

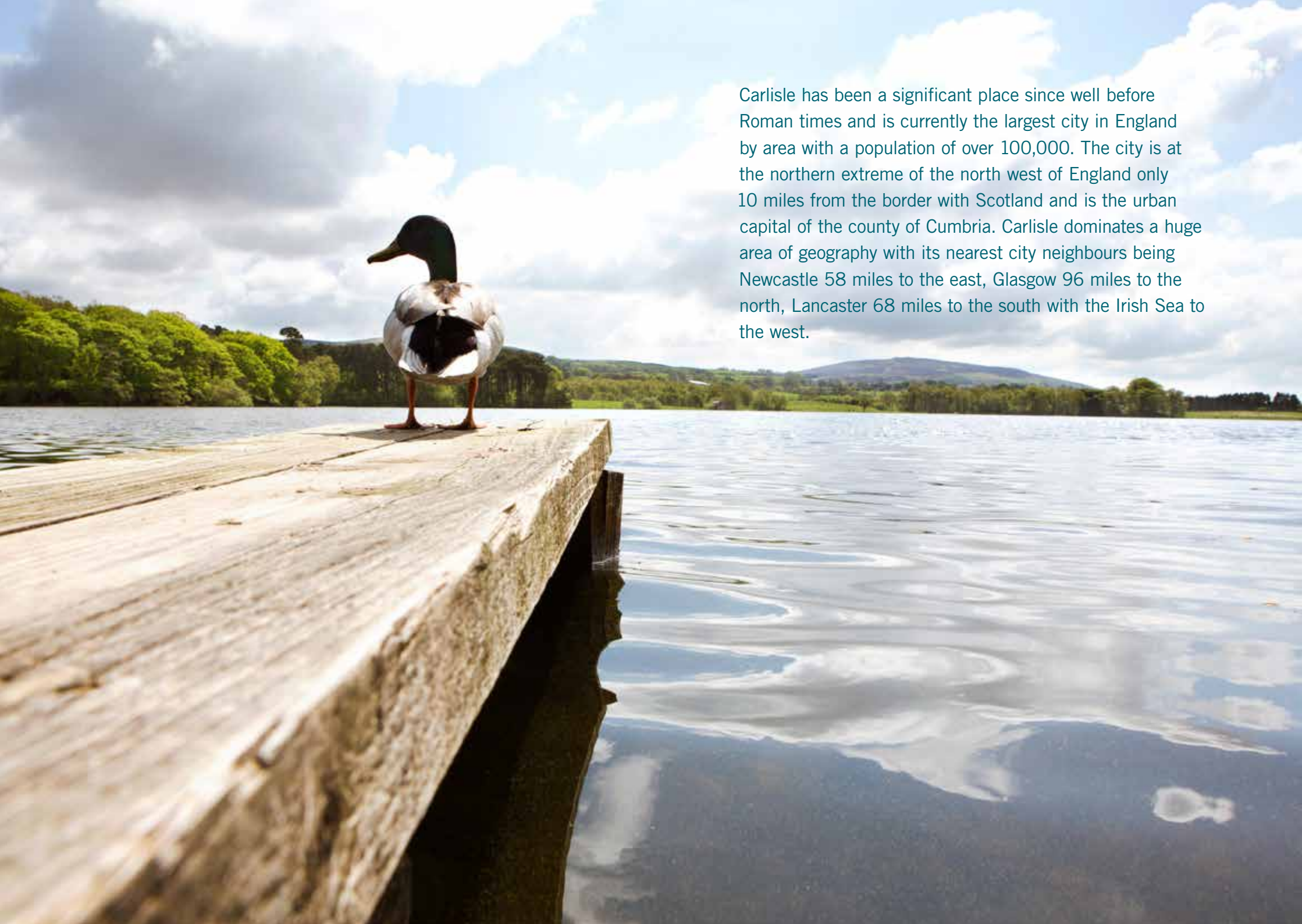


CARLISLE

STORY



OUR ROOTS

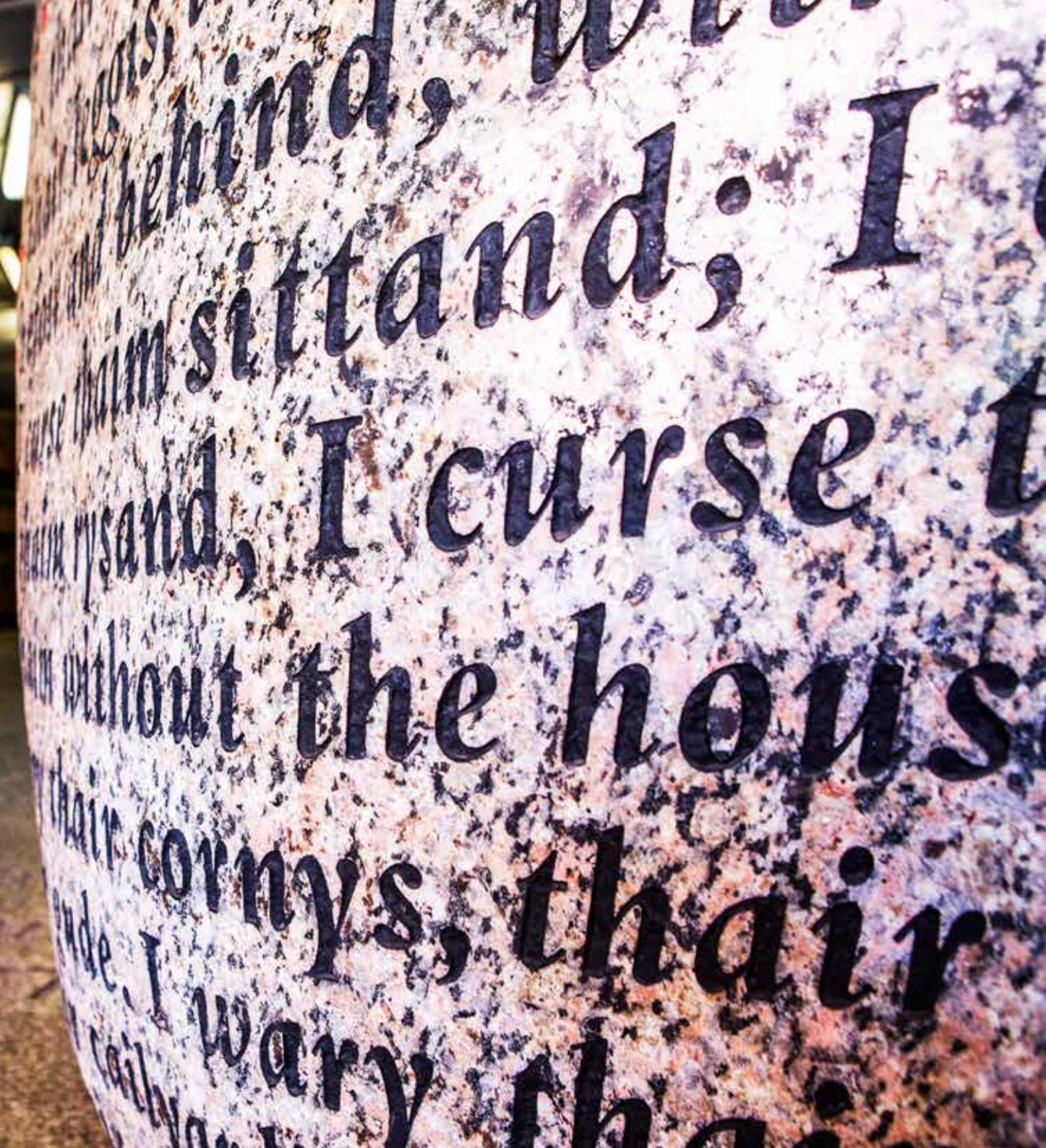


Carlisle has been a significant place since well before Roman times and is currently the largest city in England by area with a population of over 100,000. The city is at the northern extreme of the north west of England only 10 miles from the border with Scotland and is the urban capital of the county of Cumbria. Carlisle dominates a huge area of geography with its nearest city neighbours being Newcastle 58 miles to the east, Glasgow 96 miles to the north, Lancaster 68 miles to the south with the Irish Sea to the west.



Carlisle has a rich and tempestuous history being located in what has been called the 'debatable lands' on the border with Scotland. Having been sacked by the Vikings, pillaged by the Scots and ravaged by the Border Reivers this is a city that has spent much of its history on the 'frontline'.

Carlisle was an important and well fortified Roman settlement serving Hadrian's Wall before being destroyed by the Danes in 875. The city appears to have been left desolate until after the Norman Conquest and then strengthened during the mid 12th century. As an important frontier town it was frequently disputed and besieged by the English and the Scots during various campaigns and the area suffered from many attacks by the Border Reivers, raiders consisting of Scottish and English families who constantly raided the border country irrespective of their victims' nationality.







This is a place of rosy red sandstone architecture epitomised by Carlisle castle built in the 12th century to keep the northern border of England secure against the Scots and the cathedral, which became such in 1133, and is one of the smallest in England.





The city underwent a significant transformation during the industrial revolution when textile manufacture saw it become a densely populated mill town and by 1851 it had a population of 25,000.



The railways that arrived in the 19th century saw the city benefit from its strategic location. Indeed Carlisle is very well connected being on the M6 corridor and by train London is surprisingly under three and a half hours away. All of this helped the city to build on its newly established economic importance which in recent times has encouraged the development of food processing, engineering and logistics sectors.







This is a predominantly rural and stunningly beautiful area with the Solway Estuary to the west, the Pennines to the east, the northern Lake District to the south, the Northumberland National Park in the north east and the Eden valley to the south east. Along with the world heritage site of Hadrian's Wall Carlisle offers landscapes, history and attractions that define it and are enjoyed by many.

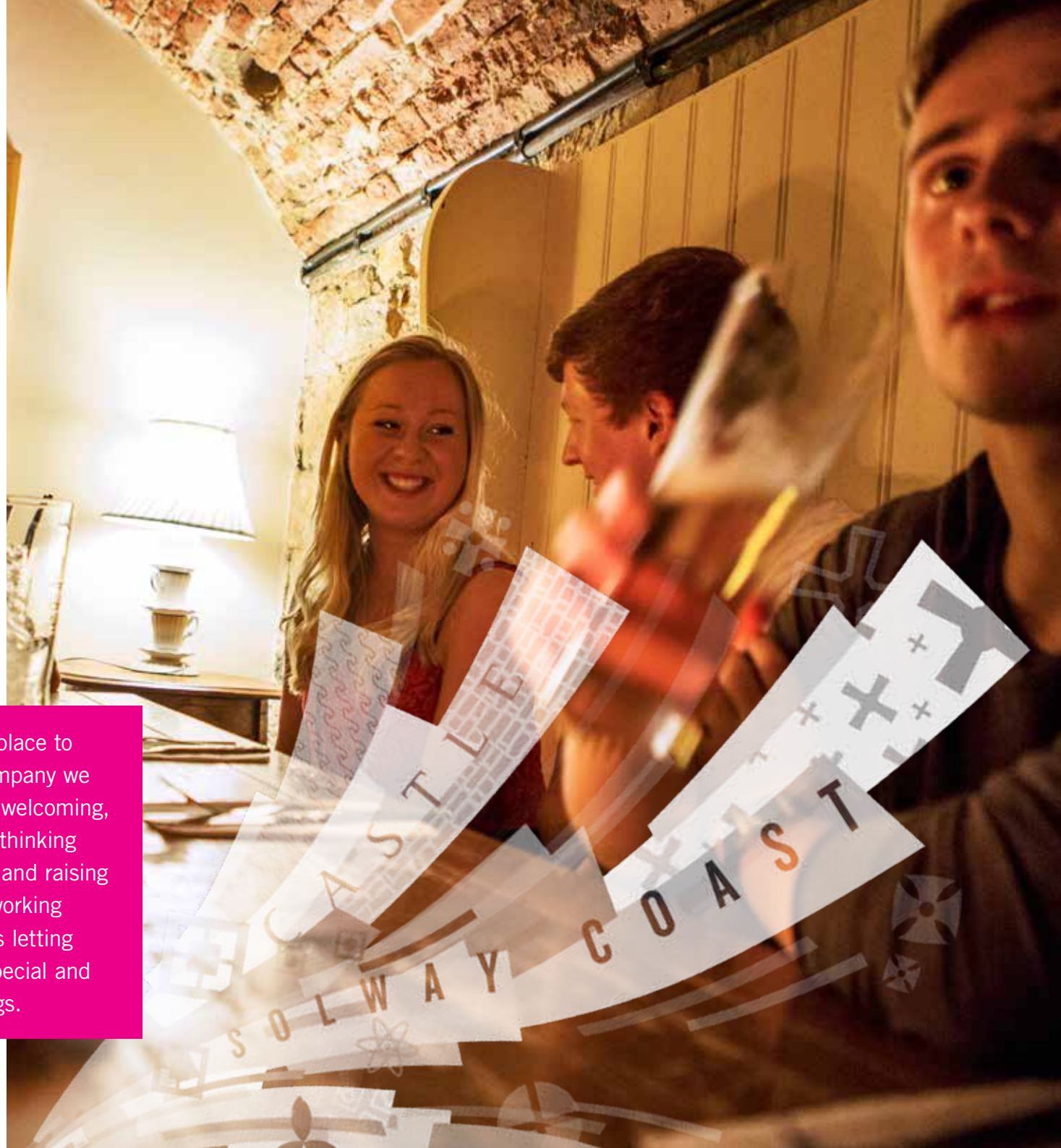
ALTHOUGH WE HAVE A  
TREMENDOUS ENTHUSIASM AND  
AMBITION FOR CARLISLE WE ALSO  
KNOW WE HAVE TO BE REALISTIC  
ABOUT OUR ASPIRATIONS.







For people and businesses to choose us a place to visit, to live, put down roots or set up a company we have to make the experience of being here welcoming, enjoyable and of good quality. That means thinking differently about what we do, how we do it and raising our game to deliver what we promise and working together to ensure we succeed. That means letting as many people as possible know what's special and attractive about Carlisle and its surroundings.





Carlisle has the assets and opportunity to put itself on the map as the capital of Cumbria and the city of the Lake District; to bring its amazing history and stories to life; to be the centre of an experience encompassing adventure and activity and to build on its successful independent and entrepreneurial nature.





THIS IS A JOURNEY WE WANT  
EVERYONE IN THE CITY AND  
WIDER AREA TO TRAVEL BECAUSE  
EVERYONE HAS A STAKE IN  
MAKING CARLISLE THE BEST IT  
CAN POSSIBLY BE.





## OUR OPPORTUNITY

CARLISLE HAS A FANTASTIC  
CHANCE TO 'SEIZE THE MOMENT'.





The University of Cumbria with its focus on innovative learning and preparing students for employment alongside the fantastic new facilities of the college are at the forefront of creating the next generation of entrepreneurs and enterprise in the city.



Business has quality space in which to grow and the likely development of the airport will act as a major kick start for commercial activity.

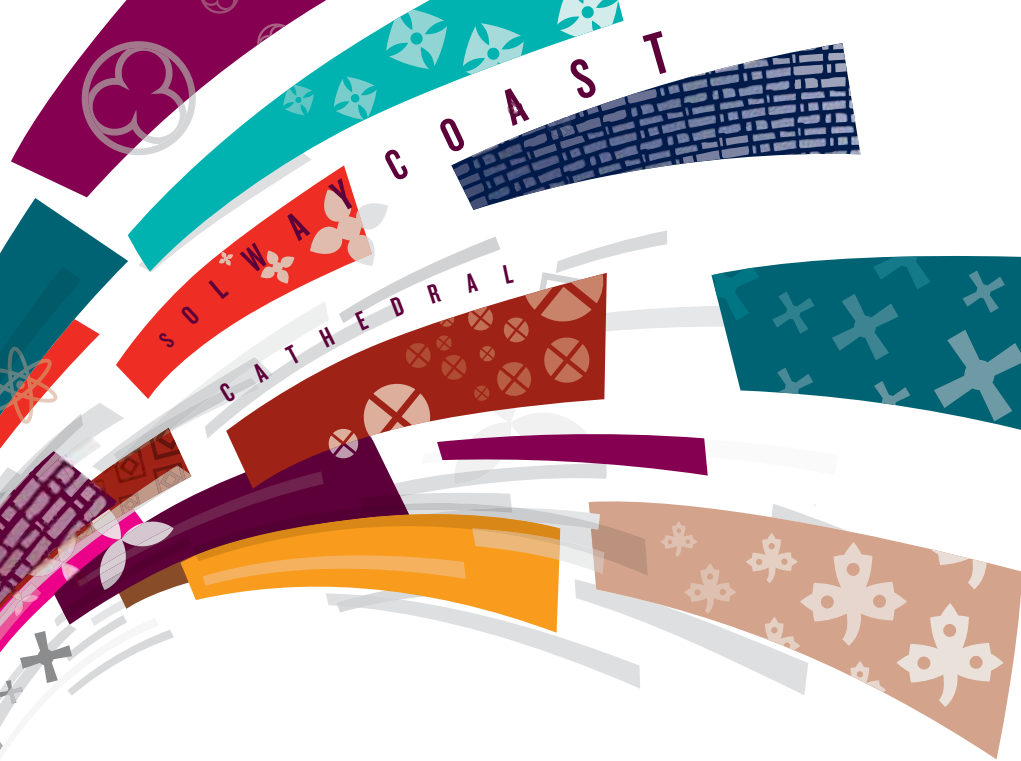




There's no better place to work hard because there's no better place to do your thing, whether that's space to breathe or space for excitement. With more people holidaying at home Carlisle has the chance to massively exploit its history and its world leading visitor brands that are already part of its DNA; Hadrian's Wall and the Lake District.







Whilst Carlisle does face a variety of challenges, as do many other cities and towns, it is worth considering the many things in our favour. We are a compact and historic city which has retained its distinctive shopping and is easy on the eye; if it's fun you want from extreme sports to quality time with the family, we have the places to play and the attractions; we're surprisingly easy to get to and the perfect centre of a wider experience with quality and different dining and drinking experiences.

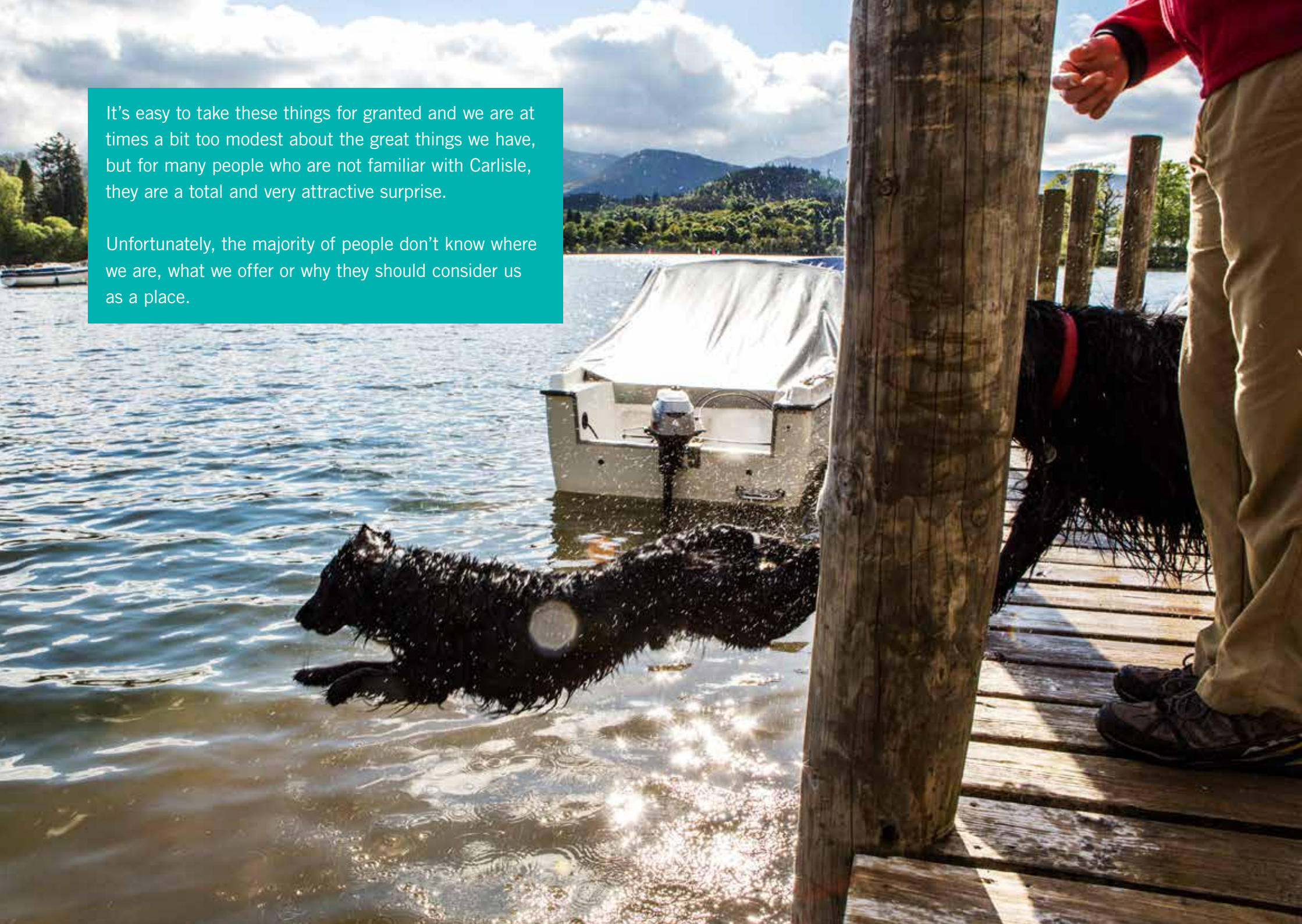
**WE HAVE LOTS TO BE PROUD OF.**



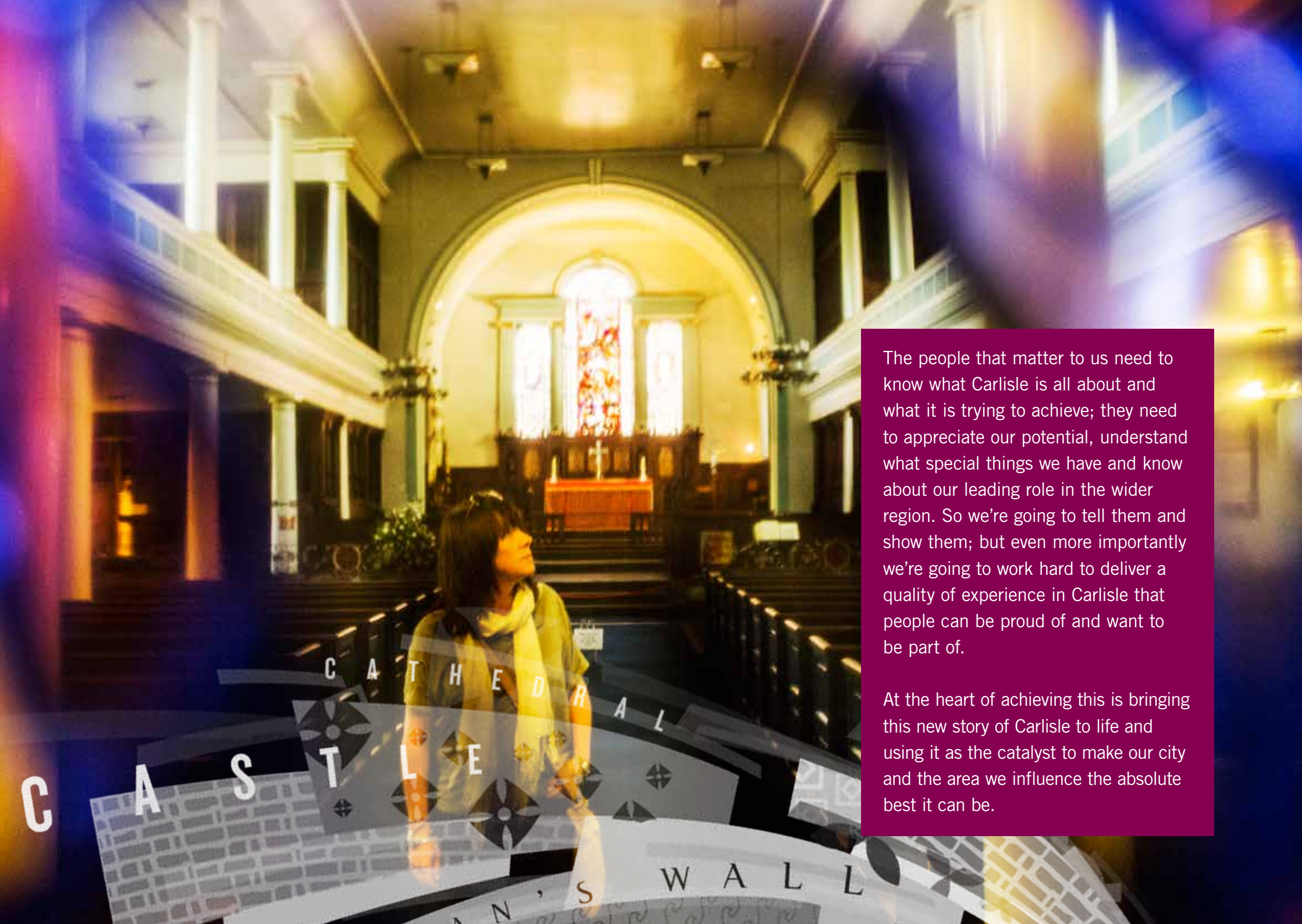


It's easy to take these things for granted and we are at times a bit too modest about the great things we have, but for many people who are not familiar with Carlisle, they are a total and very attractive surprise.

Unfortunately, the majority of people don't know where we are, what we offer or why they should consider us as a place.







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The people that matter to us need to know what Carlisle is all about and what it is trying to achieve; they need to appreciate our potential, understand what special things we have and know about our leading role in the wider region. So we're going to tell them and show them; but even more importantly we're going to work hard to deliver a quality of experience in Carlisle that people can be proud of and want to be part of.

At the heart of achieving this is bringing this new story of Carlisle to life and using it as the catalyst to make our city and the area we influence the absolute best it can be.



MAKING CARLISLE

THE HERO

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A photograph of a busy pub interior. In the foreground, a man with a tattooed arm is drinking from a bottle, and a woman is sitting next to him. In the background, other patrons are visible, and a sign for 'HELL BLOW' is on the wall. The pub has a rustic feel with brick walls and wooden furniture. A red text box is overlaid on the left side of the image.

We all want Carlisle to be successful; to attract people to visit and live in the area, encourage those here already to stay, persuade investors and developers to see us as a place worth investing in and create and attract new jobs whilst keeping the ones we have. At the same time it is important to raise ambition and aspiration amongst local residents, young people and businesses. Our success will be determined by the choices people make about Carlisle and we need to encourage them to view us in a positive light by explaining why we are special, how we are creating a better place, what we offer and our plans for the future.

WE NEED TO GET  
ON THEIR 'SHORT  
LIST' OF PLACES  
TO CONSIDER.





Of course, many other places are doing the same, so we will have to work harder, smarter and together to be successful and this new Carlisle story will make it easier to deliver our message with clarity and consistency. Equally, it will be the litmus test to measure whether we are improving the quality of the experience we offer.

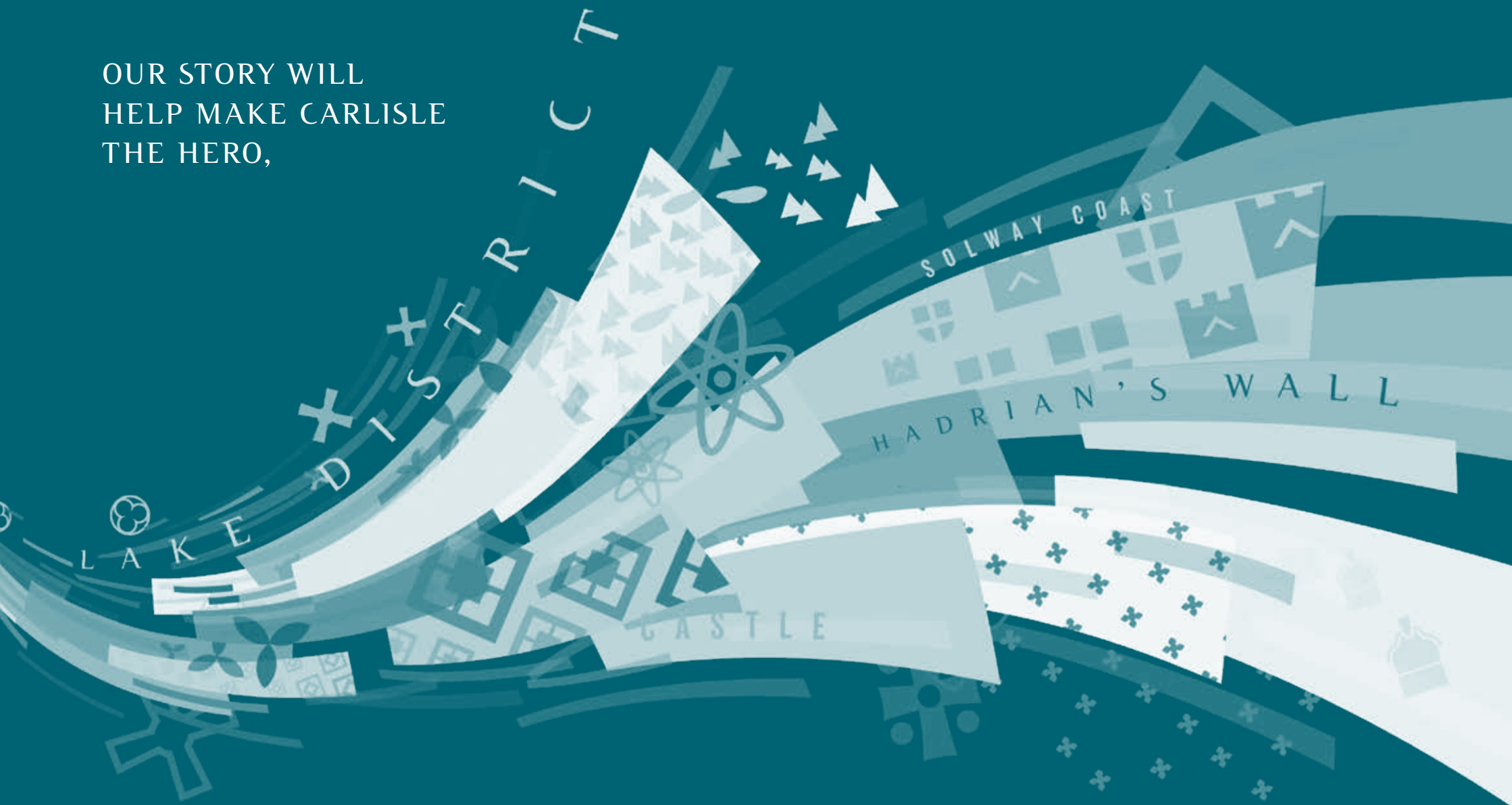




It's important to remember that a person considering us as a place usually has a number of options in mind. Before they add us to their list they need to have a good feeling of what the place is all about, what sort of reputation it has, what it is known for, what experience they might have here and what's different to do and see. Because it's people who are making these choices, and the decision is often as much about emotion, as facts it's important to ensure that they have a good 'feel' about Carlisle as a place.



OUR STORY WILL  
HELP MAKE CARLISLE  
THE HERO,



BY CHARACTERISING AND  
CHAMPIONING WHAT MAKES OUR  
PLACE SPECIAL AND DIFFERENT.






This story and different thinking about how we develop our place will: enhance how we communicate the city and area through our words and images; influence how we develop our welcome and customer service; determine how we improve the environment with elements such as signage, landscaping and lighting; and place emphasis on the design of what we build and develop.





A photograph of two women holding a large, empty wooden picture frame in front of a domed ceiling. The ceiling is painted with a blue background and a grid of gold stars. The woman on the left has long brown hair and is wearing a black top. The woman on the right has short brown hair and is wearing a black dress with a colorful floral pattern. The frame they are holding is made of light-colored wood and is currently empty. The background is a large, ornate dome with a blue and gold star pattern. The floor is made of large, light-colored stone tiles.

So, over time the story will come to shape everyone's emotional and practical experience of Carlisle. What's more, by seeking to influence how we do things in the city and surrounding area, it needn't cost any more money to make a difference – fresh thinking, not big budgets. It will give us a clear direction for how the city and area should change and grow, and why people should put it on their list of places to be.



DIS TR I C T



CHALLENGES AND  
CHANGE IN CARLISLE





Whilst we're all confident Carlisle is a great place with a fantastic future ahead we need to turn potential into reality to ensure that the city is the economic driver the region needs. To create the prosperity we all want there are certain challenges we need to boldly address for more people to consider and choose us.





As we look to drive growth locally it is our cities that are paramount in this effort and that's no different for Carlisle within its wider economic geography encompassing Cumbria, the western fringes of Northumberland and extending into southern Scotland. Carlisle is the capital of this economic region and despite the importance of the Lake District and the Energy Coast it is vital that the city fulfils this role with confidence and that there is a shared sense of purpose that the private and public sectors are both behind.







Carlisle is at the centre of a wider experience with links to amazing assets such as Hadrian's Wall and the Lake District, important economic entities such as the Energy Coast and with excellent transport routes by road, rail and increasingly air. Carlisle must be at the heart of these and many more connections and leverage them to further develop its position as a centre for activity and prosperity not a gateway to it.





Many cities face the challenge of needing to regenerate and develop assets to encourage people and organisations to consider them as a place to live their life, visit for a break or grow their business. Carlisle has the considerable benefit that most of its assets are natural or in place; the Lake District, Hadrian's Wall, castle, cathedral, history, quality of life and an attractive city centre. However, for many Carlisle remains a mystery, a secret, a place not often considered; it needs to celebrate, champion and shout about what makes it special as it has a great story to tell.

CARLISLE NEEDS  
TO SELL ITSELF.





In order to grow the economy especially in a city so far away from other urban centres it is vital to foster aspiration, ambition and entrepreneurship in our young people. Carlisle needs to retain its graduates, excite its young people to learn and encourage them to set up businesses, take on apprenticeships, develop a career and most of all to dare to dream. The development and influence of the university and college will go a long way to creating a prosperous Carlisle that is vibrant, confident, forward looking and outward facing.






CARLISLE IS A

SPECIAL PLACE

BORDER REIVERS







We've taken a long hard look at our city, our surrounding area and the places nearby so we know what's special about Carlisle in order that we can be clear what we need to focus on in order to be chosen.

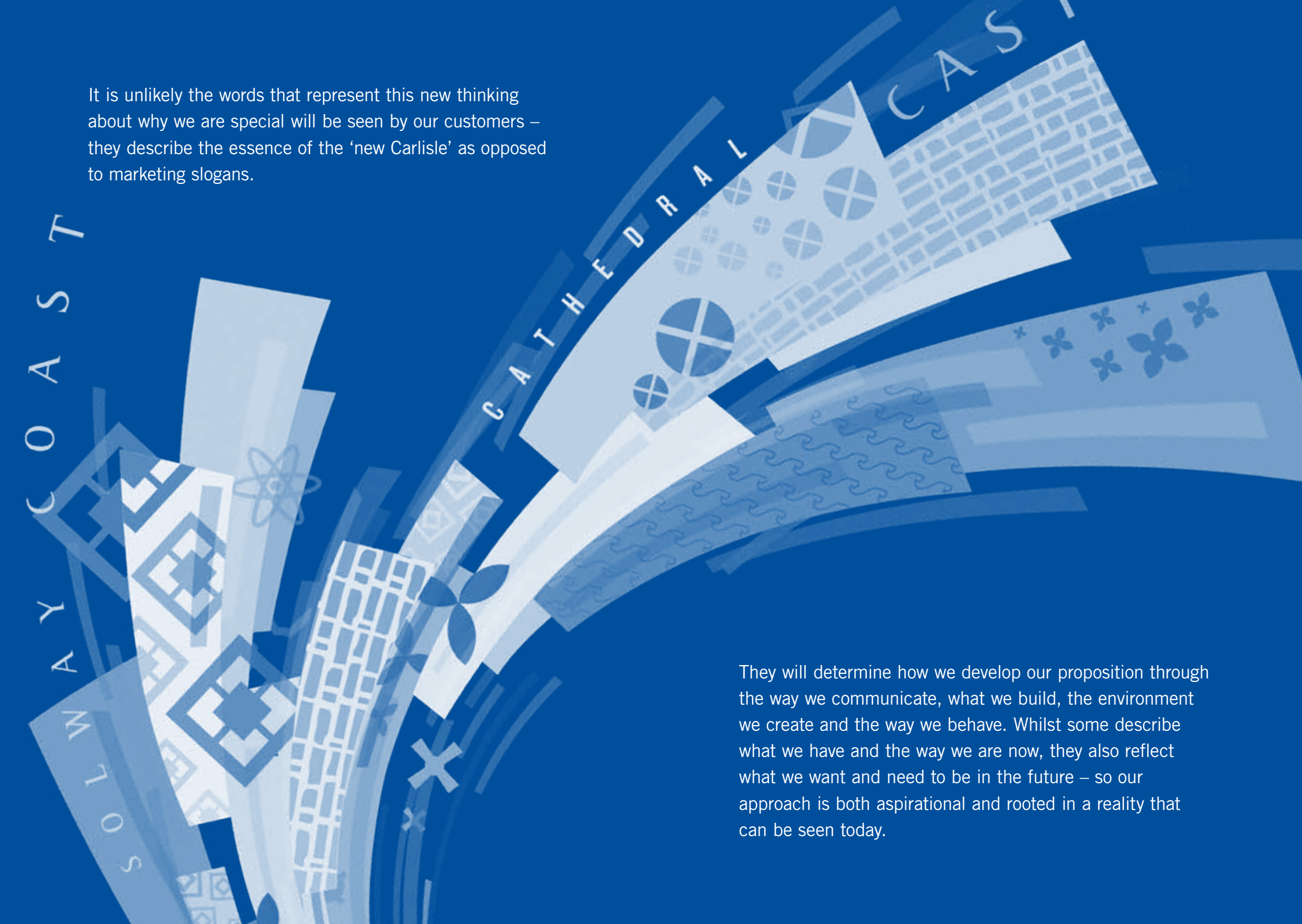
WE'RE CLEAR ON WHY  
WE ARE SPECIAL AND  
HOW WE ARE DIFFERENT.



Our new story makes the place the hero, captures the essence of the city and region and is at the heart of how we are going to get ourselves 'on the map' for the right reasons.







It is unlikely the words that represent this new thinking about why we are special will be seen by our customers – they describe the essence of the ‘new Carlisle’ as opposed to marketing slogans.

They will determine how we develop our proposition through the way we communicate, what we build, the environment we create and the way we behave. Whilst some describe what we have and the way we are now, they also reflect what we want and need to be in the future – so our approach is both aspirational and rooted in a reality that can be seen today.






SITTING AT THE  
CENTRE OF THIS  
NEW THINKING IS  
THE ESSENCE OF:

CAPITAL CARLISLE:  
CITY OF THE LAKES





It is vitally important for the economy of this region that Carlisle asserts its position as the pre-eminent urban centre, hub and focal point of what is an enormous physical area. This requires us to act like a major city, setting a quality standard in all that we do, demonstrating leadership in both the public and private sectors and thinking bigger, wider and deeper about our role.





This underpins the importance of continuing to develop the assets that will allow the city to exert its true influence and be an even greater driving force for the economy such as the university, college, airport, cultural offer, events programme, public realm, visitor welcome, accommodation and night time economy. There needs to be a concerted effort to ensure that Carlisle over time develops a quality, 'capital' experience which is benchmarked with other significant sub regional centres in the UK and Europe.






For Carlisle to take on a 'capital' positioning will require a fresh approach to the leadership of place with the private sector 'stepping up to the plate' in sharing ownership of the development of the city and helping 'sell' it and the public sector 'letting go' to an extent so all efforts come together and are channelled into Carlisle realising this role.







Inherent in this notion is the need to exhibit 'capital behaviours' of confidence, risk taking, proactivity, self belief, ambition and boldness which have not always sat easily with Carlisle.

It will be equally important to have a coherent, clear and consistent message about where the city and its region are going, what is important for this journey and to celebrate successes along the way. This means relaying this story especially to external audiences and telling it with confidence by all elements of the city.





Carlisle is not suggesting that it is a city within the Lake District but that it is the city closest and naturally connected to this quality and iconic national treasure.







The university centred in Carlisle is the higher educational establishment linked to the Lakes, as the airport develops it has the opportunity to be the Lake Districts' flight location based in Carlisle and when in the Lakes Carlisle provides the city experience up the road. This is a positive brand linkage for the city and carries with it an implicit requirement to at least match the perceived 'quality' of the Lakes offer and experience – a challenge that 'Capital Carlisle will be prepared to meet!







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## ANIMATING OUR HISTORY

is going to be vital in bringing to the fore why Carlisle is special, different and appealing. Everyone likes to appreciate and enjoy places and this is best achieved by creating an emotional connection where a street name, factory, castle or building is brought to life by telling its story. These stories might be old or relate to the future of the city but without doubt Carlisle has more to tell than most and as you can't necessarily see some of the things that have and are making the city special and different you need to experience them by their story.



Carlisle has a vivid and stormy history involving battles, feuds, sieges and characters which are long gone but where the back drop of the castle, cathedral and streets of the city remain. We intend to tell the stories, involve our visitors and let them share what has shaped this city and will determine its future. This will be especially important in making the city even more appealing to families and providing a complementary but different experience to the Lake District.



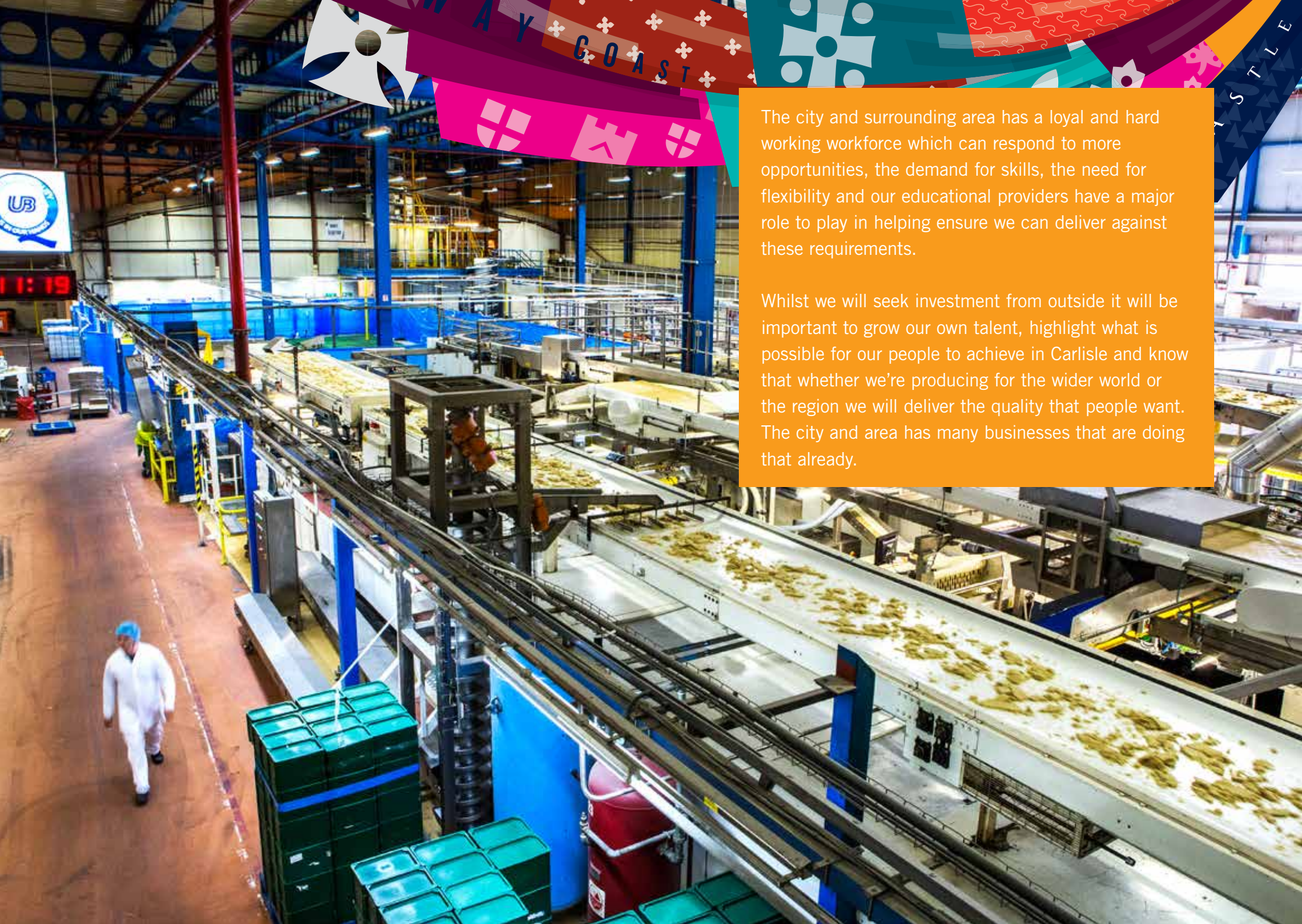




## INDEPENDENT, UNITED AND PROUD

reflects the DNA of a people with an island mentality that have forged their own lives and not looked to others for help as they were too many miles away. This has brought about an entrepreneurial spirit reflected in the many and diverse businesses that have begun in Carlisle and thrived. We want to capture that spirit and turn it into many more success stories especially for our young people.





The city and surrounding area has a loyal and hard working workforce which can respond to more opportunities, the demand for skills, the need for flexibility and our educational providers have a major role to play in helping ensure we can deliver against these requirements.

Whilst we will seek investment from outside it will be important to grow our own talent, highlight what is possible for our people to achieve in Carlisle and know that whether we're producing for the wider world or the region we will deliver the quality that people want. The city and area has many businesses that are doing that already.



# A DESTINATION FOR ENTERTAINMENT, FUN AND FREEDOM

is what you get when you're the 'go to' city for the Lake District, Hadrian's Wall, the coast and so much more. The West Walls theatre and Sands Centre provide entertainment in the city of which there's much more across the region and we're great at events as anyone attending the Radio 1 Big Weekend will bear testament to!





As a contrast to the urban experience you can 'lose' yourself on the Solway Estuary, on the top of a mountain, on a beach or retracing the steps of Romans near to the Wall.



And if it's extreme you do want there's rock climbing, mountain biking, para-gliding, gorge scrambling, off-road driving and sky diving or you could play golf on our fabulous courses or just go for a walk in the most stunning landscape in England!



There's only one base from which to experience all those things and that's Carlisle where at the end of the day you can chill with a cappuccino, wind down with a wine or keep buzzing with a beer.





So this is a Carlisle that is alive to its potential, more confident and looking to its future. It is a place that is proud of its history and heritage but not stuck in it and fully aware that it has the chance to make use of that legacy to create an exciting tomorrow. Carlisle is a city with no borders, massive geography, a chance to positively influence an economic region by having a bolder outlook on the world and by celebrating its many special elements and successes.







C A S T L E

L A K E D I S T R I C T

C A T H E D R A L

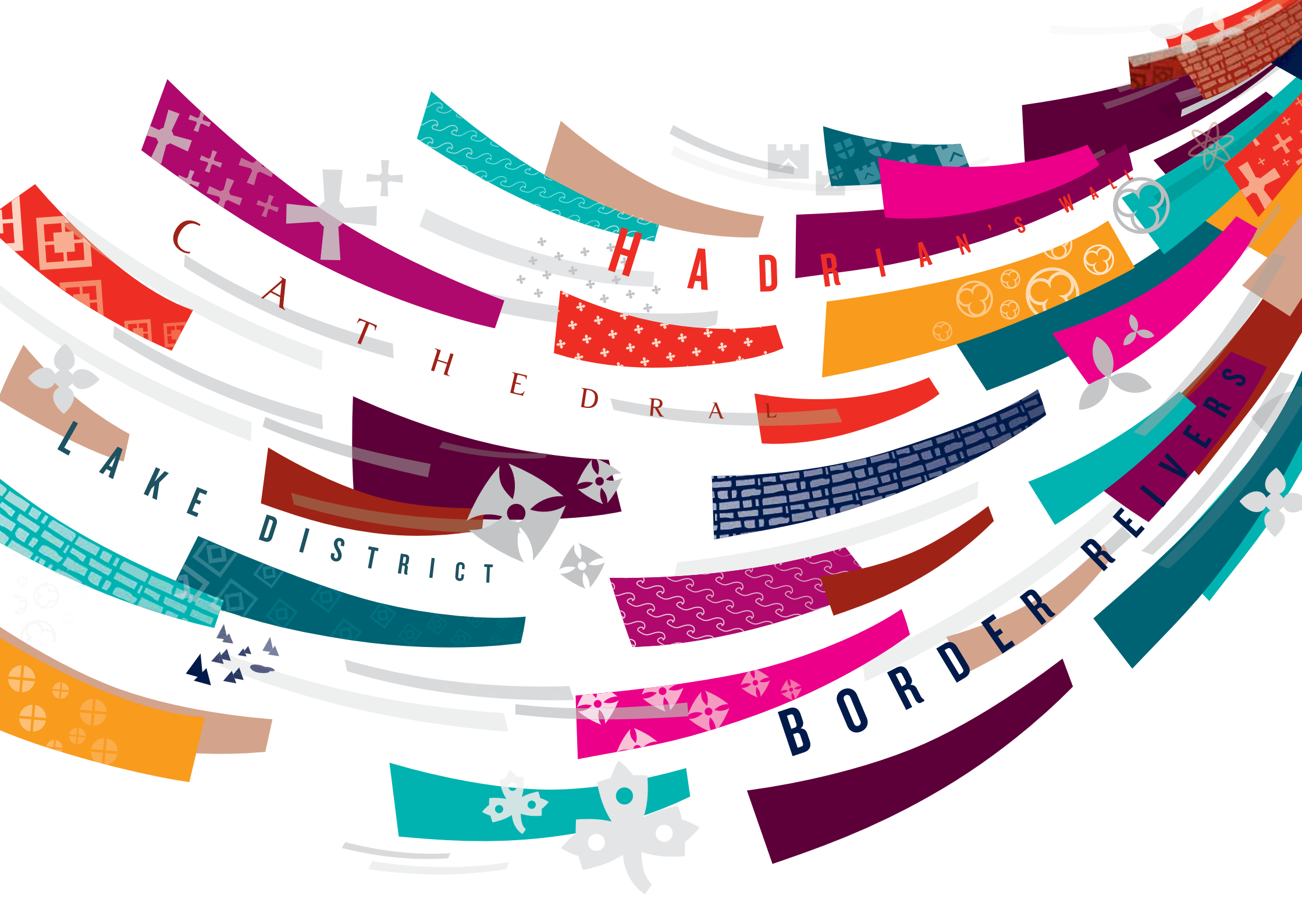
WE'RE DETERMINED TO LOOK  
OUTWARDS AS WE MAKE OUR  
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PLACES HAVE THEIR TIME AND  
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CARLISLE, DISCOVER US  
AND FIND YOURSELF







CATHEDRAL

HADRIAN'S WALL

LAKE DISTRICT

BORDER REIVERS