Cheltenham can take pride in its great history and heritage, and this legacy must be the basis on which its future is built. Over the last 250 years, the town has seen periods of rapid growth, and periods of relative inactivity, but to thrive, the town must evolve and embrace change.

Core values

Cheltenham’s new vision is focused along four core values that form part of the lifeblood and heritage of the town. The vision re-connects with these themes to underpin the vision.

Placemaking vision

To help shape the way Cheltenham will change, the town has embarked on a ‘place making’ plan. The first step of this journey is seeking to build a consensus for a new vision for how the town can flourish through enhance its unique characteristics.
Cheltenham now

The borough’s economy supports around 72,000 jobs across sectors such as: defence, aerospace, electronics and tourism. But the rate of economic and job growth is below average as are productivity rates.

Tourism plays a large part in defining the town, with festivals and the Gold Cup horse racing event raising the town’s profile worldwide. Yet the number of overnight stays is falling.

Schools in Cheltenham are high performing both in the state sector and the independent sector. However, the town does not compelling reasons for young people to stay, with high housing costs and limited skilled employment.

Cheltenham has diverse empowered communities, and although the borough has some of the most affluent communities in the country, it also has some of the poorest.

Initial consultation

The first round of consultation with partners and community groups has generated a long list of visions for Cheltenham, a snapshot of some of these ideas are outlined here.

- re-define Cheltenham’s brand to grow the tourism sector
- encourage cycling & walking
- generate high-tech inward investment
- deliver more affordable housing & create mixed communities
- build links between schools, colleges & the university to employers to expand apprenticeships & traineeships
- ensure a cycling legacy from the ‘Tour of Britain’
- rejuvenate the built heritage to support inward investment
- enable a new cyber security centre of excellence
- re-invent the Town Hall as a cultural hub
- ensure edge of town businesses & town centre businesses can work together
- grow the festivals and cultural events to re-animate the town’s streets, spaces & parks

... where visitors choose to visit, stay and return

... where businesses choose to invest
... where younger people can study and prosper

- foster an entrepreneurial spirit to encourage pop-up businesses
- develop talent pathways to help retain younger people
- establish a creative quarter to make space for start-ups
- implement a rapid transit link between the station & town centre
- create a high quality public realm accessible to all

... where everyone has opportunity to live in thriving communities

- invest in faster connections regionally & to London
- encourage family & child focused activities
- help older people to be active & connected
- lobby for an all direction Junction 10 to support growth
- revamp Cheltenham Spa station
- deliver super fast broadband
- re-imagine parks & streets to connect people to the place, heritage & each other
- bring together the retail offer across the town centre and local centres
- foster an entrepreneurial spirit to encourage pop-up businesses
- develop talent pathways to help retain younger people
- establish a creative quarter to make space for start-ups
- implement a rapid transit link between the station & town centre
- create a high quality public realm accessible to all

... inspire resident & volunteer action
- build inclusive communities
- develop talent pathways to help retain younger people
- establish a creative quarter to make space for start-ups
- implement a rapid transit link between the station & town centre
- create a high quality public realm accessible to all

... where everyone has opportunity to live in thriving communities
Measuring success

The vision is being developed through consultation and this process will continue as the vision builds. Collaborative working is fundamental to our way of working and will be key to defining this new future.

For the vision to succeed it must be measured and tested to benchmark progress. The actions developed through the place making process will demonstrate if the vision is delivering our outcomes.

- the local economy thrives, for employers and employees across a wide range of sectors
- the visitor economy thrives, building on a new brand image for the town
- younger people thrive, and can fulfil their potential in education, employment and free-time
- communities thrive with a sense of wellbeing in a safe, healthy, inclusive environments.

Next steps

This is the start of a conversation about how we work collaboratively to realise the vision. Over the next few months we will be developing an action plan prioritising four ideas.

- Town Hall: Re-invent as a culture and learning hub, bridging local community activities to national and international audiences, creating Cheltenham as a ‘place for people’
- Cyber-security hub: Lever in high quality business spaces and homes in ways that ensure local communities share the benefits.
- Affordable housing: Ensure the growing needs are met by close working with Cheltenham Borough Homes and other providers.
- Public realm: Re-juvenate the towns streets & spaces as inclusive, social and active cultural experiences.

We look forward to working with you.
key partners

Cheltenham Borough Homes Cheltenham Business Improvement District Cheltenham Chamber of Commerce Cheltenham Civic Society Cheltenham Development Taskforce Cheltenham Festivals Cheltenham Racecourse Cheltenham Trust Cheltenham Voluntary and Community sector Gloucestershire County Council Gloucestershire Local Enterprise Partnership Gloucestershire University

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