

Visualising Destination City

REPORT



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Foreword

The City of London Corporation's flagship Destination City programme marks a generational opportunity to write a new chapter in the City's history. At the outset, I'd like to thank the City Property Association and all those who have supported Destination City.

At its core, we have a clear goal: to secure the Square Mile's future in a way that respects its rich heritage while positioning it as a dynamic and attractive destination for the future. We want to make the City more accessible, more open, and more welcoming to all. Whether you are a resident, worker, visitor, or business, we want you to feel at home in the Square Mile and contribute to our dynamic, thriving, unparalleled ecosystem.

The City Corporation is investing significant sums across the organisation to help transform the Square Mile. We are delivering a new visitor and tourist brand for the City of London, with first-class marketing to boost the Square Mile's position as a global leisure destination.

Through partnerships with brands, organisations, Business Improvement Districts (BIDs), and landowners, Destination City is providing a powerful new voice for the Square Mile's businesses and cultural attractions. We are sourcing new tourism, travel, media, and commercial partnerships to help promote the City to London, UK, and global audiences, ensuring that we can be a local actor on the global stage.

Destination City is nothing without an outstanding built environment. We need to be a place that welcomes and wows a diverse range of audiences. This past year, we have new, award-winning free-to-access public roof top parks and viewing platforms delivered through planning with 8 and 22 Bishopsgate. In addition, wonderful new cultural institutions will find a home in the City such as the Migration Museum and the new Smithfield London Museum, as well as exhibitions which celebrate the City's heritage such as the Vine Street Roman Wall exhibition. All are free to visit as we deliver an inclusive, welcoming City for all, with many more attractions in the pipeline. We've also seen continued improvement of our public spaces, used our planning powers to create new inclusive public



Chris Hayward
Chairman, Policy & Resources Committee
City of London Corporation

spaces and cultural experiences, and invested in our iconic landmarks. In short, putting audiences at the heart of all we do.

As we move forward with the next stages of Destination City, we will need to work together to continue shaping outstanding environments. Partnerships with the City Property Association, BIDs, investors, and many others committed to enhancing our public realm will be crucial. Working collaboratively, we can make the City a thriving, seven-day-a-week destination for all.

This is an ambitious vision, one that both preserves our rich history and embraces the innovations of tomorrow. It is a vision that places the well-being of our residents, the growth of our businesses, and the enrichment of our cultural life at the City's heart.

By making the City's voice heard, by getting like-minded brands, organisations, and investors involved, by driving economic growth here and further afield, and most importantly by working together, we will redefine the Square Mile as a destination of choice for years to come.

Introduction

The repercussions of the pandemic have forever transformed the future direction of the City and with it, created an exciting new opportunity and a fresh chapter in its history. The City's success as a global commercial hub is reflected in its modern architecture and streetscapes which have long been shaped to accommodate the needs of a growing workforce.

However, the impact of hybrid working has required us all to reimagine the City's identity and its appeal to visitors. This is at the very heart of the Destination City vision.

A key part of this ambitious strategy requires the updating and activation of the City's streets and open spaces, encouraging people to linger longer and explore other parts of this unique district. Through transformative public realm we can connect the City's key cultural and transport anchors, whilst carefully curating a variety of leisure experiences, from food and drinks to experiential retail, across the entire City.

The core cultural, commercial and riverside corridors featured in our map in this document need to be interconnected, breaking down the barriers which divide and confuse pedestrians. We are already starting to see some of the first fruits of this vision in action; Bank Junction's transformation is nearing completion and work to enhance St Paul's Gyratory is well underway. Our members would like to see the City go further and faster, swiftly unlocking CIL and other funding pots to fund even more vital projects.

Moves to leverage the City's cultural heritage are also welcome. The delivery of a new London Museum on the West Smithfield site is truly exciting. New public viewing galleries at 8 and 22 Bishopsgate are the latest additions to the City's must-see attractions.

Amidst these changes we must not lose sight of the City's largest group of potential ambassadors – its workers. We must continue to make sure we are putting those travelling into the City for work at the centre of these plans. How can we improve their



Gareth Roberts

CPA Chair
Head of Development - Innovation &
Life Science, British Land

experience and encourage them to stay longer? We want them to choose the City for dinner after work or at weekends, which the data shows is starting to happen more frequently.

We also need to consider how we can better leverage the City's riverside, an area that has failed so far to live up to its full potential. How can we revitalise this key part of the City that could be as culturally exciting as the Southbank? This is something that CPA will be seeking to work with the City Corporation and businesses to understand and drive forward.

The scale of opportunity and progress is enormous and we hope this Visualising Destination City paper, through our illustrative map and guest author contributions delving into the heart of what Destination City means to them, encapsulates the Vision. We want the City to succeed and do what it does best - reinvention.

Recommendations

To deliver on the City Corporation's ambitious Destination City vision, the CPA sees the following recommendations as crucial.

1

Invest in the City's public realm to transform streetscapes, create welcoming places and spaces and drive active travel.

2

Activate streets and walkways to increase visitor 'dwell time' and drive footfall.

3

Renew a focus on existing visitors, incentivising them to stay in the City for longer, and visit more often, rather than stay at home or travel to the West End. This should complement the City's plan to broaden its appeal to new, additional visitors.

4

Release Community Infrastructure Levy (CIL) and other public funds at scale and at pace to bring the Destination City vision to life on the ground.

5

Streamline and simplify decision-making in project delivery and financing, making it easier and quicker for teams and external stakeholders to bid for funds to deliver public realm improvements.

6

Ensure Destination City is delivered strategically and is at the heart of the City's decision-making on funding, planning and development and culture and leisure. Large projects must complement smaller improvement works pepper-potted across the City.

7

Drive leisure to improve the ground-floor economy, including casual business leisure and realise the potential of the City's rich culture to create an exciting and authentic identity for the City that challenges perceptions that the City is only a place for work.

8

Enhance working with key stakeholders including BIDs, institutions and major investors.

9

Open up the riverside and activate this key route as a priority to draw visitors from the more successful Southbank.

10

Ensure the City's cultural and transport anchors are linked with improved signposted and attractive walkways for pedestrians.

Behind the Vision:
Five thought pieces
on how the City is
changing



Mapping the opportunity

Deborah Saunt
CPA Board
Director
DSDHA



Mapping the opportunity

In order to understand the ecosystem that makes up the City in pursuit of the Destination City vision, CPA and DSDHA set out to map the City's existing and future public realm improvements alongside new and approved private developments. This acts as the backbone upon which layers of activity and movement, commerce and culture, meeting places and spaces for nature, could be revealed as new opportunities. We looked to do this through the eyes of visitors, as well as local workers and residents, and their needs and desires, and what is revealed is the foundation of an incredible evolving Destination City.



Deborah Saunt

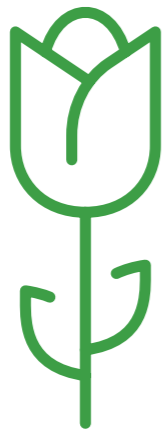
CPA Board

Director

DSDHA

The City's public realm projects, supported by developer contributions, offer calm in previously turbulent streets as well as achieving a safer and more effective balance of priorities between pedestrians, cyclists, and vehicle users. Imaginative schemes like the new public realm at Farringdon, improvements at Bank Junction and proposals to transform St Paul's Gyratory have been at the forefront of the City's urban renaissance, as have the vibrant new cut-throughs and artworks. Meanwhile, improved public realm at Cheapside brings new users and behaviours, restoring a bustling Medieval shop-lined street after the dominance of modern motor traffic.

In terms of future opportunities, we have looked in particular at where people arrive and then move through the City – the pedestrian and cycle flows. These are strong from stations and bridges along main roads, but also increasingly through myriad backstreets to avoid crowds, which is increasingly popular now via mobile technology. By doing so, we are beginning to see the emerging of destinations for the after-hours worker and the tourist, for example, where the latter might choose to walk the short distance between St. Paul's Cathedral and the riverside Tower of London, scouting great places to stop as they pass through the City, coinciding with the latter's search for pubs with larger areas of outdoor space for drinkers to gather.

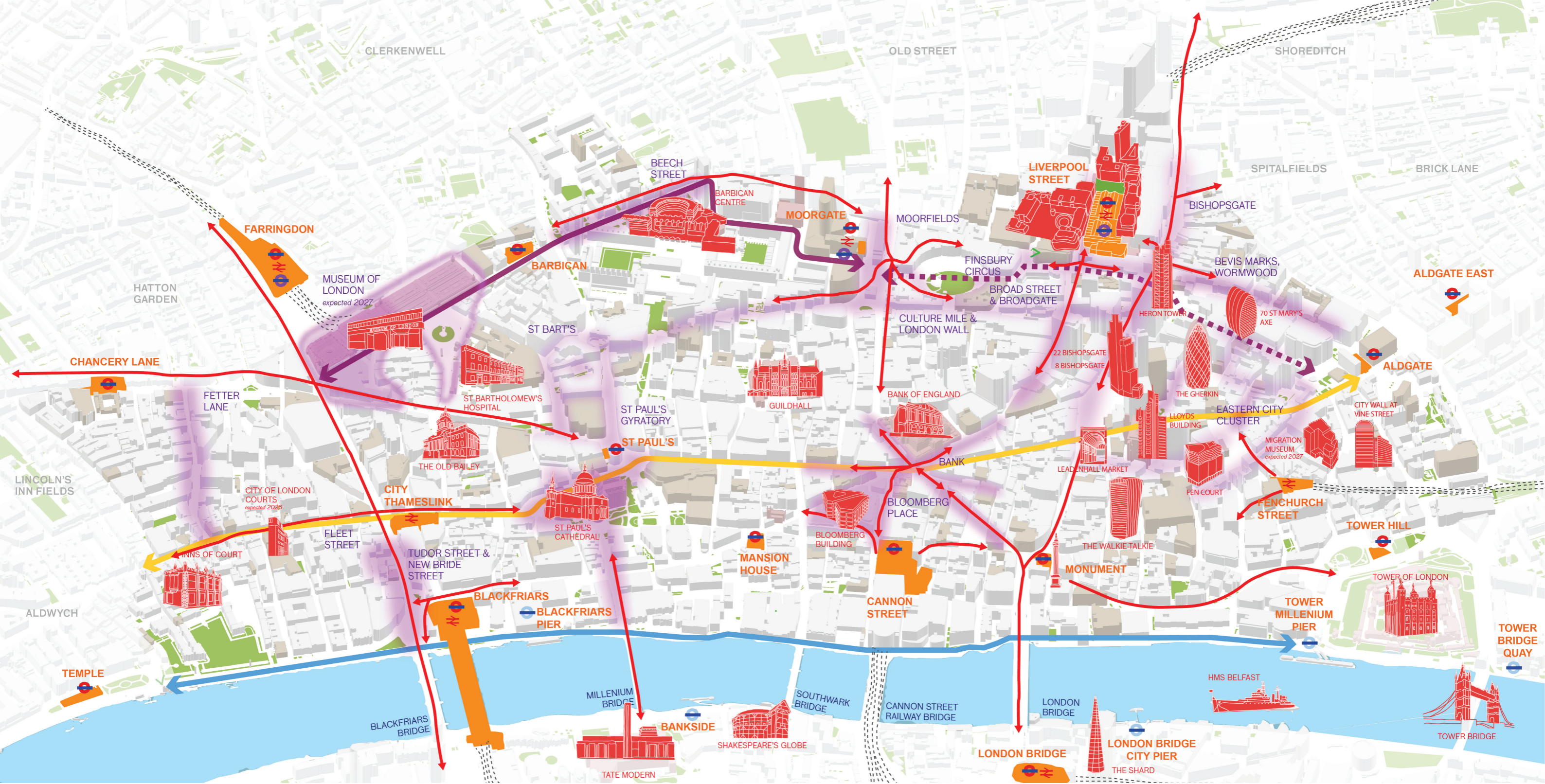


Getting the structural DNA of the City right promotes street life and vitality so, where these routes combine with new public spaces and street greening, this actively supports local businesses, as well as offering vital places to just relax outside for free, bringing human activity and a sense of wellbeing to the street where little may previously have existed. This phenomenon is called "dwell time" – the desire to simply be in a pleasant urban environment – and is the foundation of successful cities, where the public realm and, most importantly, the ground floor uses of buildings, intermingle to create a place that functions effectively from morning to evening, encouraging a diversity of users.

What we see here too is the huge benefit a strong curatorial role from the landlord encouraging the right mix of uses on the street and through the ground floor inside the building can have, and which is imperative to making the outside space work well. Additional event programming can help the space to

"never be the same place twice" too, in support of the more permanent framework above.

The City's green spaces are prized assets all can enjoy as part of another recent phenomenon we now call biophilia. These are of such popularity that people will travel considerable distances, and even out of their way, to breathe fresher air and soak up nature and relax amongst plant life. This broader demographic is evident for example in Broadgate and DSDHA's new Exchange Square, where local populations from neighbouring boroughs, workers from Hackney and families from more diverse backgrounds in nearby Tower Hamlets can be seen alongside office workers from within the Liverpool Street area, visiting before, after and during work, with or without dogs! The greatly enhanced biodiversity that schemes of this nature bring to the built-up environment of the City also encourages other forms of visitors, with squirrels, birds and insect life not previously seen here, all settling into a changing City.

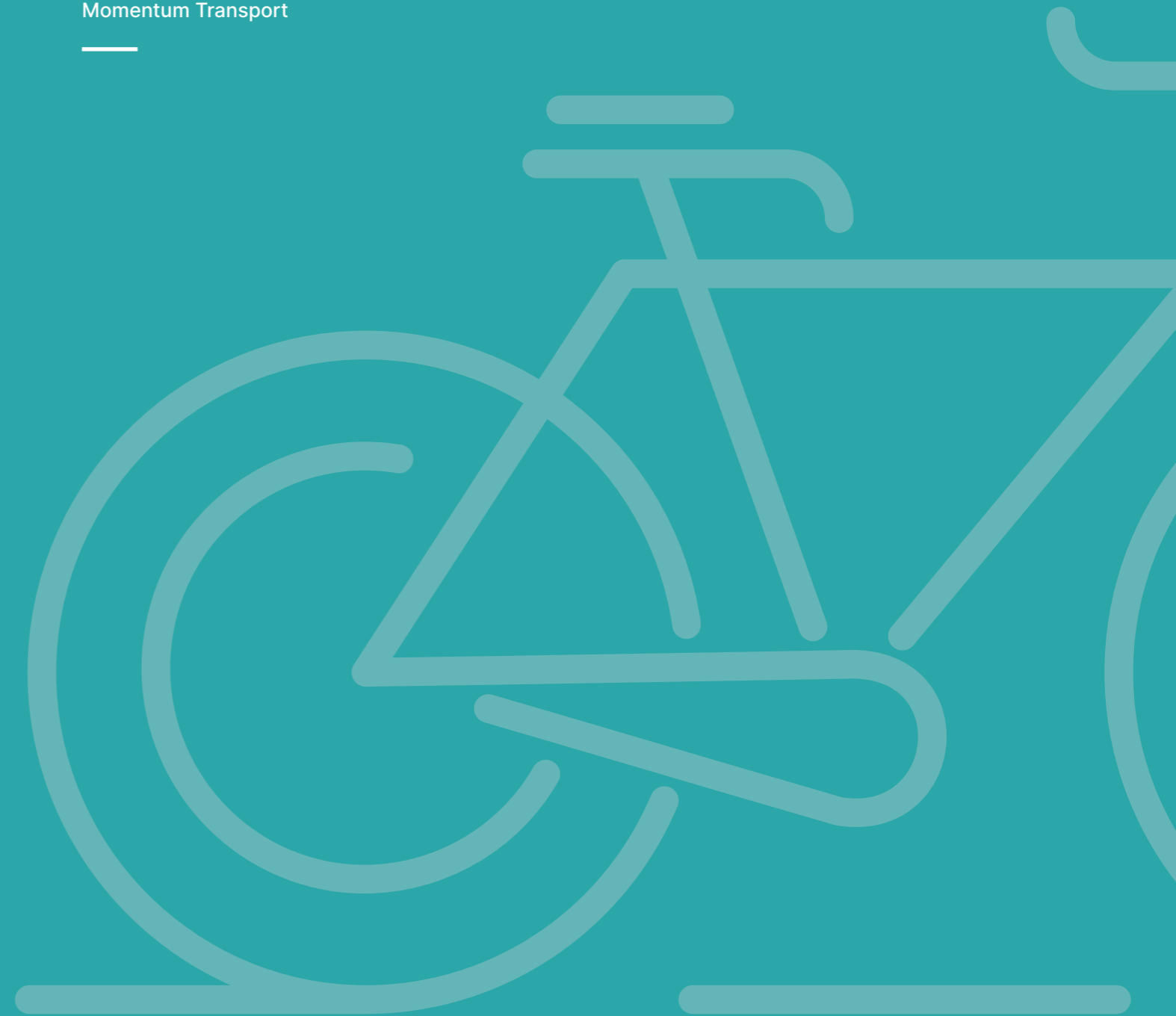


Key

- EXISTING / FUTURE PUBLIC REALM IMPROVEMENTS
- CULTURE CORRIDOR
- COMMERCIAL CORRIDOR
- PEDESTRIAN ROUTES
- CONNECTIONS TO CITY CLUSTER
- RIVERSIDE CORRIDOR

Transport revolution in the Square Mile

Roy McGowan
CPA Board
Managing Director
Momentum Transport



Transport revolution in the Square Mile



Roy McGowan
CPA Board
Managing Director
Momentum Transport

The City of London Corporation has been delivering a transport revolution since the launch of its progressive Transport Strategy in April 2019, which also built on the 20-year period from 1999 when the GLA and TfL were established.

The City Streets 2023 Summary report shows that the number of motor vehicles has decreased by nearly two thirds since 1999. Most of this decrease has been observed during or immediately after significant changes or events, including the introduction of the Congestion Charge Zone in 2003, the Global Recession in 2008-09, the introduction of TfL's Cycle Superhighways in 2015-16 and most recently the COVID-19 pandemic in 2020-22.

In contrast, the number of cycles counted has increased nearly four-fold since 1999. Most of this increase took place between 1999 and 2012.

In fact, from the City's transport surveys in the autumn of 2022, the number of cyclists during the peak periods is now higher than the number of car drivers for the first time.

There is still more to be achieved though, as previous studies have shown that about 50% of all freight traffic in the City (which is about 25% of all City traffic) does not have either a destination or an origin in the Square Mile and therefore has no need to be travelling through the City.



Transport context for Destination City

Destination City comprises a package of measures designed to boost the vibrancy of the Square Mile, drive forward its recovery from the pandemic and increase its attractiveness to talent.

The transport measures proposed include harnessing the Elizabeth line benefits and the ongoing delivery of the City's public realm proposals, supporting the Pedestrian Priority Streets and Healthy Streets programme and encouraging the positive use of CIL (Community Infrastructure Levy) to improve public realm.

The number of trips into the City at weekends is now higher than the pre-pandemic levels in 2019. Mid-week Tuesday to Thursday is almost back to normal but it is the reduced number of trips on a Monday and a Friday that has yet to bounce back, but it's coming.

Destination City placemaking strategy

The City of London Corporation's proposed placemaking strategy provides the ground level transformation on which to organise and activate the exciting Destination City events programme along with improved leisure and retail offers. In combination the measures will generate an even bigger draw to the City.

There is also a need to overlay progressive proposals being brought forward through the BIDs, the Healthy Streets programmes, Pedestrian Priority initiatives, S278 schemes, CIL schemes plus S106 schemes.

The launch of Destination City coincided with the opening of the Elizabeth line, which was backed by a £200m investment from the City Corporation. The line has been a significant success and has brought an extra 1.5 million people to within a 45-minute commute of the Square Mile. The Elizabeth line is already the UK's busiest rail line and the most popular such network to travel.

The Transport Canvass and progress

The City has already implemented a 25km network of Pedestrian Priority Streets plus the Bank Junction improvements, and further work should now be set out on the next 25km as per the City's Transport Strategy. This should include:

- The north-south pedestrian route from Millennium Bridge past St Paul's and the proposed King Edward's Square and onward to the cross-roads with Beech Street / Long Lane;
- The east-west 'Culture Mile' route of Beech Street, Long Lane and West Smithfield between the new Museum of London and the Barbican;
- The now continuous River Path;
- Cheapside to Bank Junction and then onward along Leadenhall to Aldgate

Overlaying the Healthy Streets areas and in combination with the above would provide an excellent network of active connectivity and public realm, setting a great stage for the Destination City programme and the enlivenment of the Square Mile. This will also support the City's proposals for achieving the objectives of climate change with improved greening, shading and SUDS drainage.

Exchange Square [DSDHA]





Culture in creating a unique sense of identity

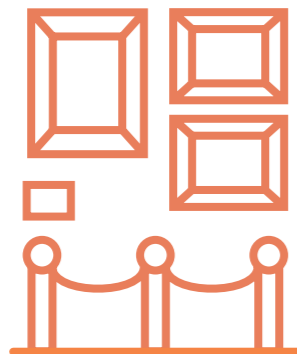
Sharon Ament
Director
Museum of London

Culture in creating a unique sense of identity

The New Museum Project began in earnest in 2017. It's taken a huge amount of energy and focus to get to where we are today in what we think of as "the long run-up" to opening. In 30 months from now, the doors, all four of them in Phase One, the General Market, will be flung open and we will be in full flow, welcoming people from all parts of London and the world. The aim is to attract more than 2 million people to the London Museum when it is fully manifested and the Poultry Market which is Phase Two, is operational.



Sharon Ament
Director
Museum of London



This will create an opportunity in the City of London for Smithfield to be the Capital's newest cultural district, a radically transformed destination, slap-bang in the centre of it all, at the heart of a transport hub, in the middle of history, reflecting the creative power of London today and thinking deeply about the future. **Our shared future.**

Major infrastructure projects are difficult, as we know. London Museum is a cultural infrastructure project, with a high level of complexity and challenge which is matched only by its soaring ambition to use culture to create an identity and sense of place that builds on a thousand years of history. One that will set a new benchmark for sustainable development. Following his visit to the site Sir Simon Jenkins reflected; "It was quite the most thrilling I have ever spent in a lifetime of 'hard-hat' London tours. The project is truly outstanding. You have unearthed the most remarkable chapter of sub-terranean London, quite apart from your plans for the exhibition". He went on to say that London Museum project has the opportunity to "rescue perhaps the last truly historic quarter of the City of London", which should be viewed as a neighbourhood and as a whole including; Smithfield, Charterhouse, Barts and Clerkenwell. This neighbourhood is well-loved, it's gritty, it's hard-working, it's 24 hour, it has a plethora of nooks, crannies and back-streets which all combine to give it character and a charisma that reflects in the simple fact that people like to be there.



Museum of London proposals, photo credit, Secchi Smith

The variety and diversity of use will be augmented in 2026 when London Museum arrives, we have taken care to craft a new sort of museum that respects and amplifies the character of Smithfield. The Museum will have galleries like no other, framed in a temporal order to include; Past Time, Deep Time, Our Time and Future Time, all forensically dropped into a late Victorian Market and a post WWII Poultry Market by architects Stanton Williams, Asif Kahn and Julian Harrap. It will open early and close late; enabling commuters to flow through on their way to work, or young people to visit on a Saturday evening in a new sort of "cultural night

out". It will feed London great food, sell great products made by London, it will feel good if you're 8 years-old or if you're in your eighth decade. It will be a place for ALL Londoners and it will set the tone for the re-imagination of a whole district. Something that the City of London Corporation has been doing for centuries, with a passion.

London Museum in Smithfield will set the tone and establish the values that will enable great new things to happen that could be a radical model of sustainable development. Watch this space!



Photo credit, Secchi Smith

An arts and cultural strategy to deliver Destination City

Will Gompertz

Former Artistic Director
Barbican

Director
Sir John Soane's Museum



An arts and cultural strategy to deliver Destination City

The contemporary context in which The City is currently operating has changed to an extent few could have envisaged even a decade ago. Three seismic events have taken place that leaves the Square Mile once again having to reinvent itself. They are, namely, Brexit, Covid and Advanced Technology, which together represent a potent triple threat to the future prosperity of the City. The danger is implicitly acknowledged in Destination City, the visionary post-pandemic strategy for growth announced by the Policy Chairman, Chris Hayward. Destination City is a statement of intent, a rallying cry for action to all with a vested interest.



At the strategy's heart is a recognition that the City has to change. It can no longer simply be a cold and clinical "business district". It needs to become warm and welcoming. People have to enter the equation! The Square Mile must transform itself into a place where workers, tourists and locals want to come, rather than have to come, which, of course, is no longer the case. It isn't just Zoom or Teams meetings that enable tens of thousands of City professionals to work from home; AI must also be taken into consideration. There is every chance that many of those well paid City jobs in finance, insurance and law will be undertaken by a whip-smart computer running hyper-complex AI programmes. **The future City must trade up from 9-to-5, to 24/7**

Change will require confronting sacred cows and the elephants in the room. If the Square Mile is going to become more people-centric, then people have to be at its centre. The old saying goes "people make places". True enough. But people need something to do. An arts and culture strategy will be essential to the City's renaissance. Few places on the planet have a history as rich as the Square Mile's, but so little of it is brought to life creatively. The new Museum of London - along with the overall redevelopment of Smithfield - will be a huge success, but there is a very real danger that it is contextualised in the popular imagination as being on the outer limits of a West End envelope ▶

Will Gompertz

Former Artistic Director
Barbican

Director
Sir John Soane's Museum



▶ (Bond Street to Farringdon on the Elizabeth line takes a few minutes), rather than a gateway to the Square Mile (just as St. Paul's Cathedral has become the most northerly outpost of the Southbank 'cultural quarter').

A holistic arts and culture strategy that draws people into and through the City is urgently required. Every new building, every investment into infrastructure and City property portfolio, every public realm intervention must play into an overarching plan that ensures the whole is far greater than the sum of the parts.

This is not the job for a single individual, but it must be led by one person. The creation and implementation of an arts and culture strategy is far

too important and far too complex to have as part of somebody's day job. It has to be the job. There are hundreds of stakeholders, experts and advisors who will need to be consulted and included in the development of a strategy that has to balance many competing priorities, from sustainability to start-ups.

As is evident from its skyline, the City has always been a pioneering leader, particularly in times of adversity. And so it will again, but on this occasion it won't be about new buildings, but what happens in the space between them – a people-first consideration that was, according to the late, great Richard Rogers, the most important part of an architect's job.



The business of Destination City

Ruth Duston
Founder and CEO
Primera

The business of Destination City



Ruth Duston
Founder and CEO
Primera

Primera has been pleased to work with the City of London Corporation to bring forward five Business Improvement Districts (BIDs) located in the Square Mile, which we operate as part of our portfolio. After the turbulence of the last few years, the creation of business improvement districts represents a logical step in developing a new, reinvigorated, more resilient Square Mile, and one that is fully embracing its potential as a world-class leisure destination.

Acting as a bridge between the public and private sector, the BIDs act as the conduit for a better and deeper engagement with businesses, helping to relay their needs and concerns to the City Corporation, while also shaping the activities that will attract more visitors, offering an on-the-ground perspective of their areas' needs, and delivering their own programmes to make the Square Mile a better place to **live, work and visit**.

The tide is already turning on the City's reputation as a Monday-to-Friday-9-to-5 destination. In August and September this year, the Square Mile brought back Bartholomew Fair, which attracted thousands of visitors to the area over three weekends. Working closely with the City Corporation, the five City BID teams engaged their local businesses, ensuring that they were kept across plans and allowing them to make the most of this opportunity for increased footfall and spend.

The Corporation has also recently announced the extension of its "al fresco" dining licenses until summer 2024, in a clear sign of support to the hospitality sector, so harshly impacted by the pandemic and staffing issues linked to the UK's exit from the European Union.



This will no doubt be well received by the industry, which is increasingly seeing the City as a destination to develop in, with new restaurants such as Origin City in Smithfield opening recently, and high-profile new launches such as The Wolseley City expected in the next few months.

The Square Mile is also seeing an increasing number of new leisure destinations opening up, with The Lookout at 8 Bishopsgate and Horizon 22 at 22 Bishopsgate; two new viewing platforms offering free access to visitors.

Investment is set to continue flowing in, with the Arch Company reported to have kicked off plans for a new nightclub and music venue under Fenchurch

Street station, and Whitbread, the company behind Premier Inn, announcing its intention to seek consent to turn a nearby 1970s office block into a new hotel and mixed-use development.

These are all encouraging signs that the City's reputation is changing and, as business improvement districts, we will carry on working with businesses, residents and the Corporation to shine a light on all that it has to offer.

Destination City and the Data

Alexander Jan
Chief Economic Advisor
London Property Alliance



Destination City and the Data



A recent report by Colliers on Destination City for the City of London forms an impressive and insightful body of work that provides extensive insight into the socio-economic characteristics of visitors to the area.

The principal reason for visiting the City remains work related activity but it is evident that exploring the area and meeting family and friends – particularly but by no means limited to weekends – are two of the most important drivers of footfall. Of interest too is the fact that workers are far more likely to visit at weekends so whilst their spend levels might be more modest than for other categories of visitor, their frequency of visiting means it is important they are not overlooked.

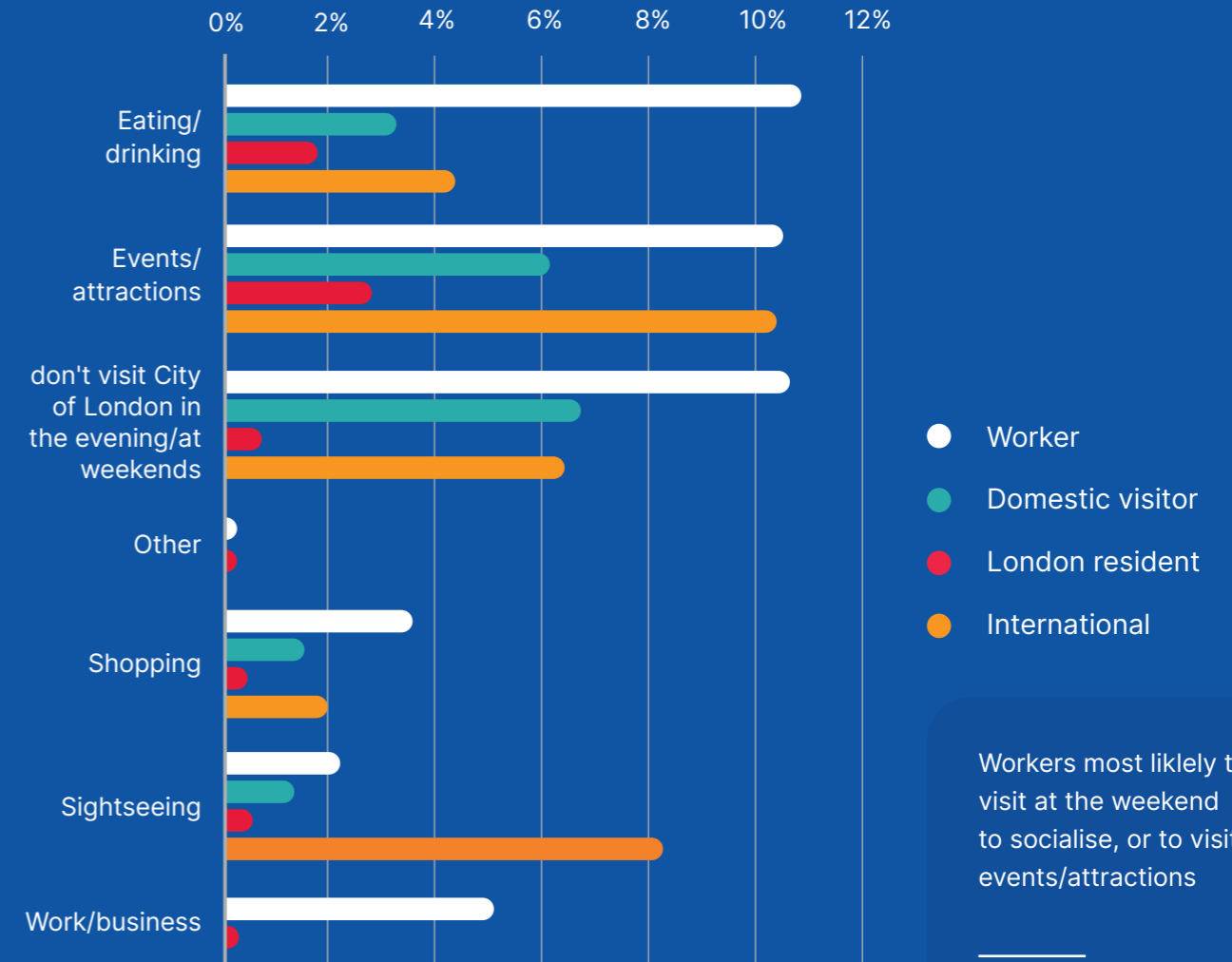
Alexander Jan
Chief Economic Advisor
London Property Alliance



What do they do? Weekend visits

Socialising and events most common reason to visit at weekends

What is your main purpose for visiting at the weekend?



Source: Consumer Survey May 2023

Workers most likely to visit at the weekend to socialise, or to visit events/attractions

International visitors most likely to visit at the weekend for an event/attraction or general sightseeing

How often do you visit the City of London at the weekend?



Source: Consumer Survey May 2023

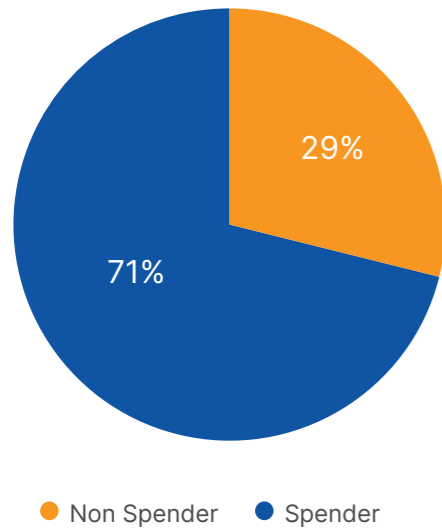
It is clear that that the City's districts complement each other by lending themselves to some pastimes and activities more than others. The great historical icons of St Paul's Cathedral, the Tower of London along with the markets are important "attractors"

of footfall. But increasingly, sky views and gardens of the tall building cluster and the retail offer of Cheapside are bringing non-work visitors into the more traditional business-led districts of the Square Mile.

How do clusters perform? Spend

71% of visitors typically spend whilst visiting City of London, average spend is ~ £110

Visitor spending



71% of consumers spend when visit City of London

Average spend is £110 per visit

Higher average spend from weekend consumers £140 vs. £99

Source: Consumer Survey May 2023

Average consumer spend



Source: Consumer Survey May 2023

Consumers spend the most on Hotels & Accommodation

Electricals, Leisure Goods and Fashion next highest average spend categories



In terms of expenditure levels, whilst visitor numbers are still very considerably down on 2019 levels, the report points out that spend has now exceeded that of four years ago. "Hotels and accommodation" is by far the most salient category (£364 per visitor) but perhaps surprisingly, electrical goods (£199 per consumer) is in second place. Leisure goods (£89) and fashion (£79) are the next highest components with eating out (£33) somewhat behind. Perhaps also worthy of note is that weekend average spend per consumer is around 40% more than on weekdays (£140 vs £99), highlighting the importance of making the City a seven-day-a-week destination.

The report highlights the crucial contribution being made by international visitors and the role that shopping plays in economic terms. A return to tax free shopping would undoubtedly be beneficial along with improvements to the quality and choice of retail. Making it easier for visitors to wander

seamlessly from one part of the City to another also lies at the heart of a successful Destination City strategy. Many of the Square Mile's "hidden gems" would perhaps benefit from being just a little less hidden. The medieval street layout and narrow pavements in places are also part of its charm. So a continued focus on making the most of these assets by improving streetscape and wayfinding rather than seeing them as a weakness will pay dividends.

Drawing on its fundamental strengths of history, heritage, arts and culture and remarkable architecture the report shows that the City is set fair in its ambition of becoming a destination in its own right. Combining these assets with a strengthened retail offer coupled to making the City's streets a little easier to navigate is a recipe for success in the quest to retain and encourage visitors of all types to the Square Mile.

CPA

City Property Association