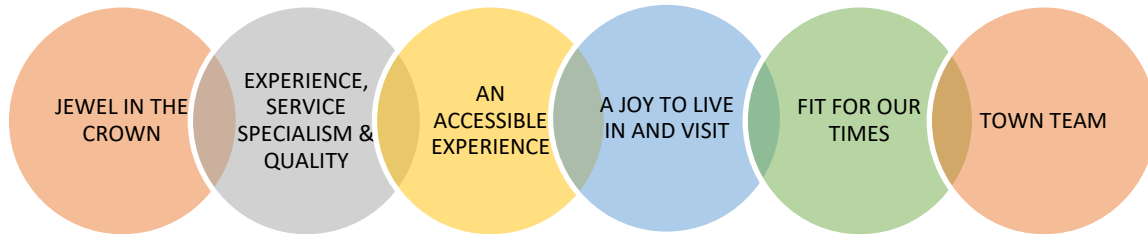


## HARROGATE

Strengths	Weaknesses
<p>Historic reputation as a premium place to live, work, visit and shop                      High reputation ‘anchor’ independent retailers                      Range of specialist independent retailers                      Convention Centre / Conference trade                      Tourism                      Harrogate International Festivals                      The Stray, Valley Gardens, Harlow Carr, floral display.                      Centre for accessing Yorkshire Dales / Yorkshire                      Royal Hall, theatre, Turkish baths, culture etc.                      Harrogate in Bloom                      Many performance societies of a high standard                      Heritage                      Food, drink, leisure destination                      Several high-end hotel/spa offerings                      Wide range of tourist accommodation                      Can attract big events                      Hub of cycling</p>	<ul style="list-style-type: none"> <li>• Losing its sparkle, and place as a jewel in the crown of Yorkshire</li> <li>• Traffic congestion outside town centre</li> <li>• Reduced footfall in town centre and expensive parking</li> <li>• Highly visible vacant shops</li> <li>• Town centre feels depressing</li> <li>• Anti-social behaviour, begging, rough sleeping etc</li> <li>• Some aspects of pedestrianised streets</li> <li>• BID apparently being Council led</li> <li>• BID not currently suited to be part of or lead a To Team</li> <li>• No ‘Town Team’</li> <li>• No obvious vision/plan to reverse weaknesses</li> <li>• Reducing profitability of retailers</li> <li>• Hgte. BC not responsible for on-street parking</li> <li>• Councils need parking income?</li> <li>• Negative effects of cycling events</li> </ul>
Opportunities	Threats
<p>To make the town centre attractive again                      Re-purpose the town centre                      Regain and then build on Harrogate’s unique high-end reputation                      Increase footfall in the town centre                      Re-designed parking schemes                      Effective use of BID’s £3.3m                      Revive spa reputation                      Support from BIRA                      Active Independent Harrogate group                      HAVE AN EFFECTIVE TOWN TEAM</p>	<ul style="list-style-type: none"> <li>• Too many more vacant properties</li> <li>• Loss of Harrogate’s reputation</li> <li>• Lack of effective remedial action</li> <li>• No reduction in business rates</li> <li>• Inflexible planning rules (e.g. Betting shops allowed under Use Class A2)</li> <li>• Online shopping</li> <li>• No clear Vision/Strategy</li> <li>• BID levy money being wasted</li> <li>• A ‘rebellion’ by BID levy payers</li> <li>• The town centre reaching a negative tipping point getting into a ‘doom loop’</li> <li>• No proper definition of the Harrogate ‘product’</li> <li>• Selling the wrong (downmarket) ‘Harrogate’</li> <li>• A loss of perception of the quality of Harrogate town centre</li> <li>• Not re-purposing the town centre for modern needs</li> <li>• A failure to deal with congestion on the access routes into the town</li> <li>• A failure to reduce retail leakage to large centres</li> </ul>

## A VISION of HARROGATE in 2024



### JEWEL IN THE CROWN

- Harrogate is acknowledged to be a retail, cultural and heritage jewel in the crown of Yorkshire

### EXPERIENCE, SERVICE, SPECIALISM & QUALITY

- All that Harrogate offers to its residents and visitors is based on high levels of experience, service and specialism
- High quality is at the core of Harrogate's DNA

### AN ACCESSIBLE EXPERIENCE

- Access to Harrogate town centre is convenient and welcoming
- Access by all means of transport including private car is encouraged and managed appropriately to ensure the town-centre thrives
- There is a sensible balance between environmental issues and commercial reality

### A JOY TO LIVE IN AND VISIT

- Harrogate is one of the most enjoyable, attractive and visually-enticing places in UK to live in and visit
- Harrogate provides a wide range of high-quality retail, cultural and heritage experiences to satisfy residents and visitors
- The town centre, the Stray, parks and gardens are maintained to a high standard

### FIT FOR OUR TIMES

- Harrogate has accepted that on-line shopping has irrevocably changed the town centre and the nature of selling goods and services
- Harrogate is taking active steps to re-invent the role of the town centre based around independent retailers and businesses
- Residential and compatible non-retail uses and activities are encouraged to move into the town centre to make it vibrant, fit for our times and to imaginatively reuse spaces vacated by national chain retailers

### TOWN TEAM

- Individuals and businesses in Harrogate actively pull-together to drive this vision
- The Local Authorities, with cross-party co-operation, assist local independent organisations who have a role to play in the success of Harrogate