• Draw up service standards and service level agreements</li> </ul>	SHORT	CCM Management and maintenance group to work with Chester City Council and Cheshire County Council to establish SLA's and ensure service delivery	City and County Councils B.I.D.
	<ul style="list-style-type: none"> <li>• Assess potential to re-deploy existing resources (public &amp; private)</li> </ul>	SHORT		
	<ul style="list-style-type: none"> <li>• Identify need for and sources of alternative / additional funding (inc. B.I.D.)</li> </ul>	SHORT		
	<ul style="list-style-type: none"> <li>• Implement and monitor effectiveness of scheme</li> </ul>	MEDIUM/LONG		
Review and, if necessary, reconfigure existing scheduled cleaning regimes to meet business needs around the clock	<ul style="list-style-type: none"> <li>• Assess potential to redeploy existing resources (public &amp; private)</li> </ul>	SHORT	CCM Management Task Group to work with Chester City Council to establish and deliver required service levels	Chester City Council BID
	<ul style="list-style-type: none"> <li>• Agree specification for new service provision</li> </ul>	SHORT		
	<ul style="list-style-type: none"> <li>• Agree management arrangements</li> </ul>	MEDIUM		
	<ul style="list-style-type: none"> <li>• Implement and monitor effectiveness</li> </ul>	MEDIUM>/LONG		
Ensure co-ordination of private sector waste management arrangements	<ul style="list-style-type: none"> <li>• Audit existing arrangements</li> </ul>	SHORT	CCM Management Task Group to work with Private Sector Businesses	Private sector Businesses
	<ul style="list-style-type: none"> <li>• Rationalise and consolidate contracts</li> </ul>	MEDIUM		
		LONG		

<b>Management and Maintenance– Creating a cleaner safer brighter city</b>				
<b>Objective</b>	<b>Task</b>	<b>Time-scale</b>	<b>Delivery Method</b>	<b>Resources</b>
	<ul style="list-style-type: none"> <li>• Monitor and review effectiveness</li> </ul>			
<b>Development Co-ordination</b>				
Improve / establish links with major utilities organisations to co-ordinate / minimise the impacts of infrastructure and maintenance works	<ul style="list-style-type: none"> <li>• Establish key contact in County Council</li> <li>• Establish a utilities liaison process with engagement of business and residents</li> <li>• Share and publicise development and maintenance programmes</li> <li>• Agree positive marketing and mitigation measures to minimize impacts of works</li> </ul>	<p>SHORT</p> <p>SHORT</p>	CCM Management Task Group to work with Cheshire County Council Chester City Council, Dee Valley Water, British Gas, Scottish Power etc	All partners
Co-ordinate & manage the impacts of major developments upon the City Centre	<ul style="list-style-type: none"> <li>• Produce and publicise a development programme providing comprehensive information on development projects, timescales and construction management arrangements</li> <li>• Establish and publicise a single point of contact for advice, information and assistance during construction phases</li> </ul>	<p>SHORT</p> <p>SHORT</p>	Chester City Council Development Co-ordination to work with Cheshire County Council CCM and private developers	Private Sector Developers, Chester City Council, Cheshire County Council

<b>Management and Maintenance– Creating a cleaner safer brighter city</b>				
<b>Objective</b>	<b>Task</b>	<b>Time-scale</b>	<b>Delivery Method</b>	<b>Resources</b>
	<ul style="list-style-type: none"> <li>• Develop a “branded” image for development activity giving positive messages about the ultimate benefits for Chester and highlighting that the city is still “open for business”</li> <li>• Earmark &amp; advertise alternative services and facilities through on the ground signage, and through use of leaflets, the press and the internet</li> <li>• Ensure that planning and other conditions controlling hours of construction, noise pollution etc are adhered to strictly</li> </ul>	<p>SHORT/MEDIUM</p> <p>SHORT/MEDIUM</p> <p>SHORT/MEDIUM</p>		
<b>A Safer City Centre – Crime and Community Safety</b>				
Establish greater presence on the street through introduction of a dedicated, bespoke Chester City Centre Street Warden service and/or Community Support Officers	<ul style="list-style-type: none"> <li>• Assess potential to re-deploy existing resources (public &amp; private)</li> <li>• Explore potential for dedicated Community Support Officers</li> <li>• Identify alternative / additional funding (inc. B.I.D.)</li> <li>• Draft service level agreements</li> <li>• Monitor and review provision</li> </ul>	<p>SHORT</p> <p>SHORT</p> <p>SHORT</p> <p>SHORT</p> <p>ONGOING ANNUALLY</p>	CCM Management Group to work with the Community Safety Partnership, Chester City Council, Cheshire Police and the BID Steering Group to develop initiatives	Chester City Council B.I.D. Cheshire Police CSP

<b>Management and Maintenance– Creating a cleaner safer brighter city</b>				
<b>Objective</b>	<b>Task</b>	<b>Time-scale</b>	<b>Delivery Method</b>	<b>Resources</b>
Secure additional Police initiatives targeted on Prime Time activity and in Prime Locations (ie Race weekends)	<ul style="list-style-type: none"> <li>Establish peak requirement calendar</li> </ul>	SHORT	CCM to work with Cheshire Police, Private Sector events/venue operators and C.S.P.	B.I.D. C.S.P. Cheshire Police Private Sector
	<ul style="list-style-type: none"> <li>Agree programme of initiatives</li> </ul>	SHORT		
	<ul style="list-style-type: none"> <li>Agree SLAs with Police</li> </ul>	MEDIUM		
Extend and expand the Co-SIGN radio link scheme to additional pubs, restaurants, retailers and transport providers	<ul style="list-style-type: none"> <li>Publicise scheme</li> <li>Roll out to additional businesses</li> </ul>	SHORT	CCM to promote scheme with administrative and operational support from Chester City Council and CSP	BID Business Crime Initiative
Provide training for venues staff, door supervisors, taxi / bus staff, store security staff	<ul style="list-style-type: none"> <li>Establish scale and scope of training needs</li> <li>Identify training providers</li> <li>Design and deliver training programme</li> </ul>	SHORT  SHORT  SHORT MEDIUM	Chester City Council working through CCM and other private sector networks to identify needs and develop training programmes. CCM to act as client for a variety of providers with support from the hospitality association, Cheshire Police and C.S.P.	Private Sector
Improve Fire Safety for all users of “The Rows”	<ul style="list-style-type: none"> <li>Develop a “Rows” Fire Safety Strategy</li> </ul>	SHORT	Chester City Council working with Cheshire Fire Service and private owners/occupiers	English Heritage Cheshire Fire service Private Sector, C.S.P.
	<ul style="list-style-type: none"> <li>Implement recommendations and findings from strategy</li> </ul>	MEDIUM		
Co-ordinated management and prevention of alcohol and drug abuse	<ul style="list-style-type: none"> <li>Establish a joint action programme to address drugs and anti-social behaviour</li> </ul>	SHORT	Chester City Council, Cheshire County Council, Cheshire West PCT, Cheshire Police, CSP,	Partner Organisations. CSP

<b>Management and Maintenance– Creating a cleaner safer brighter city</b>				
<b>Objective</b>	<b>Task</b>	<b>Time-scale</b>	<b>Delivery Method</b>	<b>Resources</b>
	<ul style="list-style-type: none"> <li>Work with schools, colleges etc to provide better educational messages on drugs and alcohol misuse</li> </ul>	MEDIUM	private venue operators.	
<b>A brighter city centre – engendering and managing vibrant streetlife</b>				
Re-launch Chester Alfresco	<ul style="list-style-type: none"> <li>Review Chester Alfresco Strategy</li> <li>Ensure public authorities use their powers to positively encourage Alfresco activity wherever possible and appropriate</li> <li>Promote &amp; publicise Alfresco initiative to private businesses</li> </ul>	SHORT  SHORT  SHORT	Chester City Council to review and refresh policy and practice in conjunction with Cheshire County Council  CCM to promote to private businesses– promote positive messages with focus on business benefits	Private Sector businesses
Extend & Co-ordinate a programme of street markets & fairs (inc. links with European partners) and festivals and events	<ul style="list-style-type: none"> <li>Identify future potential markets</li> <li>Identify suitable locations</li> <li>Secure funding (if required)</li> <li>Utilise information from other successful city markets</li> <li>Promote &amp; publicise programme</li> </ul>	SHORT  SHORT  SHORT  SHORT	Chester City Council, events organisers/ promoters, and European Partners	Event operators
Develop and promote and full	<ul style="list-style-type: none"> <li>Ensure effective enforcement</li> </ul>	SHORT	CCM Task group to	

<b>Management and Maintenance– Creating a cleaner safer brighter city</b>				
<b>Objective</b>	<b>Task</b>	<b>Time-scale</b>	<b>Delivery Method</b>	<b>Resources</b>
and diverse programme of high quality street entertainment	<ul style="list-style-type: none"> <li>of non licensed entertainers</li> <li>Identify suitable locations</li> <li>Promote street entertainment activities</li> <li>Establish a planned programme of selected high quality street entertainment</li> </ul>	<p>SHORT</p> <p>MEDIUM</p> <p>MEDIUM</p>	agree criteria, standards and protocols. Chester City Council to work with entertainers and agents to develop programme and enforce	
Work with traders to extend shop and café opening hours	<ul style="list-style-type: none"> <li>Work with retailers to identify barriers to late night opening and agree programme of practical solutions</li> <li>“Incentivise” and promote evening car parking and public transport</li> <li>Utilise “Shop Around the Clock” campaign as good practice for other promotions</li> </ul>	<p>SHORT</p> <p>SHORT</p> <p>MEDIUM</p>	CCM Management and Marketing Task Groups to work with large Stores Group and other private sector networks	
Open Civic & Cultural buildings to complement & enhance evening attractions & activities	<ul style="list-style-type: none"> <li>Audit usage and operation of existing facilities</li> <li>Agree programme of use/activity including future use of Town Hall</li> </ul>	<p>SHORT</p> <p>MEDIUM</p>	Chester City Council to work with festivals and events organizers to establish opportunities	Chester City Council. Private and Voluntary Sector
Promote more evening events to increase the diversity of choice in the evening and attract a wider range of people	<ul style="list-style-type: none"> <li>Promote increased live music</li> <li>Promote the establishment of small, high quality bars,</li> </ul>	<p>SHORT</p> <p>MEDIUM</p>	CCM to work with venue operators	Private sector operators and agents

<b>Management and Maintenance– Creating a cleaner safer brighter city</b>				
<b>Objective</b>	<b>Task</b>	<b>Time-scale</b>	<b>Delivery Method</b>	<b>Resources</b>
	restaurants and cafes (less than 100 sqm) <ul style="list-style-type: none"> <li>• Co-ordinate and promote evening events with a family focus</li> </ul>	SHORT/MEDIUM		
Improve & enhance the provision and quality of public toilets, including ensuring late night opening	<ul style="list-style-type: none"> <li>• Ensure adequate provision in key locations including: Little Roodee; Chester Station; Northgate and Amphitheatre</li> <li>• Ensure adequate and effective maintenance programme</li> <li>• Explore potential provision of mobile and fixed urinals for round the clock use</li> </ul>	SHORT  SHORT/MEDIUM  MEDIUM	Chester City Council	Chester City Council

<b>MARKETING &amp; COMMUNICATION</b>				
<b>Increasing Chester's local, regional, national and international profile as a place to live work visit and invest</b>				
<b>Action</b>	<b>Task</b>	<b>Time-scale</b>	<b>Delivery Method</b>	<b>Resources</b>
Establish comprehensive joint approach to Place Marketing of Chester City Centre	<ul style="list-style-type: none"> <li>Undertaken an audit of current marketing &amp; research and identify gaps in current research knowledge</li> <li>Establish a shared library/ database of market research information with shared electronic access</li> <li>Agree shared and consistent approach to Chester brand</li> <li>Prepare &amp; implement a single marketing strategy for the City Centre</li> <li>Build upon the model of the Christmas Campaign for joint public private sector market research, production of material and campaigns</li> </ul>	<p>SHORT</p> <p>SHORT</p> <p>SHORT/MEDIUM</p> <p>SHORT/MEDIUM</p> <p>SHORT</p>	CCM Marketing Task Group working with CWTB to engineer full alignment of public, private and voluntary sector activity	Chester City Council CWTB, Business Improvement District
Develop ICT based approaches to marketing	<ul style="list-style-type: none"> <li>Including upgrading and linking of Chester City Centre Websites</li> <li>Develop and promote the Virtual Chester model as a tool for enhancing visitor information/experience</li> </ul>	<p>SHORT</p> <p>MEDIUM</p>	CCM Marketing Task Group working with CWTB, and Connecting Chester to develop and promote systems	Chester City Council, CWTB, Private Sector businesses and sponsors
Extend "Banner Pilot" to promote festivals and events throughout the city centre and at key gateways/radial routes	<ul style="list-style-type: none"> <li>Review pilot scheme and secure banner provision for 2005 season</li> <li>Establish plan for future roll out beyond existing locations</li> <li>Secure funding and resources</li> </ul>	<p>SHORT</p> <p>SHORT</p> <p>MEDIUM</p>	Chester City Council working with voluntary sector	Chester City Council, Voluntary Sector, Private Sponsors

<b>MARKETING &amp; COMMUNICATION</b>				
<b>Increasing Chester's local, regional, national and international profile as a place to live work visit and invest</b>				
<b>Action</b>	<b>Task</b>	<b>Time-scale</b>	<b>Delivery Method</b>	<b>Resources</b>
	<ul style="list-style-type: none"> <li>Implement and monitor effectiveness of provision</li> </ul>	MEDIUM/LONG		
Continue to promote and expand Charisma to residents, visitors and businesses	<ul style="list-style-type: none"> <li>Promote and encourage new businesses/sponsors to sign up to Charisma</li> <li>Re-launch visitor card</li> <li>Continue to promote leisure use of smart card</li> <li>Continue to explore integration with the Travel Card</li> <li>Explore and develop options for electronic payment through Charisma for festivals / events</li> </ul>	<p>SHORT</p> <p>SHORT</p> <p>MEDIUM</p> <p>MEDIUM</p> <p>MEDIUM/LONG</p>	Chester City Council Charisma Team working with private sector businesses, CADSART, the County Council, and the voluntary sector to develop new initiatives and expand existing take up	Chester City Council, Private businesses/Sponsors, CADSART, County Council
Prepare and deliver an action programme of developments and events to coincide with Liverpool Capital of Culture	<ul style="list-style-type: none"> <li>Build upon initial contacts to establish ongoing working relationship with Capital of Culture leaders</li> <li>Agree programme of priority developments and events</li> <li>Marketing and publicity for Chester/North East Wales offer</li> <li>Plan for and ensure continuity of benefits post 2008</li> </ul>	<p>SHORT</p> <p>SHORT</p> <p>SHORT/MEDIUM</p> <p>MEDIUM/LONG</p>	<b>CWTB, Chester City Council, Mersey Dee Alliance Partners, and Private Sector Businesses to work with Liverpool City Council</b>	
Maximise benefits to the City Centre of the European Place Marketing Bid	<ul style="list-style-type: none"> <li>Subject to programme agreed with bid partners</li> </ul>	SHORT/MEDIUM	Chester City Council CWTB and CCM working with European Partners	Interreg, Chester City Council, Private Sector
Enhance access to and quality of visitor Information	<ul style="list-style-type: none"> <li>Provide up to date, clear, accessible and attractive information points throughout the city centre and at key</li> </ul>	SHORT	Chester City Council and Cheshire County Council working with the CWTB and private sector	Chester City Council, Cheshire County Council, CWTB, NWDA, European Funds

<b>MARKETING &amp; COMMUNICATION</b>				
<b>Increasing Chester's local, regional, national and international profile as a place to live work visit and invest</b>				
<b>Action</b>	<b>Task</b>	<b>Time-scale</b>	<b>Delivery Method</b>	<b>Resources</b>
	<p>gateways including the railway station, Little Roodee, key car parks (including park and ride sties) and the bus exchange.</p> <ul style="list-style-type: none"> <li>• Further develop IT based access to information on Chester including expansion of on line booking systems and creation of virtual shopping index.</li> <li>• Develop and distribute welcome packs for distribution at key locations</li> <li>• Develop and implement a comprehensive visitor management plan in conjunction with the culture park programme</li> </ul>	<p>SHORT/MEDIUM</p> <p>SHORT/MEDIUM</p>	businesses/operators	
To ensure that all visitors to the city are made to feel welcome by all business and service providers with whom they come into contact during their time in the city	<ul style="list-style-type: none"> <li>• Develop and roll out programme of "Welcome Host" training to key front line staff in retail, leisure, transport and hospitality sectors.</li> </ul>	SHORT/MEDIUM	Chester City Council working through CCM and other private sector networks to identify needs and develop training programmes. CCM to act as client for a variety of providers with support from the Hospitality Association, Cheshire Police and C.S.P.	