



Destination whitecliffscountry

Growth strategy for tourism
and the visitor economy
2020 to 2030

Executive Summary

CONSULTATION DRAFT, NOVEMBER 2019

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'To be a vibrant world-class destination valued for its outstanding heritage, landscape and pursuits, as well as its ease of access, warmth of welcome and wealth of opportunity.'

The growth and success of tourism in White Cliffs Country is dependent on everyone working together to achieve this common vision.

Tourism is everyone's business



Consultation event with local stakeholders, Dover Athletic FC, March 2019



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Our core tourist markets as identified by Visit England:

- 'Country Loving Traditionalist'
- 'Free & Easy Mini-Breaker'
- 'Fun in the Sun'

Primary UK resident market (within a one hour drive time) in excess of 1.2 million people living in 520,261 households.

Secondary UK resident market (within a two hour drive time) in excess of 15.3 million people living in over 6.2 million households.

360°
of opportunity

Welcome

White Cliffs Country is a unique place where coast meets country, beauty meets history, tranquil meets active, and England meets Europe.

Nationally and internationally significant, it is home to over 100 visitor attractions, 57 conservation areas, 48 ancient monuments, 30 walking routes, 9 cycle trails and over 200 parks and open spaces.

One of the most climatically-continental places in the UK, the district covers 123 square miles with 20 miles of coastline and beaches. 22% of the entire region is designated as an 'Area of Outstanding Natural Beauty (AONB)' and 3% of this is designated as Heritage Coast.

White Cliffs Country

'History and heritage, landscape and nature, active pursuits'.

The 'Character Towns':

Deal

'A quaint, quirky and quintessentially English seaside town'.

Dover

'An active, adventurous and authentic English historic town'.

Sandwich

'A relaxed, romantic and rustic English medieval town'.

Discover more and explore
beyond the chalk



Samphire Hoe, Dover

© James Kirby



Deal Pier

© Derek Walker



Sandwich

An incredible opportunity

Foreword



We want a national and international shift of focus. To take tourism in White Cliffs Country to a whole new level to harness the huge potential this industry has to grow our district's economy, and to drive economic, social and cultural regeneration. We have an incredible opportunity to grow our tourism industry, and in doing so to rebuild and rebalance our district as a whole.

Creating more jobs, more spend, a greater sense of civic pride, and in turn, creating new opportunities for further investment and growth.

We are bringing a whole new approach to tourism, removing barriers to growth, investing more and backing the industry all the way. But the key to making tourism flourish in the district lies with the industry itself, and the local businesses and organisations at its heart. We want to empower the industry and allow it to develop and take responsibility for its own future. Let's collaborate and see what can be achieved by the Council and business working together.

In July 2020 White Cliffs Country hosts 'The 149th Open' as the only golfing major held outside the US returns to Royal St George's in Sandwich. The eyes of the world will be on us and we have an unprecedented opportunity to showcase all that White Cliffs Country has to offer.

I am confident that we can, together, think differently and grow our service industry to make the coming years the best ever for visitors and tourism in White Cliffs Country.

Cllr Trevor Bartlett,
Leader of Dover District Council

A new vision for White Cliffs Country



This is the first Tourism Strategy produced by Dover District Council with the specific aim of stimulating market growth and new investment in our visitor economy. We've set ourselves an ambitious target for White Cliffs Country to stand out as not only a great place to visit, but also as an outstanding location to invest in the tourism and hospitality sector.

The Council wants visitors and residents alike to explore, experience, and enjoy all that White Cliffs Country has to offer, and we need to do more to develop our tourism economy, such as encouraging people to stay longer, explore further and spend more during their trip, which in turn has the potential to generate new investment, jobs, growth and opportunity for local people.

Everyone who lives, works and studies in the district should be a vocal ambassador for White Cliffs Country. We all have a crucial role to play in spreading the word, nationally and internationally, by showcasing the district to visitors, family and friends.

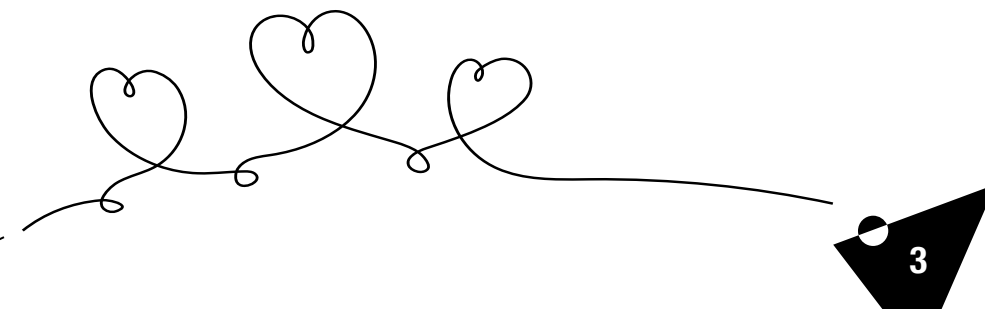
Most significantly this new strategy sets out to create a visitor environment that attracts, stimulates and supports small, medium and large businesses in the tourism industry to thrive – now and in the future.

Few industries are as dynamic as tourism, and few have such growth potential. But achieving sustainable growth does not come easy. It requires an exceptional level of collaboration and partnership between the industry and the public sector.

Our landmarks, attractions, countryside and culture are magnets for visitors locally and from all over the world. The iconic White Cliffs of Dover, Dover Castle and Dover itself are truly world-famous and draw a crowd. Events like 'The 149th Open' will also attract new national and international audiences and opportunities, promoting White Cliffs Country to a world.

These are extremely exciting times for the district's tourism industry.

Cllr Michael John Holloway OBE,
Portfolio Holder for Community and Tourism



South Foreland Lighthouse,
St Margaret's-at-Cliffe, Dover
© National Trust

Making the most of our

Coast and Country

The Guildhall, Sandwich

Deal beach

The Dover district is made up of a blend of historic towns and villages, magnificent countryside, rolling seascapes and coastal landscapes. All of this can be found alongside a rich heritage, cultural experiences, a wealth of business and commercial opportunities, a whole host of places of interest and, of course, the advantages of being the United Kingdom's gateway to Europe with high speed transport (HS1) and the busiest passenger ferry port in the world. White Cliffs Country is a great place to live, work, visit, learn and invest. It has a proud past and an exciting future.

We are ambitious for our district and want to capitalise on the growth potential of tourism for the visitor economy recognising that the sector can help drive local growth, jobs and prosperity, building on the potential offered by our geographic location.

'Destination White Cliffs Country – A Growth Strategy for Tourism and the Visitor Economy 2020 to 2030' is a framework for the development of tourism in White Cliffs Country over the next ten years. It is fully aligned to the objectives of Dover District Council's Corporate Plan, and the Local Plan, and reflects the priorities and aims of the Government's Industrial Strategy and the Tourism Sector Deal.

Currently Dover is attracting increased attention as the nation forges a new relationship with Europe. In addition, in July 2020 the focus of the sporting world centres on the district with the return of 'The Open' to Sandwich. Events such as these will attract new audiences and opportunities, as we seek to energise our ambitions for tourism putting White Cliffs Country at the centre of the global stage. But we recognise this will not happen on its own – successful implementation of the strategy relies on all public, private and voluntary sector partners playing their part in its delivery.

The strategy sets out an ambitious, yet realistic, challenge for the tourism sector to achieve stronger economic and employment growth.

By working with key industry stakeholders, businesses and community groups, we can focus on a destination management approach that works for our district to deliver:

- Unrivalled experiences for visitors.
- Tangible economic growth; more businesses, jobs and increased prosperity.
- Improved facilities, opportunities and infrastructure for our residents and visitors.
- Supporting sustainability; protection and enhancement of the built and natural environment.

We want to embrace our 'purposeful and playful' identity, as identified within the Cultural Survey & Framework for Dover (2009) to maximise the benefits that a vibrant tourism and visitor economy can offer the entire Dover district.

Over its 10-year lifetime, this strategy aims to stimulate market growth; create jobs; increase overnight trips, spend in the area and the district's wealth; stimulating and supporting individuals and businesses to thrive now and in the future.

Delivering this strategy creates a unique opportunity to showcase the very best of White Cliffs Country to regional, national and international markets in a way no other sector can; ways that will position the district and our towns and villages as 'great places to live, work, visit, learn and invest'.

This strategy is intended to be a road map to unite all those working to support and promote the local visitor economy to ensure that White Cliffs Country keeps pace with and exceeds national growth.

We want to:

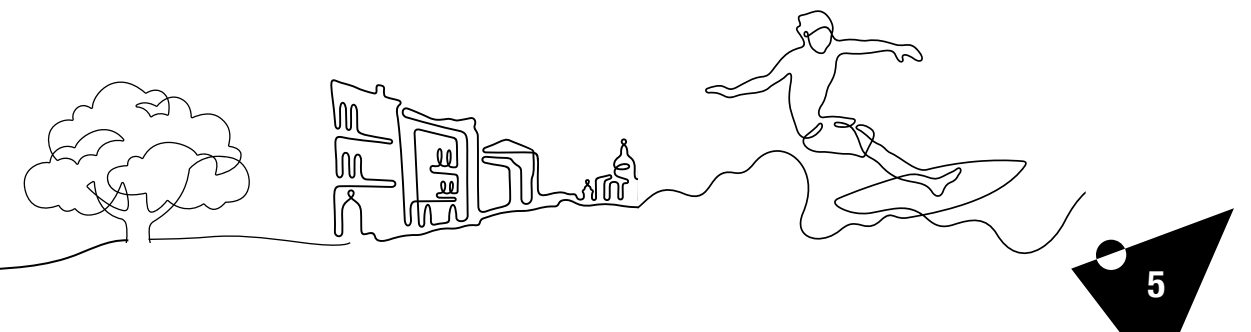
- Encourage investment in the tourism industry
- Attract new providers and increase the number of visitors coming to the district
- Encourage visitors to stay longer and to spend more when they are here
- Encourage residents and visitors to help us spread the word about the fantastic visitor opportunities in the district.

To deliver this, we need a re-invent the way the public, private and voluntary sectors work and plan together. We need to maximise investment from all available sources and ensure that the overall return on investment benefits businesses dependent on the visitor economy and achieves this growth in a sustainable way that balances the needs of residents, visitors and the environment.

The Strategy is fully aligned to the objectives of Dover District Council's Corporate Plan and Local Plan. We have also adopted the five strategic pillars of the Government's 'Tourism Sector Deal' and 'UK Industrial Strategy' as its core themes. These pillars are: Ideas, People, Place, Business Environment and Infrastructure.*

'A great place to live, work, visit, learn and invest.'

**Alongside this strategy is a live action plan, supporting document and evidence base - www.dover.gov.uk*





Dover Seafront



Deal beach



Sandwich Folk & Ale Festival

This strategy is focused on how we can maximise growth and also generate greater benefit by working collaboratively.

What we want to achieve The Ambition

for the district

'To be a vibrant world class destination valued for its outstanding heritage, landscape and pursuits, as well as its ease of access, warmth of welcome and wealth of opportunity.'

for the tourism and visitor economy

'By 2030, the tourism and visitor economy within White Cliffs Country will be a year round sustainable, accessible and productive industry, where businesses are growing and visitors return year after year.'

The Objectives

ideas

To build an innovative economy - with tourism, the visitor economy and sustainability **at its heart.**

people

To generate good jobs and greater earning power for people living in the district - with tourism, hospitality and service **at its heart.**

place

To develop prosperous communities throughout the district - with sustainability, place making and the visitor economy **at its heart.**

business environment

To be 'open for business' and the best place to start and grow a business - with visitors, accessibility and sustainability **at its heart.**

infrastructure

To see an upgrade in infrastructure - with visitors, accessibility and sustainability **at its heart.**

ideas
people
place
business
infrastructure





Measuring **success** Growth targets

Our goal is that by 2030 we will deliver substantial growth in Dover District's visitor economy and create more full time equivalent jobs, when compared to current 2017 levels (Cambridge Modal Data).

In the first five years of the strategy we are aiming for a sustainable increase in the volume and value of tourism, providing a firm foundation for increased productivity in the following years.

our goal

our aims:

- To increase in the number of staying visitors (International and Domestic), year on year.
- To increase visitor spend per trip, year on year.
- To improved infrastructure; including transportation links, accessibility and digital technology; during the lifespan of the strategy.
- To facilitate and aid the introduction of new hotels, restaurants, attractions, businesses and conference centres during the lifespan of the strategy.

key measurable outputs

Overall performance of the visitor economy can be assessed through tourism data.

- **Number of day trips.** 4,170,000 day trips in 2017.
- **Number of overnight stays.** 422,000 staying visitors in 2017.
- **Duration of stay.** Average length of stay in 2017 was 3.41 nights.
- **Spend.** Average spend per day trip in 2017 was £30.45
- **Levels of satisfaction.** 48% (the average percentage across the character towns) rated their enjoyment as 'very high' in 2018.
- **Recommendation Rate.** 86% (the average percentage across the character towns) felt either 'very likely' or 'likely' to recommend the destination to somebody else in 2018.

For tourism to generate greater economic benefits and opportunities for all – recognising the crucial balance between residents, visitors, commerce and business.

The growth and success of tourism in White Cliffs Country is dependent on everyone working together to achieve more.

Tourism
is everyone's
business

Objective 1

Ideas

To build an innovative economy - with tourism, the visitor economy and sustainability at its heart.

Get our brand in front of the visitor. Be proactive, developing bold, engaging collateral and support the visitor in finding great new experiences that they want to have, and for them to have those experiences in White Cliffs Country. Capitalise on the opportunities offered by our unique heritage, environment and gateway location by supporting the capacity of the sector to grow and innovate, by accelerating developments in digital technology and reducing barriers.

Key themes and associated priority actions for delivery of objectives.

The tourism market is busy and competitive. It is essential that we recognise that the market is changing and look to grow our visitor and tourism economy. This will need a new and fresh approach to develop tourism activity to its fullest, and harness new and emerging, niche markets.

Visitor information signage, Sandwich



To achieve this objective we will focus especially on:

branding

Establish a new bold and creative White Cliffs Country brand and identity. Positioning the district as a vibrant, outward looking and beautiful destination which is attractive to visitors, residents and investors.

marketing and promotion

Enhance the promotion of the White Cliffs Country brand, nationally and internationally, through an innovative approach to marketing, advertising, promotion and engagement.

partnership and collaboration

Establish greater understanding, collaboration and teamwork between all public sector, private sector and industry partners in White Cliffs Country and beyond; including the creation of a Tourism Advisory Board formed of national and international tourism experts.

Create an accessible White Cliffs Country Tourism & Visitor Economy Data and Information Hub for district visitor-based businesses.

press and familiarisation trips

Generate more press and familiarisation trips to White Cliffs Country, and foster ongoing relationships.

materials

Produce and promote the annual White Cliffs Country Guide, Day's Out Leaflet and other materials as required.

Introduce a new high level Visit / Invest in White Cliffs Country brochure.

signage

Introduce an appropriate level of new visitor-based roadside, town centre, train station and port signage.

trade shows

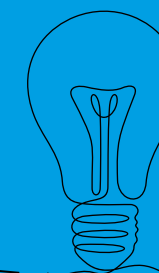
Attend and promote White Cliffs Country at a minimum of one trade show per year; with one of our partners.

visitor information centre

Develop the resources available to the District Visitor Information Centre, based in Dover, and support partners in developing information to visitors recognising their collective strategic importance across White Cliffs Country.

website and social media

Develop and maintain a new state of the art interactive Visit & Invest White Cliffs Country website, supported by the active use of social media across key channels.



Objective 2

people

To generate good jobs and greater earning power for people living in the district - with tourism, hospitality and service at its heart.

Ensure through the provision of high quality training in tourism, hospitality and service that the sector can attract, retain and develop a workforce with the skills it needs both now and in the future.



Viking Maritime Skills Academy, Whitfield, Dover

Key themes and associated priority actions for delivery of objectives.

We all remember excellent customer service and those who are friendly and go the extra mile. Well trained and engaged staff are the number one asset to any business, organisation and ultimately the destination. They are vital to the customer journey and offer the welcome, engagement and delivery of quality tourism products. Key will be the development of a dynamic programme of reviewing structures, local skills capacity building and changing attitudes to working in the service sector. To address any shortage of skills and any turnover of staff.



To achieve this objective we will focus especially on:

civic pride

Empower people and communities to understand, value and create places of pride in the areas where they live and work.

opportunities for all

Ensure that our tourism offer meets the needs and aspirations of all as we develop schemes for tourism and visitor development.

skills for people

Collaborate with local educational providers to increase the availability of tourism, service and hospitality training & skills development and associated opportunities.

Build extra capacity across the sector to increase employment within the district by supporting delivery and retention. This will be achieved through recruitment programmes to encourage the pipeline of talent that joins the industry; with a focus on training, apprenticeships, volunteering and mentoring.

visitors first

Ensure we put the 'visitor' (and we are all visitors) at the heart of all decision making.



Objective 3

To develop prosperous communities throughout the district - with sustainability, place-making and the visitor economy at its heart.

Embrace our unique location and inspire visitors, providers, developers and businesses to visit, stay, spend and invest.

Developing the visitor economy and making place a central component of every asset.

Key themes & associated priority actions for delivery of objectives.

Great place-making has the ability to help people feel pride and ownership for the place that they live, work and play in. It draws on the wide range of combined assets from culture and arts, history and heritage, through to amazing outdoor spaces and great events. To achieve more and make better use of our core assets, we will develop a more joined up approach and work closely with all those who can influence change.

Place



To achieve this objective we will focus especially on:

art and culture

Invest in strategically important 'Visitor/Cultural Zones' to aid economic, community, cultural, social and environmental regeneration; with a focus on Market Square (Dover), Deal Pier Apron (Deal) and The Quay (Sandwich).

Entwine Art & Culture into the fabric of our everyday environment, as well as our current and future activity.

Investigate the potential of White Cliffs Country, with other districts across East Kent, becoming a 'UK City of Culture'.

countryside, nature, parks and open spaces

Collaborate with the National Trust to investigate the potential of 'The White Cliffs of Dover' becoming a UNESCO World Heritage Site.

Collaborate with partners to investigate the potential of the Kent Downs Area of Outstanding Natural Beauty (AONB) becoming a National Park.

Invest in the development of our Parks and Open Spaces to create a high quality environment, with a view to achieve a 'Green Flag Award' accreditation.

Work with partners to raise the standards of our Beaches and Marinas, with a view to achieve a 'Blue Flag Award' accreditation.



carbon free

Work with the District's tourism industry towards the early achievement of this Council's carbon-neutral ambitions, in support of the government's NetZero plans.

entertainment and evening economy

Increase the quantity, quality and range of the district's entertainment & evening economy stock; with a focus on stimulating more investment, as well as supporting improvements and new developments.

Continue to raise the social, cultural and safety standards of our towns to ensure they provide entertaining, diverse, safe and enjoyable nights out with a view to achieve a 'Purple Flag Award' accreditation.

festivals and events

Employ a White Cliffs Country 'Visitor Events & Projects Assistant'.

Facilitate a new signature festival/event for White Cliffs Country of national scale - unique to the district and providing a new reason to visit.

history and heritage

Identify, designate and protect our history and heritage and embed it into the fabric of our everyday environment, as well as our current and future activity.

leisure and active amenities

Develop and protect current and identify potential opportunities and areas to expand facilities for outdoor leisure and activity.

place-making and public realm

Invest in 'place-making and public realm' activity across the three character towns to position the district as a vibrant, outward looking, safe and beautiful environment to live, work and visit; with a focus on festivals & events (including 'The Open'), culture & art, history & heritage and the evening economy in order to support and strengthen our town centres.

regeneration and planning

Research and identify the potential to simplify planning rules through local development orders and the fast tracking of applications, as part of the creation of Tourism Zones within the district.

sustainability and green

Support the renovation and reuse of buildings and facilities to support housing, business, visitors and economic activity. Holistic developments that can support economic growth and ensure that urban and rural communities have a long term future for the people that live, work, visit, learn and invest in district.



Objective 4

business

To be 'open for business' and the best place to start and grow a business – with visitors, accessibility and sustainability at its heart.

Improve the productivity of the tourist industry and establish the District as a leading destination for visitors and business. Reducing barriers, business friendly, developing opportunities and putting economic growth first.

Key themes and associated priority actions for delivery of objectives.

Broaden our understanding of the visitor economy beyond leisure and ensure that, whatever the reason for travel, there is an opportunity in White Cliffs Country. Each opportunity is incredibly valuable and has the ability to attract the newly emerging visitor who prefers to experience something different from a destination. Each segment also has the potential to stabilise the district tourist industry and has huge potential to generate more for the local economy.

The Freed Man, Walmer, Deal - dog friendly micropub



To achieve this objective we will focus especially on:

business

Work with partners and actively promote 'Invest in White Cliffs Country' business opportunities, as well as encourage the industry to embrace M.I.C.E (meetings, incentives, conferences and events) based business development.

Support, facilitate and nurture investment in innovative, sustainable and high potential businesses to bring forward commercial and business developments.

educational tourism

Work with educational partners to boost educational tourism and promote White Cliffs Country as a great place to study and learn.

experiences

Work with partners to increase the quantity, quality and range of the district's 'experience' offer; with a focus on supporting improvements, encouraging more and actively promoting our current experience providers and their unique offers.

screen tourism – film and television

Work with partners, including the Kent Film Office and other associations, to identify possible locations and promote opportunities for screen tourism within White Cliffs Country.

food, drink and local produce

Develop a 'Produced in White Cliffs Country' trade association and forum to identify opportunities to create exciting food and drink experiences for visitors and promote the local produce offer.

sport

Work with partners, industry and business to nurture, encourage and facilitate the development of exciting sectors, such as the golfing sector, sports tourism and sport based assets and events across White Cliffs Country.



Objective 5

infrastructure

To see an upgrade in infrastructure - with visitors, accessibility and sustainability at its heart.

Connect the District's towns, attractions, accommodation providers, businesses and assets for the benefit of all. Ensuring value growth by converting day visits to overnight stays. Distributing the economic strength of tourism across White Cliffs Country and reducing barriers.

Key themes and associated priority actions for delivery of objectives.

The provision of infrastructure is central to the wider economic and tourism growth agenda and benefits residents and visitors alike. Infrastructure has a range of elements at its core and is an intrinsic part of the development of any destination of choice. It can contribute to increased efficiency of production and distribution of services.

© Betteshanger Park, Deal



To achieve this objective we will actively seek to secure available external grants and funding, and proactively collaborate with all required public and private sector stakeholders, industry and partners.

We will focus especially on:

accommodation

Increase the quantity, quality and range of the district's visitor accommodation stock; with a focus on supporting improvements, rural/farming diversification of business use and new large 5*/4* hotel developments.

attractions

Increase the quality and range of the district's visitor attraction stock with a focus on supporting improvements and new developments. Increase the quality of the visitor experience, supporting businesses to address seasonality, provide innovative and high quality experiences to the customer and build digital capability.

digital

Lobby, support and invest in digital infrastructure with an aim to become one of the most accessible and sustainable locations in England; with a focus on 'digitally' enabled destinations.

transportation, parking and accessibility

Lobby, support and invest in transport and parking infrastructure with an aim to become one of the most accessible and sustainable locations in England; with a focus on electric vehicle charging infrastructure.

Address rail-first and last mile challenges, with partners, to connect our landscapes, attractions, rural areas and assets to key transport hubs; reducing the carbon footprint of the industry.

cycling

Lobby, support and invest in cycling infrastructure to improve connectivity and accessibility, and encourage 'greener' and more sustainable transportation

walking

Lobby, support and invest in walking infrastructure to improve connectivity and accessibility, and encourage 'greener' and more sustainable transportation.





Trends

Addressing visitor trends within the objectives

White Cliffs Country has an abundant number of available opportunities to develop and fulfil.

Dover District Council has identified a range of county, national and international visitor trends, opportunities and challenges that need to be met and addressed in order for the district to fully embrace its potential.

Deal Pier Apron

© Derek Walker

Targeting visitor trends

demand for unique and personalised 'call to action' experiences

Local specific, bookable (free or chargeable) experiences to excite and engage the consumer – visitors are looking to create memories, learn new skills and do something different, rather than simply enjoy an everyday trip and item or gift purchase.

demand for active pursuits, breaks and holidays

Free or chargeable activities to get active and escape the everyday; recharge, encourage health, wellbeing and wellness.

demand for 'local'

Experience place as a local – the true and authentic destination; see the unique, local people, community, culture, events, produce, haunts, experiences.

popularity of mini-vacations

More people are taking more breaks, more often – quick and easy getaways for visitors that feel like a holiday and an escape.

embrace digital, be everywhere and always on

Grasp socialnomics - the world and people have changed. Websites, digital channels and social media have transformed the way we live, interact, plan and do business. Join the movement or be left behind. Shareable content, stories, images and video are king.

Visitors spend money,
however they also invest time...
value their investment





Challenges

Addressing challenges

to the objectives

reimagine

Reimagine and repurpose the White Cliffs Country name into a distinct overarching brand, with sub-brands to work for the whole district.

refresh

Re-introduce the visitor and resident to the district as a 'great' destination of choice – a great place to live, work, visit, learn and invest.

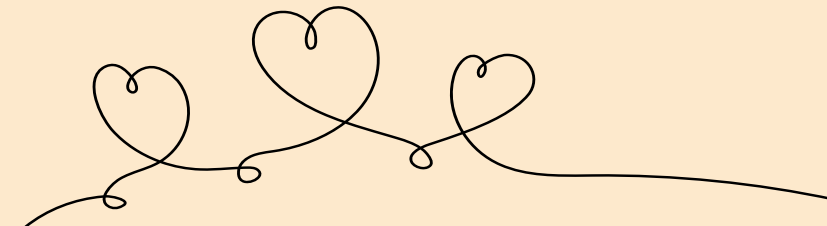
be flexible

To always be flexible and responsive to visitor trends, expectations and demands, but with an eye on cultivating our growing day trip audience into short and long break staycations - not just a day out.

communicate

Communicate the relative ease of getting to the district from central London and Europe (especially France, Belgium, Netherlands and Germany) and work closer with key visitor hubs at a regional, national and international level to encourage all opportunities.

A great destination



improve

Improve current infrastructure to make the district more open, welcoming and easier to get around.

package

Package our visitor offer to increase productivity and profitability rates; make the district easier to buy online and offline.

create

Create compelling reasons to visit the district and ensure we spread the benefits of tourism growth across the whole district.

promote opportunities

Promote opportunities to generate synergies and market opportunities between our attractions, entertainment, food & drink and accommodation providers.

shape and develop

Work with existing businesses, town councils, parish councils, land owners, communities and developers to shape and develop our product offer and celebrate our seasons.

training

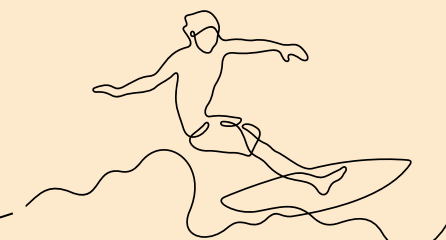
Promote tourism and hospitality as a fantastic career path for local people – developing local training and qualification programmes.

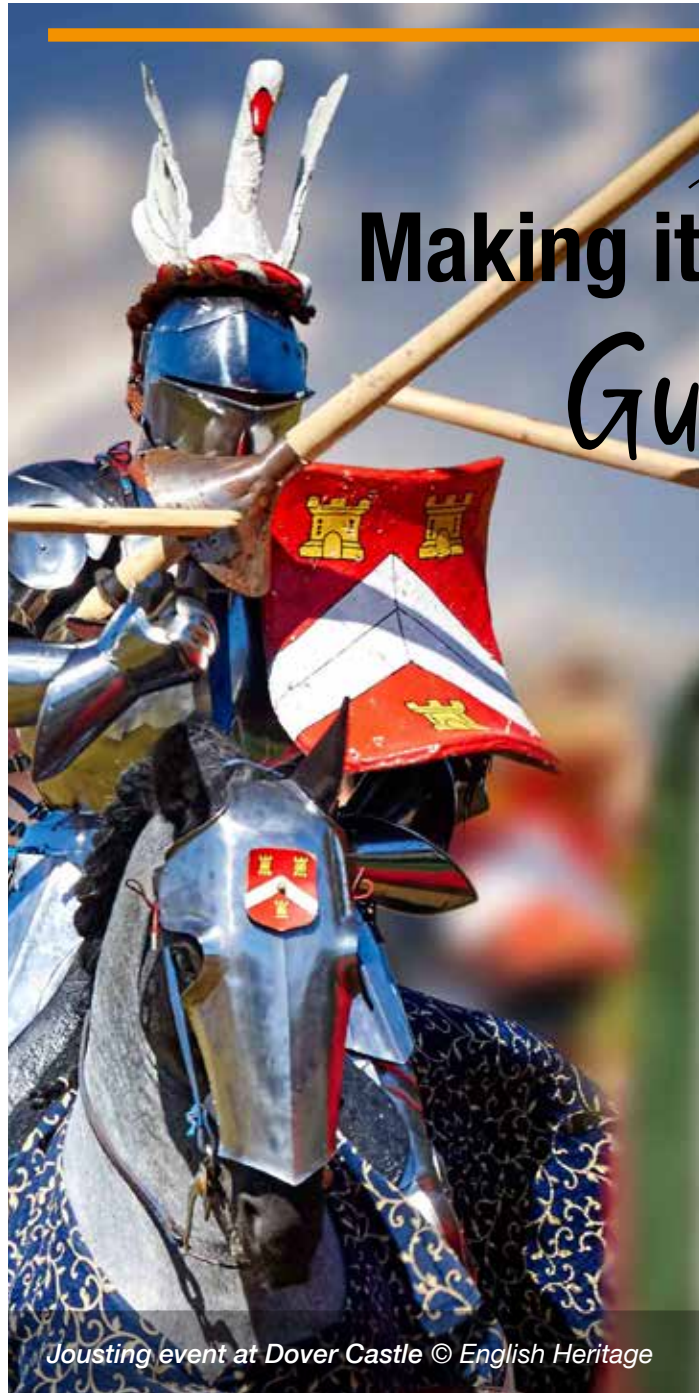
value

Demonstrate the value of tourism and visitors as a bridge to inward investment, funding, regeneration, planning and stronger community opportunities.

benefits

Clearly show the benefits of partnership working to our commercial partners and the value that can be added by joining forces, cross-selling and getting behind the new overarching brand and vision.





Making it happen

Guiding Principles

The core of this strategy is about making our natural assets, outdoor pursuits, culture and our heritage work harder for the visitor economy.

It's about working together, connecting products and services, offering more to see and do, delivering good customer service, and promoting efficiently and effectively to our target markets. We will work with businesses, the industry and other stakeholders to achieve this.

We have identified ten guiding principles within the strategy.

Jousting event at Dover Castle © English Heritage

positioning White Cliffs Country as a leading tourism destination

Building on our internationally recognised "White Cliffs Country" name, we must pro-actively champion and celebrate our diverse tourism offer, promoting White Cliffs Country as a great place to live, work, visit, learn and invest. We must create a sense of place, communicating clear messages about White Cliffs Country and the special experience we have to offer.

understand the audience

Celebrate and encourage our recognised core tourist markets - Country Loving Traditionalist; Free & Easy Mini-Breaker; Fun in the Sun – and understand the importance of a supporting and integrated local food & drink offer.

value not volume

Marketing campaigns to encourage visitors to invest more time in the destination; to stay overnight, stay longer, spend more, and to return.

collaboration and local ownership

Shared ownership and responsibility across the district (council, business and community etc) for the delivery of actions, avoidance of duplication, and clarity in roles. Initiatives will need to have the widespread backing and support of business communities.

sustainable growth

Working to achieve the right balance to ensure tourism growth is achieved in harmony with the environment and communities, and avoids short termism.

The strategy, and supporting documentation, identifies the strategic direction, nature and scale of the challenges involved in realising the overall strategic vision and achieving the objectives of each strategic outcome.

host community

Ensure that local residents reap the benefits of a successful local visitor economy.

quality offer

Good customer service, cleanliness, safety, good quality amenities, accredited attractions and accommodation will combine to offer a tourism product that will be capable of attracting repeat visitors and business, and establishing a positive reputation for White Cliffs Country. There also needs to be a greater recognition of improving visitor access to facilities (physically and with better, more consistent, opening hours) and meeting the needs of the disabled and older traveller.

innovation

Ensuring White Cliffs Country tourism product and its promotion continually moves forwards and takes advantages of emerging smart technologies.

build on future events

The 149th Open – this is a great opportunity to entice visitors, business and investors back, or attract them here for the first time! Events that put the district on the map in terms of showcasing what we have to offer.

stimulating external funding and investment

Proactively seek external funding opportunities to invest in tourism facilities, experiences and opportunities that will help unlock tourism's growth potential.



Dover District Council

Making it happen

Action Plan

There is a lot to do and we will need to manage resources effectively. The Council has a role as a leader, influencer, facilitator and investor.

Red Panda at Wingham Wildlife Park, Sandwich

lead

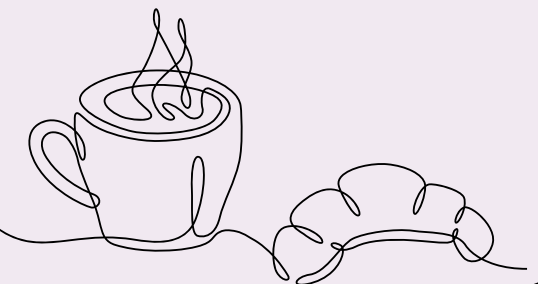
- Deliver outstanding visitor experiences and visitor information services at district-owned visitor assets.
- Stimulate investment and funding in tourism facilities, experiences and opportunities that help unlock tourism's growth potential.
- Ensure visitor-focused transport and digital infrastructure is part of the experience.
- Ensure Dover District Council departments, staff and Councillors are advocates for the visitor economy and work as a team across departments to deliver the strategy.

facilitate

- Encourage and oversee new projects and activity, including festivals and events that businesses and partners can support and take part in.
- Ensure businesses are equipped with the tools and business advice they need to make the most of the visitor economy and improve productivity; as well as the number and quality of new jobs and apprenticeships in the sector.
- Ensure education providers are equipped with the tools and advice they need to tailor courses and training to the demands of the industry.
- Open up clear routes to support providers to build industry capacity and training.

how we will do it

- Valuing and understanding tourism and the visitor economy, working together and collectively thinking differently. Re-imagining what we have and what's possible.
- More marketing, more promotion, more communications, more engagement.
- Create a Tourism Data Hub to support the district's industry, including data, research, policy, training, photos, videos and stories.
- Create appropriate skills, teams, resources and capacity within the tourism department, and within other district Council departments to collectively support and champion the visitor economy.
- The Tourism & Visitor Economy Department to fully liaise with stakeholders and work with businesses to coordinate and bring forward offers, stories and experiences across the district; as well as local training and qualification programmes.
- Create a Tourism Advisory Board formed of national and international industry experts, to meet twice a year, to provide oversight, guidance and support.



Dover District Council

Making it happen

Delivering growth

actions already delivered during the creation of this strategy

- Thorough consultation with the tourism industry.
- Tourism and the visitor economy's recognition as a priority within the district, in regard to the district's economic development and onward growth.
- Implementation of collaborative approach between the district and character towns (Dover, Deal, Sandwich) through regular communication and dialogue.
- Partner member of the England's Coast Project (Discover England Fund Project).
- Launch of a White Cliffs Country Accommodation Charter.
- Partner membership with UKinbound.
- Worked with Kent County Council to fund an audit of the district's walking and cycling offer.
- Implementation of collaborative approach with Visit Kent. District efforts being matched by the county tourist board and in turn plugged into national and international marketing efforts.
- Part of the Interreg 'Experience' Project - match-funding partner of Visit Kent and Kent Downs AONB.

RHIB rides with Dover Sea Safari, Dover
© Dover Sea Safari

Economic Development and Tourism Team

Tourism is a highly competitive business. Those destinations likely to succeed tend to be those that best understand the environment within which they operate and which can track their performance and the impact of their interventions, understand changing customer expectations and be responsive to those needs. We have established our 'Tourism & Visitor Economy Team', within the new 'Visitor and Economic Development Department' to support the tourism industry and realise its full potential. The capacity, structure, resources and capability of the team will require development and will be an ongoing process.

actions we will deliver in the first 12 months of this strategy

- Launch a new interactive White Cliffs Country website, supported by the active use of social media across key channels.
- Root and branch review of Dover District Council's allocated resources to tourism and the visitor economy.
- The adoption of this 'Tourism & Visitor Economy Strategy' in to the new Corporate Plan and Local Plan, as well as other Council planning.
- Lead an annual 'District Visitor Economy Conference' to launch the new Strategy and Brand, including a District Awards Event.
- Establish a working White Cliffs Country Partnership Board, with representatives from public, private and community sectors to help drive, oversee and champion the delivery of the strategy. Delivery will be undertaken by all members of the White Cliffs Country Tourism Partnership and an Action Plan will show which organisation will lead and deliver each activity contained within it.
- Create a Tourism Advisory Board formed of national and international industry experts, to meet twice a year, to provide oversight, guidance and support. The Board will not dictate projects, but will raise district profile at a high level.
- Launch a 'White Cliffs Country' Data Hub' containing useful data, research, information, images, videos and stories; and make it freely available to businesses within the district.
- Establish, with partners, a new ambassador/greeter training programme and qualification.
- Collaborate with local educational providers to increase the availability of tourism, service and hospitality training & skills development and associated opportunities.
- Engage local producers, and showcase local food and drink.
- Deliver an audit of cycling and walking in the district, with a focus on connectivity between the character towns.
- Working with partners to enable and deliver successful golf tournaments and maximise the marketing and promotional opportunities.
- Take a leading role in Kent's bid to become one of the UK's first pilot 'Tourism Zones'.
- The strategy will be reviewed annually and further shaped through an ongoing process of collaboration with residents, communities and businesses in the district.

Appendix A

Overview

Context

White Cliffs Country

'A unique destination where coast meets country, beauty meets history, tranquil meets active, and England meets Europe'

location

As a visitor destination, White Cliffs Country's strength is in its location, it's three main character towns, traditional rural villages, heritage, coast, countryside and access to a wealth of surrounding attractions from London, Canterbury, Calais, Dunkerque and beyond!

White Cliffs Country covers an area of 123 square miles, with a wide range of natural environments, from the internationally important chalk downs to our world-famous coastline stretching for around 20 miles. At its closest, White Cliffs Country is only 21 miles from France. Most of the countryside and coastline are protected by landscape and nature conservation designations, reflecting the environmental significance of this breath-taking corner of the Garden of England.

The district (as part of East Kent) is also one of the driest, calmest, sunniest, warmest (by day) and most climatically-continental places in the United Kingdom.

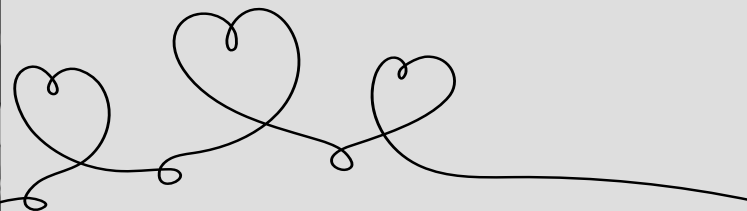
Due to its strategic location, the area boasts a rich archaeological and historical heritage of international importance - to the envy of many destinations - offering over 2,800 listed buildings, 48 ancient monuments, 12 museums, 57 conservation areas and 21 historic parks and gardens.

The iconic White Cliffs (a recognised symbol of Britain) and town of Dover are also truly world-famous. White Cliffs Country's popularity with visitors because of this rich history, international status and associated attractions is obvious. However, it's beautiful and unique countryside, walking and cycling provision, character towns and wide range of experiences and things to do must also be noted. Not to forget, the international attention and significance that is placed upon the district through links golf, and 'The Open'. Golf and associated Sports Tourism is an increasing recognised area of development for the district as a whole.

Beyond the three key character towns of Maritime Deal, Historic Dover and Medieval Sandwich, the district also features a wide range of beautiful villages, attractions, accommodation, products and experiences in rural areas.

White Cliffs Country has three visitor information centres, one within each character town. The three towns are at different stages of tourism development with different challenges to address, different offers and individual target markets.

We need to develop a White Cliffs Country story, setting out what we have to offer and what we need to focus on to shape our sense of place and guide our development as a world-class destination. This will shape not only communications but also actions by the public and private sector, behaviour, product development and the management of the built and natural environment.



Appendix A

Overview

Location



Character Town

Comparison highlights

Deal

WINNER

*The Telegraph's 'High Street of the Year' 2013.
'Pier of the Year' 2008.*

OVER 100,000

Visitors per year each to both Betteshanger Park and Walmer Castle & Gardens.

FIRST

Conservation Area in Kent to be designated (1968).

Dover

WORLD-FAMOUS

Iconic White Cliffs of Dover.

CIRCA 400,000

Visitors per year to Dover Castle.

PORT

England's second busiest cruise port and Europe's busiest international ferry port.

Sandwich

UNIQUE

Most complete medieval town in Britain.

OVER 400,000

Visitors per year to Wingham Wildlife Park.

GOLF

Two golf courses that have collectively hosted 'The Open' 16 times including 'The 149th Open' in July 2020.

Appendix A

Overview

Character Town

Maritime Deal

'A quaint, quirky and quintessentially English seaside town'

Visitor offer



Culture & Art



Heritage



Food & Drink



Shopping



Activities



Golf



Beach/coast

Deal is an attractive, timeless and historically important seaside town with a rich heritage of smuggling and seafaring.

The character town of Deal encompasses Walmer, Ripple, Kingsdown, Sholden, Ringwould, Betteshanger, Great Mongeham, Northbourne, East Studdal, Tilmanstone.

*Comparative Destination:
Whitstable and Aldeburgh*

*Twinned with Saint-Omer, France
and Vlissingen, Netherlands*

Economic impact

1,676,900
trips

£76,945,500
tourism value

5%
tourism employment

4.54
average days stayed

£223.32
average overnight
spend

(2017 data)

Visitor Satisfaction

51%
enjoyment
'very high'

42%
enjoyment 'high'

94%
'very likely' or 'likely'
to recommend

(2018 Deal Visitors Survey)

25 Attractions

11 FREE

152.8 DAYS
average yearly
opening

30%
open seven days a
week

(2018 Deal Visitors Survey)

11 EVENTS
annually

(Visitor focused events)

Activities

87% visitors
walking or rambling

Accommodation
180 options
(not incl. Airbnb)

762 beds
1,160 bedspaces

4.2
bedrooms
average per provider

£80pn
median price



© whiteonesugar

Appendix A

Overview

Character Town

'An active, adventurous and authentic English historic town'

Historic Dover

Dover is a rich tapestry of nationally and internationally important history and heritage; a world-famous town with many direct links to the making of Britain.

The character town of Dover encompasses Capel-le-Ferne, Lydden, Guston, Whitfield, Hougham, River, Shepherdsweil, Elvington, Temple Ewell, Wootton, Martin Mill, St Margaret's Bay, Sutton-By-Dover, St Margarets-at-Cliffe, Alkham, Swingate, Ashley, Barfreestone.

*Comparative Destination:
Dunkerque, Calais, Boulogne-sur-Mer,
Ostend and Rotterdam*

*Twinned with Calais, France and
Split, Croatia*

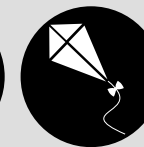
Visitor offer



Heritage



Outdoor



Activities



Shopping



Food & drink



Port



Beach/coast

Economic impact
1,743,000
trips

£111,716,300
tourism value

7%
tourism employment

3.67
average days stayed

£202.26
average overnight
spend

(2017 data)

**Visitor
Satisfaction**

20%
enjoyment
'very high'

47%
enjoyment 'high'

68%
'very likely' or 'likely'
to recommend

(2018 Dover Visitors Survey)

50
Attractions

15 FREE

172.5 DAYS
average yearly
opening

43%
open seven days a
week

(2018 Dover Visitors Survey)

13 EVENTS
annually

(Visitor focused events)

Activities
62% visitors
walking or rambling

Accommodation
124 options
(not incl. Airbnb)

1,672 beds
2,614 bedspaces

13.5
bedrooms
average per provider

£71pn
median price



© whiteonesugar

Appendix A

Overview

Character Town

Medieval Sandwich

Sandwich is one of the most complete and well-preserved medieval towns in Britain; it's unspoilt streets are said to contain more half-timbered houses than any other street in England.

The character town of Sandwich encompasses Staple, Chillenden, Goodnestone, Wingham, Ham, Ash, Stourmouth, Aylesham, Worth, Woodnesborough, Westmarsh, Shatterling, Richborough.

*Comparative Destination:
Rothenburg ob der Tauber and Faversham*

Twinned with Sandwich, Massachusetts, USA; Honfleur, France; Ronse, Belgium and Sonsbeck, Germany

'A relaxed, romantic and rustic English medieval town'

Visitor offer



Heritage



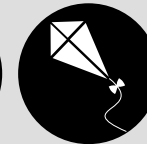
Golf



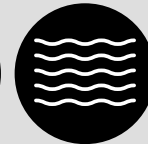
Food & Drink



Culture & Art



Activities



River Quayside



Outdoors

Economic impact
292,300
trips

£17,538,700
tourism value

1%
tourism employment

4.33
average days stayed

£224.68
average overnight
spend

(2017 data)

**Visitor
Satisfaction**

73%
enjoyment
'very high'

23%
enjoyment 'high'

96%
'very likely' or 'likely'
to recommend

(2018 Sandwich Visitors Survey)

29
Attractions

9 FREE

170.2 DAYS
average yearly
opening

37%
open seven days a
week

(2018 Sandwich Visitors Survey)

10 EVENTS
annually

(Visitor focused events)

Activities
80% visitors
walking or rambling

Accommodation
80 options
(not incl. Airbnb)
486 beds
986 bedspaces

6.1
bedrooms
average per provider
£77pn
median price



© whiteonesugar

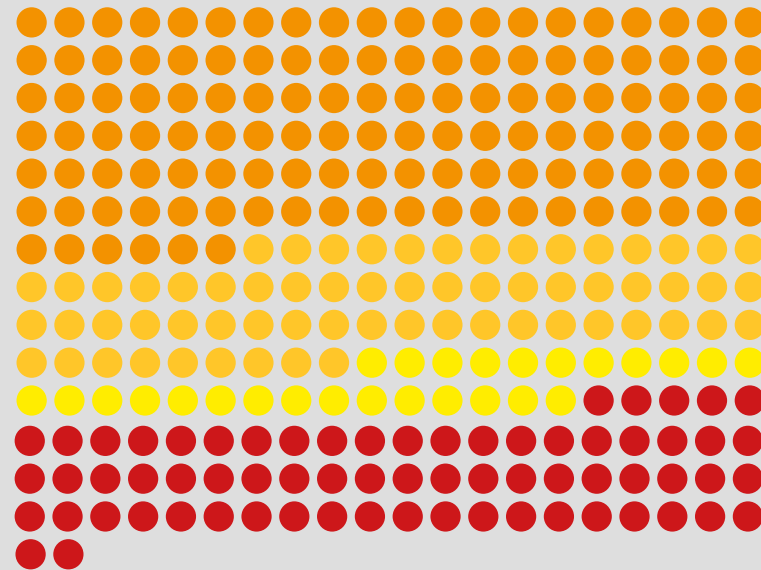
Appendix A

Overview

Current Performance

The visitor economy is a key industry in the Dover district and is worth £282million annually, supports 5,796 jobs and welcomes 7% of all visitors to Kent. White Cliffs Country tourism has seen year-on-year growth in economic value and employment since 2006.

Total value of Tourism £281,968,200



- £126,994,000 Day trips (45%)
- £62,878,000 Domestic staying trips (22%)
- £25,949,000 International staying trips (9%)
- Indirect, induced and associated spend

Average spend per visitor

£30.42

Day trips

£61.73
per night

Staying trips

Worth 2x more than
a day trip

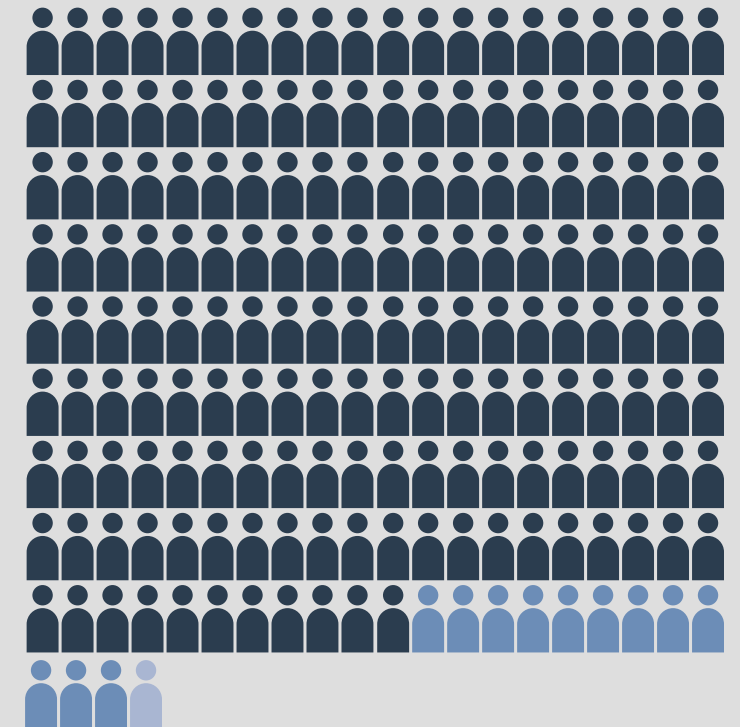
£210.49

Overnight trips

Worth 7x more than
a day trip

17% of all employment in the district is tourism/visitor based with the average length of stay being 3.41 nights.

Total volume of Tourism 4,592,000



- 4,170,000 Day trips (91%)
- 336,000 Domestic staying trips (7%)
- 86,000 International staying trips (2%)

Appendix A

Overview

We have assisted the success of the district's tourism sector in recent years through a strong focus on promotion and raising awareness by working with the local and regional tourism industry, as well as Visit Kent and Tourism South East under the popular and established White Cliffs Country banner. Projects have traditionally included production of a successful annual tourism guide, annual days out leaflet and an up-to-date website, including live social media platforms. The Council, via the Tourism & Visitor Economy Team, is also directly responsible for running the district's Strategic Visitor Information Centre (VIC) based in Dover (with a contribution to the relocation and running costs from Dover Town Council), as well as the VIC Welcome Desk at Dover Cruise Port.

State of the market

In October 2018, we created a new Strategic Tourism Manager post to step up our role in safeguarding, promoting and maximising tourism opportunities and productivity across White Cliffs Country. Now part of our new Visitor & Economic Development Team, led by the Head of Inward Investment, tourism and the visitor economy is considered a central component of our work.

visitor perception

As would be expected from association with a world-famous, iconic landmark or event within any destination, 'White Cliffs Country' is the most associated statement for the Dover district with visitors, followed by 'The Gateway to England' and 'The Lock & Key of the Kingdom'. White Cliffs Country is a spontaneous association and associated phrase for 79.4% of UK visitors and 58.7% of International visitors. (BrittonMcGrathAssociates)

visitor profile

White Cliffs Country attracts visitors across the age range for holidays and leisure, and has a particular attraction for individuals, couples and family units. Deal and Dover both tend to welcome families and couples, with Sandwich seeing individuals travelling alone and couples. Sandwich also, on average, welcomes an older visitor of 45+. The district relies heavily on repeat visitors (72%), with the character town of Dover, on average, welcoming more first-time visitors. (BrittonMcGrathAssociates)

visitor facilities and services

A range of accommodation types are available and are dotted throughout White Cliffs Country. Primarily mid-range, the majority of accommodation stock is self-catering; based in the form of houses, cottages and chalet rentals (66%), followed by serviced accommodation in the form of B&B's and Hotels (24%). The character town Visitor Surveys 2018 report that, on average, 53% of visitors rated paid for accommodation as 'very good', with 50% stating that it also represented 'very good' value for money.

Locate in Kent and Visit Kent, with DDC involvement, are currently working together on a joint initiative focused on accommodation stock in White Cliffs Country and Kent, with a view to remedy the perceived shortage in the supply of quality hotel stock available to visitors - especially 4 and 5 star accommodation with Food & Drink facilities and large scale conference/meeting and event spaces. The National Coastal Tourism Academy (England's Coast Project) also highlight that one of the common major challenges coastal regions face, as witnessed in Dover district, is the lack of large volume, quality accommodation that will meet the high demand of domestic and international business and leisure markets. The district currently has no '5* rated' hotels and two '4* AA rated' hotels.

White Cliffs Country boasts some award-winning pubs and restaurants serving excellent food. Spa facility developments, conference and wedding rooms, coupled with examples of star-chef destination restaurants, boutique independents, the glamping of Fallow Fields and golf resort approach of some of our local golf clubs, have added a new dimension to what is needed and just what is possible in White Cliffs Country. The district currently has no 'Michelin Star' rated restaurants.

Visitors and the White Cliffs Country would benefit from more of this growth and the provision of further visitor accommodation. Environmental improvements, visitor facilities, more eating establishments utilising local products and an improved shopping and evening entertainment provision would also be advantageous.

attractions

White Cliffs Country has over 100 recognised visitor attractions, of which 35 are free. The majority of attractions are history and heritage focused, supported by leisure and activity, as well as culture. In 2017, attractions saw an economic impact value of £12,318,000.

activities and experiences

White Cliffs Country offers a wide variety of activities and experiences throughout the year. The majority are free of charge. However, some are only available through a guide or independent provider.

events

White Cliffs Country offers a wide variety of activities and experiences throughout the year. The majority are free of charge. However, some are only available through a guide or independent provider.

Appendix A

Overview

Transport

White Cliffs Country is recognised as a strategic ‘International Gateway’ and has, to the most part, good transport links; with areas identified for further development. Transport priorities for the district continue to focus on sustainability, connectivity, traffic flow and ‘Growth without Gridlock’.

Parking

- Dover District Council has 42 car parks and 3,045 car parking bays across the district. 16 car parks are free of charge.
- There are 106 disabled bays, 23 motor cycle bays and 10 coach bays. There are no coach parking bays in Deal or Sandwich within the district’s car parks.
- There are currently 15 public EV charging points in the district. Four are operated by Dover District Council.

Roads

- The district is connected by main highways M20/A20 and M2/A2 corridors which also provide a link to London.
- The car/van/motorhome was the most common mode of transport used by visitors to reach the district.
- There is limited coach parking facilities and facilities for larger vehicles like motorhomes.

Trains

- High speed rail (HS1) exists from Sandwich, Deal, Walmer, Martin Mill and Dover to London and wider rail networks. Central London is currently only 64 minutes from Dover Priory, with a target to reduce this to less than one hour.
- Train stations also connect to Folkestone, Ashford, Tonbridge, Canterbury, Maidstone and towns in Thanet.
- The Eurotunnel ‘Le Shuttle’ train service operates from Folkestone.

Port of Dover - Ferry

- The Port of Dover is Europe’s busiest international ferry port, with carriers (DFDS and P&O) sailing every 30 minutes, 24 hours a day, 364 days a year, to Calais and Dunkerque. Foot passenger services at the Ferry Terminal operate between 6am and 7.30pm.
- In 2017 the Port welcomed 11,723,411 passengers, 2,180,611 tourist cars and 79,638 coaches.

Port of Dover - Cruise

- England’s second busiest cruise port, attracting 130 ships in 2019 and over 200,000 passengers annually.
- 57% of cruise ship visits to Dover in 2019 were ‘Turnaround’.

Buses and Coaches

- Stagecoach buses offer a regular public bus service; with areas identified for further development.
- For longer journeys the National Express coach service operates and there are various stops throughout the district. The National Express service from London to White Cliffs Country is the very same ‘007’ that inspired the famous spy novels about James Bond.
- A Bus Rapid Transit (BRT) system is being developed as part of the Whitfield Urban Expansion to provide a strong connection between Dover town centre and Dover Priory railway station.

Cycling

- White Cliffs Country offers a fantastic array of nine different themed cycle routes and trails spanning the district, including National Cycle Route 1 and Route 2, as well as National Cycle Network Route 16 and 17.

Walking

- Recognised as the district’s top visitor activity, White Cliffs Country offers 30 outstanding trails and routes, including the New England Coast Path, Saxon Shore Way and the North Downs Way National Trail (this 153 mile trail starts and ends in Dover).

Air

- The nearest international airport is London City Airport (LCY). This airport has international and domestic flights from London and is about 61 miles from the centre of Dover. The nearest major airport is London Gatwick Airport (LGW), which has international and domestic flights from London and is 84 miles from Dover.
- Previously, Manston (Kent International Airport) in Thanet provided a domestic and international service. However, this airport was decommissioned in 2014. In July 2019, the sale of the Manston airport site was announced to a firm aiming to bring short haul and cargo flights, as well as associated businesses to the site. The Council is currently awaiting the decision by the Planning Inspectorate on the outcome of a Development Consent Order for the reopening of the airport.

Appendix B

Branding White Cliffs Country



*White Cliffs Country – Brand
'The Dover, Deal, Sandwich Triangle'*

For visitor and promotional ease and understanding of offer and opportunity, we will adopt the principal of the White Cliffs Country 'Triangle' - with the district's three 'character towns' of Dover, Deal and Sandwich. Each character town will encompass their surrounding parishes, areas, attractions, accommodation etc. into a clear visitor offer/package.

We will continue to operate under the 'White Cliffs Country' name and supporting brand. An expanded 'purposeful and playful' identity that will now also encompass the sub-brands of:

- Visit White Cliffs Country (Tag Line: 'Discover more and explore beyond the chalk')
- Invest in White Cliffs Country (Tag Line: 'The Enterprise Coast')
- Produced in White Cliffs Country
- Study in White Cliffs Country
- Train in White Cliffs Country
- Events in White Cliffs Country
- Golf in White Cliffs Country (Tag line: 'Kent's Golf Coast')

Visit White Cliffs Country Tourism and visitor economy

This growth strategy for tourism and the visitor economy is the beginning of the journey and we are calling on all businesses and providers involved in the visitor economy to engage with us to take up opportunities available across the district.

White Cliffs Country (Dover district) has a growing reputation as a place to visit for a day or short staycation, with a new generation of visitors, tourists and residents discovering what makes White Cliffs Country great.

We are planning for future growth of the district by implementing this new strategy, as well as refreshing our Local Plan (work in progress) and corporate plan (work in progress), ensuring that there is sufficient capacity to support visitor need, economic growth and opportunities, including the visitor economy. We invite you to join us as we become even greater.

reasons to visit White Cliffs Country

- Ease of getting to and around destinations.
- One of the most climatically-continental places in the UK.
- Beautiful countryside.
- Beautiful beaches.
- Range of history and heritage.
- Range of attractions and things to do.
- Range of events and festivals, including major events.
- Opportunities for activities, experiences and sport.
- Quality of food & drink.
- Quality and range of local produce.
- Opportunities for shopping.
- Authentic, honest and real destinations.
- A leading international gateway, With direct connections to London, readily accessible from Europe and beyond.
- Just over one hour from London by train.

Appendix B

Branding



Invest in White Cliffs Country

White Cliffs Country (Dover district) has a growing reputation as a place to live and work, with a new generation of investors, start-up businesses and families discovering what makes the 'Enterprise Coast' great.

We are planning for future growth of the district by refreshing our Local Plan (work in progress), ensuring that there is sufficient capacity to support economic growth and opportunities, including the visitor economy. We invite you to join us as we become even greater.

Business, Commercial and Investment

reasons to invest White Cliffs Country

- The 'Enterprise Coast' is 76 miles south east of London and just 21 miles from France.
- Fast Motorway Connections via the M2/A2/A299 and M20/A20.
- High Speed 1 Coast to Capital by train in just over an hour, Dover Priory to St Pancras International.
- Europe on your doorstep with unrivalled connections from the Port of Dover, the busiest roll on/roll off freight and passenger port in Europe.
- UK's most successful Enterprise Zone at Discovery Park in Sandwich.
- Affordable business locations, office, manufacturing and distribution space and coastal living.
- Significant funding and incentives for new and growing business, including Regional Growth Funds.
- Over 10,000 new homes to be built.
- £250 million Port Expansion to cement Dover's position as an international gateway and the 'Gateway to Europe'.
- Coastal Living combining a world-famous coastline and heritage with idyllic countryside, unique towns and villages.
- New look café and range of improvements at Deal Pier.
- Dover Waterfront – plans for a stunning new waterfront strengthening links between the town of Dover, the port and our heritage, by building a land-bridge etc.
- New Vision for Sandwich – plans to protect and showcase Sandwich's historic environment, to create pedestrian friendly links and encourage more tourist and business activity. (Sandwich Town Council)
- Cycle Friendly Deal – plans to encourage cycling through improvements in infrastructure, visibility, promotion, information, education and continued political support. (Deal Town Council)
- Love Dover – plans to advance citizenship and community development through urban regeneration. (Dover Town Council)
- 'Dover Soul' - £2.44 million (Coastal Communities Fund) to rejuvenate Dover's Old Town and Market Square.
- Maison Dieu – working with the Landmark Trust and Heritage Lottery Fund to develop an iconic and significant historical landmark.

Appendix B

Branding



Study in

White Cliffs Country

White Cliffs Country (Dover district) has a growing reputation as a great place to learn and study, beyond a visit and the areas obvious links to the national curriculum and school or college day and overnight trips. A new generation of learners are discovering what makes White Cliffs Country great.

We are planning to build stronger relationships with our local educational providers to facilitate future growth, as well as learning, training & skills development, ensuring that the required support is in place to facilitate and nurture opportunity, including progress within the economy. We invite you to join us as we become even greater.

Learning, Training and Skills

places to study, learn and develop new skills in White Cliffs Country

- 1x world-class and world-renowned Maritime Skills Academy, welcoming domestic and international visitors and students.
 - 1x Technical College, 16+, part of a wider East Kent Group, welcoming domestic pupils from a 20/25 miles radius.
 - 2x state boarding schools, 11 to 18, welcoming domestic and international pupils.
 - 3x state grammar schools, 11 to 18, welcoming pupils within catchment area.
 - 6x state secondary schools, 11 to 18, welcoming pupils within catchment area.
 - 41x state primary schools, 5 to 11, welcoming pupils within catchment area.
 - 2x state special schools, welcoming pupils within catchment area.
 - 1x independent day and boarding school, 3 to 18, welcoming domestic and international pupils.
 - 1x independent day and boarding preparatory school, Nursery to 13, welcoming domestic and international pupils.
 - 1x independent junior day school, Nursery to 11, welcoming domestic pupils from a 20/25 mile radius.
- This growth strategy for tourism and the visitor economy is the beginning of the journey and we are calling on all businesses and providers involved in the visitor economy to engage with us to take up opportunities available across the district.*

Appendix B

Branding

Produced in White Cliffs Country



White Cliffs Country (Dover district), part of the 'Garden of England', has a growing reputation as a producer of great food and drink, with a new generation of businesses, business owners, families and individuals discovering what makes this 'coast and country' taste great.

We are planning to build stronger relationships with our local producers, businesses and farmers to facilitate future growth, ensuring that the required support is in place to facilitate economic growth and opportunity, including progress within the visitor economy. We invite you to join us as we become even greater.

Supporting Sub-brands



Appendix C

Destination

Developing White Cliffs Country

Building relationships and welcoming investment in...

- enhanced tourism
- quality hotels and visitor accommodation, including executive glamping, high end boutique hotels, spas and conference facilities
- first-class attractions and unique experiences
- exceeding expectations across the district's golf and sporting venues
- state of the art provision that brings history and heritage to life through modern technology
- the existing and in new retail, food and drink outlets
- rapid link infrastructure and last mile solutions
- productive leisure and wellbeing facilities
- idyllic parks and open spaces
- creating capacity to build skills, training, education and sector based employment and apprenticeships
- exciting town centre regeneration, including national-level festivals and colourful events
- leading innovation hubs
- local produce, green and sustainable industry excellence.

White Cliffs Country — a great place to live work, visit, learn and invest!



*'To be a vibrant world-class destination valued for
its outstanding heritage, landscape and
pursuits, as well as its ease of access, warmth of
welcome and wealth of opportunity.'*

*The growth and success of tourism in White
Cliffs Country is dependent on everyone working
together to achieve this common vision.*

Tourism is everyone's business

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