



Linking Lincoln

City Centre Masterplan



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LINKING LINCOLN

LINCOLN CITY CENTRE MASTERPLAN

Introduction

As it has throughout its diverse history, the City of Lincoln continues to progress and embrace change. It is important however to ensure that Lincoln's future evolution not only respects its past but also continues to address the needs of generations to come.

Lincoln's original Masterplan document was based on an 'Enquiry by Design' process which informed the planning guidance and strategy development for the document. This process was pioneered by the Prince's Foundation and continues to be recognised by government as a planning tool in the public consultation process. It brings together a wide variety of public interest groups, commercial stakeholders and statutory groups to assist in the preparation of a Masterplan; the goal is to stimulate and invigorate the city centre with better connectivity and cohesion, enabling growth and redevelopment of key parts of Lincoln and supporting the City in its role as a vibrant regional centre.

The last few years have seen a significant amount of change in the economic climate as a result of new National Policy Making, particularly with regards to Planning and the Localism Agenda. The Lincoln Visioning Group in conjunction with City of Lincoln Council, therefore, felt it prudent to refresh the Lincoln City Centre Masterplan, to ensure that the work contained within it remains valid and so that it may effectively continue to guide new development across the City of Lincoln and adjacent areas.

Building on the Enquiry by Design work carried out by the Prince's Foundation 2005 – 2007, the 'Linking Lincoln' Masterplan update aims to retain the guiding principles and structure of the original Prince's Foundation document, but also to capture the level of change the City has undergone over the last five years, and highlight aspirations for the future both in terms of economic potential and sustainable development.

"Lincoln Cathedral, by virtue of its position on the escarpment, has dominated the Lincoln skyline for centuries. Those at the Cathedral though are deeply aware of the interdependence of all parts of this great small city. We welcomed the process of revising the master plan as offering a means for all the sometimes disparate parts to join together in a mutually beneficial exercise."

Phil Hamlyn Williams, CEO
Lincoln Cathedral

"Despite the difficult economic climate, High Street retail still has a hugely important part to play in the economic and social vitality of town and city centres. These centres will see significant change in coming years, becoming hubs for communities offering services, markets and entertainment alongside national and independent retailers in an environment which is engaging for customers. Lincoln has a very strong High Street with a high level of occupancy, but there is a lack of large, well configured retail space which is in demand from national retailers. Our rationale in buying the Waterside Centre has been about the quality of the Lincoln catchment, the historic and cultural nature of the city and the opportunity to reshape the shopping centre to fit the requirements of retailers who have a desire to trade in Lincoln"

Martin MacWhinnie, Regional
Operations Manager, Capital
& Regional

I thoroughly enjoyed my involvement with the Lincoln City Master plan Conference. My abiding memory of the conference is the remarkable diversity of the city's stakeholder groups that were represented and the sense of collective determination to ensure Lincoln remains a thriving and vibrant city. The degree of collaboration, energy, enthusiasm and leadership is, in my experience, unusual within such a diverse group and it was a pleasure to be a small part of the day.

Andrew McMillan, Engaging
Service

In essence the role of the City Centre Masterplan will continue to be an important strategic one, influencing development, policy and delivery. The employment and regeneration objectives of the City Centre Masterplan are supported by the emerging planning policies of the Central Lincolnshire Core Strategy, and as such will be used to guide the future development of the City. The revised document clearly reflects on strategic influences, emerging concepts and existing masterplans, providing a combined approach to the City's growth and investment. For example, it takes reference from 'The Lincoln Townscape Assessment', completed in partnership with English Heritage in April 2012, as well as other strategies including the Central Lincolnshire Core Strategy, Central Lincolnshire City and Town Centres Study and Lincoln Transport Plan.

The City Centre Masterplan Stakeholder Conference in October 2012 focused on Lincoln's Retail Sector, but also introduced the proposed refresh process. Stakeholders were invited to engage in a series of workshops, which have helped inform the revision of the Retail Strategy and the Movement and Hierarchy Strategy Sections of the Masterplan. The photographs below were taken at the event and portray the level of fervour and commitment shown by all present on the day.





EXECUTIVE SUMMARY

This document outlines why a Masterplan is needed for the City of Lincoln, provides a historical and wider economic context to its evolution and defines its vision for the special and unique destination that is Lincoln.

A key requirement in developing this revised Masterplan was to continue to reflect the five key principles originally identified as part of an Enquiry by Design process in 2005. The 'Emerging Masterplan' section highlights these principles and demonstrates how they will inform future development in the City thus creating:

- A strong and vibrant city centre
- A well connected city centre
- A well-managed city centre
- A mixed use city centre

Principle 1 - 'Re-stitching' the City Centre to its Wider Context

A Movement Strategy and Street Hierarchy proposal for the City aims to provide existing and new communities with improved connectivity. By distributing movement into several areas to disperse traffic, redefining street frontages, introducing traffic calming measures, improving public transport, restructuring certain street networks and strengthening legibility the City can begin to respond more effectively to its wider context.

Principle 2 – Urban Blocks Consolidated

By consolidating the structure of the urban fabric we can start to identify more clearly opportunities for regeneration. The City Centre Built Structure section explains how this approach will impact on undeveloped and low density areas of the City and why redefining urban blocks to relate more effectively with the public realm will strengthen and enliven the City's streets. Continuous footpaths, appropriate street proportions, building orientation and natural features all contribute to the public experience of an area and help to encourage people to walk more often.

"Universities have the ability to lead economic growth and recovery and as a dynamic and vibrant institution, we have created a transformational environment that is continually looking to the future, seeking out new challenges. The City Centre Masterplan provides an opportunity to use change as a catalyst of opportunity and working with all stakeholders we are determined to grow opportunities for further high skilled, knowledge-led development."

Professor Mary Stuart,
Vice Chancellor

"The City Centre Masterplan provides a crucial strategic framework for the continued growth of the City of Lincoln. It is the result of the highly effective partnership work across all sectors of the economy, which has been key to the success of Lincoln. The plan rightly recognises Lincoln's unique character but also the tremendous opportunities that exist to grow the City, enhance local opportunities for employment and the quality of the visitor experience."

Cllr. Ric Metcalfe, Leader
City of Lincoln Council

Principle 3 – Achieving a Good Mixed Use

A successful city centre incorporates a broad range of uses. Proposals for the various sites identified within the Masterplan look to ensure that there will be a good mix of places for public interaction, that uses are introduced along inactive and underdeveloped links, that the High Street fulfils its prevalent retail function, and that commercial and cultural delivery is reinforced.

Principle 4 – A Strategic Merchandising Plan

The Retail Strategy for the City aims to strengthen Lincoln's retail market dominance within the County and to contribute directly to the wider visitor offer, by extending length of stay of visitors and day trippers. It explores the impacts of e-tailing, highlights the findings of a recent City and Town Centres Study for Central Lincolnshire, explains the important role of Lincoln's markets and provides an Action Plan to revitalise the retail offer.

Principle 5 – Preserving and Enhancing Lincoln's Special Character

Lincoln benefits from a strong cultural identity. It remains an aim to carefully integrate its special heritage assets with high quality urban design, and the positive influence of two Universities and Lincoln College over recent years is clearly apparent. The Cultural Strategy for the City and soon-to-be-developed Heritage Strategy will reveal how existing buildings and initiatives and future proposals should collectively enhance the City's diverse and people-orientated cultural offer.

The 'Enquiry by Design Scope of Work' Section of the Masterplan explains how the core boundary of the Masterplan area has been expanded to include four new locations, but also recognises the need to consider development opportunities and their impacts within adjacent sites, outlying areas and wider areas of influence. It is important to note, however, that the Masterplan area will not form the boundary for planning policy purposes.

The 'Design Principles for Key Intervention Sites' section relates to individual areas within the Masterplan boundary and provides background information on each location, notable achievements to date, key observations and recommended specific measures, some of which are currently deliverable and some which can be described as aspirational.

Finally, projects highlighted within the main document are mainly those which can feasibly be achieved in the short term or within the next five years, and these have been identified within a delivery table to give a clear indication of when a development is likely to take place, but also how it might relate to, or impact on, activity within other nearby locations.

The main criteria considered in order to progress the Masterplan refresh were as follows:

- Produce a document that can help support planning policy and inform planning applications, but also advise on strategic expectations for the future.
- Bring the current Masterplan up to date, taking into account what has happened already within core city locations and the opportunities that present themselves today.
- Agree an overarching Vision and adhere to the existing five core principles of the City Centre Masterplan.
- Identify key design principles for each intervention site within the Masterplan boundary and understand the relationship and interaction with the various boundaries.
- Update existing policies and strategies within the document, ensuring that an action plan supports their ongoing delivery.
- Produce a Delivery Plan with timelines for key short to medium term developments in the City.
- Make the Lincoln Townscape Assessment work more prominent.
- Identify the major obstacles to the City achieving its full potential.
- Provide a framework for future decision-making.
- Incorporate economic, social and not just spatial issues.
- Ensure that the document is easily understandable.

We hope that you find the City Centre Masterplan interesting, informative and above all reflective of the enthusiasm and dedication that has brought it together.



Contextual Information

Historical Lincoln's Past

Beginning as a waterside location where Mesolithic hunter-gathers made their camps c 6000BC, the City of Lincoln has evolved through Iron-Age, Roman and Medieval times with varied fortunes.

From its origins as a legionary fortress, Roman Lincoln grew into a large and prosperous town and was interestingly also an inland port with a population in excess of 5000. The Romans deepened the Witham so that ships could reach the town from the sea. Roman Lincoln reached a peak of prosperity in the early 4th century, when it was the capital of the East Midlands, but soon declined when the Roman authorities withdrew their support. The Danes conquered the area in the late 9th century and Lincoln began to revive as a result. By the time of the Domesday Book in 1086 Lincoln probably had a population of around 6000, which during that period equated to a large and important town.

William the Conqueror initially re-used the walls of the whole Roman Upper City for his castle at Lincoln in 1068, and the castle walls we see today were built in the 12th century. In 1072 the Bishop moved his seat to Lincoln from Dorchester and built a new west front on to the existing late-Saxon minster, work which was completed in 1092. Badly damaged by an earthquake in 1185, the Cathedral was partially rebuilt after 1192, and though altered somewhat through the ages it has become a world renowned iconic structure.



In the 12th and 13th centuries Lincoln's prosperity was based on wool and a substantial amount of the finished cloth was transported along the Witham then exported abroad. However from the 14th century Lincoln's prosperity declined with the wool trade suffering increasing competition from abroad and other parts of England.

Lincoln's Industrial Heritage

The City expanded greatly during the industrial revolution; by 1900 it had over 50,000 inhabitants and from the mid-19th century Lincoln had been transformed from a market town to an industrial centre.

The firm of Clayton and Shuttleworth iron founders was formed in 1842, producing steam engines and farm implements. By the 1850s several other engineering firms were established in Lincoln.

The City was heavily involved in war production during the 20th century from manufacturing tanks and aircraft to producing diesel engines for ships and trains. In the 1950s Rustons started producing the world's first gas turbines for energy production and engineering remained Lincoln's largest employer until the 1960s when heavy industry began to decline. It is important to note, however, that a significant number of people remain employed within the engineering sector in Lincoln today. Indeed the ground-breaking collaboration for a School of Engineering/Engineering Hub between the University of Lincoln and Siemens Industrial Turbomachinery recently won the prestigious Lord Stafford Award, developed in 1997 to recognise and encourage the development of collaborative relationships between businesses and universities.



(Photograph courtesy of University of Lincoln)

A useful synopsis of how Lincoln's history has impacted in terms of the City's culture, ecology and commerce was captured within the 2007 version of the 'Linking Lincoln Enquiry by Design' document produced by the Prince's Foundation, which can be accessed at www.lincoln.gov.uk/business/city-centre-masterplan/. In addition, the characterisation of Lincoln produced by English Heritage in conjunction with City of Lincoln Council in April 2012 can be found at www.heritageconnectlincoln.com and includes Google maps of Character Areas and YouTube videos.



(‘Empowerment’ sculpture in City Square by Artist Stephen Broadbent 2002)

SECTION 1

A VISION FOR LINCOLN

We look to make the City of Lincoln a great city to live, work and visit that is:

- A city with a dynamic, resilient, inclusive and carbon neutral economy
- An attractive, vibrant centre of connectivity, creativity and innovation
- A city renowned for its culture, heritage, learning and special character
- A city with a compact settlement structure growing through sustainable urban extensions
- A green and healthy city with a holistic approach to the urban eco-system and with sustainable sources of energy
- A place of advanced social progress with a high degree of social cohesion
- A city of cultural, generational and ethnic diversity
- A city with governance systems capable of building shared visions and reconciling competing objectives



Lincoln is a dynamic and contemporary Cathedral city which has progressed in many ways over recent years. The city centre continues to act as an economic driver for greater Lincolnshire and things are happening at a real pace, with two expanding and highly successful universities, exciting new developments and a growing IT economy.

The diverse retail offer in Lincoln from major retailers to markets and small boutiques attracts a significant number of tourists and shoppers each year despite the growth in e-commerce, and the Brayford Waterfront acts as a key 'family friendly' leisure destination with a multiplex Cinema, numerous waterside bars and restaurants and a good range of quality hotels.

Being a place that nurtures enterprise and innovation Lincoln has established a broad offer in terms of business incubation, workspace provision and management development. More importantly it has recognised the importance of merging the invaluable knowledge of industry with the academic expertise of educational providers, creating new spaces where interaction can take place such as the Engineering Hub and Leadership and Management Centre within the University of Lincoln, the 'Think Tank' Innovation Centre on Brayford Enterprise Park and 'BG Futures' within Bishop Grosseteste University. Brayford Enterprise Park will soon expand to include a new School of Life Sciences and School of Pharmacy, creating a hub of science and technology and a home for a mix of university and commercial enterprises.

Tourism, arable farming, commerce and public administration are currently the predominant contributors to the local economy, although significant cluster activity around science and engineering is now evolving. Lincoln has a longstanding history in manufacturing and engineering, and whilst for many places in the UK there has been a decline in these sectors, Lincoln has evolved into a world class leading manufacturer of state-of-the-art precision engineering technology and machinery.

The economic and social value of Lincoln's Heritage is considerable. Not many places can boast a world renowned Cathedral and Castle within a five minute walk of each other. Substantial investment over the next couple of years will further transform the Castle's offer, creating a fitting new place for Magna Carta and incorporating a new Heritage Skills Centre, which will strengthen connections with the Cathedral, but also provide a means of retaining those high-quality skills locally, nationally and internationally for many years to come.

In order to achieve its vision the City of Lincoln has several crucial roles to play and these can be summarised as follows:

- The economic driver for the Greater Lincolnshire area;
- A principal regional urban centre serving the wider community;
- A hub for economic activity, learning, social interaction, retail, culture, leisure and business;
- Enhancing accessibility, with modern infrastructure and connectivity;
- Continuing to promote a safe place which is resilient, vibrant and successful;
- Encouraging a centre for employment but also a place where people live;
- Providing a family friendly location for all to enjoy from local communities to visitors;
- Protecting and enhancing where possible the high quality, historic heritage of Lincoln.



SECTION 2

WIDER STRATEGIC CONTEXT

Lincoln's Masterplan has been influenced by a number of local and national strategies. It is important to remember that Lincoln sits within a wider regional and global economy and that as a result many external factors can affect its progress. Economic conditions, the UK housing market, climate change, inward investment decisions and Government policy to name but a few.

Lincoln's relationship with its rural hinterland is vitally important in terms of employment and supply chain and its role as primary urban centre for Lincolnshire is essential. Lincolnshire as a whole is starting to grow high tech and new economy businesses such as creative and media, food technology, IT and healthcare, and this can only be of benefit to an important economic centre such as Lincoln, which is likely to experience significant population growth over the next ten to fifteen years. Lincoln is also regarded as the main sub-regional shopping centre, serving neighbouring/outlying towns and villages across Lincolnshire.

The wider strategic context includes, but is not limited to, the documents referred to below.

In March 2012 the Government published the 'National Planning Policy Framework'. This policy document consolidates most of the previous planning policy guidance notes and statements, providing a framework for the production of distinctive local and neighbourhood plans, reflecting the needs and priorities of their communities. It states that design codes should not be overly prescriptive and that they should not stifle development. The City Centre Masterplan recognises the need to be flexible with individual sites, however one should always consider the wider context of a development proposal and understand the long term impact it may have if delivered in isolation. This is a role Lincoln's Masterplan takes very seriously.

Lincoln along with Gainsborough has Government Growth Point Status in recognition of its role as a major urban centre for regeneration and housing growth. Lincoln's growth objectives are reflected in the Regional Spatial Strategy and government funding has been made available to help with the planning and delivery of new housing and infrastructure.

A Central Lincolnshire Core Strategy, though still under consultation, has set out a vision for the Central Lincolnshire area, which includes the City of Lincoln, North Kesteven and West Lindsey. These three district councils in conjunction with Lincolnshire County Council are producing a combined Local Plan led by a Joint Planning Unit (JPU) established in 2010. The Joint Core Strategy will provide an overall approach to growth and development across Central Lincolnshire, identifying the amount of growth, where it might be located, what new facilities will be required and how the natural and built environment might be protected and enhanced. It is important therefore that the City Centre

Masterplan Visioning Group continues to work closely with the JPU, to ensure that aspirations for Lincoln's future growth complement the wider vision for Central Lincolnshire.

The Government has identified Local Enterprise Partnerships to act as the main facilitating vehicles for economic growth and The Greater Lincolnshire Local Enterprise Partnership (GLLEP) represents the collective voice of Greater Lincolnshire, lobbying to enable infrastructure for growth, greater broadband connectivity, improving skills and employability across key sectors and maximising inward investment opportunities. Within its 2013 – 2015 Business Plan the GLLEP has identified its economic ambitions for growth in five main areas: Infrastructure, Creating the Right Conditions for Business Growth, Rural Enterprise, Retail and Communications and Engagement. As of 21 December 2011 there are now 39 Local Enterprise Partnerships that cover very nearly the whole of England.

The prospectus for prosperity in Lincolnshire, 'Lincolnshire - A Place to Grow', sets out its vision to support and nurture clusters of economic excellence, create a location which is diverse with a range of high level skills and to foster an economy which is driven by research and knowledge transfer. Developments within the City and University of Lincoln are already helping to bring some of these aspirations to life and it is important that the City Centre Masterplan remains strong in its guidance for key sites within and adjacent to its core area to continue this progress.

From a more local perspective, Lincoln's Strategic Plan sets out the City's priorities for 2012 – 2017. It determines where services money is likely to be spent over the next five years, responding to a broad range of issues including loss of employment opportunities, a shortage in supply of affordable housing and the need to raise levels of educational attainment. The City Centre Masterplan aims to complement the council's strategic vision by helping to identify new or improve existing employment sites, support educational providers in developing new facilities/premises, and influencing the scale, design, quality and carbon footprint of developments within its identified core and adjacent areas.

The Lincoln Townscape Assessment produced by English Heritage and the City of Lincoln Council in April 2012 highlights the importance of place and how the inherited character of Lincoln is an asset, which should be utilised to its full potential. Its methodology is based on sound principles including perceptions of place, distinctiveness and defining areas and flexibility, which identify well with the guiding principles of the City Centre Masterplan.



Embracing Sustainability

In July 2012 The Work Foundation released a report entitled 'Low Carbon Jobs for Cities'. This document explores what cities can do to encourage growth in the low carbon economy. It names key government policies that are in place and emerging to promote and support the low carbon industry including 'The Green Deal'. Aimed at both residential and commercial energy users, it offers long term loans for energy efficient improvements.

Though very few places in the East Midlands are identified within the report as being significant for cluster activity or as housing enterprise zones with a focus on low carbon, opportunities in the City have been recognised and are currently being considered for development with the objectives of both carbon reduction and supporting sector growth and employment. Lincoln's exceptional engineering skills and research and development investment could lead to more development and manufacture of new low carbon technologies. This is why the Lincoln City Centre Masterplan has identified areas such as Brayford Enterprise Park and Teal Park as significant sites to influence and support.

As part of the evidence base for the emerging Central Lincolnshire Core Strategy in March 2012, Aecom produced 'Delivering a Sustainable Future for Central Lincolnshire'. This strategy tests the area's current performance against a broad range of sustainability factors, providing subsequent recommendations to support truly sustainable development in Central Lincolnshire for the future. Lincoln has access to a wide variety of cultural and social facilities and acts as a large employment centre for the wider area, but it also has clear pockets of deprivation and community cohesion is poor compared to outlying settlements. Flood risk is a key concern and the report highlights the need for continued management. The Aecom report identifies the importance of well designed and maintained Green Infrastructure corridors as a key principal for sustainable growth within urban areas. The City has the greatest number of Local Wildlife sites per hectare than any other district in the County, and along with the other open spaces including, play areas, parks, playing fields, river corridors, they contribute positively to the quality of the City's environment and have value in terms of townscape, recreation, sustainable access, ecology and natural systems.

In order to minimise the impacts of climate change, City of Lincoln Council has produced a Climate Change Strategy. It addresses the actions needed to both adapt to climate change but also to help reduce greenhouse gas emissions. If things continue as they are, by 2080 Lincoln's average annual temperature will increase by 3.2 C and average annual rainfall will increase by 8%. Waste, transport and burning of fossil fuels all contribute to CO2 emissions and should therefore be considered in terms of impact as part of the planning process. The City Centre Masterplan supports the role of the Climate Change Strategy in ensuring that new developments do not excessively impact on air quality, biodiversity or energy consumption. It also recognises the need to mitigate against flood risks by exploration of flood alleviation schemes and sustainable urban drainage systems.

The 'Green Infrastructure Study for Central Lincolnshire' completed by Chris Blandford Associates in April 2011, aims to provide a strategic framework for the delivery of green infrastructure across Central Lincolnshire. Encompassing everything from ecosystem services and biodiversity to access and recreation, the study sets out a proposed Green Infrastructure Network, identifying locations for targeted investment. Lincoln's connectivity to the Strategic Green Corridors identified for Central Lincolnshire will be primarily through Strategic Green Access Links, multi-user routes for pedestrians and cyclists, integrating residential and business communities to key leisure destinations and green spaces.

An Urban Green Grid is also suggested for Lincoln, exploring how to combine areas where people live and work with public transport networks and the wider countryside. The City Centre Masterplan will need to reflect on how public realm is considered in future, ensuring that the aspirations of the Green Infrastructure Study are complemented where possible.

The Changing Face of Retail

As the number of people using the internet to purchase goods continues to rise it is clear that retailers who combine a strong high street presence with a closely related e-tail offer are more likely to have a beneficial future. Multi-channel sales require a range of floorspace availability and it is essential that going forward the City provides opportunities for 'click and collect' stores to develop. It is however important to remember that e-tailing is unlikely to replace the shopping experience, which is predominantly a social activity. The Bailgate Area Guild in Lincoln has developed a strategy for the Cathedral Quarter of the City to help improve the overall retail experience and ambience within the quarter. It focuses on environment, family, access and marketing, demonstrating the added value of a collective retail approach and making the most of heritage in these times of e-commerce.



In July 2012 the Government released 'The Portas Programme: Re-imagining Urban Spaces to Help Revitalise Our High Streets'. This review identifies the challenges facing our high streets and commercial centres and sets out advice on useful ways in which areas can be transformed to help increase footfall and boost the local economy.

The 'Central Lincolnshire City and Town Centre Study' completed in May 2012 has identified the proposed Lindongate area within Lincoln as the priority for additional retail facilities in the short to medium-term. The re-development of St Marks Retail Park could also potentially be delivered in the short - medium term, and the mixture of uses and overall quantum of development in this location would be expected to compliment the offer of the City Centre. The study also highlights the importance of maximising the potential of existing assets, including the Central Market, Waterside Shopping Centre and High Street south of the railway crossing.

The report recognises the significance of the leisure offer being developed at Brayford Waterfront and the strengthening east-west links across the City that are being supported as a result. These recommendations fit well with the City Centre Masterplan's future considerations for Wigford Way, the Glory Hole area and Tentercroft Street East-West Link proposals.



Transforming the Visitor Economy

How Lincoln is perceived not only as a visitor destination but also in employment and education terms is of extreme importance to its economic success. Visit Lincoln Partnership is developing a Destination Management Plan (DMP) for the City of Lincoln – a vision and action plan for growth in the value of the visitor economy to the City to 2015 that sets out the visitor offer and how it will be managed and promoted effectively and consistently by all stakeholders. Visit Lincoln Partnership is taking the lead on marketing the distinct themes of Tourism, Trade and Talent to grow Lincoln's visitor economy by providing a greater understanding of its exceptional world-class tourism offer; harnessing talent and promoting Lincoln as a quality place to study; and highlighting the City to companies and associations as an excellent destination for conferences, meetings or relocation.

Lincoln's Visitor Information Centre and Visitor Management Programme are operated by Lincoln Business Improvement Group (Lincoln BIG). Established in April 2005 and one of the first and most successful Business Improvement Districts in the country, Lincoln BIG represents a collective of businesses working together to develop projects and services to benefit the trading environment within a defined commercial area. Improvements include safety and security measures, environmental changes, marketing and promotion and delivery of events. A strategy for markets, building on the 'Mary Portas Review', which looked at troubled high streets across the UK following the recession, is currently being commissioned by Lincoln BIG and will play a crucial part in informing the City Centre Masterplan on future decisions relating to the markets in Lincoln. Lincoln BIG has also secured funding from Baroness Newlove to help manage the evening economy, and European funding support for the 'Revival Lincoln' project covering a range of city centre improvements, including a digital hub and satellite information points.

In April 2012 the Association of Town Centre Management awarded Lincoln with Purple Flag accreditation. This objective assessment provides recognition that the City is managing its evening economy to a high standard, recognising the provision of great entertainment and hospitality areas.



Consolidating Neighbourhoods

An effective and efficient town structure obeys a number of principles that are discussed more extensively in Appendix 1 (Structuring Towns – The Ingredients of Successful Town Making). In relation to Lincoln, the Enquiry by Design workshop was preceded by a number of preparatory workshops the aims of which were to understand the Lincoln context, identify strengths, weaknesses, opportunities for improvement, and stakeholder aspirations.

Within its urban context Lincoln has a plentiful number of assets:

- Its historic core displays a rich architectural language which, in addition to the cathedral and the castle, also contains a fine grained fabric allowing buildings to adapt readily to change over time.
- It enjoys natural features such as the waterways and the varied topography which contribute to enhancing the experience of the public realm.
- It includes a vibrant high street, which forms part of the historical fabric and, which displays considerable evidence of having adapted to the retail trends of the high street.

Lincoln does however suffer from the following problems:

- The city centre remains poorly connected to the rest of the urban fabric with inadequate east-west links that do not obey natural desire lines. Physical and pedestrian links to the north and south are somewhat ambiguous and these are further exacerbated by the intervention of the railway line, which effectively severs the City at the southern tip of the pedestrian High Street.
- The wider urban context is very dispersed which makes moving around it difficult. As a consequence the City has evolved in a linear fashion, creating awkward patterns of movement.
- Linkages between neighbourhoods are ill-defined and community facilities are not distributed in a way that makes them easily accessible. Indeed this has recently been highlighted within the Central Lincolnshire City and Town Centre Study, which explains how we can provide a quality spread of local and district centres across Lincoln to help address this issue.



SECTION 3

ENQUIRY BY DESIGN SCOPE OF WORK



Throughout the preparatory work for the Enquiry by Design workshop in November 2005 and the follow up workshop in January 2007, the city centre was always identified as a key component in Lincoln's urban fabric that, if properly considered, could unlock a great deal of the City's potential.

The Enquiry by Design study area was delineated by and included Broadgate to the east, the Castle and Cathedral area to the north, the historic pool or Brayford Waterfront to the west and the railway station area to the south.

Within this area a number of opportunities were identified. These broadly aimed at:

- improving the vitality of Lincoln city centre,
- improving the structure/character of its urban fabric,
- developing a mixed-use strategy for the area,
- enhancing walkability of the city centre,
- improving connections between city centre and adjacent neighbourhoods.

Relating directly to these aspirations, the Enquiry by Design scope of work focused on:

- The success of retail areas and how the performance/experience of the High Street could be improved. This was identified as the A site brief.
- The north-south walkable routes, which in addition to High Street or site A, also include the link between the University of Lincoln site and the Castle or B loop, and the link between the railway station and the Cathedral or C loop.

- The east-west connections between the city centre and its adjacent eastern and western neighbourhoods. This meant tackling the components that act as a severance between the different parts of the urban fabric such as Broadgate to the east. These links were identified as the H sites briefs, and had to be tackled within an overall transport strategy for Lincoln together with a specific highways group working throughout the Enquiry by Design to test feasibility of proposals and their impact on the urban fabric.
- Heritage and cultural assets and how these could be enhanced/integrated with high quality urban design. This was identified as the D sites brief.



Lincoln has undergone many changes since the City Centre Masterplan was first developed and the economic climate has altered significantly over recent years. In order to ensure that the Masterplan remains relevant and continues to support the aspirations of Lincoln's communities, businesses and stakeholders, a full review and reassessment of the area covered by the Masterplan has been carried out by the City Centre Masterplan Visioning Group. This representative group of key stakeholders was established in 2007 to ensure that the principles of the City Centre Masterplan continue to be adhered to and that appropriate delivery mechanisms are put in place to take forward the sites identified.

To meet the sustainable development challenge, we have to enhance quality of life for all by designing distinct environments and buildings fit for communities and individuals both now and in to the future. By investing in our physical environment we can begin to increase economic growth and tourism development.

The Urban Panel Review of Lincoln in 2011 identified a need for a 'stronger citywide vision'; hence with this in mind a tier system has been identified in relation to potential intervention sites going forward:

Tier 1

Core City Centre Masterplan Boundary

This area incorporates all of the original City Centre Masterplan areas and four additional intervention sites. The City will apply full City Centre Masterplan principles and bespoke design measures to sites within this boundary to ensure that the long-term vision for Lincoln remains robust.

The supplementary core intervention sites will be:

- The University of Lincoln Campus
- Brayford Waterfront
- Civic Quarter (Newland/The Avenue/Beaumont Fee/Spring Hill)
- Firth Road (Siemens/Sinclairs)

The economic contribution to the City of Lincoln of a growing 10,000 strong student body and visiting families is immense. The University of Lincoln's role within the City is a crucial one, not only in terms of education and skills but essentially in relation to substantial future site development, relationships with local businesses and international connectivity. New cutting edge facilities such as the Engineering Hub and Management Development Centre add tremendous value to the City's profile and help strengthen key sectors such as manufacturing/engineering. The University could also play a key role in developing east-west links through the City by improving connectivity between the Brayford Campus and the High Street, railway station, bus station and the proposed Lindongate development, as well as north-south across Rope Walk to St Marks and the High Street.



Brayford Waterfront already has an enabling framework in place and is well situated at the confluence of the River Witham and Fosdyke, offering a number of development opportunities from improved public realm links to the High Street and Wigford Way given its close proximity to the commercial and retail centre, to enhanced access to businesses and student accommodation, perhaps incorporating additional moorings. The Brayford Trust has begun to oversee development proposals for the Brayford Waterfront area and an established wide-ranging offer now exists in relation to the evening economy,

which has been greatly strengthened with the recent introduction of an additional quality hotel and a variety of restaurant/bar outlets. Lincoln Business Improvement Group is complementing this work through the 'Revival Lincoln' programme, by updating signage and improving the public realm. It is also important to note that Network Rail has announced its intention to look at options for the Brayford Wharf East level crossing and it is of vital importance that any solution for this area ties in with Masterplan aspirations and principles. A quality streetscape can have a substantial impact on footfall and property values and can create interest in an otherwise mundane environment.

Newland, The Avenue, Beaumont Fee and Spring Hill are mixed development areas with a substantial amount of public sector ownership within them. Given that the City and County Councils and the Police Authority may decide to reconsider their locations in future years to tie in with wider provision, this inner city expanse with secondary routes to the uphill area could provide huge potential for economic regeneration. The Roman West Wall would benefit greatly from public realm improvements along its western edge and currently lacks the public awareness it deserves. As one of the main arteries into the city centre, the impact of this area as a whole on visitors is also of high importance.



The land currently occupied by Siemens/Sinclairs Horticulture adjacent to Firth Road borders the western edge of the proposed east/west link route and lies immediately south of the St Marks Shopping Centre. This makes it an important precedent for developments in this area.

Tier 2

Adjacent Sites

There are a number of sites on the periphery of Lincoln City which are of vital significance to Lincoln's sustainable growth. Options for these sites will be considered in line with the principles of the City Centre Masterplan.

These sites comprise:

- **Waterside North and Waterside South**

The Central Lincolnshire Core Strategy 'promotes the re-use of brownfield land and encourages the quality regeneration of opportunity sites'. These two areas are likely to come forward as mixed use developments once businesses currently located there relocate to alternative sites, some of which have already been identified.

- **Dunford Road/Clifton Street**

This site lies on Dunford Road adjacent to the proposed eastern extension of the East-West Link across Lincoln and is likely to come forward in the longer-term for retail based development once the East-West Link has been completed.

- **Brayford Enterprise Park**

This site adjoins the University of Lincoln campus along the Brayford Way flyover and Ruston Way, which with its schools of architecture, business, media science and engineering provides a useful labour pool for existing and future developments. The high-tech, energy efficient, managed business offices of the 'Think Tank' have set a high design standard for future schemes on this enterprise park. In addition, the University of Lincoln and Lincolnshire Co-op have recently announced their intention to transform this 10-acre site into a hub of science and technology expertise, creating a mix of university and commercial enterprises. The University will be locating a new School of Pharmacy and its School of Life Sciences within a refurbished Becor House very soon.

- **Sincil Bank Football Ground**

Situated on Sincil Bank just off the A15 the Sincil Bank stadium complex offers an ideal location close to the High Street and railway station. Future aspirations for this site are still being considered.

Tier 3

Outlying Areas

There are two proposed sustainable urban extension areas, which lie in close proximity to the city centre; the 'Western Growth Corridor' and the 'North East Quadrant'. Lincoln is also considering a new 'Park and Ride' site off Saxilby Road, close to the A46/A57 roundabout. Though it would not be appropriate to determine the development of these sites through the City Centre Masterplan given their scale and location, the Lincoln Visioning Group felt that separate action plans should be developed to ensure that decisions relating to the sites are complementary, use resources effectively and take plans for the remainder of the City into account.

The Western Growth Corridor has the potential to develop up to 5000 new homes, of which around 2,700 dwellings would be delivered up to the end of the growth plan period (2031). The site may include some mixed-use employment, primary schools and new leisure and community facilities. Access to the site and city centre will be considered as part of the Masterplan including thoughts on a new junction on Skellingthorpe Road, enhanced public open space and much improved flood mitigation works. Work is ongoing at the moment to look at flood solutions for varying levels of developments and this will ultimately shape the overall housing numbers that will be delivered.

The North East Quadrant could develop up to 2000 new dwellings in the plan period. The Lincoln Eastern Bypass scheme would create a link from the A158 to the A46, thus providing an eastern outer ring road for the City and potential for a mix of commercial space and major industrial sites. The scheme will enable development at both the North East and South East Quadrant. Central Government are contributing £50m in finance and Lincolnshire County Council £14m, underwriting £34m on the basis that it will recoup this through developer contributions. The proportion of Community Infrastructure Levy (CIL) to be attributed to the scheme is currently being explored by the Joint Planning Unit.

Tier 4

Areas of Influence

There are a number of key strategic sites that lie on the outskirts of Lincoln which are likely to have a substantial economic impact on the Masterplan area once they are delivered.

South East Quadrant

This proposed urban extension could deliver up to 6,000 dwellings between Bracebridge Heath and Canwick; however current plans are for around 2,800, likely to be delivered within the Core Strategy period. As already mentioned the wider development is largely dependent on the Eastern Bypass, due

to commence in 2015. Potential areas for consideration in relation to the Masterplan would be traffic levels, access to services and the role of this place in relation to the city centre. It will be important to ensure that services/facilities within the development complement and do not compete with existing provision. This would apply to all urban extensions.

Teal Park

Teal Park is a new 35.3 hectare strategic employment site situated adjacent to the A46 Lincoln Bypass on Whisby Road to the south west of Lincoln city centre. This commercial development will bring forward a variety of commercial uses (B1, B2 and B8). With a high-quality environment and ample space for a range of provision from financial and professional to industrial, Teal Park provides the opportunity for businesses to form clusters of regional significance. There is also ancillary space for trade counters, a hotel and public house. Works began in June 2011 and Siemens took occupation of their new 135,000 sq. ft. industrial gas turbine business facility in October 2012.

Countryside and Natural Environment Access Projects

Lincoln City Centre is close and easily accessible to most of Lincoln's strategic open spaces, including three registered Historic Parks and historic Common land. Hartsholme Country Park is less than 3 miles away, it is set amongst wetland, meadows and woodland and attractions include a caravan site, a visitor centre, play area and Swanholme Lakes Local Nature Reserve. Connectivity with the City centre was improved as part of the Green ways programme, which included a new cycle path adjacent to the River. In addition, good accessibility to the wider countryside via either car, cycle or on foot is a characteristic of the City.

As part of a strategic planned approach to maximising the opportunities for improved nature conservation and visitor experience, the Witham Valley Country Park Concept has been established in an area to the south west. The initiative aims to achieve improvements to a variety of public green spaces in an area of around 40 square miles of high quality, unspoilt countryside, rich in wildlife and history. Through the appointment of a Project Officer and working with partners it is hoped that the connections between and quality of the green spaces will be improved. The area includes many existing local businesses, including diversifying farm estates, garden centres, caravan and camp sites and visitor centres. The Country Park is hoping to not only maximise business opportunities but also to enhance walking and cycling facilities, particularly in terms of access to work and to encourage healthy lifestyles.

Archaeological Potential of Lincoln

Developments in Lincoln will need to be informed by the likelihood of impacts on archaeology. In some parts of the city, particularly in the historic quarter, there may be a depth of up to five metres of archaeological deposits before natural soil is reached. In other areas, Roman levels can lie close to the surface. Unexpected finds have been recorded since the 18th century.

SECTION 4

EMERGING MASTERPLAN



Movement Strategy and Street Hierarchy

For a city centre to function effectively it must consider how vehicles, cycles and people move through it and the connectivity of the place with its surrounding neighbourhoods. By understanding the hierarchy of movement and why/to what extent routes are used, we can develop a clearer view of what changes might benefit certain locations within the City. The street hierarchy plan on page 36 demonstrates how main and secondary vehicular/cycle routes might work more effectively and their relationship with key pedestrian links across Lincoln.

Issues needing to be addressed by this strategy include peak hour congestion, visitor navigation, car parking provision and pedestrian/cycle access. Lincoln has a wide draw when it comes to work, shopping and visitors, which will continue to expand as the City grows and prospers.

Wider Context

The Greater Lincolnshire Local Enterprise Partnership has identified infrastructure as one of its key priorities for economic growth. An infrastructure plan is being developed, to assess in economic and enterprise terms the best schemes to bring forward, and the 'Invest and Grow' loan fund will help to support some of these infrastructure projects. Improving rail links from Lincoln to London has already been identified as one of the key priorities.

The Local Transport Plan for Lincolnshire 2013/14 – 2022/23 has just been produced by the County Highways Authority. It covers policies and programmes for transport and identifies targets to monitor against, providing an overall vision for the development of Lincolnshire's transport system. The plan has identified a number of improvements that will affect the Greater Lincoln area, some of which are identified below. The Transport Strategy for the Lincoln Area was first adopted in 2006 and was updated in February 2008. The following programme of improvements was identified for the period up to 2026:

- Major highways schemes such as the Lincoln Eastern Bypass, the East-West Link and the Southern Bypass.
- A new public transport interchange
- Park and Ride
- Quality bus corridors
- Walking, cycling and public transport improvements
- Uphill and city centre traffic management schemes
- Improvements to the existing Western and Northern Relief roads

The County Council is working with the Central Lincolnshire Joint Planning Unit on the development of a Local Development Framework, which will encompass transport considerations and will try to make

certain that any new developments in the area are sustainable from a transport standpoint, building on the existing Transport Strategy. The Core Strategy for Central Lincolnshire looks to ensure that necessary transport infrastructure is provided, that new development does not unnecessarily increase car use, that access to services and facilities is maintained or improved and that opportunities surrounding a range of transport modes are explored.

Delivery of Lincoln's Transport Schemes

The Eastern Bypass route from the A158 to the A15 south of Bracebridge Heath was announced by the Chancellor of the Exchequer in the autumn statement as one of 35 infrastructure projects nationally to receive government funding. Now reduced to a single carriageway scheme this £98m project will receive £50m from the Department for Transport with the County Council allocating £14m from its capital programme and underwriting the remainder to be recovered via other funding sources such as developer contributions in the longer-term. Construction is intended to begin in 2014/15.

The East-West Link was mentioned earlier in the Design Principles section of the City Centre Masterplan. This crucial new link between High Street and Canwick Road/Pelham Bridge via Tentercroft Street is programmed to take place in 2014. It will provide an opportunity to pedestrianise High Street between Wigford Way and Tentercroft Street, will help to alleviate the issues caused by the increased number of freight trains over the High Street level crossing and will facilitate the provision of a new pedestrian footbridge. The scheme will include bus priority measures to improve access into the new public transport interchange. Future phases will be dependent on developer funding contributions; however it is worth noting that the University of Lincoln and the adjacent St Marks Retail Park have developed a joint Masterplan to help inform future development within the Phase 3 Ropewalk area.

Improvements to the junction of Whisby Road with the A46 are almost complete and will support the 35.3 hectare Teal Park and the £180m Energy from Waste processing plant developments. A further £3.2m improvement scheme will commence in early 2013 to widen the carriageway, provide shared footways and cycleways on each side, introduce controlled pedestrian crossing points and to improve Station Road junction.

The County Council has recently announced its intention to develop a 'Park and Ride' facility on the A46/A57 junction west of the City by 2015. Focused on the tourism market but also serving commuters and shoppers, the initial site is likely to have around 700 spaces. Routes and management options are currently being explored and it is envisaged that a planning application will be submitted in early 2013.

As part of the Lindongate retail development proposal the public transport interchange scheme will replace the existing bus station, creating a new facility adjacent to the railway station.

A Local Sustainable Transport Fund of £4.9m (Access LN6) has been secured to improve sustainable travel in the Station Road/Whisby Road/Doddington Road area of south west Lincoln and North Hykeham in 2014/15.

Five key areas have been identified through feasibility work as congestion hotspots around Greater Lincoln and these will be considered for improvement measures over the next 3-4 years.

- Tritton Road/Beevor Street
- Washingborough Road/Canwick Road
- Newark Road/Rookery Lane/Brant Road
- Outer Circle Road/Wragby Road
- Newark Road/Station Road North Hykeham.

Four key routes are regarded as main bus corridors into Lincoln that need to be of a high quality and enhancement work on the first of these, south of High Street, was completed in December 2011. The County Council works closely with local bus operators to deliver continual improvements for bus services i.e. bus stops, raised kerbs, timetable information, bus priority measures at key junctions, etc. Access LN6 will include the provision of new bus services south-west of the City.

The alignment of the longer-term Southern Bypass scheme will be protected from future development as the preferred route was adopted in December 2006.

In order to help deliver some of the transport proposals being identified within the Local Plan, a Community Infrastructure Levy is being developed. A review of the Lincoln Transport Strategy will be carried out before 2016 to reflect changes in policy and the economy.

Rail and Level Crossings

Lincoln has limited rail services to London with a single direct return service being provided once a day by both Midland Main Line and East Coast Main Line. The East Coast Main Line franchise is due for renewal in December 2013 and key stakeholders in Lincoln and Greater Lincolnshire are lobbying strongly for additional direct services to be included within the new franchise. A business case has also been submitted to the Department for Transport.

Future proposals for freight traffic along the Peterborough-Spalding-Lincoln-Doncaster rail line will significantly increase down time at the two level crossings in Lincoln causing delays for vehicles, cyclists and pedestrians. Discussions are continuing with Network Rail in relation to the provision of two new footbridges across the railway on High Street and Brayford Wharf East and the East-West Link will further mitigate the impact of increased rail usage.

The City Centre Masterplan Conference workshop, which introduced the proposed changes to Lincoln's level crossings, was well received. It provided an opportunity for stakeholders to air their views and make helpful suggestions. Key points identified were:

- Remembering that increased use of rail routes and networks will have both positive and negative effects on Lincoln and that the location of the station within the city centre is on the whole a good thing, which should be capitalised on.
- Development of proposals for both level crossings should be taken forward in tandem, though the delivery of the Brayford Wharf East solution, which is progressing more rapidly, should move forward.
- Need to ensure that the proposed changes on Brayford Wharf East create a street and a place not just a road for vehicles.
- One way street concerns, particularly around speed and permeability.
- Retaining an at-grade level crossing option for pedestrians and cyclists is essential.
- The barriers will have to be managed effectively to ensure safety.



Pedestrians

The way in which people navigate the City and get from one place to another helps to inform how we address the public realm and where new, more formal public access routes might be introduced. It is however important to remember that key attractions, car parks, leisure facilities, shops, bus stops, etc. all contribute to the directions people might choose, whether or not clear footpaths exist.

The High Street still remains the most dominant route in terms of footfall; however it is the intention of the Masterplan to develop further secondary uphill/downhill links and east-west links and to monitor more effectively the impact of increased tourism once the Lincoln Castle Revealed project is complete. Pedestrian and vehicular movement in the Cathedral Quarter will therefore require particular consideration including drop off points, signage, street furniture and public realm layout.

An analysis of pedestrian movements will be carried out in the new year to build an understanding of how core city centre areas connect from a user's perspective and to identify what enhancements might be necessary in certain locations to improve the visitor experience. The street hierarchy map towards the end of this section demonstrates some of our thoughts around how pedestrian routes across the City might evolve based on initial observations.

Cyclists

Cycle routes are an essential part of any city centre. Not only do they encourage people to cycle more they provide a safer environment for cyclists within the City. As part of the highway considerations and street improvement schemes mentioned earlier, the County Council will be considering future cycle route provision and where it might be introduced, both in terms of accessing the city centre and moving through it.

In addition to the obvious health benefits, cycling provides a key cost effective alternative to the use of fossil fuels and helps to reduce noise and air pollution and traffic congestion.

The City Centre Masterplan has begun to identify some potential cycling provision and routes, but much more remains to be done. The University of Lincoln cycle hire scheme will hopefully be expanded and improvements to the (rail) level crossings will greatly improve cycle access for commuters, students and visitors.

Car Parking Strategy

City of Lincoln Council in partnership with Lincolnshire County Council has commissioned Mouchel to help with the development of a car parking strategy for the City of Lincoln, identifying current and future parking requirements. The strategy will review relevant policy, explore future needs identifying solutions and will benchmark against other similar areas. It is hoped that the strategy will be completed by summer 2013 and that it will inform future car park provision within many of the core sites identified within the City Centre Masterplan area.



A workshop was dedicated to the development of the car parking strategy at the City Centre Masterplan Stakeholder Conference on the 18th October 2012 and the following points were raised for consideration within the evolving strategy:

- There is a need to consider the full journey experience for visitors and commuters.
- Visitor communication and signage to car parking needs to improve.
- The conditions of some car parks are very poor and unwelcoming and more could be done to make them secure.
- Residents' parking provision has scope for improvement.
- Park and Ride requirements and likely impacts should be explored.
- Need to identify short-medium- and long-term objectives.
- Consideration of alternative forms of transport, improved bus services, cycle routes, secure bike parking facilities.
- Coach parking requirements.
- 'Pay on Exit' and other helpful management considerations.
- Introduction of visitor maps at key arrival points.
- Toilet facilities.
- Early engagement with private operators.

Coach Survey

In June 2011 Lincoln Business Improvement Group (Lincoln BIG) in association with the Bailgate Area Guild and local Councils commissioned a Coach Survey to analyse the use of coach drop off points in the uphill Lincoln area. In addition to discussions with key stakeholders, the study included local business and coach operator surveys, coach driver interviews and observations of visitor behaviour.

The results were somewhat enlightening with 90% of the Bailgate Guild respondents wanting to see coach parking returned to an uphill location, the most popular at 69% being the Westgate Car Park. Each coach (100%) spent at least 4 hours in Lincoln, most arriving early in the day. Drivers had little information about Lincoln (100%) and preferred to park at the City bus station, Tentercroft Street, Nettleham Road, Wragby Road or laybys on the bypass; those using the Great Northern Terrace lay over facility however found it to be satisfactory.

It was clear from the study that the businesses on Bailgate are seeing fewer tourists passing by their doors and this was supported by the observation work carried out, which found that most groups walked the length of Eastgate turning left into Castle Hill. Interestingly, signage from the Bypass currently directs traffic to the Westgate car parks; however there is no longer a coach parking facility or turning head available there.

In conclusion, the survey suggested that Newport Arch, already known to operators through its use during the Christmas Market, would make an ideal drop off point, bringing visitors down Bailgate

past shop front doors and into the heart of Castle Hill. It highlighted that there is already an existing raised platform and shelter southbound which could be utilised and that an additional drop off point could be created close to Newport Arch. Provision of a meet-and-greet service for visitors was also suggested in the short term, providing leaflets and directions to attractions, however this could prove quite demanding in terms of resource.

Destination Management Plan

Visit Lincoln Partnership is leading on the creation of a Destination Management Plan (DMP) for Lincoln, which sets out the context and strategy for Lincoln as a visitor destination over the next 5 years. It will look at managing, developing and selling the destination, replacing the existing City of Lincoln Council's Tourism Strategy and informing the visitor economy work recently commissioned by the Greater Lincolnshire Local Enterprise Partnership. Owned by private and public sector partners and stakeholders of the City of Lincoln, the DMP will demonstrate the opportunities and challenges facing the City and how Lincoln might realise its true potential as a key visitor destination by providing a common vision and identifying aspirations for growth.

An essential element of the DMP is to work with stakeholders to improve access to and movement of pedestrian and vehicular traffic around the City, including identifying key routes and gateways for visitors and managing the visitor experience. Investment in the City's infrastructure such as the dualling of the A46 has greatly reduced the drive time to Nottingham and beyond, helping to break down perceptions about Lincoln's inaccessibility. Visitor movement within the City however remains hindered, not only by the mile long High Street with limited east-west connectivity, but also the lack of quality signage in to the City, particularly in relation to car parking locations and coach parking. The level crossings, though being addressed as mentioned above, remain a physical barrier to movement and current train service options are limited.

In short the DMP will build a clearer understanding of how the visitor experience might be improved and will identify how this might be achieved. The Visit Lincoln <http://www.visitlincoln.com/> and Visit Lincolnshire <http://www.visitlincolnshire.com/> websites will help to promote Lincoln not only as a tourist destination but also as a high quality place to study and do business.

Lincoln Castle Revealed Infrastructure Project

As part of its commitment to the 'Lincoln Castle Revealed' project, the County Council is looking at the suitability of infrastructure within the uphill Lincoln area to respond to significant increased numbers of visitors to the Castle once the scheme is complete. The findings will look to complement the aspirations of the City Centre Masterplan and Lincoln's Destination Management Plan, adding value and cohesiveness to proposals for this special historic area of the City.

Revival Lincoln

As part of its European Regional Development Fund 'Revival Lincoln' programme Lincoln BIG will be carrying out area enhancement works totalling £350,000. This will include the pedestrian signage scheme for the High Street as well as various public realm improvements. The programme will also be funding up to £200,000 for the creation of digital business hubs focused on a digital signage scheme for the City as well as improvements to the Visitor Information Centre. Visit Lincoln Partnership will collaborate with Lincoln BIG as appropriate on this programme to ensure that proposals relating to signage within the Lincoln Destination Management Plan are taken forward.

Tour Lincoln

This 12-stop sight-seeing bus tour managed by Lincoln BIG in partnership with Stagecoach brings to life Lincoln's history. People can hop on and off the bus at their leisure and the live commentary lasts for just under an hour. Family tickets are available and to date the bus has proved to be a great success.

Brayford Belle

Brayford Pool offers a 50-minute guided canal trip, which includes commentary about Lincoln's past and present. Departing from the mooring at the bottom of Lucy Tower Street there are daily sailing trips for people to enjoy. The Brayford Belle is also available for private hire.

Action Plan

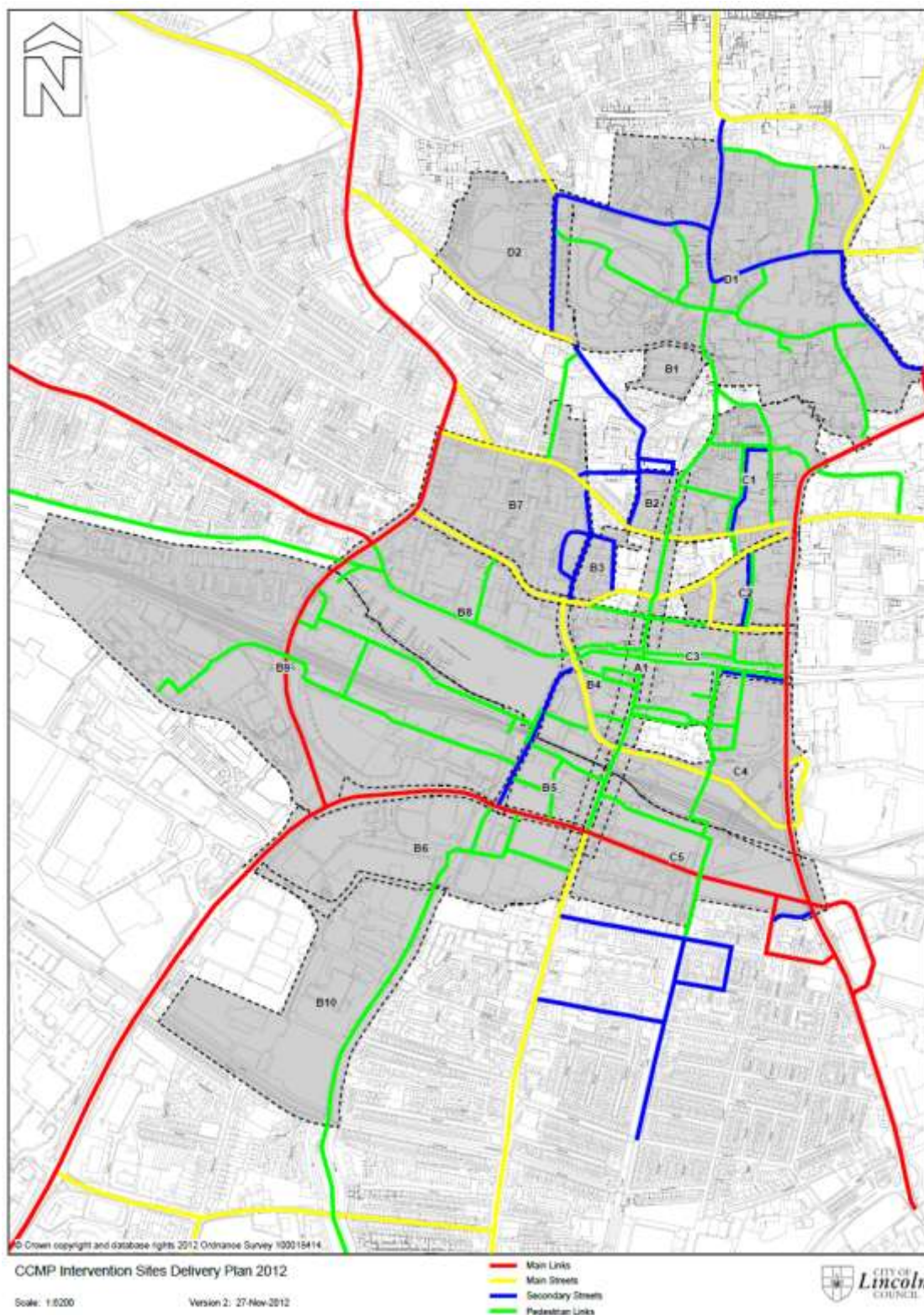
- Greater Lincoln Local Enterprise Partnership and relevant local authorities to work in partnership to deliver and lobby for the priorities identified for Lincoln within the LEP Infrastructure Plan and the 4th Local Transport Plan.
- Proceed with approved plans to restructure the Lindongate area, which includes proposals for the new transport interchange.
- Car parking strategy (including proposals for coach parking) for Lincoln to be completed by spring 2013 and to include a focused phased delivery plan.
- Lincoln Destination Management Plan to be published by January 2013 and to identify actions to improve movement through and access to the City.
- 'Revival Lincoln' programme to improve the City's signage within areas identified by the fund and to explore digital signage possibilities.
- 'Lincoln Castle Revealed' Infrastructure Study, once complete, to contribute to Lincoln's Transport Strategy, Destination Management Plan and City Centre Masterplan.
- Support Lincoln BIG with local/visitor related transport initiatives such as Tour Lincoln

- Lincoln BIG and City of Lincoln Council to commission a more detailed assessment of pedestrian movement through the City and how developments proposed within the City Centre Masterplan, increased visitor and student numbers and highway changes might affect those movement patterns.
- Strengthen and improve legibility along north-south routes to the east and west of the High Street.
- Apply recommendations identified within individual Design Principles for Key Intervention Sites sections of the City Centre Masterplan to improve pedestrian, cycle and vehicular movement within the City.



Street Hierarchy

Based on the information evolving from the City Centre Masterplan and Local Transport Plan the following map demonstrates a proposed Street Hierarchy for Lincoln.



City Centre Built Structure

In addition to consolidating the structure of the urban fabric where possible, the City Centre Masterplan identifies potential areas for development which will help unlock opportunities for regeneration and economic development, particularly within underdeveloped areas of the City. By using this approach the public realm will become a safer environment with enhanced street scenes, appropriate street proportions and increased pedestrian access. Taking reference from the Lincoln Townscape Assessment and building an understanding of local context, the Masterplan hopes to successfully draw together new development proposals with existing buildings without compromising the substantial heritage value of the City.

City Centre Uses

The proposed uses for Lincoln's city centre respond to a number of criteria that include:

- Considering the places most likely to facilitate exchange between people, strengthening and enhancing the existing (functioning) links and improving the public realm.
- Introducing uses along inactive and underdeveloped links to improve activity and walkability within the city centre.
- The High Street, or site A, is to continue to assert its function as a commercial artery with a dominant retail component.
- The western loop, or sites B, is to be strengthened with a broad mix of uses.
- The eastern loop, or sites C, is to reinforce its commercial role as part of the city centre including residential and office use as appropriate. Sites C1 and C2 will also reinforce and develop the City's Cultural Quarter.



City Centre Retail Strategy

Nationally the retail sector is experiencing difficult times at the moment, with the impacts of e-tailing, a weakened economy and people being generally more considered about how and why they do their shopping. Successful city/town centres are important contributors to the local economy but also play a crucial role in terms of social interaction and creating a sense of place. Lincoln is a good example of how establishing a series of discrete merchandising zones, each with their own focus and appeal can stimulate interest and continued diversity of offer. Retail is about far more than the shopping, with the wider location playing a part in people's decisions to visit a place and many individuals now combining cultural activities and even overnight stays with their shopping trips.

Town Centre Partnerships have been supporting the creation of more innovative high streets for many years with initiatives such as Action for Market Towns and Business Improvement Districts. More recently, the Mary Portas Review published on 13th December 2011 explores the future of our high streets, making recommendations on what can be done by Government, local authorities and businesses to create a new and more innovative high street offer. The Government then announced a competition for 12 'Portas Pilot' towns to be awarded a share of £1 million to help implement their ideas. Though not identified as one of the initial pilot areas, Lincoln has now secured £10,000 from the Department for Communities and Local Government via Lincoln Business Improvement Group in partnership with City of Lincoln Council as a 'Town Team Partner' to enable the delivery of some of our town centre proposals, particularly in relation to our markets. In July 2012 the Department for Communities and Local Government published a guide entitled 'Re-imagining Urban Spaces to Help Revitalise Our High Streets' and in August 2012 they announced a £1 million High Street Fund via the prospectus 'Our Town First: Future High Street X-Fund' to help revive failing town centres.

The role of niche retail is becoming ever more topical in the light of the Portas review, and cities such as Lincoln are well placed to capitalise on this.

The Local Picture

The Greater Lincolnshire Local Enterprise Partnership recognises that retail is one of the area's largest employers and has identified support for the sector as one of its five main ambitions for achieving economic growth within its Business Plan for 2013 - 2015.

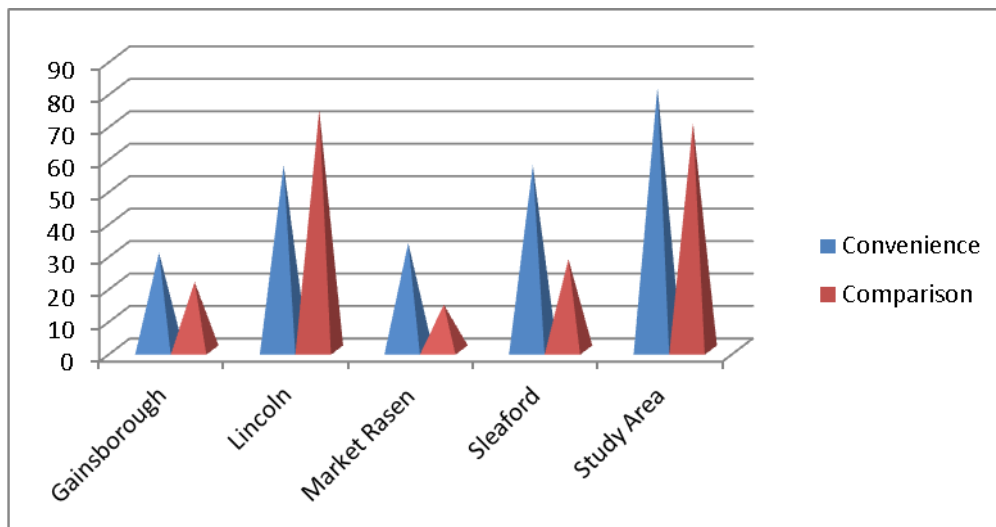
As a key regional urban centre Lincoln competes with other major cities such as Nottingham and Sheffield. This is upheld in the 'Competing Centres' study carried out by the University of Lincoln on behalf of Lincoln Business Improvement Group.

In order to understand more fully what is happening within the retail sector in Central Lincolnshire, the Central Lincolnshire Joint Strategic Planning Committee commissioned a City and Town Centre Study for the area. This work was completed by WYG Planning and Design in May 2012 and explored

emerging trends, the vitality and viability of key retail centres, retail capacity, an overarching assessment of the four principal centres of Lincoln, Gainsborough, Sleaford and Market Rasen and their roles in terms of retail provision.

The study tells us that Lincoln has a captive and loyal market and benefits from a lack of competing centres nearby. The vacancy rate is only 9% of the overall 1.8 million sq. ft. of floorspace and Lincoln is currently ranked 40th in the UK out of the top 2000 retail venues.

The Chart below demonstrates how Lincoln performs reasonably strongly in respect of convenience goods and delivers a strong performance when it comes to retention of comparison goods expenditure.



The study identifies a significant quantitative need for both comparison and convenience goods in order for it to meet future growth requirements. In the short term, consolidation and refurbishment of the Central Market area, Waterside Shopping Centre and the High Street will help meet existing requirements with the new retail development proposals for Lindongate and potential expansion of St Mark's Shopping Centre supporting Lincoln's medium term requirements.

It is not surprising that 53% of people surveyed as part of this study make use of internet shopping and the percentage is likely to continue to grow. In fact, it is estimated that the internet will account for 20% of all sales in Central Lincolnshire by 2029. It is important to remember however that some on-line retailers are taking up space within our centres as part of a multi-channelling approach. An emerging trend is that customers like to order on-line and pick up their goods in store; subsequently this has had an impact on the scale of store required over recent years. In addition, many retailers now provide on-line purchase options and market themselves in a number of ways including in-store Wi-Fi offers.

The 2011 Census for Lincoln revealed that Lincoln's population has grown by 9.2% since 2001 to 93,500. Residents in their 20s make up around 1/5 of the population. Interestingly though, the

proportion of the City's population over 65 has reduced, whilst percentages across Lincolnshire and the East Midlands have increased. The numbers of young adults aged 15-29 and adults aged 30-64 have increased by 37.4% and 6.5% respectively. This information is important to take into account when determining local markets though Lincoln's catchment is of course much broader than the City boundary and consumer segmentation by the CACI identifies 'affluent greys' as the largest consumer group relevant to Lincoln.

The Lincoln Offer

Lincoln benefits from a broad retail offer from the diverse/niche mix of Bailgate and The Strait in the historic uphill area to the vibrant entrepreneurial small business market in South High Street. Larger national retail outlets are of course in the mix, but these form part of a wider complementary approach that embraces the small, heritage-rich feel of Lincoln. Indeed enhancement proposals for the Waterside Shopping Centre and new development proposals for 'Lindongate' and St Marks will cater for local communities, tourists, students and commuters alike, taking into account the variety of visitors the City attracts on a daily basis.

In Lincoln, niche shops and historic buildings are complementary to each other, as the often unique context they provide acts as an extension to the individuality of the retail offer. Further, the non-standard floor plates suit retailers that do not have the typical requirements of national retailers. Fostering this strong aspect of Lincoln's identity through initiatives such as the repair and reinstatement of historic shop fronts in key locations, will be an important part of delivering the City's vision.

Lincoln's Markets



In addition to its traditional Central and Cornhill covered markets Lincoln benefits from a number of organised markets. These include the famous Lincoln Christmas Market attracting up to 350,000 visitors each year, regular craft fairs in conjunction with the Country Craft Association, three Farmers Markets on a monthly cycle on Castle Hill, City Square and on the High Street, Artists Markets on the

first Saturday of every month in various locations throughout the City, Bizarre Bazaar Vintage Market (5 annually) and three Continental Markets per year on Castle Hill, High Street & Cornhill. These collectively add to the vitality and culture of the City but also have a significant local economic impact.

City Centre Masterplan Conference 2012

The Annual City Centre Masterplan Stakeholder Conference was held on 18th October 2012 at the DoubleTree by Hilton Hotel in Lincoln. This year's theme was 'The Future Challenge for Retail in Lincoln' and speakers included; Andrew McMillan who worked for over 28 years with John Lewis Partnership leading on customer service across the department store division; Neil Moss, Head of Employer Engagement at Skillsmart Retail (Sector Skills Council for retail); and Ursula Lidbetter MBE, Chief Executive of the Lincolnshire Co-operative Ltd, Chair of The Greater Lincolnshire Local Enterprise Partnership and Chair of Lincoln BIG Board.

Retail provision should not be considered in isolation, nor does it perform a single function; it plays a crucial role in the ethos of a place and how people might remember it. The presentations at the conference were extremely enlightening, highlighting the importance of high quality customer service and the need to ensure that individuals feel valued and welcome when they visit a place, whether it be in a retail outlet or a visitor attraction. They also explained the array of training available to support retail businesses, clarified the impacts and opportunities relating to e-tailing and enlightened us on how Lincoln is performing in comparison with similar locations.

There were two subsequent workshops held at the event with specific relevance to the Retail Strategy and the actions identified from these workshops have formed the basis for the action plan for this strategy.

Retail Action Plan

Keeping the Vitality of the High Street and Shaping Retail for Visitors

- There is a requirement for strong leadership and a clear purpose if we are to retain and enhance the vitality of the High Street.
- Retail should consider itself part of a wider Lincoln experience not just a shopping trip. Visit Lincoln Partnership will work with local businesses to broaden awareness of the wider city offer and will encourage the development of ambassadors for Lincoln.
- It is crucial that the core of the city centre remains strong and relevant, hence future planning decisions need to enable an appropriate mix of use and retail offer.
- Building on distinct areas already evolving in Lincoln such as The Strait and Bailgate will add diversity and interest. There is potential to work with key locations in the City to encourage similar niche categories of stores, this would help strengthen interest, give areas more of an identity and enable lobbying for individual requirements on a collective basis.

- Due to changing lifestyles it may be prudent for businesses to perhaps reconsider opening times. Is there potential to open earlier or later in some key locations, particularly in areas frequented by tourists?
- Can more be done to provide spaces of an appropriate scale and nature to accommodate national retail outlets? The Lindongate scheme when delivered is likely to provide suitable options in the short to medium term.
- Uphill/downhill links are very important, perhaps the exploration of a funicular railway or bespoke bus connections could enhance connectivity.
- Need to aim to provide a good mix of retail/living space in the heart of the City.
- There is an opportunity to work more closely with internet traders and provide a shop front for internet businesses in the area.
- South High Street carries out a vital retail role for the City, in particular the residential areas surrounding it. Though extending the Masterplan boundary to cover the entire length of South High Street is not appropriate, it is extremely important that its contribution to the Retail Strategy and to the local economy continues to be recognised. The area north of Portland Street will benefit greatly from the greater connectivity created by the proposed level crossing bridges, East-West Link and narrowing of Wigford Way.
- The new proposals for the level crossing on the High Street must take into account connectivity in all directions, but in particular should achieve greater cohesion north and south.
- There will be a need to establish a traffic management plan once the East-West Link and Tentercroft Street developments are underway to avoid congestion problems.
- Important to improve our existing buildings where possible and instigate more discussion on and development of properties that can be utilised, which are currently not in use. Small investments to enhance shop fronts can make a big difference to an area and leave visitors with a very different perspective of the City.
- Need to introduce better signage to showcase retail hotspots.
- Broadband infrastructure needs to be high quality and to meet the need of users.
- Need to continue support for independent businesses and avoid making Lincoln just like any other high street.
- Need to address availability and quality of public toilets in the city centre.



Markets: the potential for growth and diversity

- The Mary Portas Review has provided a context for valuing, supporting and enhancing our markets. Lincoln will use Town Team Partner status to improve its market offer and develop a strategy for the future.
- Our markets offer opportunities for entrepreneurship and this should be encouraged further.
- Bespoke outdoor market events have proved very popular in Lincoln and continued investment and support for these is important for the local economy, particularly the farmers markets and annual Christmas Market.
- The physical condition of our markets is imperative. They would benefit from more open thoroughfares, clearer spaces for social interaction and better interpretation.
- Branding of the market offer needs consideration. How can we attract new customers of all ages? Can more be done to appeal to growing student numbers?
- The new Lindongate development will need to develop a relationship with the market offer so that each can benefit from close proximity.
- Lincoln is a great historic city and a quality market offer is essential to support its vision for growth and prosperity.



Cultural Strategy

Culture could be described as an intrinsic part of the way we live and the people we are, from our social behaviour patterns, interests and beliefs to arts venues, attractions, educational establishments, creative industries, events, sport and leisure, heritage and the natural environment.

Lincoln has made a great deal of progress on cultural development with substantial investment in the arts, sports, leisure, heritage and community cohesion over the last ten years.

It is important to remember the significant role that culture can play in ensuring a city's attractiveness and competitiveness. It not only helps shape community-led initiatives but also influences how a place evolves, with cultural activity improving health and wellbeing, encouraging inclusion and generally enriching people's lives. Culture is stimulating, provides enjoyment for residents and visitors and is an important component of the visitor experience - a rich and diverse cultural offer can enhance, support and grow Lincoln's visitor economy.

'Promote, Provide and Participate! The Lincolnshire Cultural Strategy 2010-2015' highlights that tourism and cultural industries contribute around £1.2 billion a year to the wider Lincolnshire economy. Its core aims are:

- 'To champion Lincolnshire's culture regionally and nationally and to place Lincolnshire amongst the top English counties renowned for their approach to their county's culture.
- To promote the wide ranging benefits of Lincolnshire's culture.
- To increase cultural provision in Lincolnshire, preserving and developing its unique cultural identity.
- To enable and encourage people to participate in Lincolnshire's culture.'

In order to help achieve these aims Lincoln continues to develop its arts facilities, festivals and events, enhance its parks and public realm, explore numerous initiatives to improve quality of life and health and works closely with its broad range of excellent educational providers to develop creative industry-related skills. By working together Lincoln's tourism and culture/arts providers can achieve many benefits for the City, from joint procurement of services and sharing resources to creating bespoke packages and encouraging local collaboration.

In January 2012 'Creating a Sporting Habit for Life – A New Youth Sport Strategy' was released. This document aims to help deliver a sporting legacy from the London 2012 Olympic Games to encourage everyone, but especially young people, to take up sport and develop a sporting habit for life.

'A Place for Culture: Developing a local culture offer for all children and young people' was released by the Department of Culture Media and Sport in 2010. It highlights that all children, no matter where they live or what their background, should have the opportunity to enjoy high-quality cultural

experiences in and out of school. It encourages schools, local authorities and cultural organisations to work together to shape and coordinate an offer which is relevant to local needs and is shaped by the views of children and young people themselves.

Lincoln's Cultural Offer

Lincoln Drill Hall

Lincoln Drill Hall was built in 1890 on the site of Henry Newsum's Steam Saw Mill. It was regenerated nine years ago and over the last three years has been managed as an independent charity. Driven by the focus areas of Challenge, Core and Culture, the Lincoln Drill Hall has established itself as a successful centre for entertainment covering live performances in jazz, blues, folk, rock and pop and classical music, comedy nights, pantomimes, children's events and workshops. The Ruston Room provides a small studio theatre which is used for a variety of performances and which attracts local amateur groups.

It belongs to the 'Lincolnshire One Venues' (LOV) group which consists of ten arts-related venues:

- Riverhead Theatre, Louth
- Guildhall Arts Centre, Grantham
- Stamford Arts Centre, Stamford
- South Holland Centre, Spalding
- The Collection, Lincoln
- The Lincoln Performing Arts Centre (LPAC)
- The Terry O'Toole Theatre, North Hykeham
- The National Centre for Craft and Design, Sleaford
- Trinity Arts Centre, Gainsborough



The first four listed above will now be managed collectively by the Lincoln Drill Hall for three years following a successful joint funding bid to the Arts Council England in early 2012. Being the only collaborative model of this nature in the East Midlands, it will play a key role in informing future funding approaches for cultural activity. Though research to date has revealed that the distances between these venues do not allow for audience crossover, the benefits in terms of resource sharing, cost saving and problem sharing make the partnership extremely worthwhile.

The Collection

The name 'The Collection' has only been in existence since 2005, when the previously named City and County Museum merged with the Usher Gallery. Founded in 1906 by the curator Arthur Smith the museum focused on objects with local connections. By 1974 the museum was officially recognised as the County Archaeological Museum with other collections being passed over to institutions such as the Usher Gallery and the Museum of Lincolnshire Life. When The Collection opened in 2005 it drew from a collection of over two million artefacts, encompassing local archaeology, geology, natural history, numismatics, foreign archaeology, arms and armour, palaeontology and world cultures.

Now in its seventh year The Collection has achieved a tremendous amount, contributing significantly to the success of the Cultural Quarter. More recent initiatives have included; moving the museum shop into the reception area; the creation of 'Play' a free children's activity area; refurbishment of the café, now managed by Stokes; a new DDA compliant entrance to the Usher Gallery; improvements to Temple Gardens; and a sculpture terrace. These small changes have resulted in an increase of 50% to visitor numbers at a time when many visitor attractions are struggling to entice customers. The Collection is not resting on its laurels, however, and continues to develop new ideas to improve its offer and support local communities.



Future Plans

It is important for Lincoln that The Collection continues its success and footfall is a key factor in achieving this goal. Visibility of the building from the Jews House on The Strait could be greatly improved and the introduction of temporary signage or banners during major events such as the Lincoln Christmas Market would help highlight the Cultural Quarter to visitors and what it has to offer, given its position just off the High Street and just below the Cathedral Quarter.



The Museum Of Lincolnshire Life

Home to a social history collection which reflects and celebrates the culture of Lincolnshire and its people from 1750 to the present day, the Museum of Lincolnshire Life is a real asset to the City and the County. Exhibitions illustrate commercial, domestic, agricultural, industrial and community life and additional services include quiz sessions and an education programme linked to the National Curriculum.

Future Plans

The museum is looking to expand its offer over the next couple of years investing significantly in new facilities to enhance the visitor experience and engage with broader audiences.

The Theatre Royal

Lincoln Theatre Royal can be found in the heart of the City on Clasketgate in the south-west corner of the Cultural Quarter. From musicals to pantomimes the theatre performs a crucial role in entertainment. The 482-seat theatre is also available for hire and provides an interesting, characterful space for local events and conferences.

Lincoln Central Library

Lincoln's first public library opened in 1895 operating from the Assembly Rooms building in the heart of the City. The Free School Lane site opened in 1914.

When the Central Library was re-developed in the 1990s, funding for various artworks was provided from the National Lottery through the Arts Council of England. These artworks are on permanent display throughout the library for the public to enjoy. The library also houses part of the County Music and Drama collection, which includes books, printed music, play scripts and other materials on all aspects of popular and classical music, theatre, plays, cinema and dance. This collection can be used by students, musicians, actors, dancers or for general interest.

Included in the collection are three special archive collections:

- The Elvin collection, consisting of books and periodicals relating to the late Laurence Elvin, including some unpublished materials on aspects of the church organ;
- The Longmire collection, a collection of John Longmire's printed piano music;
- The Tennyson collection - The Tennyson Research Centre, in the dome of Lincoln Central Library, is the most significant collection on Alfred Tennyson in the world. Tennyson was Poet Laureate of Great Britain and Ireland during much of Queen Victoria's reign and remains one of the most popular British poets.

A community room seating up to 80 people is available for bookings by local charitable and voluntary groups, or individuals, for displays of craft and art work, and can be hired by any group for private meetings or seminars.

Now operating self-service technology the Library provides an important cultural amenity for the City.

Future Plans

The recently announced 'Grants for the Arts Libraries Fund' being managed by The Arts Council England will be investing £6 million of National Lottery money into libraries to inspire ambitious and innovative cultural partnerships. It aims to encourage library users to get more involved in arts and cultural activities. This opportunity will undoubtedly be explored for the City of Lincoln, which continually endeavours to promote and support cultural activity.

University of Lincoln

The Lincoln Performing Arts Centre

The Lincoln Performing Arts Centre based at the University of Lincoln is a modern theatre offering a wide range of shows in the heart of the City. It also houses the Lincoln School of Performing Arts with around 400 students studying Dance and Drama at undergraduate and postgraduate level.

New School of Art & Design

A new building for art and design courses is currently being developed and will open in 2013 incorporating a sculpture terrace and public gallery. Providing a home for Fine Art, Graphic Design, Fashion Studies and Illustration it will consolidate delivery of courses, which are currently spread out in locations across the City.

Engine Shed

Designed by Stem Architects, the Engine Shed was opened in September 2006, taking its name from the locomotive shed that used to lie in its current location immediately adjacent to the railway line. The venue hosts a wide variety of bands and opens to the students as a nightclub following the bands' performance. The venue has a capacity of 1,500 in the main hall and approximately 800 in the Upper and Lower Tower Bars. The balcony area is a small venue in its own right known as 'The Platform', showcasing local and national talent with capacity for up to 300 people. It has hosted a number of high-profile rock bands including The Stereophonics, 30 Seconds to Mars and Kings of Leon. The venue has also played host to a number of top comedians.



Frequency Festival

Lincoln's Frequency Festival is at the heart of the city's contemporary scene. This festival of digital culture celebrates the unique historical canvas of the city through a series of digital interventions and artworks that inspire visitors and local communities alike to explore and rediscover the city.

Frequency has quickly built a reputation across the UK and internationally as a festival to exhibit at. The inaugural 2011 Frequency Festival was an unprecedented success, featuring 34 installations across 24 sites and engaging over 100 artists from the local and international arts scene. With a live audience of 32,000 and an online audience of 9,000 spanning 56 countries, Frequency proved a hit across all ages. Frequency plays a central role in shaping the visitor economy programme in the city, driving tourism and bringing national and international profile to Lincoln. The indirect economic impact of Frequency to the city is valued at over £1,000,000. The long-term vision is to grow the festival and continue to invigorate and profile the city through tourism and opportunities for local businesses and communities.

A key commitment is to nurture the talent of tomorrow, delivered through an internship programme to support graduate retention, inspiring more graduates to develop their careers and practice in the city.

Frequency is staged in partnership by the city's leading organisations including the University of Lincoln, Visit Lincoln, Lincolnshire One Venues (LOV), Lincoln BIG, along with Festival Directors Threshold Studios and the active support of the City and County Councils. www.frequency.org.uk



Bishop Grosseteste University Lincoln

Bishop Grosseteste has been established in the heart of Lincoln for 150 years. Only a few minutes' walk from Lincoln Cathedral this exceptional Higher Education Institution welcomes the wider community into its campus and now provides a Sport and Fitness Centre; a quirky but extremely popular Alice in Wonderland themed 'Curiositea' Café; BG Futures, a high quality Business and Enterprise Centre with 15 managed workspaces focusing on fledgling businesses; Longdales House, a-15 room bed and breakfast; 'The Venue', a former theatre building now used by Lincoln Film Society and hosting independent cinema screenings in addition to the traditional new film releases available for public viewing with digital projection technology; a recently extended Library facility; and a Heritage Trail throughout the campus.

A tremendous amount of cultural activity takes place within the campus on a regular basis, not only in terms of sports, theatre and film shows but also through music groups such as the Community Choir, preparations for the Advent concert at the Cathedral and the University Choir concert on site. Indeed the Cathedral Choir is of national significance. A new Chaplain will be joining Bishop Grosseteste in January and will undoubtedly contribute greatly to the ethos of the place.

Bishop Grosseteste also focuses on students who would not normally consider going to university, carrying out outreach work with schools and disadvantaged children and young people. From Teaching Studies to Community Archaeology and Heritage Education, the University has a broad range of courses available with many of its students going on to become teachers. The BG Summer School also attracts a large number of international students. A quote from its latest prospectus says it all 'we are for life in all its fullness: Valuing Faith; Creating Community; Inspiring Trust; Informing Conscience; Attaining Wisdom'.



Lincoln College

Lincoln College plays an important cultural role within the City and contributes to the wider Lincoln community in many ways from its accommodation portfolio holder role with Lincolnshire YMCA to Visit Lincoln and Lincoln BIG Board membership. Now 126 years old the College owns a mix of new contemporary and old historic buildings within the City, which include the recently completed Deans Building, the Temple Building (early Victorian, used for crafts, joinery and painting & decorating), the Gibney Building (originally a Boys School), Sessions House (Grade II listed former Magistrates' courts and police station, now a restaurant and part of the Cultural Trail) and the Knights Building (186 seat theatre).

The new Deans Building is an invaluable city centre resource with state-of-the-art sports and conference facilities, and the three-acre woodland walk and open space created to the rear of the college complex brings together contemplation space, areas for group activities, exercise bays and sensory planting. A learning resource centre and library add to the many facilities available to students and local people.



Lincoln College has done a great deal to cement relationships with local residents, promoting a culture of sport and healthy living and sharing its unique facilities. Indeed it recently was awarded coveted Beacon Status by the national Learning and Skills Improvement Service (LSIS) in recognition of its promotion and pursuit of excellence. Making brave decisions such as creating a sports pitch on a former car parking area and pedestrianising streets around its buildings, demonstrates the culture of wellbeing and social inclusion that the college brings to Lincoln.

Future Plans

There are plans afoot to create a new University Technical College in partnership with the University of Lincoln and Siemens within the Cathedral Quarter off Greestone Place. This £7 million investment will create a new academy for 14-19 year olds to study science, technology, engineering and manufacturing including placement studies with businesses. On site by 2013 this development will provide progression to the University of Lincoln's Engineering School and hopefully new employees for Lincoln's engineering sector, which has always played an important part in Lincoln's heritage and culture. Impacts of this development on the wider Lincolnshire area are also likely to be significant.

The Cultural Quarter identified within the City Centre Masterplan extends itself naturally along Monks Road and Waterside North, incorporating key locations such as Sessions House and The Arboretum, a nine-acre City Park recently improved for public enjoyment. Despite not lying within the core City Centre Masterplan boundary, this area warrants a bespoke planning exercise to explore opportunities for improvement and strengthened links with Lincoln College and the communities in Abbey Ward.



Creative Industries

Creative industries impact greatly on the local economy and despite difficult economic times, continue to grow and expand in Lincoln. Creative industries can include industries which focus on fashion, digital media, music, books, films or games but also services such as advertising, printing, multi-media design, public relations or marketing.

The Terrace

'The Terrace' creative industries workspace in the heart of the Cultural Quarter of the City has proved a great success. It provides fifty serviced workshops, studios and offices varying in size from 105 square feet to 900 square feet. The Terrace has attracted many different creative businesses from photographers and graphic designers, to artists, furniture restorers and stone carvers. The integral Cafe Portico provides an ideal space for occupiers, visitors and live performances including open mic poetry, exhibitions and music.

Events

Lincoln hosts many unique events and these vary from large scale occasions to smaller bespoke events such as Ghost Walks and the ice rink in City Square. Some of the more established events include the Lincoln Christmas Market, Frequency Digital Culture Festival, the Literature Festival and Lincoln 10K Race; however the evolving diversity and creativity of Lincoln's cultural offer is also very evident with the Steampunk Festival, Zombie Apocalypse weekend, Punch and Judy Festival, Lincoln Inspired, International Harley Davidson Rally and the Jazz Festival adding to the mix. Events are a reflection of the culture of a place and there are some which can be regarded as tied in to Lincoln's cultural mix such as Waddington Airshow. People increasingly want to hold events in Lincoln, create partnerships, try out new things.

Events outside the city centre boundary also impact significantly on local businesses and visitor numbers, for example the annual 'Cereals' festival held just off the A15 at Boothby Graffoe attracts people from all over the County and beyond, the County Show at the Lincolnshire Showground just north of Lincoln along the A15 brings additional sightseers to Lincoln, and the Showroom on Tritton Road hosts a broad variety of gatherings. Being aware of what is happening on the periphery of the City is extremely important, not only in terms of forward planning but also in thinking about potential connections to what the City has to offer new visitors to the area.

Lincoln's hotels organise/host regular seminars and events including business conferences, weddings and wedding fayres. The universities also hold graduation ceremonies, open days and bespoke lectures. These functions contribute greatly to the local economy and help to promote Lincoln as a destination.



Lincoln is currently exploring a partnership approach to enable the hosting of 'The Moore in Lincoln project in 2014'. It is envisaged that this major exhibition of Henry Moore's work will be taken forward by a newly created Lincoln Cultural Partnership which will have a continued remit beyond the life of the project.

Sport & Leisure in Lincoln

City of Lincoln Leisure Strategy 2010

'Leisure in Lincoln' was produced to provide a much needed strategic assessment of leisure needs in Lincoln. It is important to note that the leisure and recreation focus in the authority includes consideration of health and well-being.

The strategy takes into account Sport England criteria and includes facilities analysis, what is required over the next 25 years, needs analysis and access to facilities. It explains the benefits of leisure, explores opportunities relating to green open spaces and identifies a strategic vision for leisure provision in Lincoln and how people rate what currently exists.

Central Lincolnshire Economic Viability Assessment December 2011

This study was jointly commissioned by the three District Councils which make up Central Lincolnshire (Lincoln, North Kesteven and West Lindsey) and the County Council. It looks at the viability of proposed residential development schemes, including sustainable urban extensions and importantly advises on Section 106 requirements.

Through the Infrastructure Delivery Plan, future developments will need to consider to what extent existing infrastructure can support requirements and what new facilities such as allotments, play areas, open spaces, markets and community centres might be necessary in addition to these.

Central Lincolnshire Sports Strategy 2013 – 2032

In order to effectively map sports requirements up to 2032 a new Sports Strategy is being developed by Lincolnshire County Council, City of Lincoln Council, West Lindsey District Council and North Kesteven District Council.

Local Initiatives

The City of Lincoln Council Healthy Lifestyles Team (CLCHLT) has eleven outreach workers with three officers providing physical activity support and eight officers offering health related training. The work is funded by the County Council Public Health Team. The Sports Development Team works directly with schools and breakfast clubs to promote physical activity. It engages young people in activities such as

street soccer, the 10K annual event, athletics with coach education and manages the City's leisure centres.

S106 agreement funds from Linden Homes totalling £152,000 will be creating a new play area to the west of the City off Carholme Road. A further £180,000 of s106 monies will also provide new playing fields.

Olympic Legacy 2012

The tremendous success of the 2012 Olympics has undoubtedly left its mark on Lincoln with its legacy already having a notable impact. Driven by the Lincolnshire Sports Partnership and Lincoln's Sports Network a number of initiatives have started to take shape.



Lincolnshire's Legacy Group is currently developing a number of ideas to drive the Sport and Leisure agenda for the County and there will be a series of national events which it will also be contributing towards. The University of Lincoln is working in partnership with City of Lincoln Council to greatly improve the Sobraon cricket site on Burton Road as one of these legacy schemes. It is hoped that the £350,000 scheme supported by Sport England Inspire, The English Cricket Board, University of Lincoln and City of Lincoln Council will reinstate changing rooms, create a pavilion and will enable use for rounders. The scheme will be on site by April 2013.

With the support of Longsdale Trust monies, Lincoln Rugby Club which has over 400+ members, has now moved to Nettleham. This will enable the creation of an all-weather playing surface for the Lincoln Hockey Team, a new cricket ground, squash facilities and a bridge club on Wragby Road adjacent to the Cathedral by September 2013, to be managed by The Lindum Sports Trust. This £700,000 development will include £50,000 worth of improvements to the changing rooms.

A rowing club has been established at Stamp End, Monks Road opposite Beech House on the old pumping station site, and a canoe club on the Brayford Waterfront has proved very successful with national and international paddlers already engaged. The Sea Cadets also located at the Brayford Waterfront are managed through the armed forces.

A new cycle scheme cycLIN was introduced in September 2010 with Sustrans and Lottery funding. The project provides 69 bikes for student and staff hire and has begun to create a cycling culture in the City. Housed within the marina office behind the Engine Shed in the University campus this important facility is run as a joint enterprise by the University of Lincoln and Sustrans. There are now plans afoot to move the Brayford Wharf South signal box as part of the level crossing improvements and there is potential to extend the bike hire scheme and provide a new secure storage space for cycles.

The City Council currently manages the Yarborough Leisure Centre on Riseholme Road and Birchwood Leisure Centre on Birchwood Avenue. These are important community facilities which are complemented by the additional amenities now provided within our educational campuses in the City. Interestingly, the University of Lincoln is currently exploring ideas of how it might improve upon its existing sports facilities over forthcoming years.

Lincoln's Heritage

Heritage Strategy

Lincoln's heritage is so important to the City and indeed the County that it deserves a bespoke approach to its management, maintenance and conservation. City of Lincoln Council in conjunction with Historic Lincoln Partnership and other key stakeholders will be producing a new Heritage Strategy for Lincoln early in 2013. It will build on the work produced in conjunction with English Heritage in 2011 on the Lincoln Townscape Assessment, which analyses the use of historic characterisation information as part of Lincoln's wider place-shaping strategy. Covering essential elements such as addressing buildings at risk and planning for future maintenance, it will inform the Historic Environment Advisory Panel (HEAP) on action requirements and potential opportunities.

Lincoln is truly blessed with a wealth of heritage assets, the most significant of these being the Gothic Lincoln Cathedral and Lincoln Castle.

Lincoln Cathedral

Lincoln Cathedral has been in existence since 1072 and for nearly 300 years was the tallest building in the world. Though transformed somewhat since its inception, it draws hundreds of visitors every year and acts as a catalyst for Lincoln's growing visitor economy. In addition to services and choral worship the Cathedral offers the Medieval and Wren libraries, public tours, hosting of local events and beautiful architecture, which requires the maintenance input of up to thirty traditionally skilled crafts people. The new Heritage Skills Centre within the grounds of the Castle in conjunction with the Lincoln Cathedral Works Department will ensure that the City develops a breadth of expertise in this complex field of learning, nurturing its own stonemasons, carpenters, joiners and leadwork experts.

The Cathedral generates interest from all over the world and has even been used for major film productions.



Lincoln Castle

Lincoln Castle provides free guided tours and hosts a series of events throughout the year. The tours give an intriguing insight into how Lincoln and its Castle have evolved over the years and the location itself attracts interest from film and television companies (period drama Downton Abbey recently filmed a series using the Victorian Prison building and Time Team are filming an archaeological dig documentary special which will be aired in 2013). Wider city tours are also available and a popular Ghost Walk takes place every week.

As the only place in the world where King John's Magna Carta (1215) and Charter of the Forest (1217) can be seen together, Lincoln Castle is indeed a special place. The 'Lincoln Castle Revealed' Project supported by Heritage Lottery Fund, European Regional Development Fund, Lincolnshire County

Council and £1.6 million via an additional fundraising strategy is now underway. This ground-breaking project will ensure that:

- Magna Carta has its own new contemporary underground building within the castle grounds, with cinema and bespoke vault
- The castle exterior is carefully and sympathetically restored
- A complete wall walk is created for public enjoyment with DDA compliant access
- The grounds are opened free of charge to the public through both the West and East Gates
- Access to the Prison Building is improved, with ticketing facilities, a shop, a café and orientation space
- Lawns and gardens will be extended and carefully maintained

Lincoln Castle is an extremely important historic cultural asset, which through this project could generate up to £8.5 million of Gross Value Added (GVA) to the local economy by 2030 (*Ecotec* 2009/10).



Lincoln's Aviation Heritage

Aviation Heritage Lincolnshire is based at Lincolnshire County Council. Plans are afoot to develop an aviation product within Lincoln over the next three years to celebrate Lincoln's long affiliation with the aviation industry. Next year will be the 70th anniversary of the Dambusters raid, which left from Lincolnshire in May 1943 as part of Bomber Command and there are aspirations to create a Dambusters Trail in Lincoln.

In 2015 we will be celebrating the centenary of the start of the aircraft industry in Lincoln and Lincolnshire's Bomber Command Memorial is likely to have a tremendous impact on the City with many potential visitors. During WW2 25,000 aircrew from Bomber Command, flying from Lincolnshire,

died. To mark their sacrifice, a memorial will be erected on the top of Canwick Hill, in Lincoln. The site overlooks the Cathedral, which was a major landmark for crews leaving Lincolnshire and was used as a navigation point for those lucky enough to return. 46% of all Bomber Command's casualties were based in Lincolnshire.

The project is being led by the Lord-Lieutenant of Lincolnshire with support from all sectors of the community including the Bomber Command Association, University of Lincoln, Lincolnshire County Council, Lincoln City Council, North Kesteven Council, Lincolnshire Aviation Heritage, active RAF stations in the county and elsewhere, Lincoln Cathedral and many other aviation associations. Many other individuals and organisations have also pledged their support. The formal launch will take place on the 31st May 2013, at the East Kirkby Aviation Heritage Centre, the home of the Lancaster Bomber, Just Jane. [www.lincsbombercommandmemorial.com](http://www.lincs bomber command memorial.com)

The Saracen's Head Hotel in the High Street, now Waterstones, was a favourite venue for off-duty aircrew during WWII, and was known as the 'Snakepit'. Indeed if you look carefully you can still see the original plaque on the wall. Many Officers also used to meet at the White Hart which still operates as a hotel today.

The City of Lincoln maintains an interesting link with RAF Waddington which dates back to 1st April 1928. On that date, which was the 10th Anniversary of the formation of the RAF, the reserve squadron at RAF Waddington was given the title No 503 (County of Lincoln (Bomber)) Squadron. On being granted this title the squadron adopted the coat of arms of the City of Lincoln and painted it on all their aircraft. This tradition continues today and the coat of arms can be seen on the side of the Sentry and the Sentinel aircraft.

Local Nature Partnership

This Lincolnshire-wide partnership has a strategic role to ensure that the natural environment delivers economically and contributes to health benefits for the County. Launched in November 2011 it provides local partnership support and helps inform the Greater Lincolnshire Economic Partnership, managing local environmental records and providing expertise and advice.

Lincoln is unique as a city being surrounded by rural countryside, and benefits from a number of country parks and waterways. Witham Valley Country Park, Hartsholme Country Park and the Arboretum all have essential roles to play in the health and wellbeing of city residents and visitors but also act as tourist attractions and spaces for events and activities.

Heritage Lincolnshire

The Heritage Trust of Lincolnshire aims to assist in the conservation and enhancement of the historic environment of the county. It offers the local community and visitors opportunities to learn about the past and organises heritage projects and events to celebrate the diverse heritage of the County.

Supported by county and district councils, national heritage bodies, commercial activities and sponsorship it carries out a broad range of activities to save and renovate threatened historic buildings and raise the profile of important heritage assets.

Action Plan

This action plan demonstrates how the City of Lincoln contributes to the County's Cultural Strategy, identifying where it looks to meet the core aims and objectives identified up to 2015. It is important to note that the County's Cultural Strategy is currently being reviewed; hence changes to the action plan are likely in the next financial year.

Aim 1: To promote the wide ranging benefits of Lincolnshire's culture

Maximise Promotion

Visit Lincoln Partnership and Historic Lincoln Partnership to continue to promote and support Lincoln's cultural offer.

Visit Lincoln website was launched in November 2012. Continue development and raise awareness of this new facility.

Lincoln Drill Hall to continue to capture audience information through its management of the Lincolnshire One Venues (LOV) Group. A marketing group meets regularly to discuss progress and a collaborative project has been established aiming to engage young people in Lincolnshire's Arts venues.

Lincoln Drill Hall worked with partners across the East Midlands on the Jump In Children's Theatre and Dance Festival during summer 2012.

Lincoln City Council to work with Lincoln BIG, Lincolnshire Co-op and Drill Hall to create art displays in unused building space on Free School Lane.

Lincoln BIG to provide a collective diary of cultural events taking place in the City.

Creation of a new Lincoln Cultural Partnership to deliver a major exhibition of Henry Moore's work in the City in 2014. The Frequency Festival will help act as a catalyst to this partnership approach.

Creation of a new Aviation Trail within the City working in partnership with Aviation Heritage Lincolnshire.

Continue to support Lincoln Book Festival.

Promote Active Lifestyles

Establish links with local health partners i.e. Lincoln College exploring a working relationship with the Primary Care Trust.

Local authorities and educational providers to work with local communities making greater use of the City's sports and leisure facilities.

The Lincolnshire Sports Partnership is continuing with schemes such as Exercise Referral, Fit Kids and Community Health Walks for 2013.

Lincoln BIG is delivering a City Culture Project 2010 -2015.

New cricket facility created on Burton Road by April 2013.

New all-weather pitch established on Wragby Road by September 2013.

Explore further the feasibility for extension of the University of Lincoln bike hire scheme and provision of a new secure storage space for cycles adjacent to Brayford Pool.

Promote inclusion and emotional/physical wellbeing via engagement with cultural provision

Encourage Lincoln's businesses to cater where possible for people with special needs. The Lincolnshire Sports Partnership has offered Disability Awareness Training to all leisure facility staff.

Highlight Lincoln College's woodland project to other providers, promoting the importance of wellbeing and exercise of the mind and body.

Promote effects of initiatives such as Heritage at Risk through the City's new Heritage Strategy.

Continue to promote cultural facilities and initiatives available to the local community, working in partnership with district authorities and educational and cultural providers in and around Lincoln.

Co-ordinated Communication Plan

Work closely with the County and other District Councils to develop a joint communication plan which includes the promotion of the Cultural Strategy's aims and objectives once the Cultural Strategy has been reviewed in 2014.

Develop joint promotional material where appropriate i.e. Visit Lincolnshire website, contribute to Lincolnshire Destination Management Forum. A countywide group has been established which Lincoln will continue to contribute to.

Through the City Centre Masterplan and Lincoln's Destination Management Plan, improve infrastructure to enable better access to the City's cultural facilities.

Lincolnshire One Venues have developed a joint website and Facebook page.

Promote impact and achievements of key projects and activities, through local media, relevant websites and stakeholder meetings/conferences.

Continue to develop relationships with Lincoln's businesses and independent providers in the culture and creative industries sector to maximise opportunities.

Collect research and evidence of the economic and social impact of cultural provision

Use data such as 'STEAM' and bespoke events evaluation models to help understand the impact of the cultural sector on the visitor economy and utilise the museums service model that calculates economic impact of visitors to heritage sites.

Work with Visit Lincoln Partnership and Lincoln BIG to explore economic development opportunities around Lincoln's markets, events and visitor experience.

Work with Lincolnshire Research Observatory to help measure the economic and social impact of cultural provision.

Jointly commission new research to fill gaps in knowledge where possible.

Demonstrate and develop the contribution of cultural & creative industries to the local economy

Develop a new Heritage Strategy for Lincoln by July 2013.

Interpret research and evidence gathered on the economic and social impact of cultural provision to inform promotional activity and future development.

Work with The Terrace and the creative industries sector to understand the level of impact it is having on our local economy, responding to concerns and highlighting opportunities i.e. improving local broadband provision, www.gov.uk website for business information.

Aim 2: To increase cultural provision in Lincolnshire, preserving and developing its unique cultural identity.

Increase number of opportunities to volunteer through cultural provision

Work with Urban Challenge Lincoln Volunteer Bureau to identify potential joint project activity and to support the Health and Wellbeing Fund up to 2015.

Support the County and partners with the Big Lottery Transforming Local Infrastructure Fund 'Involving Lincs' up to 2013.

Develop the quality and diversity of volunteering experiences

Work with local partners to ensure a consistent approach to management of volunteering opportunities in Lincoln.

In conjunction with the County continue to support volunteers working to deliver library and heritage services.

Heritage Lincolnshire has successfully developed the Heritage at Risk project which now engages with nearly 300 volunteers.

Maximise the range, quality and quantity of cultural content and facilities

Continue to work with Lincoln Diocese, Lincoln BIG, Lincolnshire Sports Partnership, Visit Lincoln Partnership, Historic Lincoln Partnership and private and independent cultural providers to improve the diversity and quality of Lincoln's cultural experiences for people.

Continue to inform the City Centre Masterplan of cultural requirements and plan for future delivery of key strategic cultural projects i.e. Lincoln Castle Revealed, improvements to Lincoln Cathedral's west entrance area, completion of 'The Arts Box' at Lincoln University, potential development of a new bespoke Tourist Information Centre in Castle Hill Square.

Preserve traditional opportunities whilst developing contemporary cultural practice

Maximise benefit from the Cultural Olympiad and Olympics 2012 to develop new audiences by working with Lincolnshire's Legacy Group.

Help increase the opportunity for all cultural providers to engage and participate in international, national and regional initiatives for the benefit of their local audiences.

Ensure that the development of cultural provision is informed by the views of local people

Engage with local people through cultural facilities, community sports networks and leisure centres across Lincoln.

The Lincolnshire Sports Partnership has established New Age Curling Clubs across the County. Lincoln's can be found at St Giles Community Centre.

Lincolnshire Sports Partnership in conjunction with Running Imp have launched the Lincolnshire Sports Library to offer voluntary groups the chance to borrow sports equipment for events and taster sessions, as part of a loan scheme.

Aim 3: To enable and encourage people to participate in Lincolnshire's culture.

Provide equality of opportunity to participate and enjoy cultural activity

Monitor quality of cultural facilities within Lincoln through Visit Lincoln Partnership and Historic Lincoln Partnership, providing support and advice where needed.

Help maximise use of cultural facilities through promotional activities and partnership working.

Lincoln College's Deans Building has provided state-of-the-art sporting facilities which can be enjoyed by students and local communities alike.

Bishop Grosseteste University hosts regular community choral groups which perform on occasion at Lincoln Cathedral. It also allows open public access to its themed Curiosity Café.

Seek to provide new cultural facilities where appropriate within the proposed housing growth areas of Western Growth Corridor, North East Quadrant and South East Quadrant through the support of Central Lincolnshire Joint Planning Unit.

Develop audience to increase and broaden participation and attendance

Work with the County Council to understand audience data across Lincoln and how cross promotional activity such as the Lincolnshire One Venues Group is taking shape.

Share information around qualitative and quantitative data to assist with audience retention and development.

Arts venues in Lincoln have new funding agreements with the Arts Council England which support participation and audience development for the Arts.

To enable people to learn and develop their skills through cultural provision

Continue to work with the City of Lincoln Council, County Council, cultural providers and the education sector to ensure cultural learning opportunities are maximised for Lincoln.

The LOV-X-Change project working across LOV venues will provide young people with a range of learning opportunities in creative industries.

Build knowledge of communities, identity and sense of place through cultural provision

Develop a comprehensive picture of cultural facilities available for people to enjoy in Lincoln with Visit Lincoln Partnership.

Use Visit Lincoln and Visit Lincolnshire websites to highlight diverse mix of cultural facilities available once identified.

SECTION 5

DESIGN PRINCIPLES FOR INTERVENTION SITES

As described in more detail within Section 3 of this document, a number of locations throughout Lincoln were considered during the original Enquiry by Design process in terms of their performance, relationship and connectivity to other areas and potential for improvement. These areas combined with the four additional locations recently identified as key intervention sites, collectively form the new City Centre Masterplan boundary.



An urban design analysis has been undertaken in relation to each key intervention site, using a set of consistent urban design principles. Each intervention site is accompanied by its own abbreviated key, which should be read in conjunction with the expanded glossary of terms overleaf. The principles cover existing features, planned development and more aspirational opportunities, and are designed as a guiding design framework for the spaces which they relate to. Each intervention site plan should act as an enabling tool in the design and development process, and should be read in concurrence with other adjacent sites and not in isolation.

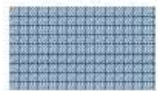
Urban Design Analysis – Glossary of Terms



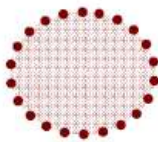
Key Pedestrian Movement Patterns – These highlight both the existing and potential routes for pedestrians, and specifically the additional movements which could improve permeability and connectivity within and around each intervention site. Whilst this does not show every potential and existing route, it is intended to highlight the principle patterns of movement which could create a stronger network of pedestrian links within the City Centre.



Key Development Opportunities – The identified development areas are aspirational and generally respond to the key observations and specific measures within each design brief, with the specific aim of realising the longer term visions set out within the Masterplan. The opportunities identified represent a diverse range of sites which could benefit from either more comprehensive redevelopment or smaller scale interventions such as animating existing facades, and this will clearly be dependant on a number of factors including the quality and significance of the existing built fabric. Where an existing building is located in such areas, there is no automatic presumption in favour of demolition and re-build. In all circumstances, refurbishment and/or reconfiguration of the existing building should be the starting point in assessing the potential of each site.



Development Zones – These differ from the development opportunities as they relate to sites which are already the subject of development proposals. More specifically, they relate to the potential development blocks which have already been advocated and seek to provide an understanding of the positioning of the built form, and how these blocks influence the movement patterns and connectivity around both the site and the wider City Centre.



Threshold/Intervention Space - These are existing and proposed spaces where roads, streets and paths merge to create a space of distinct proportion and character. These allow for changes in direction, pause and reflection and act as specific gateways to different areas within the City Centre, often concentrating the activities and uses which characterise such areas.



Active Frontages – As part of existing buildings or within key development opportunities, these are the interfaces of buildings which should create a strong sense of animation contributing to the character of the spaces with which they interact.



Landmark Buildings – These are buildings which act as a point of reference and assist in navigating around the City Centre, whilst often punctuating the skyline and strengthening local identity. They are usually buildings of distinct architectural and/or historical significance, and are situated in key locations within or adjacent to the specific intervention sites.



Primary Urban Square – The squares should operate as flexible outdoor space, providing key focal points for activities within the City Centre and increasing vitality and vibrancy. The areas should also allow people the opportunity to interact with the varying uses within the space, as well as enabling a greater diversity in retail offer and various forms of street entertainment.



Key Views – These are created from both within and towards the key intervention sites, and often relate to views of either the topography of the hillside or landmark/focal buildings. The viewpoints highlighted are intended to illustrate the more significant views however numerous other views exist in and around the City Centre.



Proposed Bridges – These detail the areas where improved pedestrian and cycle connections are proposed through the construction of new bridges.



Existing/Proposed Cycle Routes – The analysis identifies the existing cycle routes and where, through their extension, the ability of cyclists to access the City Centre can be improved.



Proposed Amendment to Existing Highway – The Masterplan identifies a number of amendments to the existing road network, some of which have already taken place. The analysis seeks to incorporate these within the affected key intervention sites, detailing how the movement of cars in and around the City Centre may change.



Proposed Vehicular Access – Where additional vehicular access is required to improve access and egress within a key intervention site, this has been identified within the analysis.



Potential New Swan Habitat Area – It has already been identified that the current habitat for the Swans is detrimental to their health as well as negatively impacting upon the townscape. The proposal coming forward seeks to provide an organic network of additional islands within the vicinity of the existing island, the aim of which is to create a more sanitary living environment whilst ensuring the swans continue to make a valuable contribution in and around the Pool.



Landscaped Amenity Space - Areas of existing and proposed landscaping which offer access to green space within the City Centre. The potential contribution such areas can make to the urban environment remains largely unrealised and the Masterplan would seek to improve existing areas and introduce such spaces where possible.



Improved Public Realm/Landscaping – Areas within key intervention sites where improved public realm and landscaping would enhance the experience of the space. The areas adjacent to watercourses which form redevelopment opportunities are seen as key spaces to improve the quality of the environment in these locations.



Strategic Tree Belt – Specifically in relation to the B1 Michaelgate intervention site, this identifies a cluster of mature, protected trees which contribute to the setting and significance of the Chad Varah House site. In addition, the contribution they make to the wider hillside is strategically important, framing the iconic view of the Cathedral from the south.



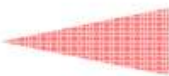
Potential Park and Ride Route – As proposals for Park and Ride move forward, the Masterplan has identified potential routes which may need to be safeguarded



Proposed Parking Zone – Specific to B6 St Marks intervention site, this is intended to show the desired location of parking within the site to ensure that it is integrated and does not dominate the street scene. This is also to enable a suitable design response to the proposed development zones identified within the University Masterplan, and to strengthen the links between the two sites.



Proposed Pedestrianised Street – Areas of existing highway which currently accommodate both pedestrians and vehicles, but are considered as viable areas to exclusively prioritise pedestrian movement.



Identified Cone of Vision – Strategic viewpoint of the Cathedral and its setting. The principle of buildings having a restricted height within this cone is established within the University's Masterplan and highlighted within the B9 University Campus Intervention Site.

Design Principles for Key Intervention Sites

A1 THE HIGH STREET

The High Street in Lincoln is a linear expanse with a wide variety of retail, residential and employment uses, stretching from the A15 roundabout in the south up to the beginning of 'The Strait'. The City Centre Masterplan intervention area however begins at Tentercroft Street, just south of the railway station.

It was apparent from the Enquiry by Design work that this north-south route through the City is characterised by high levels of predominantly pedestrian movement and that more needs to be done to not only strengthen the existing layout of the High Street, but also to improve connectivity with other areas of the City.

Lincoln's city centre is the principal centre for retailing within Central Lincolnshire and it is therefore essential that appropriate opportunities are realised that will enable it to both maintain its role as a key driver for growth and provider of services to support the current and future population. Whilst the linear nature of the High Street is a key characteristic which should be maintained, to ensure the city centre as a whole is successful there is a need to create a stronger retail loop and reinforce east-west pedestrian movement to improve pedestrian circulation throughout the City.

It is important to note that despite not being identified within the core Masterplan area, substantial improvements have taken place in the lower High Street area with over £1.2 million being invested in enhancement of footways and parking bays. Bus priority measures are now in place inbound and outbound and old unsightly planters have been removed.

Lincoln BIG has recently secured a European Regional Development Fund (ERDF) programme entitled 'Revival Lincoln' which will deliver £1 million of investment into better information provision and environmental improvement over the next two years, greatly benefitting the High Street area. A Strategy and Investment Plan for Lincoln's Cornhill area has been produced by Globe Consultants in partnership with Lincoln BIG, and it is hoped that this design framework will inform future public realm considerations in this key city location forming a more fitting gateway between the proposed shopping development at Lindongate and Lincoln's High Street.

Key Observations

- It is a strong north/south historic route that has fared reasonably well in the recession.
- The lack of secondary connectivity throughout the city centre is a major obstacle to successful development.
- Building focal points and identifying anchors is crucial when planning new developments along the High Street to create the 'string of pearls' effect.

- Extending Lincoln's retail offer south of the railway line needs to be carefully managed; 'stretching' the offer as opposed to 'fattening it out'.
- The gateway to uphill Lincoln from the High Street is ill defined and results in a barrier to north-south pedestrian movement.

Specific Measures

- Developing a clearer identity for The Strait as an entrance into the historic quarter of the City.
- There is a need for a network of east-west links to support the main route south of the railway. The new East-West Link road will begin development in early 2014 and will undoubtedly have an impact on the vitality of the existing High Street.
- Improved connectivity between High Street and the Cultural Quarter, City Square, The Cornhill, Wigford Way, Wigford Yard and the Brayford Waterfront.
- A parking strategy, to encourage shoppers and filter them where the City wants is key. This has now been developed in draft format and is mentioned within the Movement Strategy and Street Hierarchy section in more detail.
- Improved branding and signage of the High Street using a standard language and continuity of public realm with a quality environment.



Key Extracts from Lincoln Townscape Assessment

High Street

'Commercial centre of Lincoln and its townscape is the result of ongoing, plot-by-plot development of the area since the Roman Military era.'

'Earlier developments that influence the current landscape include:

- The Medieval High Street which follows the alignment of the Roman 'Ermine Street'*
- High Bridge, a strategic bridging point over the river since Roman times*
- Surviving Medieval pattern of streets, churches, burgage plots and marketplaces*
- Butchery market still visible in the plot boundaries around Butchery Court'*

'The area has one of the highest building densities in the City, giving emphasis to any open spaces within the Character Area as well as buildings which sit in open space.'

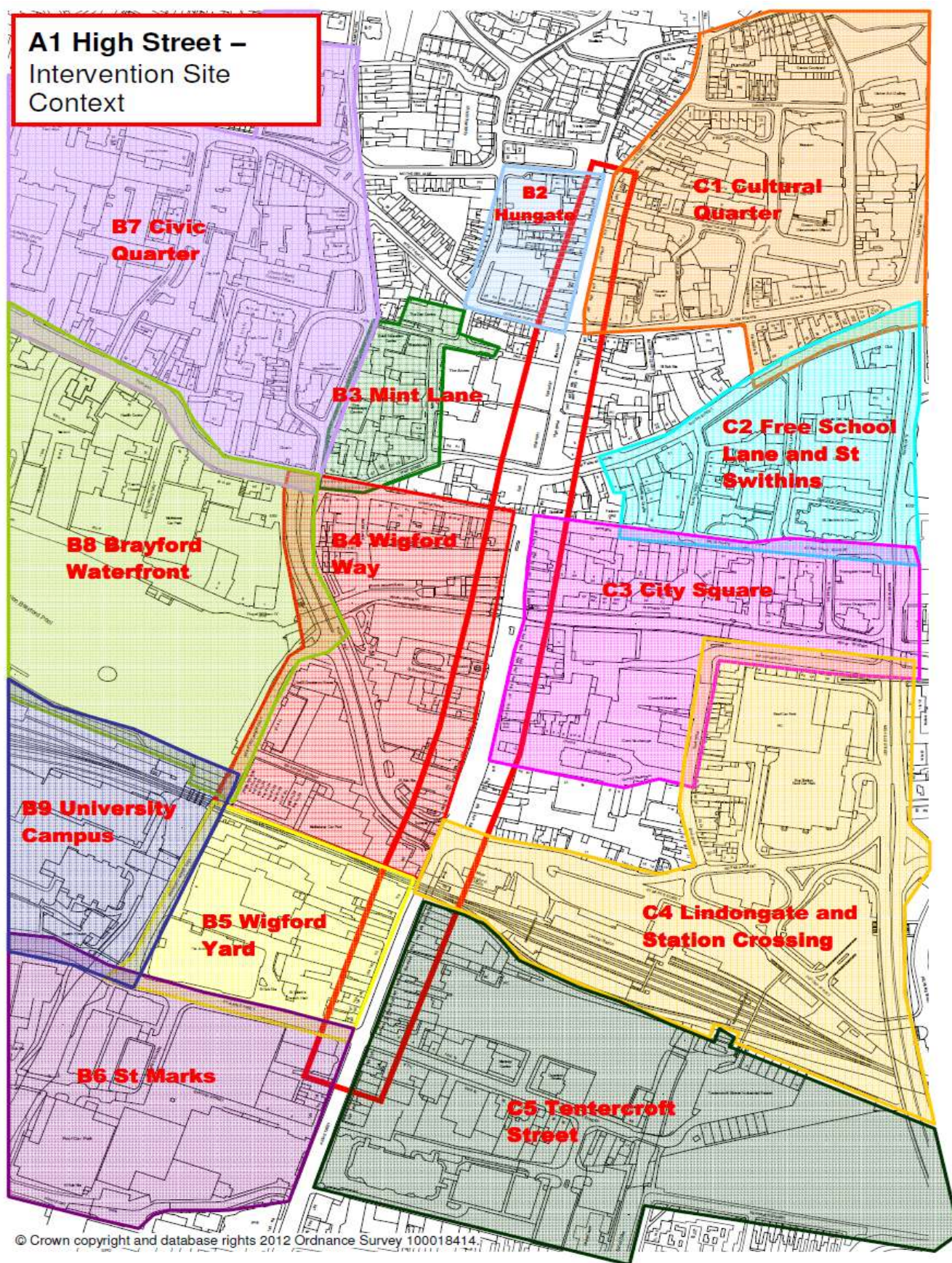
'Buildings are almost entirely two to three storeys in height.'

'Sustained development and redevelopment of the area has produced a highly complex townscape that illustrates the evolution of commerce in the City since the Roman Period.'

'Despite the great variations of built form and streetscape, many of which reflect the fashions, materials, construction techniques and styles contemporary with their periods of construction, there are elementary congruencies as well as patterns that gel the variety of the Character Area's constituents together. An example might be the prominence and individuality of buildings facing High Street, recognising the street's long-held status as the City's premier retail space. The increased use of stone within buildings towards High Street is another manifestation of the long-held prominence of the street in comparison to surrounding areas.'



**A1 High Street –
Intervention Site
Context**



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Design Principles for Key Intervention Sites

B1 Michaelgate & Wordsworth Street

Areas originally identified as potential opportunities between Michaelgate and Steep Hill have been taken forward as residential developments and include the prominent architectural structure 'Strelizia'. There may, however, be scope for some form of development within the site on the corner of Michaelgate and Steep Hill, with the specific aim of facilitating public access to the grounds of Chad Varah House and providing specific places to pause and reflect. This is outlined in more detail in the Chad Varah House development brief, which can be accessed at www.lincoln.gov.uk in the City Centre Masterplan Section.

Chad Varah House on Wordsworth Street is Grade II listed and was built as the County Infirmary in 1776. The hospital use ceased in the late nineteenth century and the building was used as a School of Theology, first established in the uphill area of Lincoln in 1876 and re-established at the property in 2004 by the University of Lincoln, Bishop Grosseteste University, the Diocese of Lincoln and Lincoln Cathedral. An educational focus continues today, managed by the University of Lincoln. There are however plans afoot to relocate the university functions and this would provide a unique opportunity for redevelopment within a key city location.

The Enquiry by Design process in 2007 proposed a traditional form of development on the eastern side of Michaelgate at its southern end, whilst suggesting a new residential street to link Gibraltar Hill and Michaelgate through the grounds of Chad Varah House. In addition, further residential development in the grounds of Chad Varah House on the western side of Michaelgate was also proposed. Development proposals were, however, in the process of being brought forward at the time of the original Masterplan and therefore the interventions envisaged to the south eastern corner of Michaelgate could not be achieved. Further detailed assessment and consideration of Chad Varah House and its grounds has highlighted that the creation of a new residential street would not be practical in terms of construction and ground conditions, could impact on the amenity of the neighbours to the south and could harm the setting and overall significance of the listed building and established grounds. The mature trees also form an important part of the historic hillside and frame views of the Cathedral from southern areas of the City.

Key Observations

- Need to strengthen public awareness of this secondary route up to the historic quarter.
- An opportunity to provide resting routes.
- Individually designed contemporary development built to the south east of Michaelgate prevents the realisation of the original street layout proposed in this location.
- The site's location within the historic core requires consideration of a number of factors, not least the impact on the setting and significance of the Grade II Listed Chad Varah House.

- Chad Varah House and its grounds do not fulfil their clear potential in terms of their links to the historic core, particularly given the lack of an active frontage to Wordsworth Street and limited access, particularly to the grounds.
- The trees within the grounds are all protected and form an integral part of the setting of the listed building.

Specific Measures

- The open space at the junction of Steep Hill/Wordsworth Street/Michaelgate/Christ Hospital Terrace adjacent to the north east section of the site could form part of the 'string of pearls' connecting up throughout the City. Lincoln BIG's Steep Hill workshop has highlighted the opportunity to do more within this important place.
- There is scope to remove the 1960s extension on the northern elevation of Chad Varah House, which detracts from the setting and significance of the building. This could be replaced with a new secondary entrance which provides an active frontage to Wordsworth Street/Drury Lane and reintegrates the building with the historic core.
- The development opportunity in the north-eastern corner of the Chad Varah House grounds, partially along Michaelgate, would require careful consideration.
- Chad Varah House grounds could potentially be opened out for public access on the eastern side along the line of the medieval fishmarket which was once part of the townscape here.



Key Extracts from Lincoln Townscape Assessment

Drury Lane

“The Drury Lane Character Area is situated along the edge of the north escarpment, directly south of the Castle and west of Steep Hill. The area consists mainly of large detached and semi-detached properties that have been developed, added to, and redeveloped over an extended period of time along Carline Road, Drury Lane and Spring Hill. In response to Lincoln’s expanding population during the Early Industrial Period, Lincoln County Hospital or Infirmary was built c.1776, and survives within the enlarged University of Lincoln building, also known as Chad Varah House after Chad Varah, the founder of the Samaritans. The property is situated on the corner of Wordsworth Street and Michaelgate but is shielded from view by a woodland edge above the boundary wall to the east and by outbuildings to the north. There are many private gardens and driveways in the Character Area but the only ‘public’ open space is the garden around Chad Varah House, which is concealed from view by the ancillary buildings along Wordsworth Street and the high boundary wall along Michaelgate.”

Steep Hill and The Strait

‘Steep Hill and The Strait Character Area is a complex townscape, the evolution of which has been influenced by the development of Lincoln since it was first established in the Roman Military Era.’

‘The medieval buildings in this and neighbouring Character Areas are part of a nationally recognised group of residential and commercial medieval buildings.’

‘The Character Area is located on the steepest section of the north escarpment and is an umbilical connecting the lower and upper parts of the City of Lincoln. As well as influencing the built form and layout of the townscape, the steepness of the escarpment slope is a by element of any visit to the Character Area, increasing the depth and complexity of views up the slope, whilst providing more open and long ranging outlooks to the south.’

‘Small urban blocks allow ease of movement within and in/out of the area.’

‘There is a mixture of retail premises and private residences.’

‘High building density, regular building height, and relatively narrow streets lead to a strong sense of enclosure.’

‘The wide variety of entirely traditional materials used in the public realm is a key characteristic of the area.’

‘Views of the Cathedral contribute greatly to the townscape character, and serve to reinforce the rich cultural heritage of the area, and the historic context of the largely medieval townscape – emphasising the area’s connection with the areas to the north.’



Design Principles for Key Intervention Sites

B2 Hungate

Key secondary city centre route up to Michaelgate and the Cathedral Quarter. This site will need to be considered within the emerging car parking strategy for the City.

Key Observations

- Lack of good pedestrian linkage to High Street.
- Undeveloped sites to accommodate small scale businesses and short-term parking.
- Need to create new fronts to buildings on Hungate.
- Remodel older units to add diversity.
- Opportunity to strengthen additional north-south route.

Specific Measures

- Provide a better enclosure to the streetscape and complete underdeveloped blocks with mixed use and internal service courtyards.
- Provide a better retail arcade between Hungate and High street through redevelopment of the existing one. Grain to relate to the High Street one.



Key Extracts from Lincoln Townscape Assessment

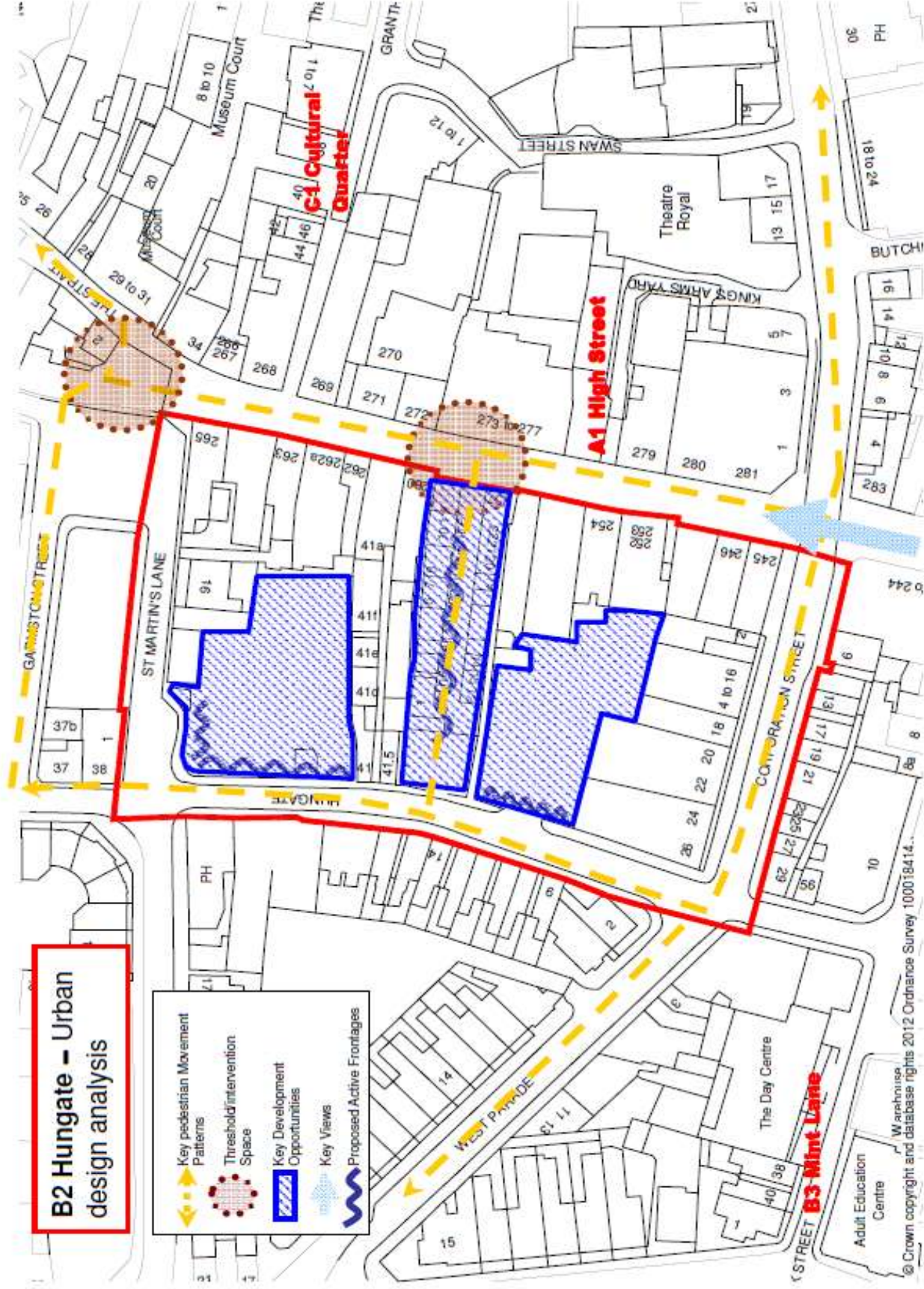
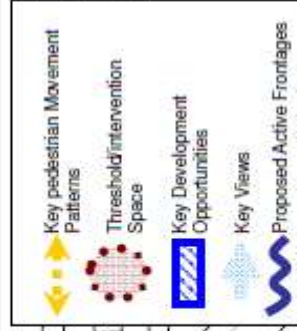
West Parade and Beaumont Fee (north)

'West Parade and Beaumont Fee (north) Character Area has a largely coherent townscape from the late Victorian/Edwardian Period (1869-1919) including terraced housing (now mostly converted to commercial use) and commercial buildings. The current townscape is also influenced by earlier elements such as the mainly medieval street pattern itself influenced by the Roman Colonia and medieval walled lower city, and early 19th Century buildings including Beaumont Manor and small terraced houses.'

'The Character Area is well integrated into the surrounding areas with good vehicle access and pedestrian in all directions, although current one-way systems inhibit vehicle movement to the east.'



B2 Hungate – Urban design analysis



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Design Principles for Key Intervention Sites

B3 Mint Lane

The block identified by the Enquiry by Design for proposed redevelopment and creation of new linkages to the High Street from Beaumont Fee has now been occupied by The Nomad Trust. This new land ownership prohibits opportunity to create a new route through to Mint Lane; however there are aspirations to introduce part pedestrianisation with restricted access one way along Park Street and to introduce traffic management measures along Mint Lane reversing the traffic flow, which would provide a suitable alternative.

Key Observations

- Absence of active uses and visual linkages.
- Lack of good pedestrian linkages to the High Street.
- Need to activate Mint Street frontage to House of Fraser Store.

Specific Measures

- Provide a better enclosure to the street with mixed use.
- Provide all streets, where possible, with an active frontage.
- Introduce new traffic measures to improve permeability from Beaumont Fee through to High Street.



Key Extracts from Lincoln Townscape Assessment (Mint Lane lies within both the Newland and High Street Character Areas)

Newland

'Newland Character Area is located on low-lying land between the base of the north escarpment to the north and the Brayford Waterfront to the south. The townscape of the area is highly varied, reflecting a complex historical development since the Roman Eras.'

'Many properties in the area have been converted from residential to commercial use.'

'A small number of industrial buildings survive in the east of the Character Area as an example of the former industrial character near the city centre.'

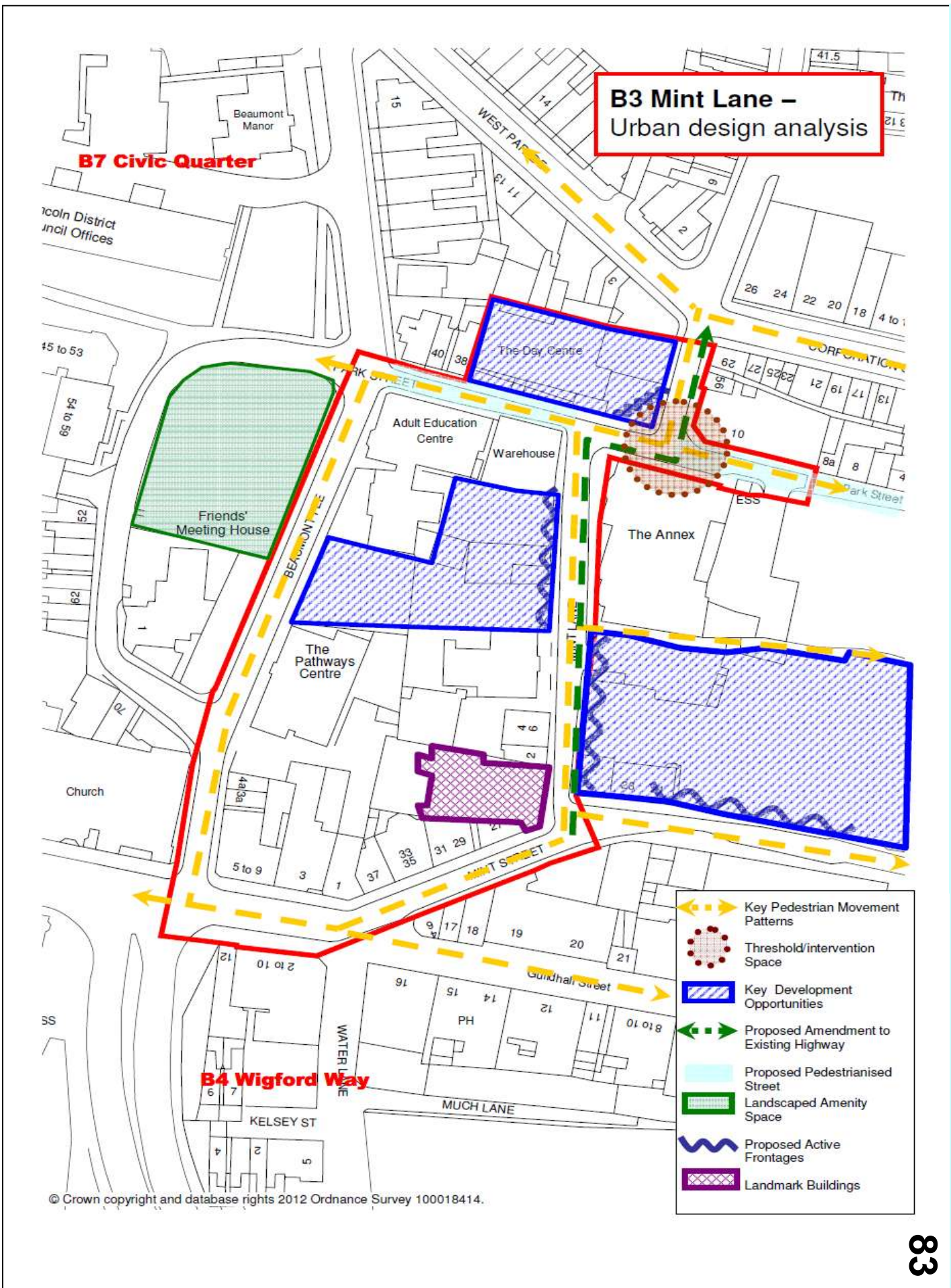
'Several buildings have shifted their main entrances to the rear.'

High Street

'Commercial centre of Lincoln and its townscape is the result of ongoing, plot-by-plot development of the area since the Roman Military era.'

'The area has one of the highest building densities in the City'





Design Principles for Key Intervention Sites

B4 Wigford Way

The Wigford Way intervention area stretches down from Guildhall Street to the north to the railway line, with the northern section of Brayford Wharf East forming the western boundary and High Street the eastern boundary. It is an area of huge potential in terms of increased footfall and improved connectivity, requiring changes in relation to vehicular movement and consideration of existing crossings.

Though 'Wigford House' and 'The Maltings' have improved the façade along Brayford Wharf East, concerns over the lack of interaction along the River Witham Bank remain. The High Bridge (the oldest bridge in the United Kingdom incorporating buildings) and the Glory Hole provide an existing historic visitor attraction and an interesting pedestrian access route into the city centre, however they fail to maximise their riverside frontage on both sides. With the visitor economy being likely to continue to grow year on year following substantial investment in the Castle, Cathedral and educational facilities across the City, this area could become a missed opportunity. Provision of additional public access to the rear of existing retail buildings or café facilities on to the river frontage would greatly change the feel and identity of this place. A recent report on Lincoln's blue infrastructure compiled by Groundwork Lincolnshire has also provided some interesting solutions to help invigorate this well used route.

The initial design brief proposed the reconfiguration of Wigford Way and its amalgamation with Brayford Wharf East, resulting in comprehensive redevelopment of this area. Whilst the removal of Wigford Way does not form part of the current thinking in this area, there are significant proposals coming forward. These specifically relate to Wigford Way and Brayford Wharf East, with the East-West Link road and level crossing proposals further south coming forward in the short to medium term, impacting upon connectivity and wider movement within this area. Wigford Way will also be an important route for Park and Ride buses once the scheme is introduced in 2015.

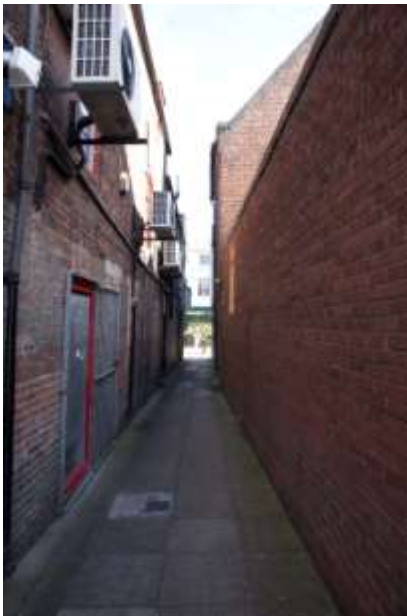
The aspiration remains to facilitate better access to Brayford Wharf North from Brayford Wharf East and create an active frontage to a reduced Wigford Way with better connectivity to High Street.

Key Observations

- Inactive frontages to the river when travelling east towards the Glory Hole and city centre.
- Lack of connectivity across the river to the south towards the city centre and Wigford Way.
- Convoluted access to Brayford Wharf North from Brayford Wharf East.
- Opportunity to realign Wigford Way/Brayford Wharf East.
- Need to create new desire line to Brayford/St Marks.

Specific Measures

- Maximise potential of river/canal walk from the Glory Hole area to the Brayford Waterfront with active frontages and public use.
- Improve existing street frontages through redevelopment/reskinning of certain facades.
- Reduce Wigford Way down to a one lane street, creating a better urban environment and street structure.
- Create more active frontages with internal service courtyards where possible.
- Construct new pedestrian bridges across the river from Brayford Wharf East to Brayford Wharf North, and across the river to the South Witham Bank from Water Lane Brayford Head.
- Consider Park and Ride bus drop off points.



Key Extracts from Lincoln Townscape Assessment

Brayford

'Brayford Character Area is in a key position in Lincoln sited below the north escarpment and the Cathedral and castle, and at the confluence of the Fosdyke and River Witham, as well as being close to the commercial and retail centre of High Street and between the city centre and the University.'

'Although much of the current townscape in the area is from the Modern Period the townscape is still strongly influenced by many earlier, and complex, developments, including the location of the Brayford Pool in prehistoric times, the building plots from the redevelopment of the waterfront in the Early Industrial Period, and the railway.'

'The Character Area has a lively character, during both the day and night, with a variety of uses including commercial and leisure, and an educational use as part of the University of Lincoln.'

'A mix of modern purpose- built buildings and converted railway buildings form part of the University of Lincoln campus in the south of the area.'

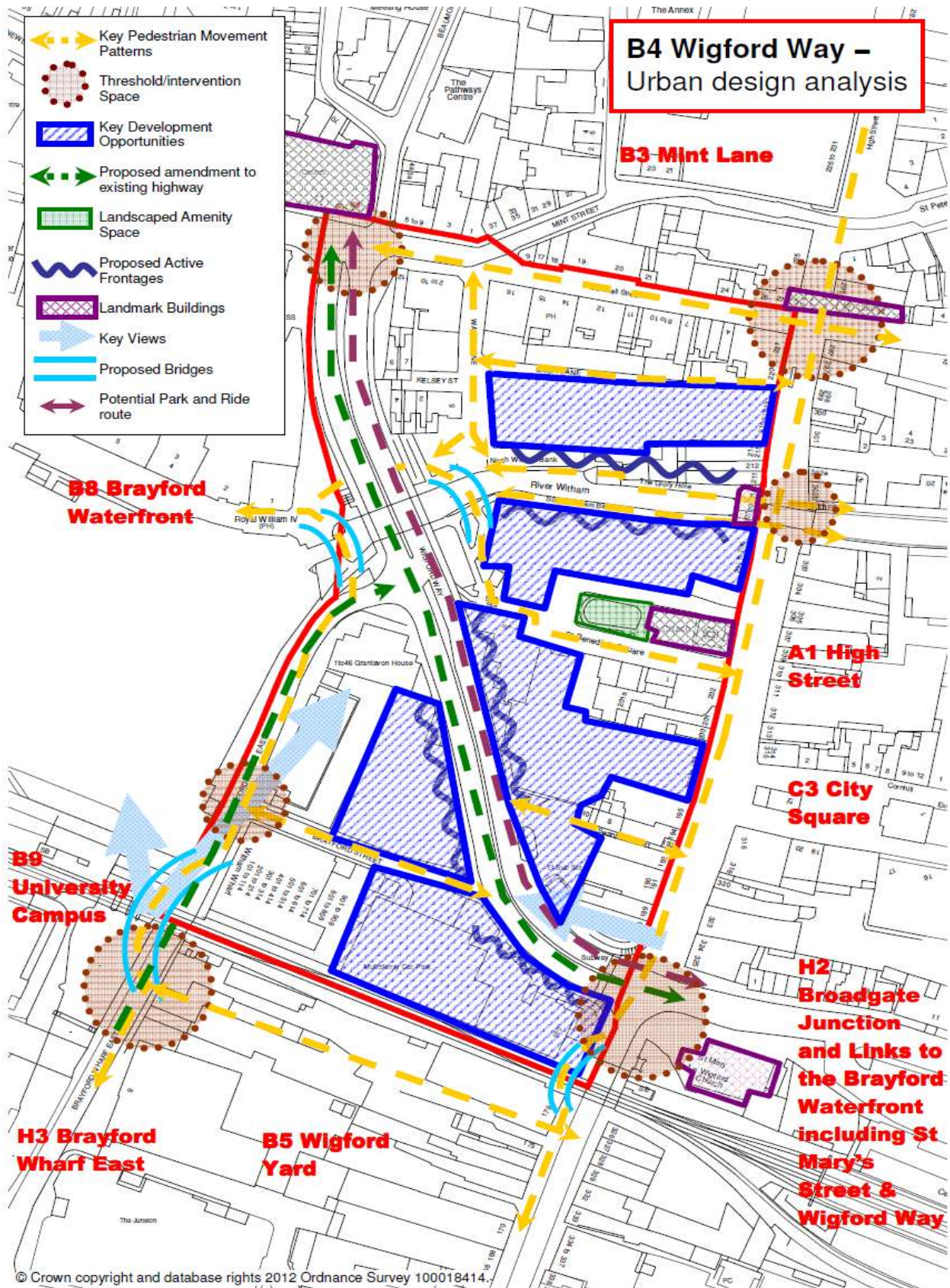
'There are poor pedestrian links to High Street, and, in part, to Newland to the north.'

'There are important views to the Cathedral and hillside throughout the area but these are obscured in many places by tall buildings.'

High Street

'Much of the character of the area is diverse and varied reflecting its plot-by-plot development and redevelopment of buildings and spaces along its length. Consequently, the area has one of the highest building densities in the City, giving emphasis and prominence to any open spaces as well as buildings which sit within open space. Despite the great variations of built form and streetscape, many of which reflect the fashions, materials, construction techniques and styles contemporary with their periods of construction, there are elementary congruencies as well as patterns that gel the variety of the Character Area's constituents together.'





Design Principles for Key Intervention Sites

B5 Wigford Yard

Wigford Yard area lies between the railway line and St Marks Street, nestled within Brayford Wharf East and the University of Lincoln campus and High Street. Its location warrants the creation of appropriate east-west pedestrian links between the High Street and Brayford Wharf East.

The north western part of the site should accommodate a building of considerable massing with heights restricted towards the High Street, taking into account the variance in context. Any proposals however would need to be part of a phased comprehensive scheme that takes into account the relationship of the entire block, understands the Character Area and considers implications for the Pea Factory and feasible servicing arrangements.

Network Rail is currently reviewing options available to reduce risk at the level crossings on Brayford Wharf East and High Street. Though discussions around solutions for High Street are continuing, the option being developed for Brayford Wharf is a footbridge with a single lift at each side and stairs. The bridge deck will form a sweeping arc over the river and designs are currently being developed to ensure that its scale and design relate appropriately to its surroundings. Footpaths over the crossing will remain with a single lane of road carriageway and the introduction of a contra-flow cycle lane is being explored.

The Highways Authority are looking to introduce a northbound one-way system for vehicles along Brayford Wharf East and a possible temporary one-way loop incorporating High Street until such a time as the East-West Link is built.

Key Observations

- University gateway needs strong pedestrian route to the city centre.
- Lack of existing pedestrian routes through High Street/Brayford block.
- Opportunity to maximise visual links to the Cathedral.
- Pedestrian access across the railway has to be improved.

Specific Measures

- Improve traffic movement and reduce traffic levels along Brayford Wharf East by introducing East-West link.
- Create a vehicular northbound one-way system along Brayford Wharf East.
- Ensure that new level crossing proposals cater for pedestrians and not only vehicular traffic.
- Widen west footway of Brayford Wharf East to accommodate proposals for new bridge.

- Ensure that future developments are respectful to the views of the Cathedral and uphill area.
- Create a new enhanced pedestrian and cycle route between the University and High Street incorporating Albion Yard.
- Restructure underdeveloped urban space into blocks with active frontages ensuring a development of a scale which is appropriate to both Brayford Wharf East and the High Street and includes an integral solution for servicing.



Key Extracts from Lincoln Townscape Assessment

Brayford

'Brayford Character Area is in a key position in Lincoln sited below the north escarpment and the Cathedral and castle, and at the confluence of the Fosdyke and River Witham, as well as being close to the commercial and retail centre of High Street and between the city centre and the University.'

'Although much of the current townscape in the area is from the Modern Period the townscape is still strongly influenced by many earlier, and complex, developments, including the location of the Brayford Pool in prehistoric times, the building plots from the redevelopment of the waterfront in the Early Industrial Period, and the railway.'

'The character of Brayford Waterfront's townscape is strongly influenced by the Brayford Pool itself (an expanse of open water) with the River Witham to the south, and the mainly large, modern buildings facing on to the waterfront, along the north, east and south sides of Brayford Pool. The buildings are of varied type, style, massing, height (e.g. two to ten storeys), and form. There are also surviving buildings, of a smaller scale from previous periods of development.'

'The Character Area has a lively character, during both the day and night, with a variety of uses including commercial and leisure, and an educational use as part of the University of Lincoln.'

'A mix of modern purpose- built buildings and converted railway buildings form part of the University of Lincoln campus in the south of the area.'

'There are poor pedestrian links to High Street, and, in part, to Newland to the north.'

'There are important views to the Cathedral and hillside throughout the area but these are obscured in many places by tall buildings.'

High Street

'The area has one of the highest building densities in the City, giving emphasis to any open spaces within the Character Area as well as buildings which sit in open space.'

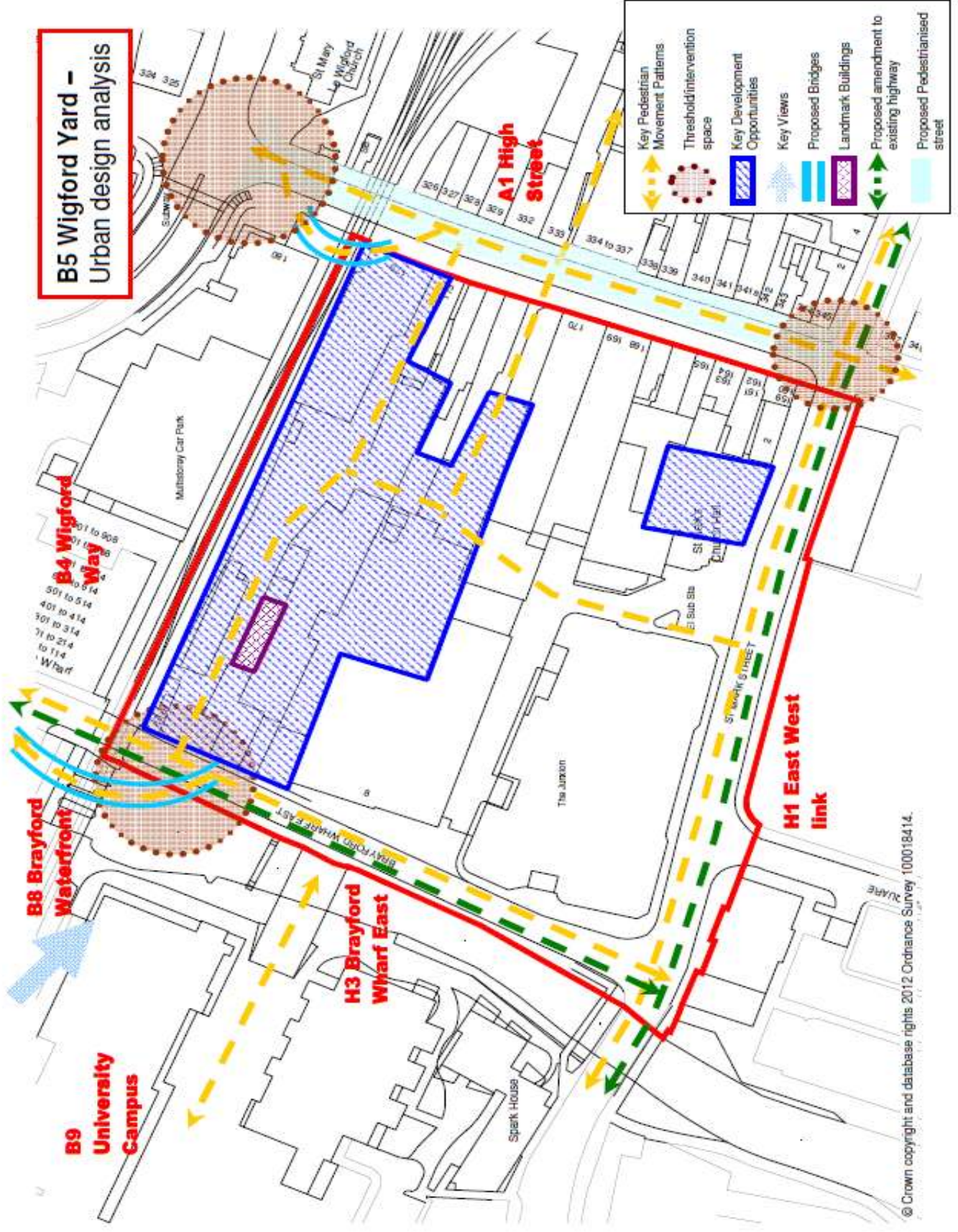
'Buildings are almost entirely two to three storeys in height.'

'Sustained development and redevelopment of the area has produced a highly complex townscape that illustrates the evolution of commerce in the City since the Roman Period'

'Despite the great variations of built form and streetscape, many of which reflect the fashions, materials, construction techniques and styles contemporary with their periods of construction, there are elementary congruencies as well as patterns that gel the variety of the Character Area's constituents together. An example might be the prominence and individuality of buildings facing High Street, recognising the street's long-held status as the City's premier retail space. The increased use of stone within buildings towards High Street is another manifestation of the long-held prominence of the street in comparison to surrounding areas.'



B5 Wigford Yard – Urban design analysis



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Design Principles for Key Intervention Sites

B6 St Marks

This is an area with potential for significant change, particularly to the west of the River. In general terms, the quantum of development and mix of uses brought forward here would require careful consideration, and would need to be set within the context of the overall vitality of the city centre as well as the progress on the delivery of more sequentially preferable sites to improve the retail offer of the City.

Key Observations

- Absence of active street frontage to St Marks Street.
- Opportunity to enhance water frontage with new public open space.
- Potential of the River Witham corridor as a new pedestrian route to the City.
- Redevelopment of St Marks to significantly increase density of development through new comparison goods floorspace.
- Important relationship with the University of Lincoln Campus.

Specific Measures

- Restructure/complete underdeveloped land along street/canal walk with a better defined public realm providing appropriate enclosure to the street and a well-integrated public square to increase potential/experience of the public realm.
- Enhance existing aspect of street scene with redevelopment/reskinning of facades of department stores.
- Improved linkages to the University of Lincoln Campus as part of an enhanced pedestrian circuit.



Key Extracts from Lincoln Townscape Assessment

St. Peter at Gowt's

'St. Peter at Gowt's Character Area is a low-lying flat area of land at the base of the 'Witham Gap'. The Character Area is strongly influenced by High Street, which follows the alignment of a former Roman military road, Ermine Street. The character and function of buildings vary considerably throughout the Character Area, illustrating the successive re-development of the townscape and the evolution of High Street as the dominant commercial and transport route in the south of Lincoln, particularly during the High Medieval and Late Victorian/Edwardian periods.'

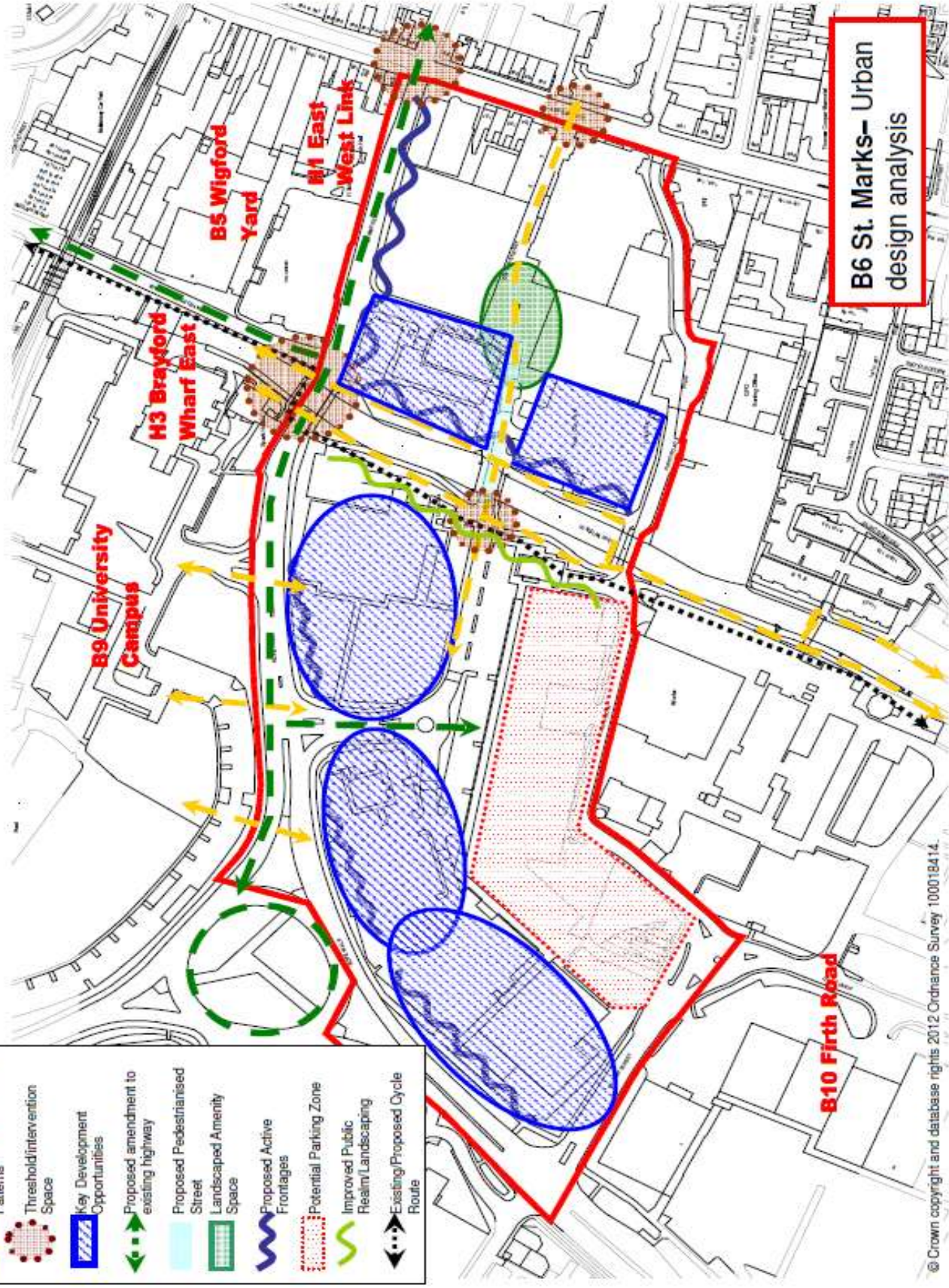
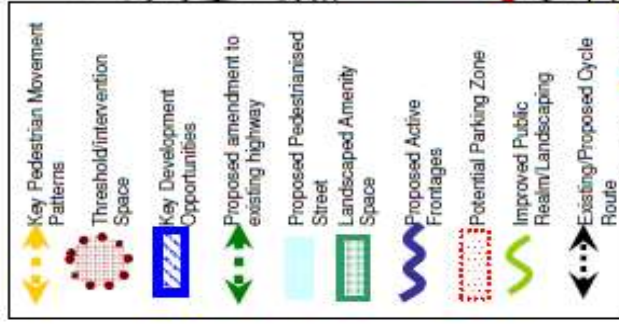
'The Character Area has an important commercial function, both for Lincoln as a whole, and as a more local amenity for residents either side of High Street. The Character Area also contains a large number of independent businesses, and as a result, is an important area for Lincoln's local economy.'

Tritton Road Industrial

'Tritton Road Industrial Character Area is a large edge of city centre mixed-use area that extends either side of Tritton Road, one of the main arterial roads into and out of the City. The scale and form of buildings and setting within large areas of parking are typical features of an out-of-town retail centre but its location is actually very close to the city centre, within walking distance of St. Marks retail area in the city centre. Due to the strong linear boundaries of the river and railway to the east and west, access into and out of the area is confined to Tritton Road itself, as well as Dixon Street and Firth Road which bridge the river.'

Since the Early 19th century the Character Area has undergone, and continues to undergo, several changes which reflect Lincoln's industrial, commercial and residential growth. The area's former rural and wetland character was initially superseded by 19th century industrial growth, which itself is becoming increasingly replaced with commercial, and more recently residential, developments. Little of the area's rural character survives, and the majority of 19th century industry has been overwritten by modern commercial and residential development. Nevertheless, the townscape retains many elements of its former rural and industrial uses, which contribute to a complex and evolving townscape.'





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Design Principles for Key Intervention Sites

B7 Civic Quarter

This is an extensive area housing an eclectic mix of mostly large buildings, predominantly owned and occupied by the public sector. The civic and public buildings include City Hall (City of Lincoln Council), County Hall (Lincolnshire County Council), Police Station and Job Centre, and more recently student accommodation. Though in the short-term it is likely that ownerships and uses will in the main remain the same, it is important to consider the opportunity that these substantial blocks within the City might provide collectively in the future in terms of location, views, connectivity and economic impact. It is also essential that any future decisions relating to the Civic Quarter take into account local economic impacts from changes in building uses, employee numbers and types of employment.

City and County Council Buildings

Key Observations

- City Hall and Newland building were constructed during the Modern Period and have been altered to reflect uses within them.
- Reaching up to five storeys in height these monolithic structures dominate the Civic Quarter and currently employ a considerable number of people.
- Access points are from various directions given the scale of the buildings, and large areas enclosed by the buildings to the east of Orchard Street are dedicated to car parking.

Specific Measures

- Aspire to create new gateway into the City from Newland with improved connectivity to uphill areas, the Brayford Waterfront and High Street.
- Retention of large blocks may still prove appropriate, particularly with the more recent student accommodation development creating a sense of scale and height; however active frontages would remain a key consideration.
- Land currently dedicated to car parking would have to be reconsidered enabling public realm to be more carefully integrated into a wider context.



West Parade Police Station Site

Key Observations

- Site accommodating existing police station constructed of reinforced concrete, which is a typical 3/4 storey example of 1970s architecture in the brutalist style, and fails to maximise the potential of the site and its location.
- The current use within the building has pre-determined its scale, which is considered inappropriate when considered in conjunction with the fine urban grain of the locality.
- The building undermines the significance of the Roman Wall, a Scheduled Ancient Monument located in the south west corner of the site adjacent to West Parade, failing to acknowledge its setting.
- The building has one access to Beaumont Fee, resulting in inactive frontages to West Parade (including undercroft parking at ground floor) and Motherby Hill with poor use of the northern half of the site for car parking.
- The positioning of the building, being set back from West Parade, is in contrast to adjacent buildings which present a strong sense of enclosure to the street, and results in areas of poorly conceived public realm.

Specific Measures

- An aspiration would be to restructure the site into blocks with active frontages to south, west and east creating defined edges and improving the sense of enclosure to each of the streets. This may also offer the opportunity to improve the existing junction of West Parade and Beaumont Fee to prioritise pedestrian movement.
- Opportunity to integrate and better reveal the Roman Wall to the south west of the site, as part of the widening of the pedestrian route along Motherby Hill to improve north-south connectivity and to address poorly maintained adjacent public open spaces.
- To the north, west and east blocks should be of a domestic scale with the potential for increased height at the southern end of the site, facing West Parade. The southerly aspect also presents an opportunity to incorporate green design measures, such as solar panels.
- Potential for a number of different uses at the site, being within the central mixed use area, however uses should encourage activity at ground floor to West Parade whilst taking account of the predominantly residential setting.



Key Extracts from Lincoln Townscape Assessment

Orchard Street

'Orchard Street Character Area is situated directly to the west of the city centre, on the lower slope of the north escarpment.'

'Services are based within large-scale buildings that were constructed during the Modern Period.'

'Despite the comprehensive redevelopment of the area during the latter part of the 20th century, the townscape retains much of its earlier structure, including standing remains of the walls and gate of the lower Roman city, and a High Medieval pattern of streets. Later elements include the City's first recreation area, as well as remnants of industrial expansion.'

'The Character Area straddles the western defensive wall and rampart of the lower Roman city, which was originally laid out during the Roman Colonia Era. The line of the defences follows the current line of Motherby Hill and The Park, including the footpath connecting City Hall with Newland. In addition to standing remains of the Roman walls to the north and south, the lower Roman west gate to the City also survives beneath City Hall.'

'Buildings have a horizontal emphasis because of their large footprints and horizontal arrangement of windows, but tall mature trees, especially outside City Hall and Orchard House, have a more vertical emphasis.'

West Parade and Beaumont Fee (north)

'West Parade and Beaumont Fee (north) Character Area has a largely coherent townscape from the Late Victorian/Edwardian Period [1869-1919] including terraced housing (now mostly converted to commercial use) and commercial buildings. The current townscape is also influenced by earlier elements such as the mainly medieval street pattern, itself influenced by the Roman Colonia and medieval walled lower city, and early 19th century buildings including Beaumont Manor and small terraced houses.'

'The common characteristics of the terraced houses and buildings greatly influence the character. They include relatively narrow, two to three storey buildings in red Albion brick, gabled slate roofs, vertical wooden sliding sash windows including many canted ground floor or two storey bay windows, and shallow forecourts with low brick walls.'

'The Character Area is well integrated into the surrounding areas with good vehicle access and pedestrian in all directions, although current one-way systems inhibit vehicle movement to the east.'

Newland

'Newland Character Area is located on low-lying land between the base of the north escarpment to the north and the Brayford waterfront to the south. The townscape in the area is highly varied, reflecting a complex historical development since the Roman Eras. The area includes Newland itself as well as land either side of the road.'

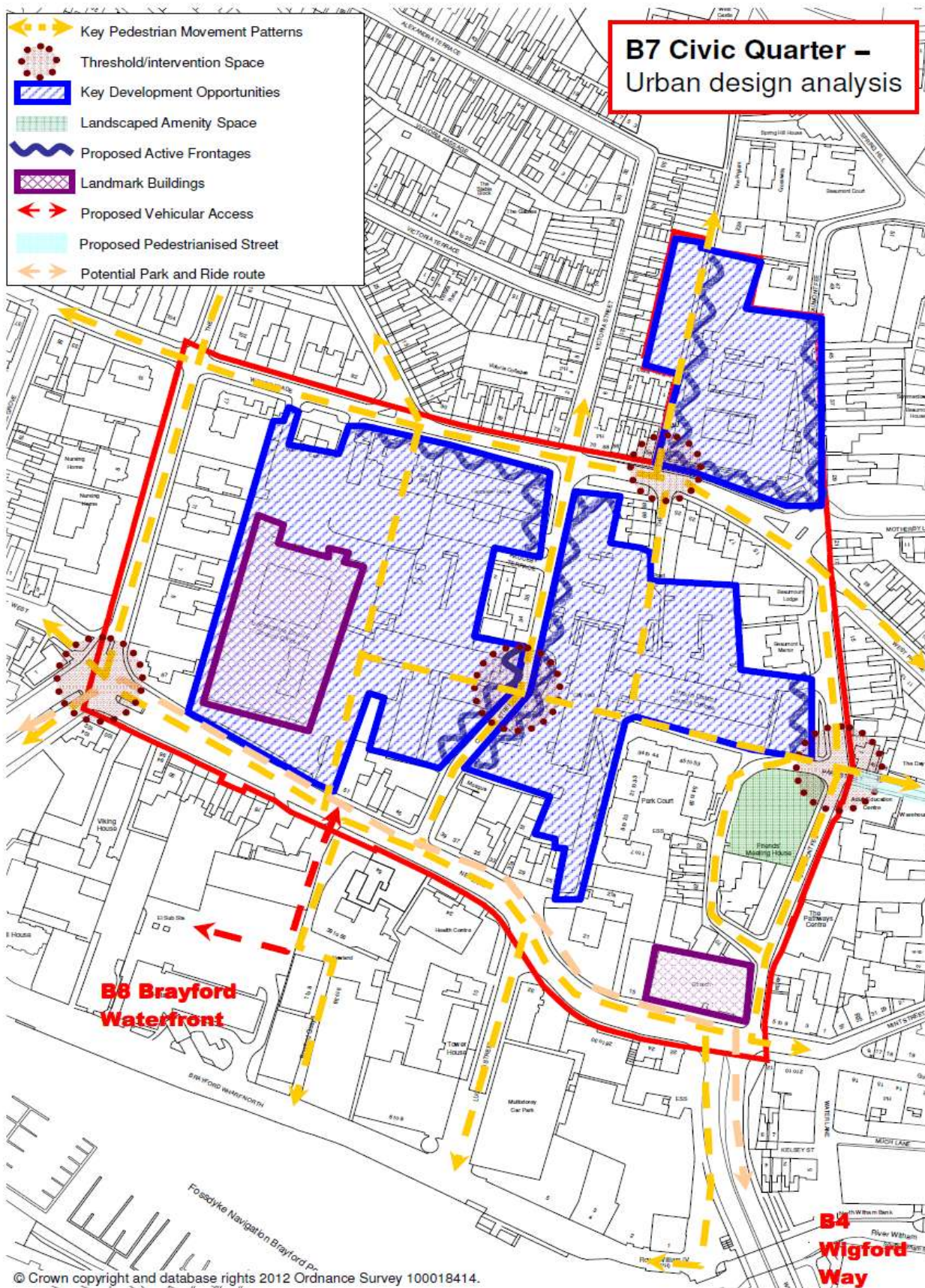
'Newland continues to serve as a busy road in the west of the city centre. Linked to major relief roads to the east and west, the role of the road has increasingly become that of a thoroughfare rather than a gateway to the city. Several buildings have converted rear yards for car parking, shifting their main entrances to the rear. In addition a number of buildings on the Brayford have their rear exits out onto Newland, leading to a sense of inactivity at odds with the role of Newland as an historic gateway. The blocking-out of windows either through internal screening or the boarding-up of vacant premises exacerbates the issue and contributes to the poor use of some pathways.'

'The Character Area straddles the western defensive wall and rampart of the lower Roman city, which was originally laid out during the Roman Colonia Era, and extended south to the banks of the Brayford in the High Medieval [850-1350 AD]Era. The former Roman defences follow the line of The Park, which runs north from the eastern side of 25 Newland. Land within the west of the Character Area, outside of the city walls, is likely to have been part of the city's territorium, a swathe of land around a Roman city in which agricultural production and services were dedicated to the service of the legion.'

Spring Hill

'Spring Hill Character Area is situated on the slope of the north escarpment and the gradient of the slope has heavily influenced both the development of the area as a whole and the design of individual buildings within it. This is an entirely residential area with two main types of building, large detached and semi-detached houses and terraced housing. In the far north of the Character Area and either side of Beaumont Fee are a number of large detached and semi-detached Victorian/Georgian properties. The cutting of terraces into the escarpment later enabled further development to take place on Gibraltar Hill, Stanthaket Court and St. Michael's Terrace. These areas also contain predominantly large detached and semi-detached properties. Although there are a few Victorian terraced houses along Hungate and at the corner of St. Michael's Terrace, unusually the majority of the terraces are recent developments set around a courtyard, often with a private gated entrance such as Cordage Court, The Ropery and St. Cuthberts Court.'

'Since its initial settlement during the Roman Colonia Era, the Character Area has undergone several stages of redevelopment, most recently during the Modern Period. Despite the consecutive stages of development, earlier townscape elements survive, including the route of the Lower Roman city defensive walls, the medieval layout of streets, and the plot boundaries of former medieval churches.'



Design Principles for Key Intervention Sites

B8 Brayford Waterfront

From Victorian times Brayford Pool was developed as an inland port, though the warehouses and buildings of the industrial-era once adjacent to the Pool have now been redeveloped. Brayford Waterfront today is a desirable location, which has seen considerable development resulting in the area becoming a destination in its own right. There are, however, opportunities to further strengthen connections with the city centre, and in January 2010 an Enabling Framework was produced by the University of Lincoln and University of Nottingham on behalf of the Brayford Trust. This visioning document highlighted the extent to which the potential of this historic pool and its surroundings could be unlocked, and though some new developments such as Wagamama and Doubletree by Hilton hotel have now superseded some of the initial proposals identified by the framework, this design brief intends to strengthen the sense of identity and place for the Brayford Waterfront going forward.

In December 2011 the Lincolnshire Economic Action Partnership commissioned Groundwork Lincolnshire to look at existing water features across the City and explore the potential of additional features. The report entitled 'Lincoln's Blue Infrastructure' provides some interesting suggestions for the improving Brayford Pool area in particular.

Key Observations

- Newland and Wigford Way are busy streets which separate Brayford Wharf North from the rest of the city centre. Wigford Way also hinders east-west pedestrian connectivity into the Brayford area.
- Brayford Waterfront is made up of an eclectic mix of predominantly modern buildings with many being of a considerable scale. The active frontages and views across the pool help create the sense that something has and continues to develop in this special place.
- Links through to the Civic Quarter and High Street need to be strengthened.
- The Swans currently congregate in an unsuitable location close to the level crossing and would benefit from a more dedicated and appropriate space.
- Public Open Space is limited to the Waterfront area.
- Visitor moorings are limited
- The area of the pool where the River Witham meets the Brayford adjacent to the University suffers with litter and floating debris.

Specific Measures

- Enhance permeability north-south and east-west, improving pedestrian links with controlled vehicular access, particularly through to Newland and High Street.

- Develop a new pedestrian bridge and access route at Brayford Head, strengthening connections with the University of Lincoln campus and creating a pedestrian circuit around the Brayford Pool.
- Consider opportunities to bring back into use Development House and improvements to the area around Newland and the petrol station.
- Establish a bike rental space and lockers to encourage alternative forms of transportation.
- Create a new area around the pool for the swans to congregate.
- Explore further improvements to Brayford Wharf East to complement new level crossing footbridge development, such as relocation of the signal box.
- Improve public realm along the waterfront edges with street furniture and planting.
- Update signage and ensure that a uniform material palette, taking reference from the remainder of the City, is used for all surfaces.
- Introduce infrastructure to enable provision of quality events and live music on Brayford Waterfront, including greater use of the pool, utilising area enhancement funding provided by 'Revival Lincoln' programme.
- Explore mooring provision to accommodate a range of boat users.
- Create a long term management plan for the maintenance of the Pool itself, in order to deal with litter and debris.
- Expansion of the Sea Cadet building to include extra training space and a new boat launch facility.



Key Extracts from Lincoln Townscape Assessment

Brayford

'Brayford Character Area is in a key position in Lincoln sited below the north escarpment and the Cathedral and castle, and at the confluence of the Fosdyke and River Witham, as well as being close to the commercial and retail centre of High Street and between the city centre and the University.'

'Although much of the current townscape in the area is from the Modern Period the townscape is still strongly influenced by many earlier, and complex, developments, including the location of the Brayford Pool in prehistoric times, the building plots from the redevelopment of the waterfront in the Early Industrial Period, and the railway.'

'The Brayford Pool and the River Witham themselves are key characteristics and the Character Area is focused around them with many large, mainly modern buildings of different styles and form facing onto the water'

'The Character Area has a lively character, during both the day and night, with a variety of uses including commercial and leisure, and an educational use as part of the University of Lincoln.'

'Two distinct urban forms within the Character Area, both facing the waterfront: - the more dense Brayford Wharf North and Brayford Wharf East, and the 'campus-like' university south of the Brayford.'

'Limited sense of enclosure around the Brayford due to the variety of building types and scales, and some large spaces between them.'

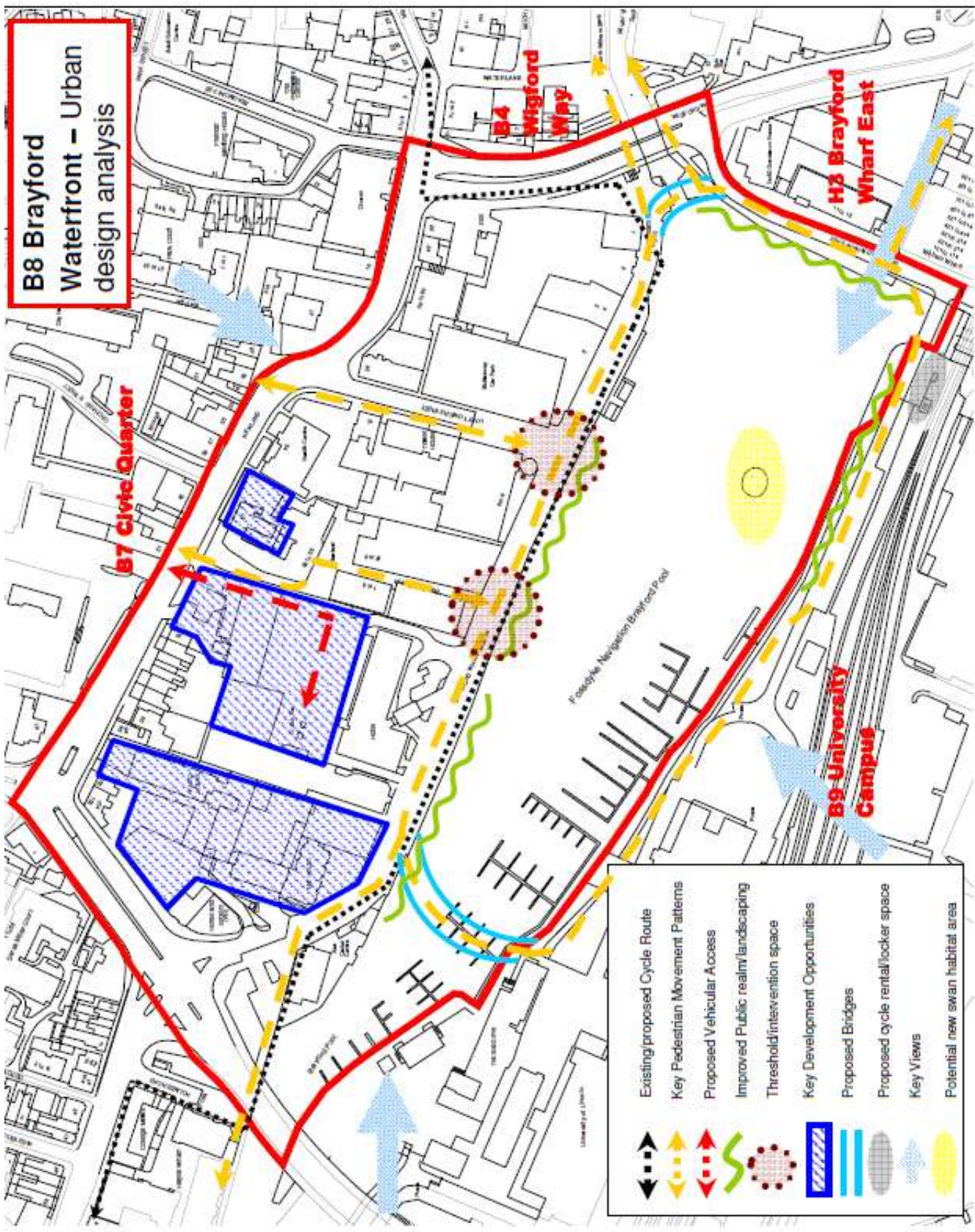
'A mix of modern purpose- built buildings and converted railway buildings form part of the University of Lincoln campus in the south of the area.'

'There are poor pedestrian links to High Street, and, in part, to Newland to the north.'

'There are important views to the Cathedral and hillside throughout the area but these are obscured in many places by tall buildings.'

'Almost surrounded by busy roads. Heavy traffic along the raised roadways of Brayford Way and Wigford Way acts as a barrier to movement between the Character Area and other parts of the City.'





Design Principles for Key Intervention Sites

B9 University of Lincoln Campus

The University of Lincoln is growing very fast and has recently revised its academic portfolio to three main areas; Arts and Media, Engineering and Science, and Humanities. With the development of a new School of Pharmacy and an International Study Centre soon to be underway, and partnerships with industry strengthening, the University's impact on the City of Lincoln is likely to continue to be substantial economically, socially and environmentally.

In 2011, the University of Lincoln won the Strategic Health Authority contract to provide nursing education in Lincolnshire. As a result two hundred and twenty BSc Nursing students have started their education and training this September in the School of Health and Social Care. The cohort includes 165 students studying the adult nursing field and 34 students the mental health field. Inter-professional learning is an important feature of the programme and the student nurses will learn alongside social work, health and social care and medical students. There are plans to extend this approach to include students from the new School of Pharmacy being established at Becor House from 2014 and develop the University's health related programmes.

A 'Review of Business-University Collaboration' written by Professor Sir Tim Wilson DL in February 2012 highlights the partnership work achieved by the University and Siemens through a joint research and development commissioning framework with significant business benefits being generated for the company and ground breaking research outcomes for the University. Plans to extend the Engineering School facility within the campus are already being discussed despite having been opened for only a year.

A masterplan for the Brayford Pool University campus was proposed by Allies and Morrison Architects in autumn 2012 and this forms the basis of the design principles for this important new core City Centre Masterplan area.

http://environment.blogs.lincoln.ac.uk/files/2011/04/613_design-access-statement_LOWRES_120813.pdf

The Masterplan Area

- Future development of the campus will be focused on the south-east quadrant of the area. Key buildings already developed here include the University's main library (converted warehouse), The Engine Shed (Student Union and events building), Lincoln Performing Arts Centre (LPAC), Sparkhouse Studios (start up business space), Enterprise@Lincoln (new managed workspace) and the very recently developed School of Engineering.

- There needs to be greater integration of the University with future developments south of St Marks around Ropewalk.

Constraints

- The railway and Brayford Way divide the University campus into the four quadrants mentioned above restricting permeability.
- Network Rail is planning to increase rail freight traffic significantly by 2015, which will in turn increase the 'down-time' of the level crossings on Brayford Wharf East and High Street.
- Proposals are in place to build an East-West Link Road between High Street /St Marks Street and Pelham Bridge to the east and the pedestrianisation of High Street from St Mary's Street to St Mark's Street is being considered. Though these infrastructure works will eventually improve access to/from the University, initial impact during development is likely to be disruptive.
- The Delph balancing pond, an essential piece of infrastructure required by the Environment Agency to reduce flood risk and to provide surface water storage capacity, may need to increase its capacity again as climate change impacts continue to evolve.

University Masterplan Design Principles

- Integration into the City
- Legibility and Accessibility – surrounding streets, routes through the campus
- Public Spaces – interconnected open spaces throughout the campus
- Views
- Entrances – re-emphasised and improved
- Flexibility
- Sustainability
- Learning Landscapes – reference to the 'Learning Landscapes in Higher Education' research paper published in 2010

Specific Measures Highlighted within the University Masterplan

- Development parameters to be agreed for the campus including development zones, defined public realm areas and a height limits plan.
- Traffic movement and car parking management to be revised.
- Improved pedestrian and cycle routes to be provided.
- Signage strategy to be introduced.
- Public art to be provided in key open spaces.
- Landscape strategy to be applied to the campus.



Key Extracts from Lincoln Townscape Assessment

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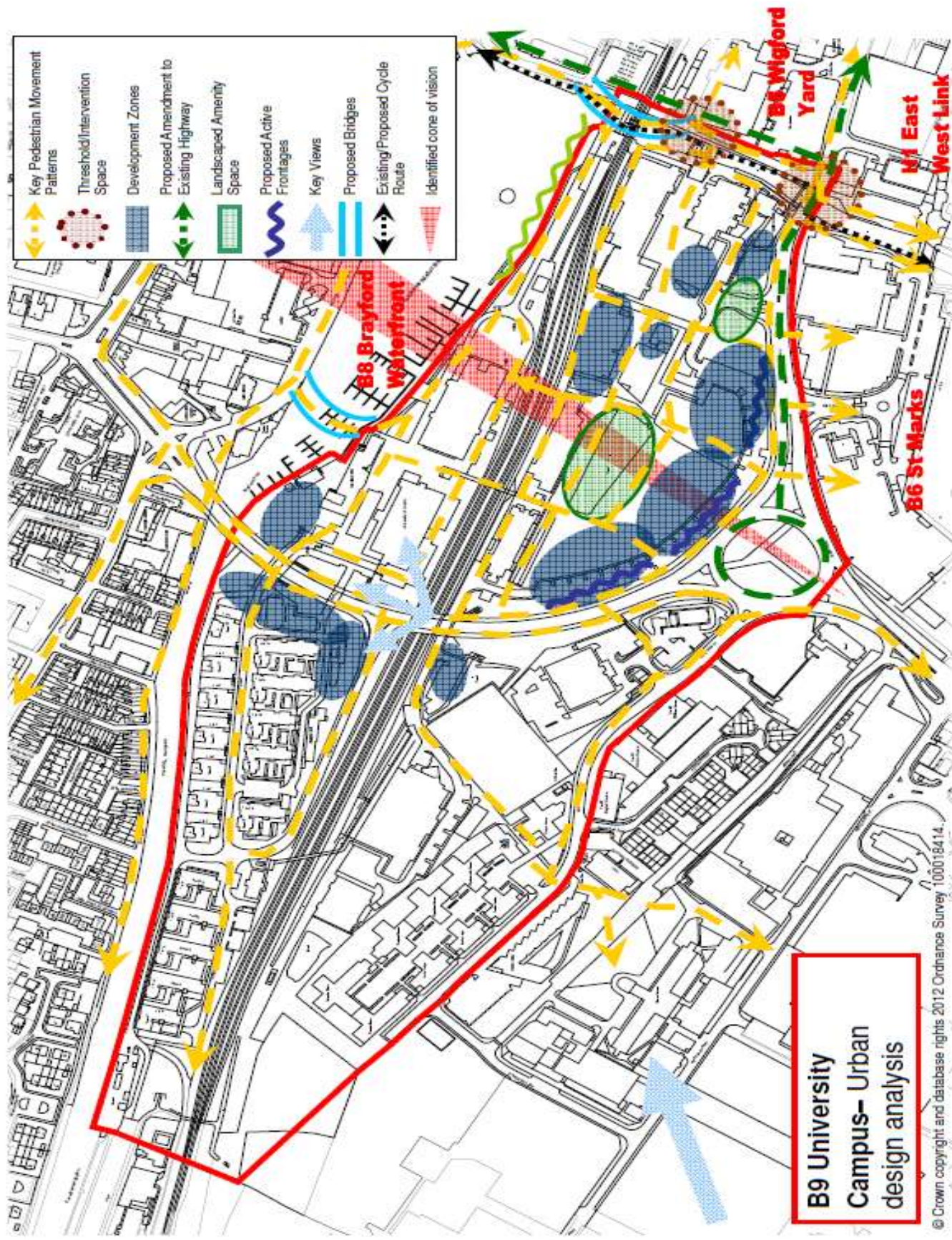
'There are important views to the Cathedral and hillside throughout the area but these are obscured in many places by tall buildings.'

Lincoln University South

'The Lincoln University South Character Area is made up of a series of buildings in a post-modern architectural style unified by architectural style, repetition of materials and large building footprints. There are large blocks in the west of the area with limited or unclear permeability and one 'urban' block containing the main University buildings. There is a lack of enclosure in some areas resulting from the large roads, car parks and grassed areas.'

'Much of the land in the Character Area is occupied by the large modernist and post-modern buildings that make up the campus of the University of Lincoln, established in 1996. These include the Sports and Recreation Centre which opened in 2000, and the Architecture Media and Communication Centre which opened in 2003. The area also contains a modern office block and a large complex of private student accommodation.'





Design Principles for Key Intervention Sites

B10 Firth Road

This is a significant site adjacent to the River Witham, which currently accommodates predominantly large industrial buildings including those operated by both Siemens and Sinclairs. Although currently occupied, there is potential for the site to come forward for development in the medium to long term. The main vehicular access to the area is from Tritton Road, a main arterial route within the City which runs to the west of the site. Firth Road bisects the site and provides servicing access to Tritton Retail Park and St Marks, as well as vehicular access to some of the industrial sites and the main Royal Mail depot, via Beevor Street.

The site is located adjacent to established Victorian terraces to the east, which are high density and represent a fine urban grain along the line of the historical burgage plots which extended west from High Street. To the north and west are the more recent 80s/90s retail parks with typically large units and generous reservoirs of parking. The site does not have a principal road frontage, however to the south and east the site fronts the Main Drain/River Witham, together with the pedestrian and cycle way, which runs on a north south alignment to the city centre.

A redevelopment opportunity of this scale would be expected to integrate larger scale sustainability measures, maximising the existing natural resources surrounding the site. This should include principles as outlined in BREEAM guidance as well as that within the Code for Sustainable Homes. Development proposals should also be informed by a clear understanding of urban design principles to create a distinctive place, which reflects local character and identity guided by the Design Council's Building for Life criteria. Given that Lincoln has already identified significant retail opportunities for the short-medium term in alternate locations, the site is not considered to be appropriate for further retail development.

Key Observations

- The site offers a significant redevelopment opportunity in close proximity to the city centre. Access to the site is, however, severely compromised given Firth Road leads onto one of the busiest classified roads within the City, Tritton Road. Whilst vehicular access to the site is constrained, it benefits from its location adjacent to the existing riverside path and cycle way on its eastern fringe which runs into the city centre.
- Any form of development here would need to be the subject of a detailed transport assessment, which analyses the movement of traffic, cyclists and pedestrians in this area as well as the associated impact of development on these movements and the wider highway network.

- Other than the restricted access at Firth Road at the northern end of the site and the existing highway at Boultham Avenue to the south, there are limited pedestrian links eastwards towards the High Street.
- A residential-led scheme should assimilate effectively with the existing residential properties to the south and across the river to the east. There would, however, be a clear conflict with the existing commercial uses to the north and west, which currently present service areas to these parts of Firth Road, and it is possible that other uses may be appropriate in such parts of the site.
- There are likely to be site-specific constraints in relation to flood risk, land contamination and archaeology, which would need to inform the development

Specific Measures

- The layout should create well defined spaces with a strong network of streets arranged around a clear hierarchy to enable clear legibility throughout the site. This could be achieved through a framework of interconnected routes, which define 'blocks' of houses, open spaces and other uses.
- There is an opportunity to provide additional pedestrian routes across the river to the east, ensuring improved connectivity from the site towards High Street and integration with existing development.
- There is a need to take account of the natural features present such as the adjacent watercourses to the south and east.
- The site benefits from views of the Cathedral and historic hillside to the north and this natural view corridor should be incorporated as part of any layout, helping to create a sense of place.
- Additional uses should be compatible with residential development, and would include leisure, office accommodation or other small-scale business uses.
- Wider environmental improvements should also address the existing riverside path to the east of the site with the aim of improving this route into the city centre. In addition, given the existing uses on the site, the area is devoid of large-scale, structural landscaping, and this should be integrated as part of any redevelopment of the site.
- It would be expected that any new scheme should include an element of play and amenity space on site to serve a local need and that the views and wider needs of the local community are reflected in any proposal.



Key Extracts from Lincoln Townscape Assessment

Tritton Road Industrial

'Transition area turning from heavy industry to commercial and retail'

'Access is mostly limited to Tritton Road and is mainly for vehicles, with large junctions controlled by traffic lights, limited pedestrian crossings and extensive parking'

'Permeability between this and surrounding areas is limited by the railway line to the west and the River Witham to the east.'

'The area has a complex townscape arising from a series of industrial, commercial and most recently residential developments on formerly open rural wetland to the west of the River Witham.'

'Low density of buildings, large areas of open space and wide roads, results in a low sense of enclosure and strong horizontal emphasis.'

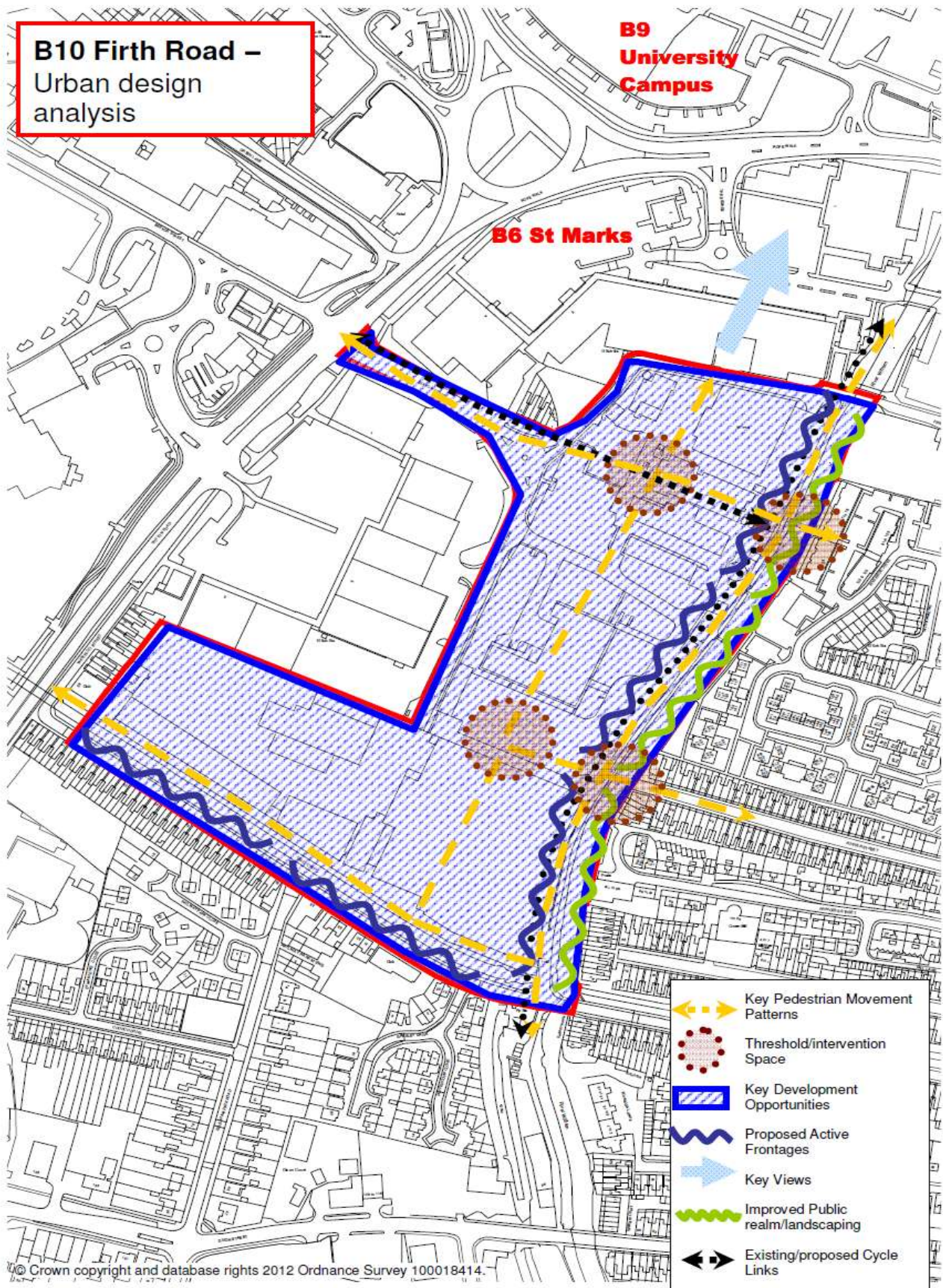
'Mixture of boundary styles, combined with the variety of road and footpath surfaces, which are in a poor condition in some places, adds to a lack of coherence in the public realm.'



B10 Firth Road –
Urban design
analysis

B9
University
Campus

B6 St Marks



Design Principles for Key Intervention Sites

C1 Cultural Quarter

The Cultural Quarter of the City continues to build momentum, enhancing the vitality of the area through a variety of recent developments. The creative industries workspace known as 'The Terrace' and the residential development of Museum Court adjacent have proved extremely successful, with the latter receiving a RIBA (Royal Institute of British Architects) award. Development of existing buildings such as the Theatre Royal, Usher Gallery and Temple Gardens together with the new Museum known as 'The Collection' have significantly enhanced the cultural offer of this part of the City, a destination in its own right. Substantial investment in the public realm in the area has also improved connectivity and the general quality of the environment; indeed Steep Hill was recently given national recognition having been crowned Britain's Greatest Street for 2012.

There is however more to be done if the Quarter is to achieve its full potential. Connections to High Street and Monks Road could also be further improved.

Key Observations

- Relationship of the intervention area to Lincoln College and Arboretum to the east (Monks Road), Cathedral Quarter to the north and The Drill Hall and Library to the south (Free School Lane) is extremely important.
- Any opportunities to develop surface car parking in the area should be informed by the outcomes of the central Lincoln car parking strategy, which is currently being drafted.
- Significant development opportunities exist with such buildings as Danesgate House and the former Job Centre.
- The Strait provides a niche retail offer and a vibrant leisure and evening economy, which contribute directly to the Cultural Quarter.

Specific Measures

- Actively promote east-west pedestrian links generally and specifically from The Strait along Neustadt Court through 'The Collection' into Temple Gardens.
- Depending on the outcome of the car parking strategy the potential redevelopment of surface car parks.
- Development opportunities arising in the area should be considered in the wider context of the Cultural Quarter. A development brief for Danesgate House and the former Job Centre would help to promote a good outcome in these locations.
- Promotion of creative industries and the business incubation units available in the area should continue.

- Streetscape generally to reflect character of the Conservation Area using simple palette of materials e.g. Stone flagged footpaths and tumbled stone setts, either historic or new.
- This area will be included within the Signage Strategy for Lincoln being progressed via the 'Revival Lincoln' programme managed by Lincoln Business Improvement Group and will help support future branding and identity.



Key Extracts from Lincoln Townscape Assessment

Lindum Hill

'Lindum Hill Character Area is situated on the steepest part of the north escarpment on the eastern side of the city centre and contains properties that are used for a mixture of residential, civic and service functions.'

'A large proportion of the Character Area consists of open space, the majority of which is within the public Temple Gardens. Remaining open space in the area consists of mature garden plots to the rear of houses in the northern half of the area.'

'The Character Area straddles the former north/south line of the defensive walls around the lower Roman city, which were laid out and later consolidated in stone during the Roman Colonia Era [90-410 AD].'

Steep Hill and The Strait

'Steep Hill and The Strait Character Area is a complex townscape, the evolution of which has been influenced by the development of Lincoln since it was first established in the Roman Military Era. Many traces of the area's development over two thousand years are visible within the current townscape, particularly those associated with growth and expansion during the High Medieval and Post-Railway Expansion Periods. The medieval buildings in this and neighbouring Character Areas are part of a nationally recognised group of residential and commercial medieval buildings.'

'The Character Area is located on the steepest section of the north escarpment and is an umbilical connecting the lower and upper parts of the City of Lincoln. As well as influencing the built form and layout of the townscape, the steepness of the escarpment slope is a key element of any visit to the Character Area, increasing the depth and complexity of views up the slope, whilst providing more open and long ranging outlooks to the south.'

'The area is a mixture of residential and commercial properties. It functions as an umbilical between the upper and lower parts of Lincoln city centre and is an important tourist destination.'

High Street

'Commercial centre of Lincoln and its townscape is the result of ongoing, plot-by-plot development of the area since the Roman Military era.'

'Earlier developments that influence the current landscape include:

- *The Medieval High Street which follows the alignment of the Roman 'Ermine Street'*
- *High Bridge, a strategic bridging point over the river since Roman times*
- *Surviving Medieval pattern of streets, churches, burgage plots and marketplaces*
- *Butchery market still visible in the plot boundaries around Butchery Court'*

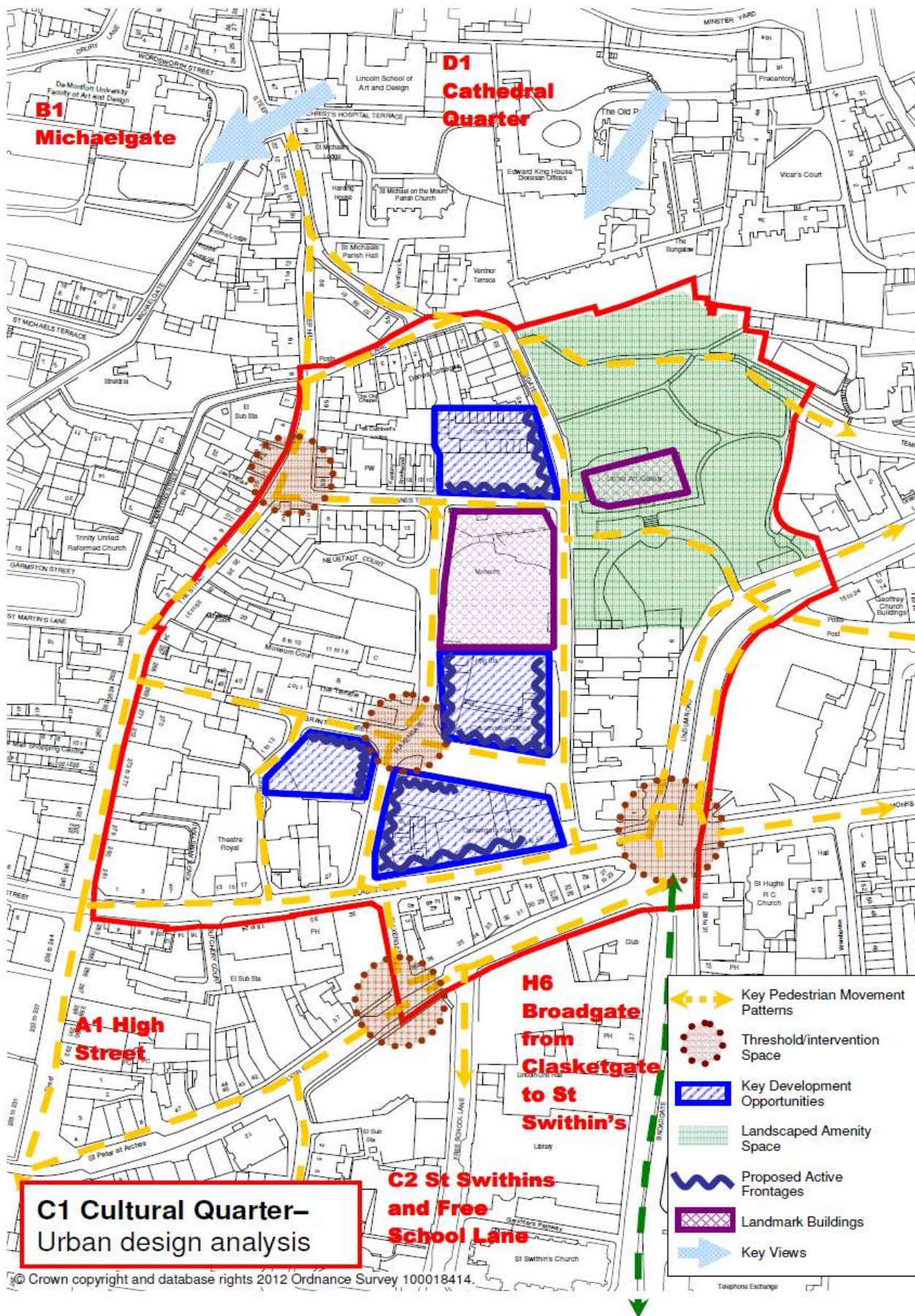
'The area has one of the highest building densities in the City, giving emphasis to any open spaces within the Character Area as well as buildings which sit in open space.'

'Buildings are almost entirely two to three storeys in height.'

'Sustained development and redevelopment of the area has produced a highly complex townscape that illustrates the evolution of commerce in the City since the Roman Period'

'Despite the great variations of built form and streetscape, many of which reflect the fashions, materials, construction techniques and styles contemporary with their periods of construction, there are elementary congruencies as well as patterns that gel the variety of the Character Area's constituents together. An example might be the prominence and individuality of buildings facing High Street, recognising the street's long-held status as the city's premier retail space. The increased use of stone within buildings towards High Street is another manifestation of the long-held prominence of the street in comparison to surrounding areas.'





Design Principles for Key Intervention Sites

C2 Free School Lane & St Swithin's Square

Free School Lane lies south of Clasketgate and connects into St Swithin's Square and Saltergate.

The original City Centre Masterplan proposed the creation of a new footpath along the north side of Waterside Shopping Centre, through the old graveyard on Saltergate running east-west. It also suggested demolition of existing buildings to punch through the blocks from Danesgate on to Clasketgate and Clasketgate on to Silver Street, creating a new pedestrian access through to Free School Lane and incorporating a public realm that is similar to the Cultural Quarter.

The public realm along Flaxengate has now been greatly improved, creating a stronger connection from Free School Lane and Silver Street through to the Cultural Quarter; hence there is no requirement to demolish existing structures for a new pedestrian route. Free School Lane has the potential to be enhanced with the introduction of restricted traffic zones and pedestrianisation, and proposals to create temporary artworks within vacant buildings along Free School Lane highlighting connections to the Cultural Quarter are currently being explored. The Drill Hall, Library, Greyfriars and St Swithin's Church all contribute to cultural activity within Lincoln in different ways, therefore strengthening their relationship with the Cultural Quarter seems a rational approach. The car park on the north eastern corner of Free School Lane will be considered as part of the car parking strategy for the City now underway, which will be completed in early 2013 and will help inform appropriate development for the site going forward.

St Swithin's Square has slowly begun to transform itself with the introduction of the Angel Coffee House at the south end of Free School Lane, creating outdoor seating areas overlooking the open space along Saltergate. The old churchyard will be reviewed in 2013, along with other similar open spaces throughout the City, to consider whether it could contribute more effectively to the wider 'Green Grid' aspirations developed by the Central Lincolnshire Joint Planning Unit in its Green Infrastructure Study as well as to the needs of Lincoln's visitors and communities. There are however many more opportunities within this area that could be taken forward in partnership.

Key Observations

- Free School Lane has several empty buildings at the moment which detract from the ambience created by the Drill Hall and Library.
- Visual connections to the Cultural Quarter could be strengthened.
- The street on the whole is not heavily used by vehicles, as most turn off Silver Street straight into the surface car park access on the north eastern corner of Free School Lane.

- The surface car park on Free School Lane lies within close proximity of the multi-storey car park on Broadgate. This site is particularly important in terms of location and could help re-establish legibility and quality to the townscape in this area.
- The existing open spaces are not being utilised as well as they could be for public access and benefit.
- The service road for St Swithin's, though well used as a route through to the river, is unattractive and at times foreboding.

Specific Measures

- Key vacant buildings around the Drill Hall/Free School Lane should be promoted as re-use/development opportunities.
- Working in partnership within the City explore a pilot temporary arts installation within the windows of currently unoccupied buildings, highlighting the varied cultural offer of Lincoln.
- Explore possibilities to restrict vehicular traffic to access only and pedestrianise Free School Lane.
- The car parking strategy should consider the appropriateness of the surface car park on Free School Lane for this location.
- The public open spaces within this area such as St Swithin's Square need to be considered in the wider context of a city wide strategy that connects into the Central Lincolnshire 'Green Grid'.
- Working with Capital and Regional consider options for the servicing point of the Waterside Shopping Centre & access arrangements for landowners in the area.
- The Duke of Wellington lies within an important location and requires thought around potential future use.
- Realignment of the Mayfield Bridge to create a more natural route north/south should be considered.



Key Extracts from Lincoln Townscape Assessment

Free School Lane

'Free School Lane Character Area is situated close to the centre of the city, between High Street to the west and Broadgate to the east. This location between the retail core of the city and one of the major north-south roads has heavily influenced both its development and continuing role as a place for public buildings such as a library, churches, a theatre and several social clubs.'

'Large, individual and decorative buildings, predominantly from the Late Victorian/Edwardian Period.'

'St Swithin's Square forms a focal point in the area and includes the second St Swithin's Church, and the Vestry (now a café) and graveyard of the former church.'

'Overall there is a strong sense of enclosure, particularly in St Swithin's Square which is enclosed by buildings that are situated at the back of the footway and have a strong building line'.

'Condition of the public realm varies and overall there is an incoherent variety of modern and traditional road/footpath materials and street furniture.'

'The majority of roads are now part of a one-way system that mainly provides access into the Character Area itself.'

'The townscape of the Character Area has developed over an extended period of time, from the Roman Military Era until the Modern Era. Broadgate follows the line of the eastern defensive walls of the lower Roman Colonia [90-410 AD], and Saltergate runs broadly parallel with the southern Roman defences. The pattern of streets also derives from the expansion and reorganisation of the settlement in the High Medieval Era.'

'A number of markets are likely to have been located within or adjacent to the area during the High Medieval and Early Modern eras. The plot and graveyard of the original St. Swithin's Church, built during the High Medieval Era, still survive at the corner of Saltergate and Bank Street, as does the Franciscan Friary at Greyfriars. During the Early Modern Era, a cattle market was located in the area until the second St. Swithin's Church was built on its current site in 1869.'

High Street

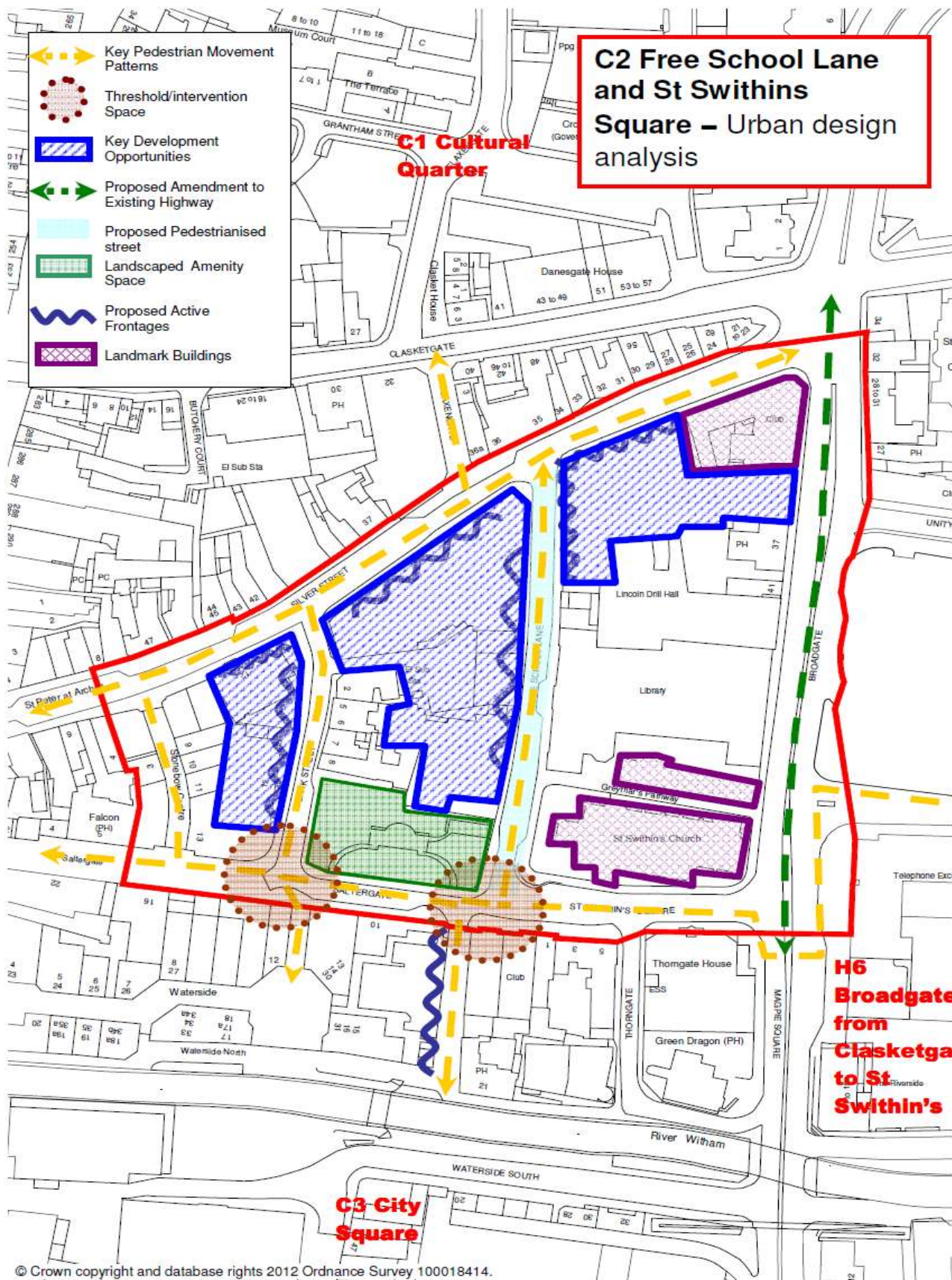
'The area has one of the highest building densities in the City, giving emphasis to any open spaces within the Character Area as well as buildings which sit in open space.'

'Buildings are almost entirely two to three storeys in height.'

'Sustained development and redevelopment of the area has produced a highly complex townscape that illustrates the evolution of commerce in the City since the Roman Period'

'Despite the great variations of built form and streetscape, many of which reflect the fashions, materials, construction techniques and styles contemporary with their periods of construction, there are elementary congruencies as well as patterns that gel the variety of the Character Area's constituents together.'





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Design Principles for Key Intervention Sites

C3 City Square

City Square includes the Waterside Shopping Centre, Waterside North, Waterside South and the River Witham between the High Street and Broadgate, and the Cornhill Market. Its adjacent proximity to the proposed Lindongate development also needs to be considered.

All of the observations identified within the original City Centre Masterplan for this site still apply, however there are some additional measures to consider if this important city space is to achieve its true potential. Discussions with the Waterside Shopping Centre are already underway to transform the Waterside North area into a vibrant space with active frontages, and additional entrance points. A planning application has been submitted for the reconfiguration of Waterside and if approved, the scheme will commence on site this summer.

A Markets Strategy is also being developed with market stall owners and key stakeholders to identify ways in which to help diversify and enhance Lincoln's market offer and this will of course include proposals for the Cornhill Market. Globe Consultants recently produced a Strategy and Investment Plan on behalf of Lincoln Business Improvement Group for Lincoln's Cornhill and measures from the preferred option have been incorporated below.

Key Observations

- Waterside Shopping Centre fails to maximise river frontage.
- Confused open spaces and pedestrian links to Marketplace/High Street.
- Movement of traffic/service vehicles detracts from the quality of this valuable public realm within the City.
- The steps from Waterside North up to High Street are narrow and not user friendly.
- Low grade building (Wilkinson's) undermines the Marketplace.
- Fragmented uses to the east fail to support the High Street.
- City Square is often used as an events space but is it operating to its optimum?
- Connectivity with the High Street is constrained by the Kiosk within The Cornhill. It acts as a barrier to what could be an incredible public open space.
- Mayfield Bridge does not function as well as it could.

Specific Measures

- Work in partnership with the Waterside Shopping Centre and the Lincolnshire Cooperative (Lindongate) to develop a desirable, well designed river frontage.
- Explore more effective traffic management for City Square.

- Widen Steps on Waterside North up to the High Street and realign the building (Carphone Warehouse) to its original position, creating a more safe and inviting pedestrian access from High Street to the riverside.
- Work with Wilkinson's to remove the canopy on Waterside South which creates a visual barrier to City Square from the High Street.
- Develop a Strategy for how City Square might operate going forward as a primary outdoor performance/event space in Lincoln, with the Cornhill operating as a secondary public open space.
- Remove the Kiosk in the Cornhill area and introduce high quality natural materials for the paving creating a public square that forms an integral part of the High Street.
- Carry out improvements to and perhaps even realign the Mayfield Bridge.



Key Extracts from Lincoln Townscape Assessment

High Street

'The area has one of the highest building densities in the City, giving emphasis to any open spaces within the Character Area as well as buildings which sit in open space.'

'Buildings are almost entirely two to three storeys in height.'

'Sustained development and redevelopment of the area has produced a highly complex townscape that illustrates the evolution of commerce in the City since the Roman Period'

'Despite the great variations of built form and streetscape, many of which reflect the fashions, materials, construction techniques and styles contemporary with their periods of construction, there are elementary congruencies as well as patterns that gel the variety of the Character Area's constituents together.'

Sincil Street

'Sincil Street Character Area is a busy commercial area and public space in the city centre, including City Square and Lincoln's only daily markets, alongside a high proportion of independent businesses. The area is a busy thoroughfare in the city centre connecting High Street with Melville Street, Lincoln's markets, and the Bus Station complex, including the Post Office.'

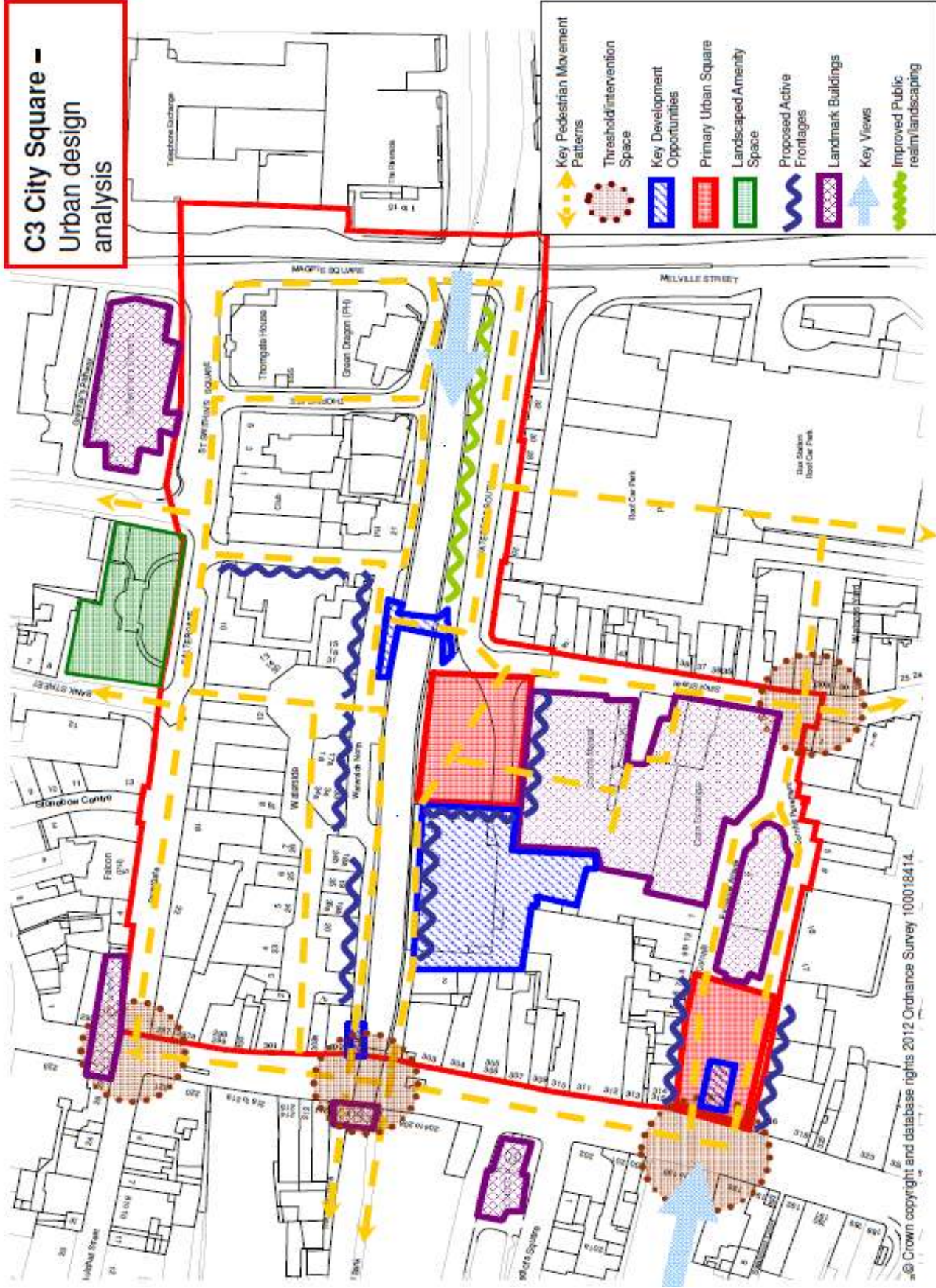
'The area has long formed a key element of Lincoln's commercial core since the Post-Railway Expansion Period, and its current townscape illustrates changing waterside development from the High Medieval Era to the modern day. A plethora of historic features, including remnants of the former medieval riverside urban footprint, standing High-Medieval timber-framed buildings, the canalised River Witham, and the orientation of pre-1500 drainage infrastructure, combine to form a complex townscape.'

'The River Witham, which is bridged at three points, is a strong linear feature in the Character Area around which streets are orientated both perpendicularly and parallel to the channel. The area contains a large number of landmark buildings, including the two main market buildings, the Waterside Centre and High Bridge.'

'The Character Area is composed of large urban blocks, which extend outside of the area, integrating the area with those surrounding it. Building density is high and building scale varies, broadly decreasing away from High Street.'



C3 City Square - Urban design analysis



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Design Principles for Key Intervention Sites

C4 Lindongate & Station Crossing

Lindongate is a proposed development to regenerate and reinvigorate the south-east corner of Lincoln city centre. Owned by Lincolnshire Co-operative this important retail-led scheme will not only support the Sincil Street area, but will also help to ensure the long-term vitality of the city centre as a whole.

The new development will stretch down from Waterside South to the railway station and over the railway across a new pedestrian bridge into the Tentercroft Street Industrial area. It encompasses St Mary's Street west to the High Street and extends east to Pelham Bridge.

City of Lincoln Council's Planning Committee has given planning permission for the redevelopment of Lindongate and negotiations are continuing with interested development partners to bring this development forward.

Key Observations

- Fine grain of buildings on Sincil Street mixed with dominance of large retail block, bus station and car park.
- Limited use of waterside frontage.
- Inactive frontages to Broadgate.
- Relationship to the railway station is poor and the arrival point into the City confusing for visitors.
- Bus station is dated and not fit for purpose.
- Pedestrian access from Park Ward into the City is extremely complex and uninviting.

Specific Measures

- Significant retail space for large space users including a new department store.
- New riverside restaurants with residential apartments above.
- City centre parking spaces with improved access to the city centre.
- New Passenger Transport Interchange with an integrated bus station.
- High quality new footbridge link connecting into Tentercroft Street and the Sincil Bank area.
- Retention of the view of the Cathedral from the Tentercroft Street Bridge over the Sincil Dyke.
- Realignment and enhancement of Mayfield Bridge.
- Public access improvement over Broadgate and Thorn Bridge.
- Explore potential speed reduction options for Broadgate.

Benefits

- Breathing new life into Sincil Street.

- Strengthening the linkages to the High Street.
- Encouraging the use of public transport.
- Dramatically improved pedestrian access between Park Ward and the city centre.
- Replacing the ugly bus station block with attractive contemporary buildings.

Wider Benefits

- Long awaited regeneration.
- New high quality retail occupiers for the City.
- New jobs for Lincoln.
- An extension to the pedestrian area that will complement and support the existing city centre.
- Better quality car parking and a new Shopmobility centre.



Key Extracts from Lincoln Townscape Assessment

Norman Street

'The Norman Street Character Area is a key area for Lincoln's road and bus infrastructure situated south east of the city centre. Its character is mainly the result of large-scale re-organisation of an existing Early Industrial [1750-1845 AD] townscape during the expansion and upgrading of road infrastructure in the southern part of the city in the Post-War Period [1946-1966 AD]. The Character Area consists of one major road, Melville Street/Pelham Bridge, three subsidiary roads (Norman Street, Pelham Street and Oxford Street) and the bus station.'

'Obscure and irregular spaces have been created by the layout of the roads. The larger plots have several uses including a multi-storey car park, a bus station with roof car park, surface-level car parking and Oxford Hall, a student residence. There are also several green areas including an area of grass with planted borders between Pelham Bridge and Pelham Street, plus trees, planters and planted borders at various locations including along the wall of the bus station on Melville Street where trees 'soften' this strong boundary.'

'The relationship of the Character Area to the city and surrounding areas is closely connected to its highways-dominated townscape. It is situated at the corner of the city centre, at the junction of this and the major road network. Its location between the city centre, including nearby market, and an industrial area to the east means that it is well positioned for providing services such as car parking and a bus terminal.'

Sincil Street

'Sincil Street Character Area is a busy commercial area and public space in the city centre, including City Square and Lincoln's only daily markets, alongside a high proportion of independent businesses. The area is a busy thoroughfare in the city centre connecting High Street with Melville Street, Lincoln's markets, and the Bus Station complex, including the Post Office.'

'The area has long formed a key element of Lincoln's commercial core since the Post-Railway Expansion Period, and its current townscape illustrates changing waterside development from the High Medieval Era to the modern day. A plethora of historic features, including remnants of the former medieval riverside urban footprint, standing High-Medieval timber-framed buildings, the canalised River Witham, and the orientation of pre-1500 drainage infrastructure, combine to form a complex townscape.'

'The River Witham, which is bridged at three points, is a strong linear feature in the Character Area around which streets are orientated both perpendicularly and parallel to the channel. The area contains a large number of landmark buildings, including the two main market buildings, the Waterside Centre and High Bridge.'

'The Character Area is composed of large urban blocks, which extend outside of the area, integrating the area with those surrounding it. Building density is high and building scale varies, broadly decreasing away from High Street.'

Central Station

'Containing well-connected roads and Lincoln's only passenger railway station, Central Station Character Area is an important east/west transport corridor and arrival/departure point for the city as a whole. The area has a strong east/west orientation throughout, with buildings and road/rail infrastructure sharing a common orientation similar to that within other Character Areas along and off High Street.'

'Much of the area's urban form is associated with the integration of the Great Northern Railway station into the pre-existing Early Industrial townscape, and subsequent urban growth in the Post-Railway Expansion Period. However, some earlier elements and features survive including the route of the former Roman road in the alignment of High Street, the line of a former medieval burgrave plot that

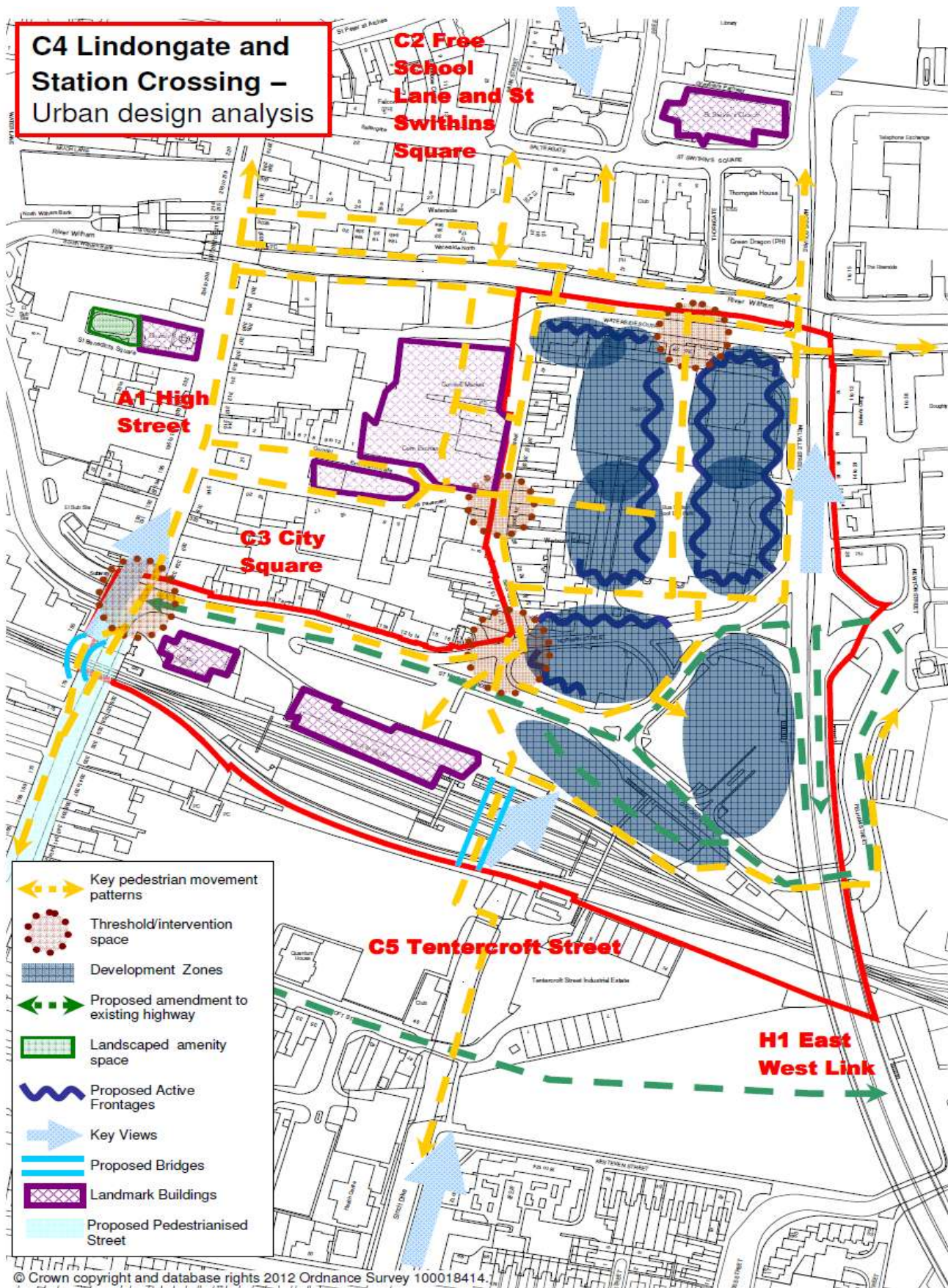
forms the southern boundary of the Character Area, and the culverted route of Sincil Dyke that flows beneath the Character Area.'

'As the only train station within the city, the Character Area is a key arrival and departure point for Lincoln as a whole. Its role as a transport node is increased by the nearby location of the bus station, and St. Mary's and Oxford Streets, which carry high volumes of traffic to/from Pelham Bridge and Broadgate.'

'The Character Area is well connected with High Street to the west and Sincil Street to the north. In contrast, the eastern and southern boundaries of the area are poorly connected due to the largely impermeable boundaries of Pelham Bridge and the train station compound respectively. As a result, the footbridge over the railway lines in the south east of the Character Area is a well-used and essential access point, especially to and from residential areas to the south.'



C4 Lindongate and Station Crossing – Urban design analysis



Design Principles for Key Intervention Sites

C5 Tentercroft Street

Tentercroft Street will form a crucial part of the proposed East-West Link road construction of which is scheduled to begin in early 2014. It is, however, important to remember that the highway proposals are just one element of this important location within the City of Lincoln and that the wider context of this site needs to be considered in tandem.

The original design brief proposed a considerable amount of high density residential/mews development, incorporating live work units and a new area of green space bridging Sincil Dyke. Development is currently progressing on the former coal yard to provide office accommodation and improved pedestrian links from Park Ward.

In addition, planning consent has been granted for the East-West Link road, which incorporates Tentercroft Street and has considerable impact on the townscape here through demolition of existing buildings and their redevelopment. Taking into account the opportunities offered by the improved access and connectivity in this part of the City brought about by the new road, as well as the recently approved Lindongate redevelopment to the north of this site, development in this area requires reconsideration.

In 2011 Globe Consultants carried out a feasibility study report for this area, examining potential options for the site and this will be used by the planning authority to help shape future development alongside the City Centre Masterplan.

The area is dominated by surface car parking behind the railway station to the north, with the Magistrates Court and Probate Offices, a variety of offices/employment buildings and a Health Centre occupying the southern boundary. The remainder of the northern boundary currently accommodates a variety of office and commercial uses and the more recently constructed Mencap and Quantum House. To the east of the Sincil Drain there are light industrial units and the former Coal Yard, which extends under Pelham Bridge.

Park Ward is a residential area to the south of Tentercroft Street and it is of vital importance that any scheme proposed within this area ensures greater integration of the Ward with the rest of the city centre, addressing permeability issues and creating public realm/streetscape, which is respectful of the existing neighbourhood, despite its role as a key vehicular artery for the City.

Key Observations

- Large site predominantly used for surface parking, incorporating small scale commercial uses at its eastern end.
- Lack of legibility to the west onto the High Street, with potential to reveal the 15th century, Grade II listed Whitefriars building (Scheduled Ancient Monument).
- A strong remaining frontage of C19 2-3 storey buildings.
- Transitional space to link the railway and the city centre to residential areas to the south.
- Lack of permeability.
- Opportunity to provide access to the railway station from the south.

Specific Measures

- Ensure proposals for the site integrate and take account of the opportunities afforded by the East West Link.
- Consider where active frontages need to be maintained and/or introduced, addressing the impact of the alterations to the townscape proposed by the East West Link Road. Development should facilitate a strong, active urban edge to the new road to the south and any areas likely to be the subject of pedestrian movement.
- Relationship with neighbouring sites to be respected and fully explored.
- Movement and accessibility to be strengthened, creating greater connectivity to both High Street and Park Ward.
- The retention of the view of the Cathedral from the Tentercroft Street Bridge over the Sincil Dyke.



Key Extracts from Lincoln Townscape Assessment

Tentercroft Street

'Area is largely segregated from the surrounding townscape due to mostly impermeable boundaries that do not respect the internal space of the Character Area: vehicular access confined to Tentercroft Street.'

'Fragmented townscape with incoherent block structure and internal plot sizes, variable depth of set backs, and assorted building styles deriving from Post-Railway expansion from 1846 and subsequent 20th century urban redevelopment.'

'Predominantly large two-storey detached buildings dating from the Victorian to Modern Periods. Modern buildings are more 'squat' in proportion, and have associated car parking set within secure individual plots.'

'Disjointed and frequently indistinct public/private boundaries defined by a variety of incoherent boundary types.'

'Mixed land use of kind more usually associated with urban peripheries e.g. light industry, services, car parking, and undeveloped areas of wasteland. Many buildings, both recent and old, show evidence of changes in use.'

'Significant strategic, but undefined, pedestrian thoroughfare between High Street to the west, the footbridge over the railway to the north, and residential areas below Kesteven Street to the east.'

'Generally level landscape, with small and abrupt variations in height east of Sincil Dyke.'

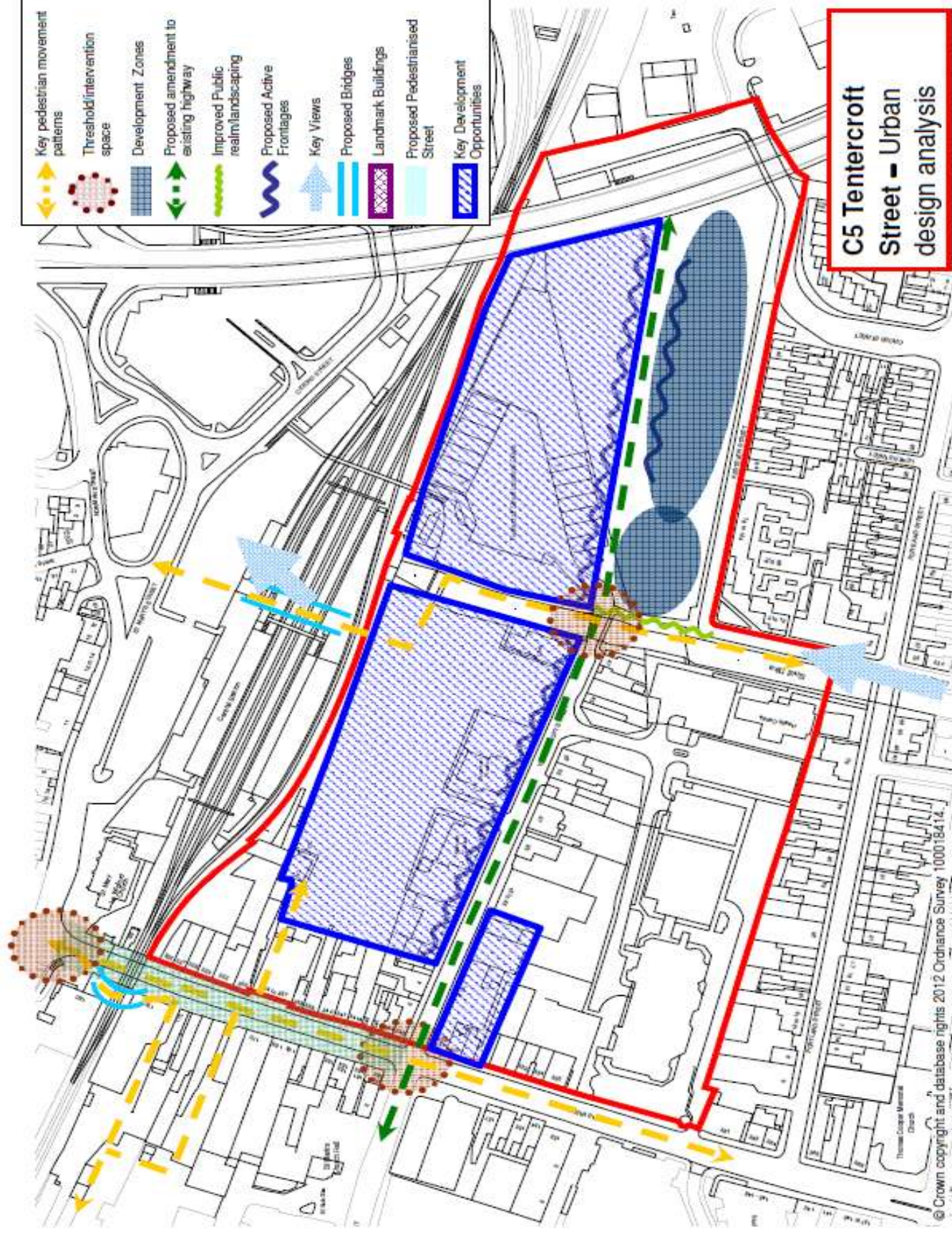
St. Peter at Gowt's

'The Character Area is strongly influenced by High Street, which follows the alignment of a former Roman military road, Ermine Street. The character and function of buildings vary considerably throughout the Character Area, illustrating the successive re-development of the townscape and the evolution of High Street as the dominant commercial and transport route in the south of Lincoln, particularly during the High Medieval and Late Victorian/Edwardian periods.'

The stretch of High Street running south from the railway crossing to St. Peter at Gowt's Church shows great diversity and depth of historic character. The varied townscape, including changeable architectural styles and different functions of buildings within the Character Area, reflects the ebb and flow of Lincoln's development from the Roman era to the modern day.

The Character Area has an important commercial function, both for Lincoln as a whole, and as a more local amenity for residents either side of High Street. The Character Area also contains a large number of independent businesses, and as a result, is an important area for Lincoln's local economy.'

C5 Tentercroft Street – Urban design analysis



Design Principles for Key Intervention Sites

H1 East West Link

St Marks Street/Tentercroft Street/Great Northern Terrace

Vision

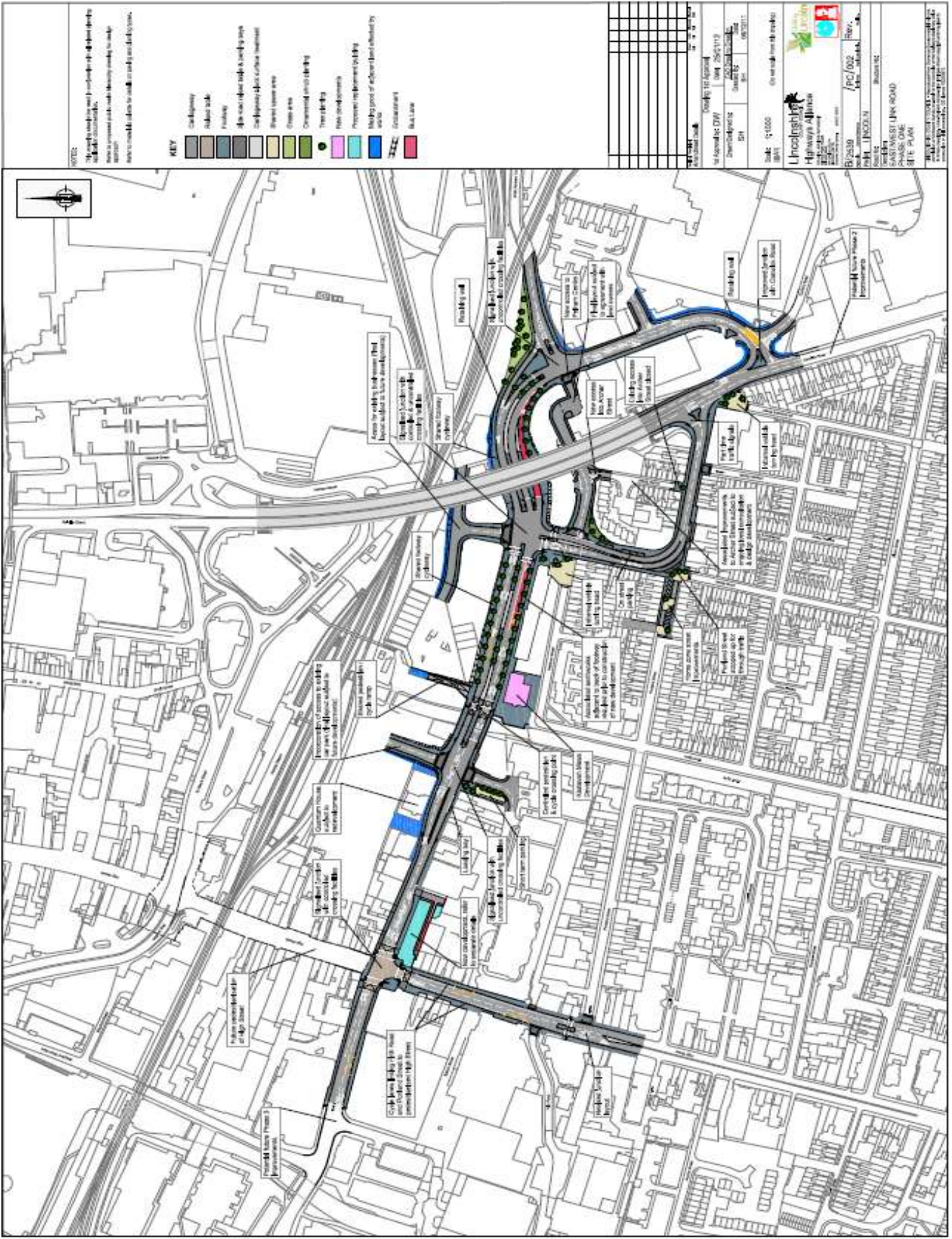
- A strategic East-West Link between the Canwick Road/South Park junction and the Ropewalk/Tritton Road roundabout.
- A high quality public transport link. Part of a public transport 'umbilical cord' stretching between the Park and Ride sites to the east and west.
- Creation of a living street between Ropewalk and Pelham Bridge using high quality materials, wide pavements and appropriate scale and nature of buildings.
- Primary route for buses accessing the public transport interchange from the south.



Specific Measures

- St Marks Street unchanged in terms of traffic management.
- High Street north of St Marks Street pedestrianised.
- Tentercroft Street widened to south to accommodate two lanes westbound.
- Use of bus priority measures to ensure a reliable service.
- Requirement to accommodate vehicle access into and out of blocks to the north of the link.
- High quality at grade pedestrian and cycle crossing linking the Park Ward area with city centre via new railway crossing.
- Great Northern Terrace junction realigned to create signal controlled junction with East-West Link.
- East-West Cycle link utilising quietened Portland Street and Firth Road.
- The re-construction of the corner building on the junction to define the re-aligned corner of High Street/Tentercroft Street as an essential mitigation measure.







Design Principles for Key Intervention Sites

H2 Broadgate/Melville Street and Links to the Brayford Waterfront including St Mary's Street & Wigford Way

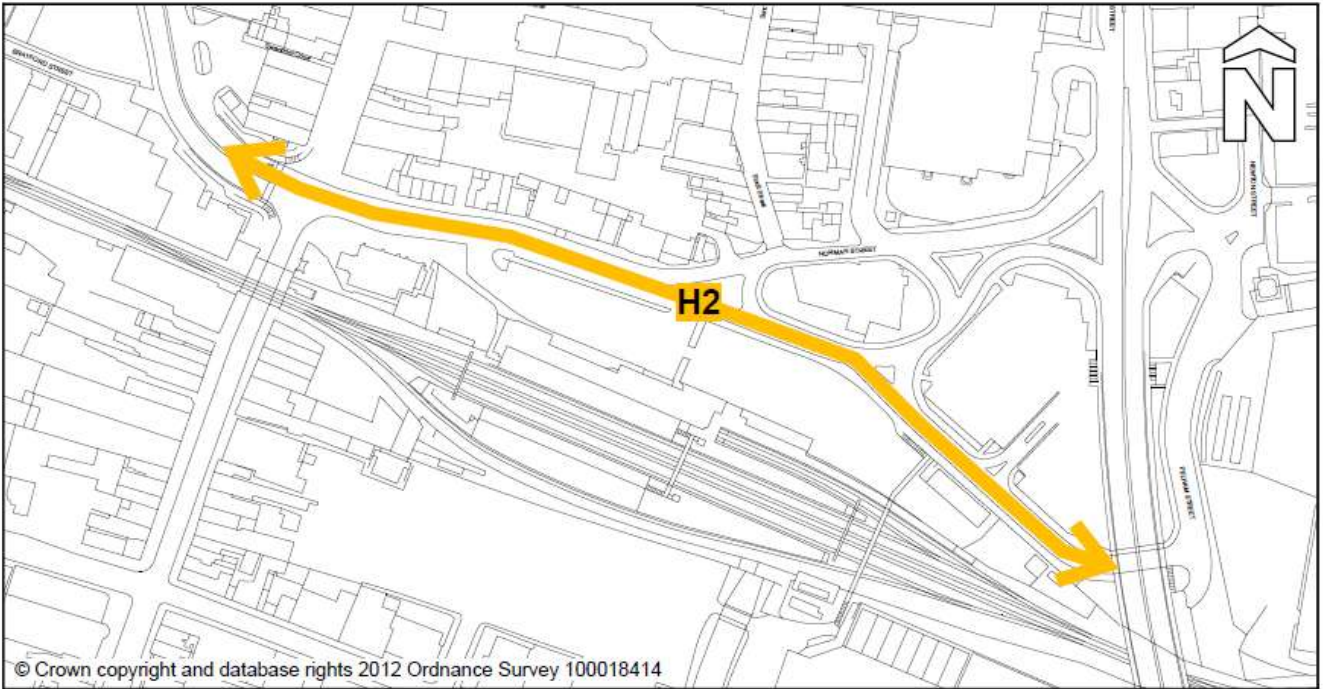
Vision

- A secondary east-west link between Broadgate and Brayford Wharf East.
- A high quality bus interchange located on a new link east of the railway station (Oxford Street).
- A street balancing the needs of all road users.
- A street that passes along the northern edge of a new Station Square. Square to function as a shared surface space.
- Improve pedestrian links and vistas to Brayford Street exploring connectivity to Brayford Wharf East along Brayford Street.
- Redevelop and recreate Wigford Way as a living street.

Specific Measures

- A high quality pedestrian crossing at the High Street and removal of subway.
- A high quality pedestrian crossing between the railway station and the City.
- Wigford Way to become a living street with appropriate active frontages to complement proposed development.
- Reintroduce right turn from Brayford Wharf East into Wigford Way.





Design Principles for Key Intervention Sites

H3 Brayford Wharf East

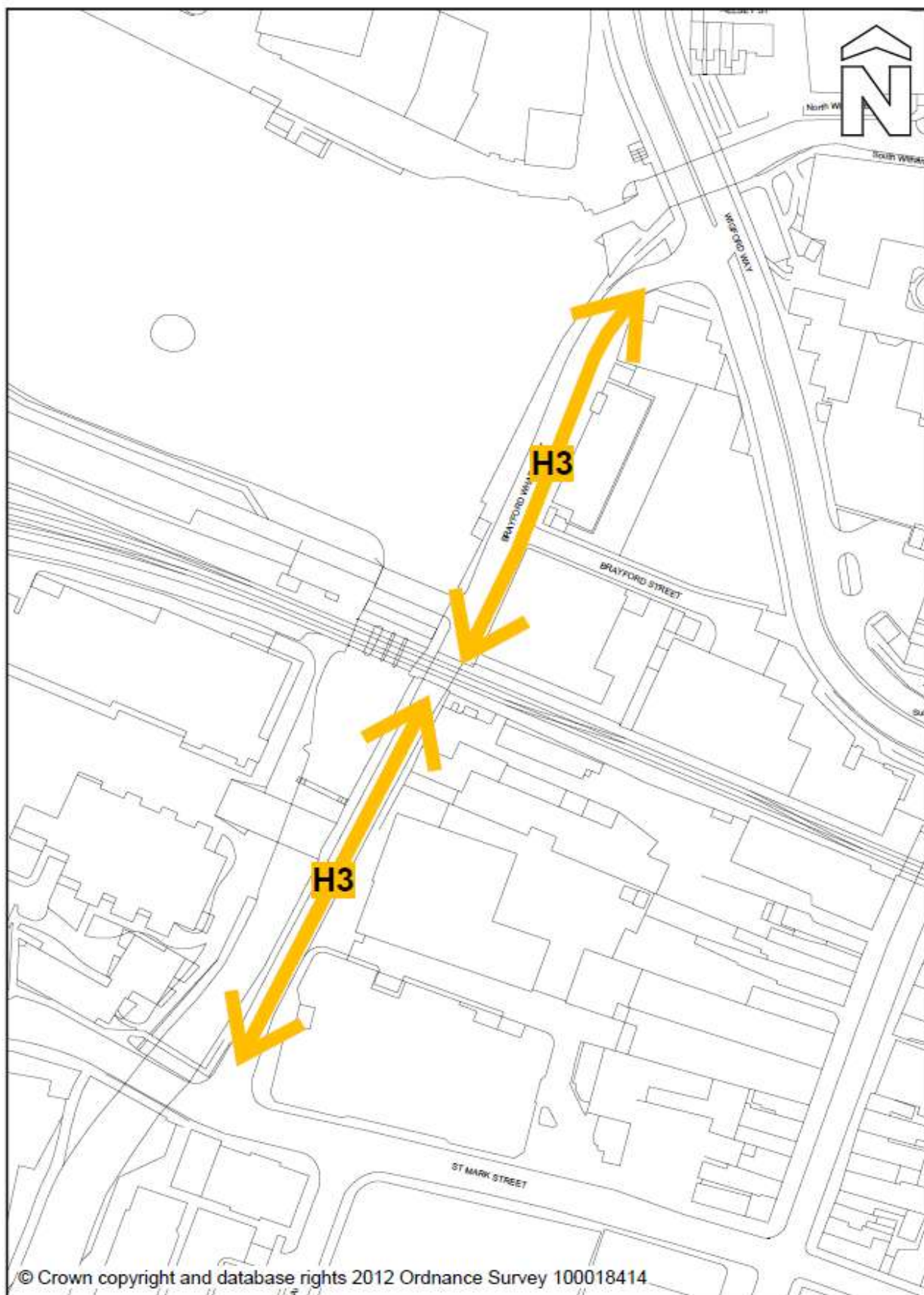
Vision

- Create a sense of place using high quality materials and explore possibilities for shared use of space.
- A secondary route connecting St Marks Street and Newland
- A street that maximises its setting next to the River Witham and Brayford Pool.
- A high quality pedestrian and cycle route.
- High quality bridge over the railway.
- Connection to Wigford Way via Brayford Street
- Fitting entrance to the University
- Impact of increased down time on level crossing addressed

Specific Measures

- A new high quality pedestrian bridge over the level crossing with lifts on each side landing on the western side of the existing highway.
- Pre East West Link development – introduction of a one-way system on Brayford Wharf East northbound between Ropewalk and Brayford Street.
- Post East West Link – Potential for pedestrianised enhanced street scenes along Brayford Wharf East depending on impact and mitigation to junctions on Tritton Road and Brayford Way.
- Widening of footways on Brayford Wharf East.
- Maintenance of the view of the cathedral along Brayford Wharf East (set out in the LTA) which is one of only three possible from streets in the lower city.
- The development of Wigford Yard as a through-route to High Street is currently being considered. This route, whilst conserving the significance of the site as part of the High Street railway footbridge proposals, is an ongoing project, and a key principle of the design work has been to preserve views of the Cathedral from High Street.





Design Principles for Key Intervention Sites

H4 Silver Street

Lincolnshire County Council's 'Streetscape Design Manual' produced in September 2012 highlights recently completed sections of Silver Street as examples of good practice.

Completed Vision

- A secondary one-way link running west to east.
- A street that balances the needs of vehicles, pedestrians and cyclists.
- A street that accommodates short-term parking and loading.
- Introduced several high quality crossing points.



Outstanding Specific Measures

- Mint Street to the west of the street still remains an aspiration to bring up to the same standard as the completed sections.
- Explore traffic management measures for whole area including Mint Street.

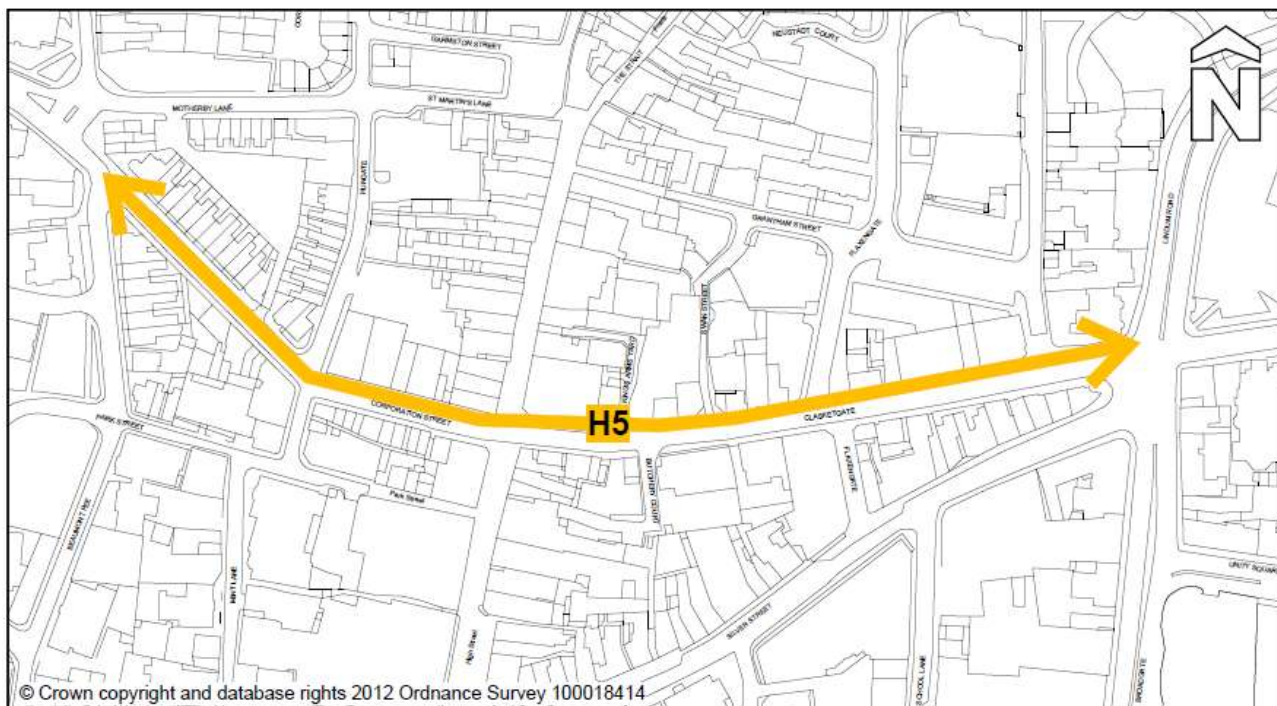


Design Principles for Key Intervention Sites

H5 Clasketgate/Corporation Street

Completed Vision

- A secondary but important one-way east-west street providing access between Monks Road and Yarborough Road.
- Limited if any opportunities for parking and servicing.
- One-way system has improved traffic flows and pedestrian facilities at Broadgate Junction.
- High quality pedestrian crossing points provided.
- Created a living street.



Design Principles for Key Intervention Sites

H6 Broadgate from Clasketgate to St Swithin's

Completed Vision

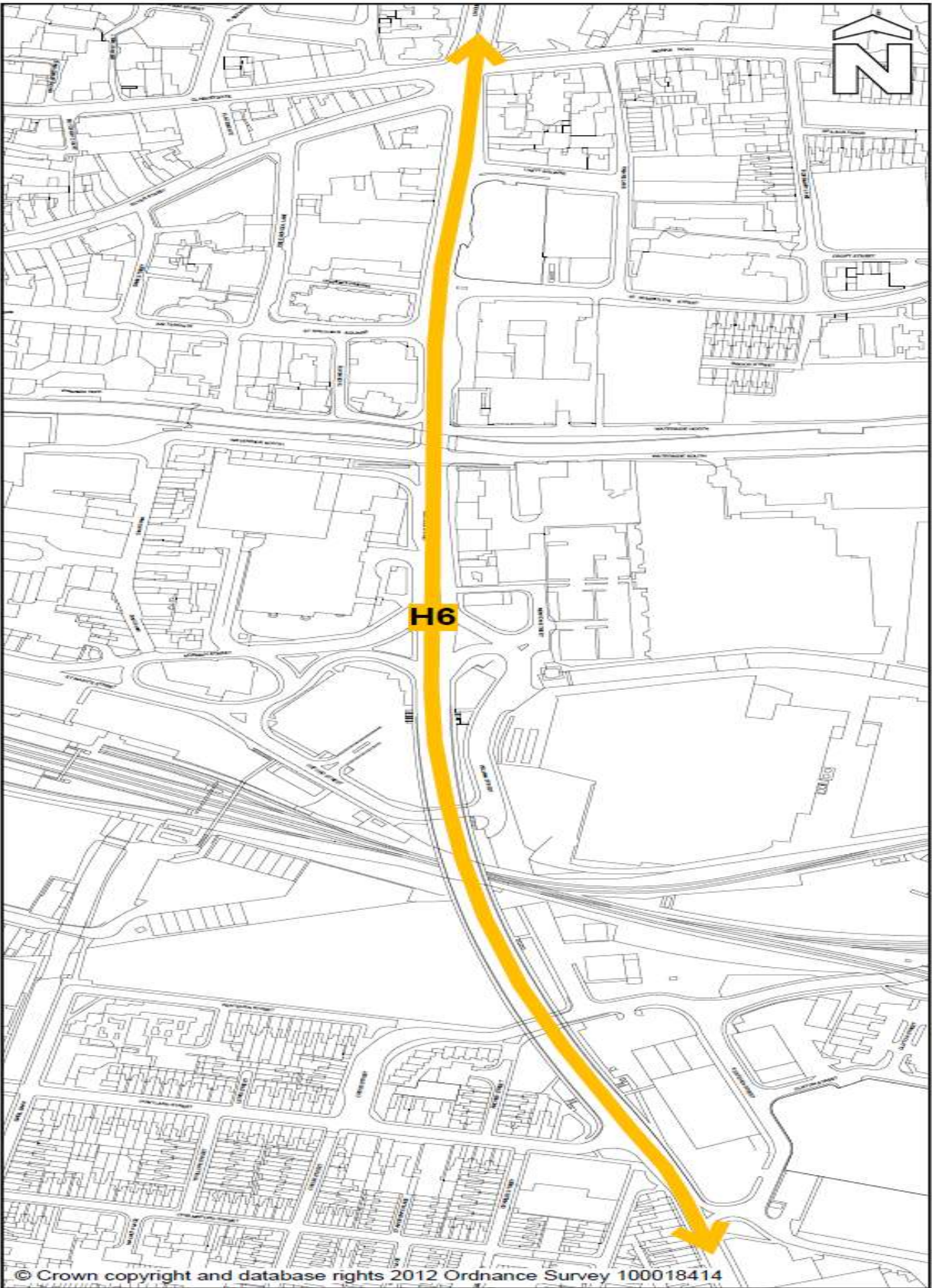
- Softening of Broadgate.
- High quality barriers introduced and enhanced paving.
- Lighting improvements.



Outstanding Specific Measures

- Extension of completed vision from Melville Street to Norman Street.
- Improve pedestrian interface/connectivity across Broadgate.
- Further softening of Broadgate taking into account safety measures and impact of future developments.
- Speed management.





Design Principles for Key Intervention Sites

D1 Cathedral Quarter

The Cathedral Quarter is extremely significant to the future success of Lincoln's visitor economy and is the historic core of the City of Lincoln. Encompassing The Lawn to the west, Church Lane to the north, Minster Yard and Pottergate to the east and Drury Lane, St Michael in the Mount Parish Church and Greestone Terrace to the south, this is a large area containing many heritage buildings and is steeped with historical significance. Though a key area within the Cathedral Quarter, The Lawn warrants a bespoke section within the City Centre Masterplan given that opportunities for its future are currently being explored, and therefore the site is explained in more detail within D2.

The remainder of the quarter includes noteworthy buildings and locations such as Lincoln Castle, Bailgate, Castle Hill, Lincoln Cathedral, the Parish Church of St Mary Magdelene, Leigh Pemberton House, The Judges Lodgings, The Medieval Bishop's Palace, Edward King House, Christ's Hospital Terrace, The Greestone Building and Lincoln Assembly Rooms.

The Historic Lincoln Partnership has developed a strategic vision for Castle Hill and meets regularly to discuss progress made with its framework for improvement within the Cathedral Quarter and to identify priorities for the future.

An interesting feasibility study for the Castle Hill area was commissioned by the County Council and City of Lincoln Council in 2008 and though some of the proposals such as those for the Bailgate area have now been superseded by more recent developments and changes i.e. Bailgate Restored Project, some of the ideas identified have been considered as part of this masterplanning review process and are highlighted within the measures below.

The design brief for this quarter in the original masterplan document focused on parking and movement; The Lawn and the Castle Hill area in particular. Car parking will be considered within the overarching car parking strategy for the City, which is currently underway and will be completed in spring 2013. It is however important to highlight that the Castle Hill Car Park immediately to the left of the East Gate of the Castle should be considered in light of many discussions with key stakeholders across the City and upon recommendation of the Castle Hill Study, as a potential site for a new and improved Visitor Information Centre or perhaps a commercial visitor attraction. Though the site is archaeologically sensitive requiring Scheduled Monuments Consent, its current use is clearly inappropriate. Should the funding for such a scheme become achievable, the Royal Institute of British Architects (RIBA) and English Heritage could advise on a design competition worthy of such a prestigious and remarkable location of national and international significance.

The 'Lincoln Castle Revealed' Project will be completed by 2015 and will ensure that Lincoln Castle and Magna Carta become the catalysts for a world renowned destination. The project is being delivered by the County Council in conjunction with the Historic Lincoln Partnership, Heritage Lottery Fund and European Regional Development Fund and will truly transform the Castle and its grounds. More detail of the work being undertaken or already completed is highlighted within the Cultural Strategy and can also be accessed via the Lincolnshire County Council Website www.lincolnshire.gov.uk.

The White Hart Hotel has planning permission to redevelop its car park adjacent to the Judges Lodgings just off Bailgate. If taken forward the scheme would further enrich the retail offer in the area and create a more fitting use of such a crucial space within the heart of the historic quarter.

Lincoln Cathedral is exploring options for its west entrance area and considering how public access might be improved. The project 'Lincoln Cathedral Connected' aims provide an appropriate setting for an English cathedral of international importance by conserving and enhancing the historic setting; creating a high quality public space; conserving and interpreting external sculpture of international significance (the Romanesque frieze, the Gallery of Kings, the Judgement Porch); and increasing public engagement and learning opportunities. Though this work is unlikely to take place before 2016, it is important to note that plans are afoot and to consider them in tandem with any other proposals for the Cathedral Quarter going forward.

Lincoln College is working in partnership with the University of Lincoln and Siemens to develop a new University Technical College by extending to the rear of its Greestone Building on Lindum Road. This £7 million investment will start in early 2013 and will undoubtedly have a huge impact on the Quarter with increased student numbers and a much altered landscape stretching up towards the Cathedral. Excellent design will be essential within this location to ensure that a respectful development in keeping with the principles of the City Centre Masterplan and the Lincoln Townscape Assessment Character Area is delivered.



Key Observations

- This is a large area of international historic significance and therefore proposals here should reflect this.
- The relationship between The Lawn, the Castle, Castle Hill and the Cathedral is of vital importance and this relationship will take on added significance following the implementation of the Lincoln Castle Revealed Project.
- Given the improvements to this part of the City in terms of visitor attraction and likely numbers, Castle Hill is of strategic importance as an urban square and its potential remains unrealised.
- The improvements to the visitor offer will require the existing arrival points to be improved and maximised.
- The Tourist Information Centre, though well located, is limited in terms of space and restricted in the services it can provide as a result.
- The White Hart car park redevelopment proposals, if taken forward, should take into account existing retail provision, complementing rather than duplicating the existing offer.
- The public realm in front of the Cathedral west entrance could be greatly improved in terms of access and circulation.
- The new University Technical College offers an opportunity to reinvigorate the Greestone Building, and should take full advantage of its context as a prominent building within the historic core.



Specific Measures

- Proposals for the historic core of the City should be taken forward with the involvement of key stakeholders, including Historic Lincoln Partnership, to ensure a holistic approach to change is adopted, taking account of the historic significance of the area.
- The potential of Newport Arch as a key point of arrival for visitors to the City should be further explored, given its significance as a historic entry point to uphill Lincoln and its strategic position. Ideally positioned for filtering people into the very heart of the historic quarter and past the unique retail offer of Bailgate, this location is already proving successful as an arrival point for the popular Christmas Market.
- A longer term aspiration for Castle Hill Square would be to create more active frontages and greater engagement with the public and animation of the area. There is also a need to further restrict vehicular access into the square itself if visitor numbers are likely to increase to the extent predicted post 'Lincoln Castle Revealed'.
- County Council to complete an assessment of external approaches to and public access through the Castle West Gate, making modest improvements to the appearance and workability of the West Gate by 2015. Post 2015 there will be no traffic allowed through the Castle East Gate, which will impact positively on Castle Hill Square.
- Explore development options for the Castle Hill Car Park ensuring that the historic significance of the location and impact on the Castle is considered.
- Support the redevelopment of the White Hart car park area with due consideration of potential economic impact.
- Enhance the public realm adjacent to the Cathedral West Entrance with the involvement of Key Stakeholders, to include Historic Lincoln Partnership.
- Adopt a collaborative approach to ensure the development of the University Technical College delivers the highest quality of architecture, whilst responding to its historic context in terms of townscape and urban design. This should specifically include improvements to connectivity in and around the site, analysing existing and proposed movement patterns.



Key Extracts from Lincoln Townscape Assessment

Cathedral and Close

'The Cathedral Character Area is dominated by the cathedral at its centre, built largely during the High Medieval Era [850-1350 AD]. Many buildings face the cathedral around Minster Yard, the majority of which are associated with the cathedral. Together with the cathedral, these buildings form an ecclesiastical centre located on the northern escarpment overlooking the city. Much of the early townscape has survived and as a result the Character Area is a well-preserved example of a High Medieval religious centre, although several of the buildings themselves have been altered since then, especially during the 18th century.'

Bailgate and Castle Hill

'The Bailgate and Castle Hill Character Area is located on largely flat land on the top of the north escarpment overlooking the Witham 'gap'. It has a complex townscape character that has been strongly influenced by nearly 2000 years of historical development, notably during the Roman and High Medieval Eras. This influence is most noticeable in the street layout and building plots as well as surviving buildings. The irregular grid street pattern is largely medieval and the mainly deep building plots running back from the streets with narrow frontages are strongly influenced by surviving medieval burgage plots. The townscape character is also strongly influenced by the nearby 'iconic' medieval buildings of the Cathedral and Castle, especially in Castle Hill.'

'This Character Area, together with the neighbouring Cathedral and Castle Character Areas, is a key tourist destination in Lincoln and the East Midlands region. Castle Hill is a key public square and in the city. Around Castle Hill the buildings are taller than most of the rest of the Character Area, often three to four storeys high, and provide a good sense of enclosure to the 'square'. Bailgate and Steep Hill act as a 'High Street' in the area with a mix of residential and commercial uses continuing a long tradition of these uses since the medieval era if not before. 18th and 19th century houses and shops on former medieval plots along Bailgate and Steep Hill form a key part of the townscape.'

'The form, materials and architectural style of the buildings in Bailgate and Castle Hill vary greatly which reflects the complex history of development in the area, mainly carried out on a plot by plot basis. The buildings provide no clear rhythm along the streets due to their varied form and door/window patterns. The building density is high and there is a strong sense of enclosure along relatively narrow streets.'

'There are many landmark buildings in a relatively small area, including Newport Arch, Leigh Pemberton House, the Cathedral and Castle, Exchequer gate, the Prince of Wales public house. They often terminate views along streets. The medieval buildings in this and neighbouring Character Areas are part of a nationally recognised group of residential and commercial medieval buildings.'

Castle

'The Castle Character Area incorporates Lincoln Castle, a landmark building located in a strategic position at the top of the north escarpment, and a number of buildings lying outside of the main walls that fall under the influence of the Castle. The area is part of the core of the upper city, which, alongside neighbouring areas, forms part of an identifiable neighbourhood on the north escarpment, the townscape character of which is strongly influenced by developments spanning the full history of Lincoln.'

'Castle Character Area is dominated by the upstanding fortifications of Lincoln Castle. Although well established by the 12th century, the Castle has a complex structural history spanning almost 2000 years, reflecting the socio-political history of the city since the Roman era. The enduring functions of the Castle are apparent in both the architecture and use of buildings within the walls, and in the Castle itself. Outside of the curtain wall, the townscape is a result of the encroachment of surrounding settlement on the fortifications, and later, the realisation of the cultural value of one of Lincoln's most iconic historic assets.'

'Buildings and open space within the Character Area are used for a wide variety of purposes. The Castle is a key tourist attraction and event space, but continues to house the functioning County Courts. Properties outside of the Character Area are a mixture of residential and commercial buildings. Car parks around the periphery of the Castle serve both local and visiting populations.'



The Lawn

'The summit of the northern scarp has had a defensive role since the founding of Lincoln during the Roman Military Era [60-90 AD], when a Roman legionary fortress was constructed. The line of the former west wall of the upper Roman City, which was consolidated in stone during the Roman Colonia Era [90-410 AD], survives in the alignment of the current west wall of Lincoln Castle (c.1068) to the east of the Character Area. To the west of the ramparts, the course of Union Road approximately marks the extent of defensive ring ditches associated with the medieval castle, part of which remain preserved in the sunken rear gardens of 12-32 Union Road.'

'To the west is The Lawn itself, an agglomeration of former hospital buildings set in landscaped gardens and areas of car parking.'

'The main building built as a lunatic asylum in 1819, consisting of a two to three-storey south-facing neo-classical front façade with imitation blockwork pattern and single-storey wings running perpendicular to the rear'.

'Extensions added at various times include the first floor to the wings from the first half of the 19th century and the hall constructed between the wings in the latter part of the 19th century to create a quadrangle.'

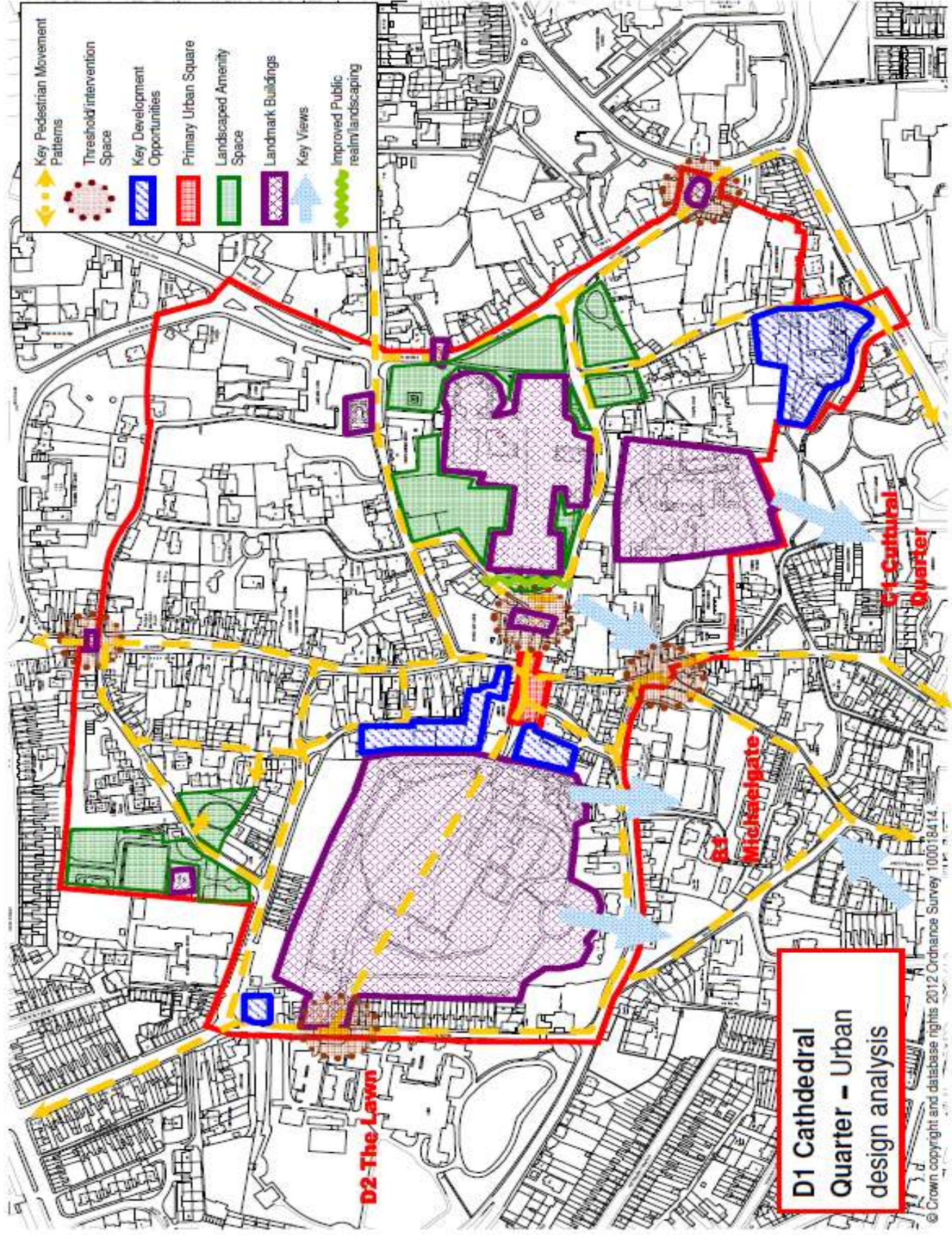
'To the east of Union Road is a row of terraced houses. Built in the Late Victorian/Edwardian Period (1869-1919 AD), possibly intended to be part of a phased release for patients at the hospital.'

'Character Area contains large areas of open space and car parking within the grounds of the former hospital. The open space includes landscaped gardens, mature trees, a play area and a walled garden.'

'Perimeter wall of the former hospital creates a definitive boundary and strong sense of enclosure to this part of the Character Area. The Lawn has limited connection with surrounding areas but this is a feature of its former use as an asylum. The high walls and railings have few entry points and are often lined with mature trees, limiting views into and out of the site. The main entrances are all situated along Union Road and are understated.'

'The Lawn complex contains a number of uses including an events/conference venue, several shops, offices, a hotel, and grounds that are open to the public for recreation including a play area, walled garden and conservatory. The rest of the Character Area is in residential use.'

'The proximity of this Character Area to the centre of the city means that it is well connected to some of the main thoroughfares through the city such as Carline Road and Burton Road.'



Design Principles for Key Intervention Sites

D2 The Lawn

The Lawn is an important historic location which lies to the west of Lincoln Castle within the uphill Cathedral Quarter, north of Carline Road. It stands on the head of an escarpment that overlooks the lower part of the City. The escarpment known as 'Lincoln Edge' was historically exploited as a strategic defensive site and provides panoramic views to the south.

The principal building on the site is The Lawn complex of former hospital buildings situated to the southern end of the intervention area. It incorporates the former mental hospital south range, northern wings/additions and infilled quadrangle, which is currently used as a conference/function venue. The complex is a mix of office, retail and leisure uses.

A separate three-storey boutique hotel known as Charlotte House lies to the north of the complex and was formerly a nurses home in the 1930's. West of Charlotte House stands a single-storey outbuilding connected to Sir Joseph Banks Conservatory, now a modern approach to a sub-tropical hothouse, built in the early 1990's.

A boundary wall encircles the site, though to the east there have been substantial alterations including the removal of certain sections to allow for vehicular access. Open areas to the south and west contain landscaped gardens and there are mature trees along the south and west margins.

A Conservation Plan was produced by Grover Lewis Associates on behalf of City of Lincoln Council in February 2011, which highlights the heritage value of the location. The Lawn's close proximity to the West Gate of Lincoln Castle also needs to be considered in any future proposals for the site, given the significant investment being made by the 'Lincoln Castle Revealed' project and the likely impact of that investment over coming years.

The original City Centre Masterplan identified the potential for The Lawn to accommodate uses that might be more open/accessible to the public; however it also stipulated the need for any development to respect and enhance the historic integrity of the main hospital building and grounds. It also suggested creating a stronger link with the Castle.

It is clear that the site requires careful consideration and that a variety of options might need to be explored in more depth to understand what can be realistically and appropriately delivered. It is also understood that a concept/idea for this location will need to take into account current ownerships, important timelines for the castle improvements, and an existing covenant.

Key Observations

- The site currently incorporates a wide variety of uses.
- The boundary wall, though providing a sense of enclosure for the site itself, can also be interpreted as a potential barrier externally for what will become a major public access area into the Castle in future years. The Lawn's close proximity to the West Gate entrance of the Castle needs to be considered.
- The site is not operating to its full potential at the moment given its location and structure.

Specific Measures

- An options appraisal leading to a detailed design brief should be produced for The Lawn which encapsulates historical importance and opportunities.
- Research should be undertaken to understand the various types of options that might be feasible in the longer term for a site of this nature and significance to the City.
- An infrastructure project is being undertaken to help inform future access requirements for this entire area post 'Lincoln Castle Revealed'. We need to ensure that the necessary infrastructure is in place for envisaged increases in visitor numbers.
- Free public access to be introduced through the East and West Gates of the Castle, transforming the grounds into public open space and changing the way in which pedestrian movement takes place in uphill Lincoln.



Key Extracts from Lincoln Townscape Assessment

The Lawn

'The summit of the northern scarp has had a defensive role since the founding of Lincoln during the Roman Military Era [60-90 AD], when a Roman legionary fortress was constructed. The line of the former west wall of the upper Roman City, which was consolidated in stone during the Roman Colonia Era [90-410 AD], survives in the alignment of the current west wall of Lincoln Castle (c.1068) to the east of the Character Area. To the west of the ramparts, the course of Union Road approximately marks the extent of defensive ring ditches associated with the medieval castle, part of which remain preserved in the sunken rear gardens of 12-32 Union Road.'

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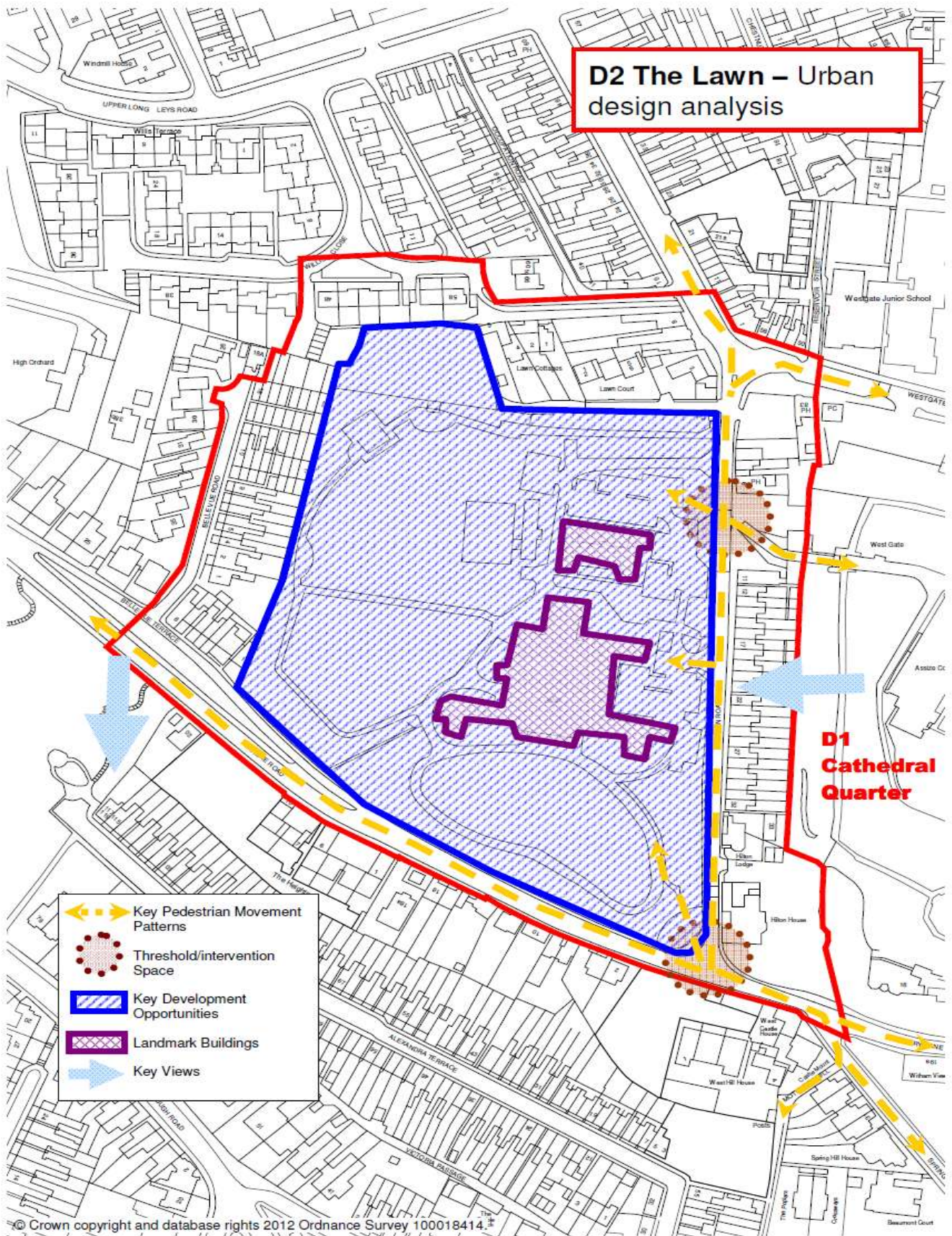
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D2 The Lawn – Urban design analysis



SECTION 6

PHASING AND DELIVERY

Since its inception from the Enquiry by Design in 2005 the City Centre Masterplan has influenced and steered a great number of positive changes within the City of Lincoln. Annual Masterplan-related conferences and regular stakeholder meetings have ensured that the vision and principles first established in partnership several years ago remain true and valid today.

The original Masterplan document identified a number of potential delivery mechanisms for the City Centre Masterplan and though some of these were explored in more depth, the most effective model that evolved was a collaborative approach coordinated and administrated by City of Lincoln Council, but driven by a broad mix of stakeholders, each providing a different perspective but committing to the enhancement and promotion of the City of Lincoln.

It will be important as the Local Development Framework for Central Lincolnshire emerges for the identified specific measures and action plans within the Masterplan to help inform its delivery and future aspirations for sustainable growth. The Movement, Retail and Cultural Strategies already contain action plans for delivery within them, however specific key developments in the short to medium term that have been identified within the Masterplan are shown against estimated timelines in the delivery table below. These timeframes are a present day snapshot, which may change in the months ahead. It is intended that the City Centre Masterplan will be updated online on an ongoing basis, capturing significant changes that might arise and responding to economic circumstances. The Implementation Team and Visioning Group will continue to advise on and steer site proposals within the core boundary area of the Masterplan, making sure that the design principles and overarching vision are not compromised.



Delivery Table (A4 small enlarge to view)

KEY MILESTONES PROGRAMME 2012-2015		Project Name		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		2032		2033		2034		2035		2036		2037		2038		2039		2040		2041		2042		2043		2044		2045		2046		2047		2048		2049		2050		2051		2052		2053		2054		2055		2056		2057		2058		2059		2060		2061		2062		2063		2064		2065		2066		2067		2068		2069		2070		2071		2072		2073		2074		2075		2076		2077		2078		2079		2080		2081		2082		2083		2084		2085		2086		2087		2088		2089		2090		2091		2092		2093		2094		2095		2096		2097		2098		2099		2100		2101		2102		2103		2104		2105		2106		2107		2108		2109		2110		2111		2112		2113		2114		2115		2116		2117		2118		2119		2120		2121		2122		2123		2124		2125		2126		2127		2128		2129		2130		2131		2132		2133		2134		2135		2136		2137		2138		2139		2140		2141		2142		2143		2144		2145		2146		2147		2148		2149		2150		2151		2152		2153		2154		2155		2156		2157		2158		2159		2160		2161		2162		2163		2164		2165		2166		2167		2168		2169		2170		2171		2172		2173		2174		2175		2176		2177		2178		2179		2180		2181		2182		2183		2184		2185		2186		2187		2188		2189		2190		2191		2192		2193		2194		2195		2196		2197		2198		2199		2200		2201		2202		2203		2204		2205		2206		2207		2208		2209		2210		2211		2212		2213		2214		2215		2216		2217		2218		2219		2220		2221		2222		2223		2224		2225		2226		2227		2228		2229		2230		2231		2232		2233		2234		2235		2236		2237		2238		2239		2240		2241		2242		2243		2244		2245		2246		2247		2248		2249		2250		2251		2252		2253		2254		2255		2256		2257		2258		2259		2260		2261		2262		2263		2264		2265		2266		2267		2268		2269		2270		2271		2272		2273		2274		2275		2276		2277		2278		2279		2280		2281		2282		2283		2284		2285		2286		2287		2288		2289		2290		2291		2292		2293		2294		2295		2296		2297		2298		2299		2300		2301		2302		2303		2304		2305		2306		2307		2308		2309		2310		2311		2312		2313		2314		2315		2316		2317		2318		2319		2320		2321		2322		2323		2324		2325		2326		2327		2328		2329		2330		2331		2332		2333		2334		2335		2336		2337		2338		2339		2340		2341		2342		2343		2344		2345		2346		2347		2348		2349		2350		2351		2352		2353		2354		2355		2356		2357		2358		2359		2360		2361		2362		2363		2364		2365		2366		2367		2368		2369		2370		2371		2372		2373		2374		2375		2376		2377		2378		2379		2380		2381		2382		2383		2384		2385		2386		2387		2388		2389		2390		2391		2392		2393		2394		2395		2396		2397		2398		2399		2400		2401		2402		2403		2404		2405		2406		2407		2408		2409		2410		2411		2412		2413		2414		2415		2416		2417		2418		2419		2420		2421		2422		2423		2424		2425		2426		2427		2428		2429		2430		2431		2432		2433		2434		2435		2436		2437		2438		2439		2440		2441		2442		2443		2444		2445		2446		2447		2448		2449		2450		2451		2452		2453		2454		2455		2456		2457		2458		2459		2460		2461		2462		2463		2464		2465		2466		2467		2468		2469		2470		2471		2472		2473		2474		2475		2476		2477		2478		2479		2480		2481		2482		2483		2484		2485		2486		2487		2488		2489		2490		2491		2492		2493		2494		2495		2496		2497		2498		2499		2500		2501		2502		2503		2504		2505		2506		2507		2508		2509		2510		2511		2512		2513		2514		2515		2516		2517		2518		2519		2520		2521		2522		2523		2524		2525		2526		2527		2528		2529		2530		2531		2532		2533		2534		2535		2536		2537		2538		2539		2540		2541		2542		2543		2544		2545		2546		2547		2548		2549		2550		2551		2552		2553		2554		2555		2556		2557		2558		2559		2560		2561		2562		2563		2564		2565		2566		2567		2568		2569		2570		2571		2572		2573		2574		2575		2576		2577		2578		2579		2580		2581		2582		2583		2584		2585		2586		2587		2588		2589		2590		2591		2592		2593		2594		2595		2596		2597		2598		2599		2600		2601		2602		2603		2604		2605		2606		2607		2608		2609		2610		2611		2612		2613		2614		2615		2616		2617		2618		2619		2620		2621		2622		2623		2624		2625		2626		2627		2628		2629		2630		2631		2632		2633		2634		2635		2636		2637		2638		2639		2640		2641		2642		2643		2644		2645		2646		2647		2648		2649		2650		2651		2652		2653		2654		2655		2656		2657		2658		2659		2660		2661		2662		2663		2664		2665		2666		2667		2668		2669		2670		2671		2672		2673		2674		2675		2676		2677		2678		2679		2680		2681		2682		2683		2684		2685		2686		2687		2688		2689		2690		2691		2692		2693		2694		2695		2696		2697		2698		2699		2700		2701		2702		2703		2704		2705		2706		2707		2708		2709		2710		2711		2712		2713		2714		2715		2716		2717		2718		2719		2720		2721		2722		2723		2724		2725		2726		2727		2728		2729		2730		2731		2732		2733		2734		2735		2736		2737		2738		2739		2740		2741		2742		2743		2744		2745		2746		2747		2748		2749		2750		2751		2752		2753		2754		2755		2756		2757		2758		2759		2760		2761		2762		2763		2764		2765		2766		2767		2768		2769		2770		2771		2772		2773		2774		2775		2776		2777		2778		2779		2780		2781		2782		2783		2784		2785		2786		2787		2788		2789		2790		2791		2792		2793		2794		2795		2796		2797		2798		2799		2800		2801		2802		2803		2804		2805		2806		2807		2808		2809		2810		2811		2812		2813		2814		2815		2816		2817		2818		2819		2820		2821		2822		2823		2824		2825		2826		2827		2828		2829		2830		2831		2832		2833		2834		2835		2836		2837		2838		2839		2840		2841		2842		2843		28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Community Engagement

At a workshop during the City Centre Masterplan Stakeholder Conference in 2010 a Community Engagement Statement was created by local community representatives and key stakeholders, which remains valid today. The workshop agreed the following five principles, which were recommended to the City Centre Masterplan Visioning Group and Implementation Team to adopt and monitor.

1. Start at the beginning and maintain a dialogue

An ongoing dialogue between the communities concerned, both geographical and communities of interest, and the CCMP Implementation Team lead for individual developments, should be established. This would facilitate meaningful engagement and opportunities to ensure feedback is given on decisions taken. People accept that agencies can't deliver everything they ask for, but it is important that the reasons are explained and that their input doesn't seem to just disappear.

2. Feedback and discussion around what will and won't be implemented.

When people have taken the time to provide information by responding to a consultation, they want to hear the outcome of that consultation. Many people feel that they are asked about developments as a tick box exercise rather than because it can really influence the development. There should be clarity about what can be influenced, what are 'the givens' and how and when feedback and next opportunities will be given.

3. Active consultation

When drawing up plans, agencies were requested to make site visits accompanied by people and groups likely to be affected. This way it was felt that planners and developers could get a much better sense of how it would feel for people. In particular, groups with disabilities should be invited to accompany officers as they will see and understand issues that would otherwise not be picked up.

4. Co-ordinate and join up consultations

Starting from scratch each time leads to frustration that people are wasting their time responding because nobody listens. Agencies could be much more co-ordinated in their approach and also ensure they are building on what has already been said, not asking people to repeat themselves.

5. Be realistic about what CCMP can and can't do

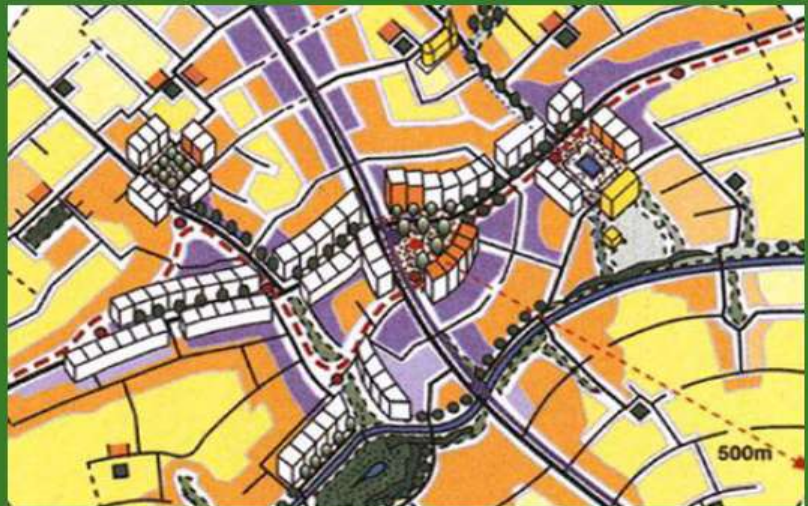
Clarify where the CCMP can have an impact and recognise that it can't solve all the City's problems. However, it is important to recognise that its implementation may have knock-on effects on adjacent communities and that links should be made to other opportunities to address those issues.

APPENDIX A

Structuring Towns

The Ingredients for successful Town Making

BY BEN BOLGAR, DIRECTOR OF DESIGN
THE PRINCE'S FOUNDATION FOR THE BUILT ENVIRONMENT



"Neighbourhoods towns and cities were invented to facilitate exchange. Exchange of information, friendship, material goods, culture, insights, skills and also the exchange of emotional, psychological and spiritual support. For a truly sustainable environment we must maximise this exchange while minimising the travel necessary to do it." – DAVID ENGWICHT, TOWARDS AN ECO-CITY

Structuring Towns

The Ingredients for successful Town Making



Ever since Newton's apple bumped him on the head we have been in the grip of the world of physics. No one can deny its benefits and few would wish to return to the days when a mere toothache could drive you to distraction. However with this gradual cognitive shift towards the specific we have entered a world of separateness where I am I and you are you, a building is an object and so on. As scientists understand more we are realising the world isn't quite like that. The world it seems is connected in a way where every minute action has an eventual consequence. In this 'real' world we are all connected and act in a combined way in an ecological symbiosis with other animals, plants, organisms and the planet we share. This is the mindset we need to adopt if we are to understand the complexity of the city as a whole.

In this 'real' world we are all connected and act in a combined way in an ecological symbiosis with other animals, plants, organisms and the planet we share.

Thousands of years ago as mankind evolved and found ways to live together in a manner that allowed us to share our collective being as well as keeping a sense of individuality - the notion of the city was born. The city, town or village, really is as natural to man the cultural animal as a honeycomb is to a bee and a nest to a bird. It is the place that embodies our rituals, customs, and enables us to live our satisfying and fulfilled lives in an efficient way... or so it is supposed to! What instead we have found is that we have let the very idea of the city as a healthy and wholesome place decay in our minds and the challenge of intervening in a historic city like Lincoln is to set out with a mind set where the very heart of the city is actually the place where one should be able to live the highest quality of life of all. The danger is that it has become merely a giant shopping centre for all the people living out in the clean air of the countryside while gradually choking the atmosphere as they are reliant on driving everywhere to everything to fulfil their lives.

Briefly returning to connectedness and cause and effect I shall try and describe the city as an organism, rather like the human body, where the 'thigh bone' is connected to the hip bone' and so on, so that it begins to make sense as a whole. For this exercise I will break it into four distinct parts from the largest to the smallest.

BOLOGNA
CENTRO

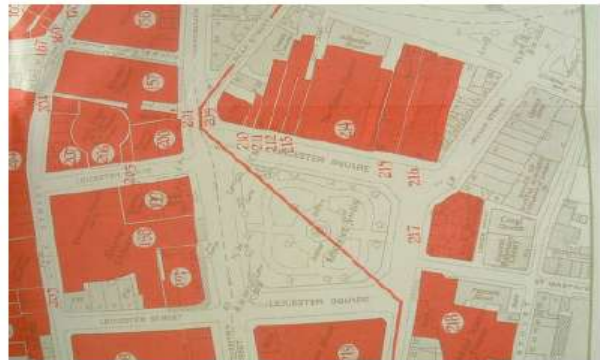
1. PIAZZA MAGGIORE
2. BASILICA DI SAN PETRONIO
3. PALAZZO D'ACCURSIO
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30. PALAZZO D'ACCURSIO

Level 2 represents the walkable neighbourhoods of a place and continuing the analogy can be understood as the various organs of the body that might fulfil a different function of the whole but still have the basic component parts of life in themselves.



A detailed black and white map of the Old Town of Edinburgh, showing the layout of streets and buildings. The map is oriented with North at the top. Key streets labeled include High Street, Dean Street, and various numbered streets like 1000, 900, 800, 700, 600, 500, 400, 300, 200, 100, and 0. The map shows a dense network of streets and buildings, with a large open area in the center labeled 'OLD TOWN'.

Level 4. represents the urban grain or building lots and plots and these really constitute and impact on the 'life' of the public realm rather like the electrical energy that exist within the cells themselves. (Diag)



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Level 1 – Movement Structures

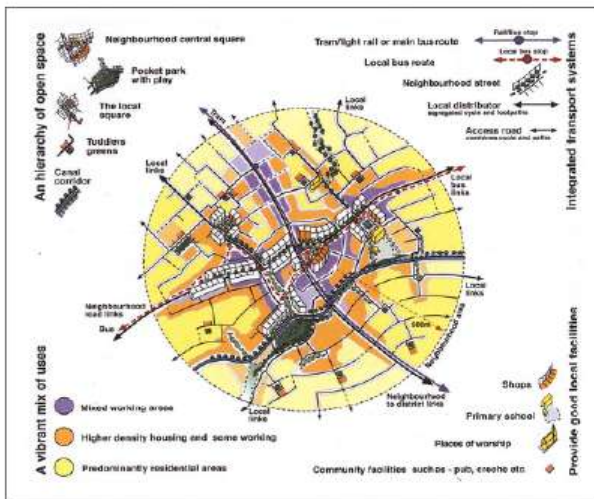
There is usually an unbelievable logic to the way that built places that have evolved over time have been planned and have formed. Looking at the spatial integration model of London by Space Syntax, where the most connected streets within the whole are hottest (red) and the least connected streets are the coldest (blue) with a gradation between, we can see Oxford street as the 'spine' of London and Edgware Road and the Holloway Road picking up the routes out northwest and northeast respectively. It is possible to see this structure as the deformed spokes of a wheel and really represents the desire lines from 'places' outside the city to the 'places' inside the city. These desire lines are almost always logical and direct and only divert for reasons of site condition or land ownership. These networks are particularly important in indicating where retail uses are likely to survive as businesses reliant on passing trade have a better chance of survival on the hottest routes. The analogy of blood in the body feeding the organs is helpful in understanding this as is the idea of an irrigation system. This analysis can be run at every scale from the whole city to a smaller part of it.



London: street network and connectivity, shown by a Space Syntax model.
(Courtesy of Space Syntax)



Cartoon illustrating 400-500m local centre structuring principles



Sustainable Neighbourhood Structure
UK Urban Task Force 'Towards an Urban Renaissance'

Level 2 - Walkable neighbourhoods

Most people will be happy enough to walk for five minutes or 4-500 metres to do their daily shopping. Clearly in a city or town centre where there is more street activity and visual interest this distance is stretched slightly but as a rule of thumb it is extremely important to try and locate daily needs within a five minute walk of each dwelling in the place. Those people that live further than 500 metres from a local shop or primary school and other important daily needs are far more likely to drive or take other modes of transport thereby incurring unnecessary movement and pollution. The majority of people's concerns for new development are increased traffic pollution so the structuring of daily needs within these walkable catchments is one of the best mitigating devices. With alternative technologies slow to be developed and a global warming, fossil fuel and global population increase crisis looming, it has become important that we structure our places more efficiently than we have had to do than at any time before in history.

The walkable catchment diagram taken from the urban task force shows the centre of the catchment on the crossing point of two primary movement corridors. In looking at the growth of any settlement it is clear there is a logic to centres of places sitting on the routes of maximum movement and so it is very important that when placing the walkable catchment areas they should broadly speaking sit on nodes where primary networks cross from Level 1. Where this is not possible they should sit with their centres at the next busiest place. The idealised plan below shows how the series of walkable neighbourhoods typically sit on top of the primary network structure and have a tendency to join together in busier places in the structure where more people are likely to be. Taking a large city like London there are a number of districts like the theatre district near Covent Garden where cultural activities not essential to daily needs are at a scale supported by the overall population and often tend to group. There are clearly other theatres in London but not to the level of intensity found there. The key point is to locate the appropriate uses in a place at the right points within the structure so that there is a logical hierarchy to the whole structure with greater to lesser intensity from centre to edge of the catchment and the whole. This understanding of the appropriate mix of housing types, tenures and land uses is essential in reviving the long term balance of a city just as restoring the overall health of an engine or a body that has become maladjusted over time.

Level 3 - The urban block

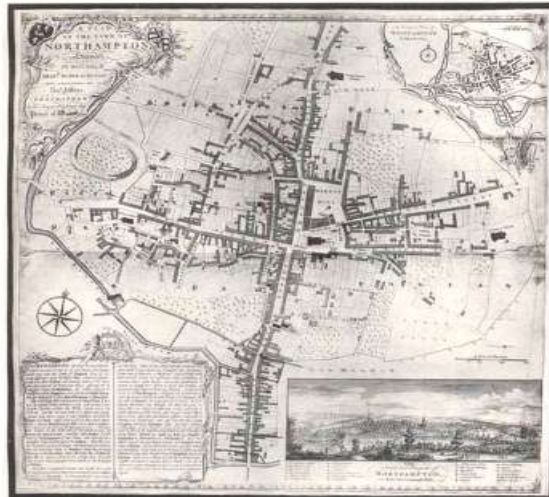
Just as bees have the honeycomb suited to their frame so we as humans have the urban block suited to ours. For over 7,000 years we can see evidence of public spaces being created in the form of streets and they typically have intersection with other streets or openings every 50-100m. This pattern of blocks can also be observed in unplanned shanty towns and rather like the walkable catchment dimension is derived from the length of people's legs. In this case it is useful to leave passages through space every 50-100 yards so that we are able to move in any direction we please with a degree of freedom. Clearly in a place where the urban block is 200 metres or more a street wall is created that means walking can be made more difficult as the public rights of way are less frequent. When studying the growth of towns you can see how the movement network gets lined with buildings to create streets and gaps left in to the fields behind with this frequency. As the place grows in density urban blocks form as the place develops a network of gridded streets which are consistent in dimension. When studying existing places it is important to study the permeability of street networks and when designing new places to make sure the block structure is the right general size and form. With most blocks it is important that they work well with topography, are ordered to face the more important streets and are internally structured so as to allow adequate private space. It is often beneficial to create a deliberate conflict between car and garden where on plot parking means that if people give up a car they get a bigger garden. This also keeps the internal scale of parking courts down as they can become large ungainly hard spaces. Mews streets can help deal with car parking but still keep space efficient.



The Human Honeycomb: space structuring in ancient Egypt



Block type mews diagram



Northampton historical map

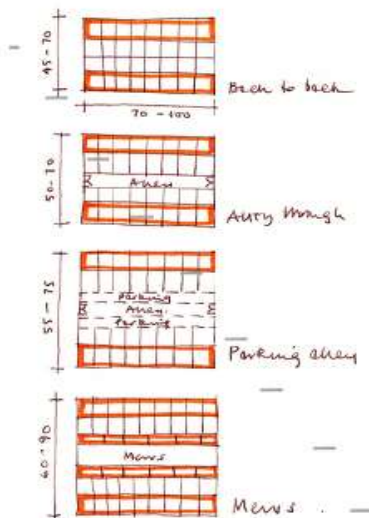
Level 4 - Urban grain and building plots

Having defined the basic movement structure of a place with a legible and well ordered series of streets, square and parks the issue of the 'street wall' comes into play. This is often an area that receives little study or rigour and yet is one of the most important and time consuming aspects of urban and architectural design. Plot boundary lines and treatments, set back/building line, plot width, building articulation, building type, frequency of entrances, architectural language and details, materials, massing and focus all need to be designed very carefully. These elements all act together to give a certain grain of life to a particular street or place. It is often stated that once you have got the urban design right the architecture can be left to be whatever it wants. This is far from the truth as there are many fine places with undefined urbanism and good architecture but very few with good urbanism and bad architecture. Good streets and spaces are in fact so difficult to design that we recommend extensive and appropriate good local case study material collated in the form of pattern books all of the elements listed above recorded. Once the elements of a street are set out it is also important to try and align a design process that allows the street to evolve in a natural way. If the character of a recorded good local high street is, for instance extremely dynamic and varied in terms of plot width, height and architecture then it might be appropriate to have different architects designing different buildings. If on the other hand an extremely elegant formal terraced crescent has been recorded and deemed appropriate for a particular place then one designer who is good at that particular type of building should be sought.

Until sixty years ago the majority of buildings in the UK were based on well defined proportioning systems in both vernacular and more formal buildings. Before the advent of the railway system places also had a consistency of building materials employed from the local area. Patterns of visual harmony and local materials rooting buildings to place allowed a great deal of diversity in place making that still had a strong degree of coherence. It is a mistake to think that with the absence of a tradition of proportioning languages in building and materials that can be imported from anywhere that a collective coherence of place making can be obtained by coherent urban design - it usually can't.

In conclusion the art of great placemaking has largely been lost. It is possible to rebuild this tradition over time but the place to start is by having a simple set of methods by which to record places that may have grown over time but still work very well today and are capable of adapting to meet the needs of tomorrow. What is set out in this section is a simple method for doing just that. However this method is merely a way of understanding what works and being able to format it in a way that is applicable.

In the case of Lincoln we used these basic methods with a wide range of experts and stakeholders to diagnose the city as a whole and then more specifically in the centre. The diagnosis revealed a number of problems that needed fixing over time and the strategy that follows is how we began to define the creative solutions for repairing those problems over time.



Basic block structure and urban grain



Newquay Pattern Book: Double fronted building type



Newquay Pattern Book: Residential street plan



Newquay Pattern Book: Residential street elevation

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