



CANTERBURY HERITAGE CONNECTS SCOPING EXERCISE

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- Stakeholder views
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- Current heritage projects underway
- Next steps



INTRODUCTION

This document has been commissioned by Canterbury Connected Business Improvement District (BID) and Canterbury City Council Business and Regeneration (CCC) and prepared by Allen Scott Ltd and MMA Ltd in spring/summer 2017.

It originated from a number of conversations between businesses, the BID, the Council and other organisations about the connectivity between heritage locations in Canterbury and the potential opportunity to create 'branded' routes akin to the successful Kings Mile in the city.

The scope of the exercise widened as it became clear that the city's heritage offer is under-developed, poorly connected, lacks interpretation and is in need of significant investment. As a result, this document addresses more of these issues than originally intended and so forms the start of a wider discussion in the city about the way forward for the heritage of one of England's most historic cities.

THE DOCUMENT

1. **The Destination Management Plan (DMP) 2013:** summary of findings and recommendations
2. **Stakeholder views:** 12 conversations with heritage organisations and practitioners in autumn 2016
3. **Scoping exercise:** city maps indicating heritage asset ownership and World Heritage Site planning zone; key city entry points and access points (parking, rail and bus stations); public realm improvements delivered/proposed.
4. **Current heritage projects underway:** The Canterbury Journey HLF Programme, Canterbury Cathedral; Heritage Connects, Canterbury Christ Church University (CCCU); The Twenty Centuries of Canterbury, Canterbury Archaeological Trust (CAT)
5. **Next steps:** summary of recommendations

“Canterbury is first and foremost a historic city; visitors come to see its heritage and enjoy spending time in its historic setting.”

“In the last decade there has been substantial nationwide investment in cultural venues and experiences, and particularly large metropolitan cities have used cultural tourism as planks for regeneration. National Lottery Funding has since 1994 awarded £7.1bn for upgrading over 40,000 heritage buildings, museums and parks, alongside new attractions created by the private and public sector.”

“This unprecedented investment has created alternative competition for established historic cities, such as Canterbury. This trend is reflected in visitor number figures from the Association of Leading Visitor Attractions (AVLA), which provides data on the top 250 most visited tourist attractions in the UK. Canterbury Cathedral, the main tourist draw for the city, has seen a steady decline in visitors from position 16 in 2006 (1,1m), to position 38 in 2016 (0.9m).”

1. SUMMARY OF FINDINGS AND RECOMMENDATIONS OF THE DESTINATION MANAGEMENT PLAN

THE DMP

The DMP was completed in November 2013. The document sets-out both the vision and strategy to enable Canterbury to fulfil its potential as the tourism 'capital' of Kent and to deliver more international and UK short breaks to the city.

The DMP is based on market research gathered by Visit Kent and focuses on two primary areas - Marketing and Place.

The purpose of the document is to articulate what makes Canterbury special and different, to identify the main challenges the city faces and to create a Shared Story that can be used by everyone as a way of consistently describing the place and as a framework for planning how to invest in improvements.

The aims of the DMP are as follows:

- To create a clear identity that can be used by all;
- To attract more visitors for leisure breaks/overnight stays, especially international visitors;
- To ensure the Canterbury 'brand' is effectively and authentically communicated;
- To even out seasonal fluctuations;
- To better manage 'Place'; and
- To position Canterbury as a base to explore the wider offer of Kent.

CANTERBURY

Canterbury is Kent's best known visitor destination, attracting over 7 million visitors a year from the UK and internationally. Canterbury is first and foremost a historic city; visitors come to see its heritage and enjoy spending time in its historic setting. The city is renowned for its Cathedral, which is part of Canterbury's World Heritage Site and includes St. Augustine's Abbey and St. Martin's Church, which lie outside the city walls.

The city is also visited for its cultural offer, which includes the Marlowe Theatre, Beane House of Art & Knowledge, the Gulbenkian, the River Stour and smaller specialist museums and festivals. Canterbury is the birthplace of the playwright Christopher Marlowe and is famous for its association with Chaucer and the Canterbury Tales.

Canterbury is home to two universities; both within walking distance of the city centre. The universities are important ambassadors for the city and generate significant visits from friends and family. The visitor and knowledge economies are the two main sectors for the city and shape the rhythm of the place - how it looks, feels and works.

THE BIG PICTURE

Britain's heritage continues to be a big draw for international visitors and is an important part of the cultural experience UK visitors seek.

The Heritage Lottery Fund Economic Impact Study 2013 estimates heritage tourism to be worth £26.4bn to the UK economy and that heritage is becoming increasingly important in people's holiday choices.

In the last decade there has been substantial nationwide investment in cultural venues and experiences, and particularly large metropolitan cities have used cultural tourism as planks for regeneration. National Lottery Funding has since 1994 awarded £7.1bn for upgrading over 40,000 heritage buildings, museums and parks, alongside new attractions created by the private and public sector.

This unprecedented investment has created alternative competition for established historic cities, such as Canterbury. This trend is reflected in visitor number figures from the Association of Leading Visitor Attractions (AVLA), which provides data on the top 250 most visited tourist attractions in the UK. Canterbury Cathedral, the main tourist draw for the city, has seen a steady decline in visitors from position 16 in 2006 (1.1m), to position 38 in 2016 (0.9m).

To help counter this decline and increased competition from metropolitan cities, there has been substantial investment in Canterbury's retail sector, with the regeneration of the Whitefriars Shopping Centre and cultural offers such as the Marlowe Theatre (£21.5m, mainly through CCC and the HLF), The Beane House of Art & Knowledge (£14m), Westgate Towers, Westgate Gardens and a range of public realm improvements.

Canterbury Cathedral's 'Journey' project has also recently secured £11.9m HLF funding towards a total £19.4m project to improve accessibility, widen audiences and restore the cathedral.

HEADLINE OPPORTUNITIES AND CHALLENGES

The headline opportunities and challenges are wide ranging but revolve around the following three interrelated themes:

- Management of the city
- Form of the city; and
- Identity of the city

Management of the city

Canterbury has a population of circa 43,000 residents, which doubles during term time with student residents.

Although served by a wide range of transport modes (buses, coaches, trains, cars and park & ride), many of its 7 million yearly visitors arrive in groups. Activity is concentrated around only a handful of attractions and streets and visitors typically arrive and depart at similar times, causing congestion and conflicts between people living, working and visiting Canterbury.

Form of the city

Canterbury is a compact, walkable city on a human scale, with a tight, intricate urban grain, encircled by a city wall wall. The city has a maze of pedestrianised streets and alleys that lead to small hidden gardens, interesting buildings and the Stour River.

Canterbury Cathedral, St. Augustine's Abbey and St. Martin's Church make up the visible built form of Canterbury's World Heritage Site and are testimony to the international quality of the city's heritage and architectural value.

Whilst the city's heritage and built form provide a distinct sense of place and character, there are also very few opportunities to build new attractions, particularly new larger hotels to increase overnight stays, particularly for groups. The city wall and geratory road system severe St. Augustine's Abbey and other heritage assets from the heart of the city and similarly, the Cathedral enclosed by precinct walls, is disconnected from its context.

Identity of the city

Canterbury could make much more of its existing cultural offer to visitors - its theatre, museum, art gallery and art centres; its hidden gardens and parks; its events and festivals; and its literary connections, including Marlowe and Dickens. There is potential to create a more contemporary offer in a heritage setting.

Currently, there are insufficient 'must sees' besides the Cathedral, and a perception that you can 'do Canterbury in a day'. The city is also not capitalising on its gateway location with Northern Europe and as a base to explore the wider offer of Kent.

The perception of insufficient 'must sees' and that you can 'do Canterbury in a day' is due to an over reliance on the Cathedral and the sheer abundance of heritage assets that are integrated into the fabric and everyday life of the city - these assets provide the heritage setting, but don't work together to communicate Canterbury's and England's story.

VISITOR NUMBERS AND SPEND

Canterbury has high volumes of day visitors, but spend per head is relatively low in comparison to Bath, Brighton, Cambridge and Norwich, all of which are university cities and where used as benchmarks. This may be due to the short length of the trip (many visits are limited to 4 hours), low overnight stays (8%), and the high volume of school trips and coach parties - which both have relatively low per-head spend in the city.

Staying visitors, and particularly international staying visitors, are very important for Canterbury's economy.

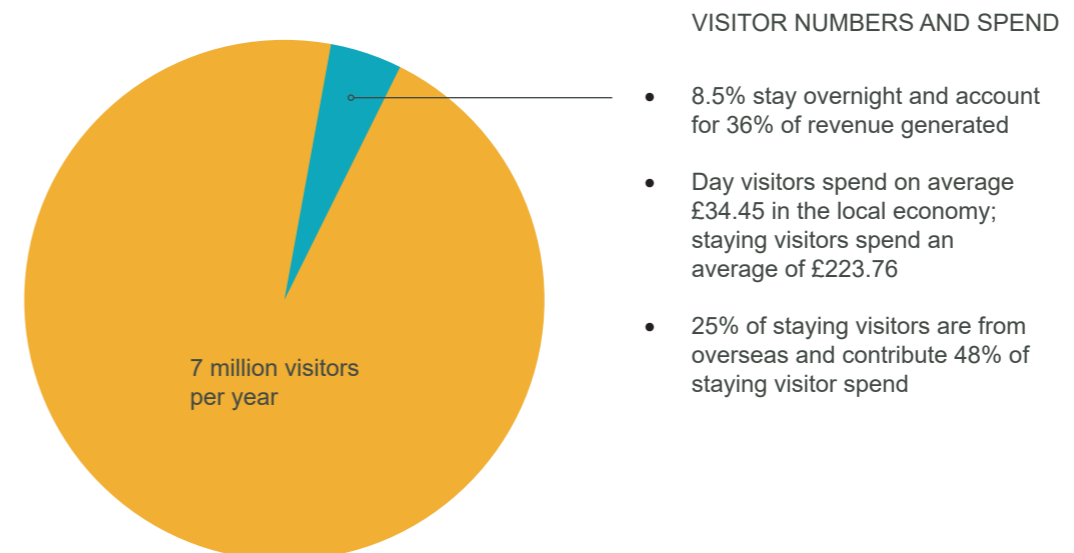
MOTIVATION FOR VISIT

- 83% - HERITAGE
- 49% - SHOPPING
- 44% - CULTURE/ARTS

ACTIVITIES

- 79% - EATING OUT
- 67% - SHOPPING
- 57% - VISITING AN ATTRACTION

From Visiting Kent DMP Research 2013





TYPES OF PEOPLE AND MARKETS

Research indicates that Canterbury appeals particularly to middle-aged and older people, and all age groups who are relatively affluent, well-educated, independent and self-reliant. This fits with people who are likely to spend money on heritage, arts and culture and take UK domestic short-breaks, including overseas visitors who want to explore beyond London.

The DMP identifies the following groups and their motivation for visiting Canterbury:

Learning Families and Cultural Boomers

Educated parents (mid 40s-50s) whose children are age 10+. Looking for learning experiences and activities that will enrich their lives, particularly destinations with opportunities to explore, discover and learn new things, distinctive cultural heritage and attractions, live events and activities. This segment also has good lifetime value potential for the city in terms of return visits and students studying at the universities.

Other target groups for Canterbury include alumni groups, friends and family (university students), pilgrims, historians and mature learners.

Markets

The last economic downturn (2008) resulted in increased 'staycations' (domestic holidays) and this together with the new high-speed rail service to Canterbury will continue to attract more UK visitors to the city.

The DMP highlights the need for Canterbury to clearly differentiate itself from the competition and that its growth markets are different from other English historic towns due to its European gateway location and strong knowledge economy.

The city must provide compelling reasons for visitors from London and the home counties to extend their visits and for visitors from further afield to want to come to Canterbury over other well-known and long-established destinations, such as Bath, York or Stratford, which are easier to get to for those living in Scotland, Wales, the North of England, Midlands and South West.

International markets, particularly Germany, France, Belgium, Netherlands and USA, provide real market opportunities based on existing levels of awareness of the city and proximity to London and Europe.



SHARED STORY

The most successful places have a simple Shared Story to tell. It is a commonly agreed way of describing the place, that everyone uses when they are planning how to invest in improvements and new experiences, and when they are talking to people who don't know the place.

It is a short and simple story that makes it clear what is special and different about the place. It does not overpromise; it goes with the grain of the place and it is authentic and true. It focuses on the distinctive qualities that capture the essence of the place: it isn't a list of everything that is on offer. If everyone uses the same broad ideas to develop the place and then uses some of the same concepts and phrases to talk about it externally, the image of Canterbury and the experiences in the place will be much stronger. That leads to greater impact, which means more visitors and stronger investment.

This is the Shared Story for Canterbury city, developed with local stakeholders. It has helped shape the DMP actions and should continue to inform business decisions, investment, marketing and management priorities.

There is a separate paper that sets out the rationale and thinking behind the Story.

“Canterbury’s past is as rich as it comes” says the latest Lonely Planet guide to Britain. This world-famous cathedral city was one of medieval Europe’s great places of pilgrimage and knowledge. Today – with its international visitors and two Universities – it still has a distinctly cosmopolitan feel. Less than an hour from London, it’s in that corner of England that’s almost touching France.

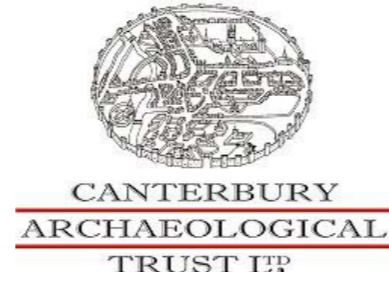
People come here from across the globe for world-class heritage, for culture and festivals, to visit and to study, to shop, eat and hang out. The extraordinary Cathedral dominates the medieval streets within the city walls. Among the listed buildings, a boldly modern theatre – named after the city’s famous son Christopher Marlowe – has been built on the river bank, and an art museum has been restored and doubled in size.

To the south is St Augustine’s Abbey, part of the World Heritage Site, and England’s first seat of learning.

There’s something warm and mellow about this intimate European city. Crowds throng around the entrance to the Cathedral and in the busy high street. Thousands of students add to the vibe. It’s lively and fun. But it’s also remarkably easy – in a moment – to step off the beaten track into some quiet oasis where you’ll hear nothing but birdsong, and the splash of oars on the narrow, gently flowing River Stour.

You may be in a city, but you get a strong sense of being in the Garden of England too. There are riverside gardens and even a cider-making orchard within the city itself. Then there’s all the local produce in cafes, pubs and restaurants: Romney Marsh lamb, Kent cherries, ale from local hops, award-winning fizz from Kentish vineyards. To the north of the city is one of England’s largest ancient woodlands, the Blean. And, less than a 7-mile cycle away at Canterbury’s coast, there’s the seaside town of Whitstable, for England’s finest oysters.

For further information on the DMP, refer to canterburybid.co.uk/destination-management-plan-dmp/, which includes additional chapters on Marketing Place and Making It Happen.



2. STAKEHOLDER ENGAGEMENT

INTRODUCTION

The purpose of the previous section (Section 1) is to provide a summary of the DMP and an overview of Canterbury in terms of the opportunities and challenges facing the city. The DMPs Shared Story is concerned with setting the agenda for developing and managing Canterbury and therefore has been used to inform the scoping exercise and future visioning work.

This section provides a summary of recent conversations, led by Mike Marsh (MMA Ltd) and Sion Thaysen (Allen Scott Ltd), with representatives of key organisations which either directly or indirectly manage Canterbury's heritage venues/attractions or are involved in supporting the interpretation of the city's wider heritage offer.

It should be noted that the views expressed in the interviews are those of individuals and not necessarily with the full authority of the organisation. However, they are a very useful starting point for understanding the various organisations strategic objectives, the context in which decisions are made and what partnerships might be formed. To ensure that the interviewees would feel free to comment frankly, conversations were conducted in confidence and documents arising from conversations have been anonymised.

The exercise has been positively received and there was universal appreciation for the City Council and BID for the steps taken to raise the profile of the city's heritage agenda and begin this important initiative.

The agenda for conversations circulated in advance of meetings where:

- Thoughts on the scope of the project
- Related policy objectives of the organisation
- Establish whether there was political will to work together
- Establish whether strategic partnerships could be formed
- Discuss specific heritage assets owned/leased by the organisation in the city centre
- Related projects in the organisation's pipeline
- Resources/evidence to assist in developing the study
- Funding opportunities
- Support for a potential project

The conversations centred around the gradual decline in the Cathedral's popularity as a visitor destination due to increased competition from other metropolitan cities, and how Canterbury, by partnering with key local heritage players, needs to create a common vision and cohesive plan to ensure the city strengthens its position in order to become a premier UK destination.

The aims of the conversations and scoping exercise where to:

- Test whether a programme of townscape and heritage regeneration could be led and delivered through a partnership of the city's heritage organisations;
- Explore whether the city could offer a single narrative experience across all the locations to enrich the visitor experience and encourage longer stays with increased spend;
- Explore the opportunities for applying, under a coordinated package of works, to the HLF for funding to address the long-term viability of Canterbury's heritage assets, enhance the visitor experience and tell the story of Canterbury more effectively; and
- Undertake a mapping exercise that shows Canterbury's heritage assets, heritage zones, potential walks and the ownership of heritage assets.

CONVERSATIONS

Twelve conversations with representatives of organisations and key stakeholders were conducted over a 6 month period in 2016. The conversations have for the purpose of this scoping exercise been summarised into the following themes, which have also started to shape the project brief and masterplanning and visioning exercise.

Strategic Partnerships

Interviewees identified that there are currently no formal or informal partnerships in place to collectively plan the strategic direction of the city's heritage.

There was no evidence of any previous high level partnership or political will, focussed on collaborative working to promote the heritage agenda.

There was common agreement that the lack of strategic direction and support for heritage had adversely impacted the visitor experience and that the lack of a cohesive plan is inhibiting the future economic growth of the sector.

There was no evidence of detailed published strategic plans for supporting heritage, besides the City Council's adopted Corporate Plan (Pledge 6. 'Making our city, towns and villages places to be proud of' and Pledge 8. 'Protecting and enhancing our open spaces, heritage and wildlife'), the Cathedral's HLF project master plan with its links to the two universities, and the Canterbury Christ Church (CCC) campus development heritage proposals.

There was very limited formal or informal dialogue between the operators/managers of heritage venues/assets nor any forum where heritage practitioners met regularly to exchange knowledge/ideas/plan collaborative activities. The BID's new Medieval Pageant was cited as one recent successful collaboration between various heritage practitioners and businesses.

Modest joint working does take place at a very local level, for example the CCC Archaeological team are digitising key historic documents in partnership with the Canterbury Archaeological Trust (CAT) to provide wider community access and support educational outreach programmes.

Connectivity

Connectivity is used here primarily to describe how people move within the city and what the experience is like. Interviewees consistently shared the view that connectivity is fragmented, disparate and unplanned. This is summarised as follows:

There is a lack of a shared common narrative of the city's key heritage assets and no strategic plan in place for linking them together. Correspondingly, the city's infrastructure (networks, wayfinding and interpretation) do not reflect the underlying logic of the city or any strategic imperatives. Visitors are also unaware of the city's character areas, (Roman/Anglo Saxon/Norman/Medieval/Pilgrims/Jewish Quarter/Baedeker raids/World Heritage status); nor, beyond the Cathedral, its other heritage assets (St. Augustine's Abbey, St. Martin's Church, the Norman Castle, Clocktower, etc.).

The city's wayfinding and signage strategy also requires overhaul/upgrading. Interviewees comments focused on a range of issues with the existing signage strategy including condition, location and content and the lack of a coordinated, city-wide 'look and feel' to signage. The lack of welcome signs to announce 'Canterbury' and interpretation to raise awareness of the city's World Heritage status and reasons for its designation, were also raised during conversations.

There is little or no signposting or promotional material to key heritage buildings, interpretation or cross promotion between attractions. Despite the range of international visitors, interpretation and signage are often not translated into other languages.

The Cathedral Authority was reproached for its singular focus on the solus promotion of the Cathedral and their reluctance to participate in a joint promotion scheme with other heritage attractions, albeit interviewees acknowledged their priority is for the upkeep and restoration of the Cathedral.

There were some positive comments about creating linked subject specific heritage walks, including building on the existing City Wall and Bertha walk and associated interpretation.

The work the City Council are responsible for in upgrading and pedestrianising key roads and public spaces was also positively commented on in conversations.

Orientation

Visitor orientation, virtual (digital) and physical (visitor centres and promotional material), were consistently raised as integral to ensuring a better visitor experience. Conversations also highlighted the need for visitor orientation to be developed strategically and concurrently with an improved signage, wayfinding and interpretation strategy.

Some discussion focused on the new Cathedral Welcome Centre that will be developed through the HLF funded Canterbury Journey project, but it was acknowledged that this would not serve the wider needs of the city.

Technology

Comments were made about the need for the development of technology to tell the story digitally, particularly through the development of apps and interpretation that focus on exploring the hidden assets of the city, such as its open spaces, hidden gardens, churches, buildings, stories and literary connections.

English Heritage is developing a pilot project with the University of Kent to provide a small number of VR (Virtual Reality) headsets to show a reconstruction of St Augustine's Abbey.

Similarly, Canterbury Archeological Trust (CAT) have just launched a free online GAZETTER of archaeological finds made in Canterbury and recorded by the trust in the last 40 years.

CAT are in the early stages of distilling this information down into '20 Centuries of Canterbury' which will be a far more accessible version of the archaeological records and has the potential to be a very powerful tool in marketing the city and informing strategic decisions.

Interviewees expressed concern about the lack of Wi-Fi signal in the city centre, particularly in the context of people increasingly relying on technology in their daily lives.

Leadership

A recurrent theme emerging from conversations was the need for strong leadership to champion the city's heritage agenda and bring about substantive change.

A number of interviewees felt that the City Council should lead any emerging heritage partnership, but that it is currently too focused on the housing, commerce and retail sectors of the city.

There was also some criticism of the City Council in terms of its approach to investment in place and marketing, and a perceived complacency in its attitude towards the city's unique heritage, which is viewed by the council as selling itself and not requiring major investment or promotion.

A number of comments, not surprisingly given the audience, suggested the future focus should be entirely heritage based, such as academic heritage, learning tourism and pilgrims, as opposed to culture based.

Heritage Assets

Several comments focused on improving the quality of the visitor experience by concentrating on just a core number of heritage themes and attractions, but delivering them to a high standard.

Interviewees also suggested that these attractions could cross subsidise other venues.

St Dunstons, St Peters and St Mildreds (all heritage churches) were identified in conversations as needing basic interpretation so that visitors can understand their significance and importance in the context of the city's history.

Resources /Funding

All interviewees identified that resources (staff and finance), within their respective organisations were under pressure or had been cut in recent years. Several organisations were actively exploring possible projects requiring external funding, predominantly targeting HLF funds. The possibility of LEP funding was also raised. Interreg funding has been awarded for a Green Pilgrimage Community Network involving the Diocese, Santiago de Compostela, Norway and Bethlehem.

In June 2017 Canterbury Cathedral obtained £11.9 million funding from the Heritage Lottery Fund towards its £19.4 million Canterbury Journey project. Alongside improvements in accessibility, interpretation and restoration, the project also includes a new Cathedral visitor centre and improved public space and precincts.

Support for a potential project

Interviewees were asked if they would be prepared to support a joint project, including agreeing that their organisation would be a signatory to a possible joint HLF bid. Everyone agreed to the principle. It was also agreed that there would need to be an organisation prepared to act as coordinator and provide some initial admin resources to progress a bid.

A recurrent frustration expressed in conversations was the lack of partnering and joined-up working taking place at the moment between organisations and heritage professionals. The idea of creating a city heritage networking group to exchange knowledge, develop partnerships, introduce best practice and work on an HLF project/sub projects, was consistently raised. There was also a suggestion to host a national conference on Heritage Interpretation and Welcome.

Summary

- It is widely recognised that the city's heritage has been neglected and is not being capitalised on. There is a lack of a shared common narrative of the city's key heritage assets and no partnerships or strategic plan in place for securing funding and linking them together;
- The city's heritage is owned by a wide range of organisations with diverse objectives;
- Visitor orientation is generally poor and needs to be developed in parallel with an improved signage, wayfinding and interpretation strategy;
- A number of tech-based projects are underway through CAT, English Heritage and the University of Kent, but there is no overarching or coordinated strategy for communicating the Story of Canterbury/England;
- Organisations identified that they were under pressure due to staff and budgetary cuts and that external funding was being actively explored. Canterbury Cathedral recently secured £11.9 million from the HLF towards its £19.4 million Canterbury Journey project.
- There is support for a major regeneration project with the potential to rationalise the heritage offer. This could be achieved by potentially disposing of underperforming assets, creating combined exhibitions and by investing in a reduced number of quality attractions;
- The heritage organisations supported the principal of a multi-million pound HLF project, delivered over a five to ten year period. People highlighted the need for strong leadership.

Summary Actions

The following list of actions emerged from this exercise. Whilst some are already underway and can also be used to define the project brief, actions 3, 4 and 5 fall outside of the scope of this project.

1. Complete mapping, visioning exercise and scoping report;
2. Agree on how to best share the conversations and information gathered;
3. Extend conversations to smaller heritage organisations/ attractions;
4. Identify potential champion/lead and form Project Group(s) to create partnerships for delivering joined-up city heritage offer, test ideas and develop projects for funding applications;
5. Identify range of projects and funding bids database.

CURRENT HERITAGE PROJECTS UNDERWAY

The Canterbury Journey HLF Programme: Canterbury Cathedral

The Canterbury Journey represents a major five-year development of the Cathedral. The programme will conserve and safeguard this beautiful building's heritage for future generations and enrich the experience of those who visit.

This essential work is possible thanks to a Heritage Lottery Fund total grant of £13.8 million and the generosity of trusts and individuals in the UK and USA who have given £10.9 million through the Canterbury Cathedral Trust. £250,000 was donated by The Friends of Canterbury Cathedral.

During the course of The Canterbury Journey, the western end of the Cathedral is being restored and enhanced with repairs to the West Towers, Nave roof and Christ Church Gate and landscaping designed to significantly improve access and bring visual coherence to the South Precincts.

A new Welcome Centre will provide information, ticketing services and a shop with a free to enter Viewing Gallery offering stunning never-before-seen views of the Cathedral and Precincts and interpretation.

A purpose-built Community Space will host a range of community activities and events.

New interpretation trails, exhibitions, online resources and a multi-media guide will open up access to the Cathedral's historic treasures.

A wide-ranging programme of events and activities will attract new and diverse audiences to the Cathedral and a new pass scheme will be available to those who live or work in the Canterbury area or belong to an East Kent faith group.

OTHER POTENTIAL HERITAGE PROJECTS

In addition to the Heritage Connects Projects and Canterbury Journey, the following local heritage projects could also be included or referenced within an emerging portfolio of city wide regeneration projects:

- The existing St. Augustine's Abbey visitor centre has been upgraded to improve its relationship with its context and to provide a visitor centre for the World Heritage Site;
- Canterbury Archaeological Trust are looking to create a heritage skills cluster linked either to the Norman Castle or as part of the new CCCU campus masterplan proposals;
- The St Georges Clock Tower could become an interpretative centre for the city's Elizabethan playwright Christopher Marlow, (externally funded).
- Robert Stephenson's 'Invicta' locomotive could be displayed at the historic railway centre; and
- The development of visitor apps and upgrading the city's Wi-Fi network.

3. SCOPING EXERCISE

This section includes the mapping exercise undertaken to guide conversations and to understand in spatial terms the distribution of heritage attractions in relation to arrival and departure points.

The following list provides information on what has been mapped to date and what further studies are required to support future funding applications and to enable the Canterbury Heritage Connects portfolio of projects to be developed.

MAPPING COMPLETED

Asset ownership map

- Ownership of heritage attractions into 9 key ownership groups
- Name of all key attractions
- World Heritage Site area designation
- Open spaces
- City wall
- Primary routes
- Car parks

Completed and proposed streetscape/public realm map

- Completed streetscape/public realm projects
- Proposed streetscape/public realm projects
- Public transport nodes/arrival and departure points
- Major walking routes into city centre
- Extant World Heritage Site buildings

Car parking map

- Key car parks and parking spaces
- Ring road/access

FURTHER STUDIES

Planning context

- Policy and legislation (european/national/regional/local)
- Guidance
- Designations (World Heritage Site, Conservation Areas, etc.)

Condition surveys and audits

- Surfacing type and condition audit
- Street furniture audit
- Shopfront audit

Townscape and heritage appraisal

- **Historic development** - evolution of Canterbury, primarily through the use and analysis of historical maps;
- **Character areas** - by land-use (residential, commercial, hotel, cultural, educational, leisure, hospitals, landmarks, views, public squares and green spaces; by era (roman, medieval, tudor, ecclesiastical, victorian, etc.)
- **Assessment of significance** - buildings valued by listing and contribution to townscape; spaces according to function and value as positive/negative; roads assessed on contribution to townscape and movement;
- **Recommendations** - opportunities and constraints for integrating heritage with renewal and redevelopment.

Note: Townscape and heritage appraisals can be tailored to reflect elements that are specific to Canterbury and can be more detailed than the above list. Additional information could be as follows:

- **Landuse** - additional sub-categories include: pub/bar, restaurant, office, market, retail (chain or independent).
- **Public spaces** - in addition to open space and square, information can be gathered on type of public space (square, park, garden, river, etc.) and whether they are accessible.

Serial Vision exercise

In the book *The Concise Townscape*, Gordon Cullen developed the concept of experiencing and analysing cityscapes as a series of vignettes, which he described as 'serial vision.' The spaces that we move through are experienced as dynamic, unfolding, and sequential - and delight and interest are stimulated through the contrasts we experience on that journey.

This approach can be used to assess the quality of the journey people experience on foot from Canterbury's car parks and coach parking/drop-off to the city centre and how the cityscape, (buildings, public realm, parks and river), work together to create a series of interrelated revelations.

The experience can be documented by taking photographs of the journey and describing the experience. This information can then be used to modify and enhance the route by improving orientation and arrival, upgrading surfacing, framing views, revealing interesting buildings, etc.

Comparative marketing exercise

- Canterbury benchmarked against similar heritage cities (Bath, Brighton, York, etc.) in terms of visitor numbers, spend and visitor attractions.

Baseline mapping

- **Vehicular movement** - showing primary, secondary, tertiary and shared spaces in relation to car parks.
- **Pedestrian movement** - showing primary, secondary and tertiary routes, shared spaces, cycle lanes/routes and landing points (departure and arrival points for coaches, park & ride, railway, and buses). Includes data on departure/arrival numbers.
- Surfacing type and condition

Urban design guide

Currently Canterbury does not have an adopted Urban Design Guide. In 2008 the City Council developed *Streets as Destinations*, which provides a strategy for the delivery of nine key public realm projects, many of which have now been successfully delivered.

Whilst the delivery of these projects has made a marked difference to the quality and coherence of the city's public realm, *Streets and Destinations* deals with site specific examples - what is needed is a city wide strategy that can be used to guide future development and to help assess the quality of planning applications.

'Urban design draws together the many strands of place making - environmental responsibility, social equity and economic viability - into the creation of places of beauty and distinct identity.'

Urban design is derived from but transcends related matters such as planning and transportation policy, architectural design, development economics, landscape and engineering. It draws these and other strands together. In summary, urban design is about creating a vision for an area and then deploying the skills and resources to realise that vision' (The Urban Design Compendium)

In order to deliver high quality projects that respond to Canterbury's unique sense of place, the City Council and partners will need to develop a vision and corresponding design principles, based on planning policy and best practice guidance and in response to the opportunities, constraints and wants/needs of the city. The design guide can then be adopted as supplementary planning guidance.

The process and procedure for developing and adopting design guides involves considerable research and public/stakeholder engagement. Prior to commissioning the report the City Council should undertake a scoping exercise to establish the right format based on the city's requirements and timeframes for adoption and publication. It may also be beneficial to separate the design guide into two documents; a residential design guide and public realm design guide.

Successful public places and cities tend to have qualities in common - these qualities, which all development must contribute to, are outlined in CABI's Guide to Urban Design.

1. Character

Sense of place and history

A place that responds to and reinforces locally distinctive patterns of development and landscape

- Distinctive landscapes
- Natural features
- Locally distinctive buildings
- Streets and street patterns
- Special spaces
- Skylines and roofscapes
- Building materials
- Local culture and traditions
- Avoiding standard solutions

2. Continuity and enclosure

Clarity of form

A place where public and private space are clearly distinguished

- Streets, footpaths and open spaces overlooked by buildings
- Clear distinction between public and private space
- Avoiding gaps in the line of buildings
- Enclosing streets and other spaces by buildings and trees of a scale that feels comfortable and appropriate to the character of the space
- No leftover spaces unused and uncared for

3. Quality of the public realm

Sense of wellbeing and amenity

A place with public spaces and routes that are lively and pleasant to use A feeling of safety and security

- Uncluttered and easily maintained
- Carefully detailed with integrated public art
- Suited to the needs of everyone
- including disabled and elderly people
- Well-designed lighting and street furniture
- Attractive and robust planting

4. Ease of movement

Connectivity and permeability

A place that is easy to get to and move through

- Density highest where access
- to public transport is best
- Roads, footpaths and public spaces connected into well-used routes
- Easy accessibility
- Direct routes that lead to where people want to go
- A choice of safe, high quality routes

5. Legibility

Ease of understanding

A place that has a clear image and is easy to understand

- Landmarks and focal points
- Views
- Clear and easily navigable routes
- Gateways to particular areas
- Lighting
- Works of art and craft
- Signage and waymarkers

6. Adaptability

Ease of change

A place that can change easily

- Flexible uses
- Possibilities for gradual change
- Buildings and areas adaptable to a variety of present and future uses
- Reuse of important historic buildings

7. Diversity

Ease of choice

A place with variety and mixed uses

- A mix of compatible uses and tenures
- Variety of layout and building form
- Diverse communities and cultures
- Variety of architectural styles
- Biodiversity



THE FAMILY BUSINESS
CELEBRATING
150
YEARS

SUN STREET

GUILDHALL STREET

...n just a café

LA TRAPPISTE

St Margaret
JERSEYS & UNDERWEAR

JERSEYS

...MS

Example of high quality public realm improvements to Guildhall Street delivered by the City Council through the 'Streets as Destinations' programme.

CABE's guidance goes on to explain that the form of development is the physical expression of the previously established urban design principles. It consists of the relationships, shape and size of buildings, structures and spaces. It will influence the users activity and movement in a place and so is fundamental to the success of a place.

The most important elements of development form are listed here. Each of these elements are informed by the seven urban design principles described previously to create the physical components of a plan.

1. Urban structure

The essential diagram of a place showing:

- The relationship between new development and nature, land form and existing buildings;
- The framework of routes and spaces that connect locally and more widely, and the way developments, routes, open spaces and precincts relate to one another.

2. Urban grain

The nature and extent of the subdivision of the area into smaller development parcels showing:

- The pattern and scale of streets, blocks and plots;
- The rhythm of building frontages along the street as a reflection of the plot subdivision.

3. Density and mix

The amount of development and the range of uses this influences, to include:

- The intensity of activity relative to a place's accessibility;
- The place's vitality relative to the proximity and range of uses;
- The development's viability.

4. Height and massing

The scale of a building in relation to:

- The arrangement, volume and shape of a building or group of buildings in relation to other buildings and spaces;
- The size of parts of a building and its details, particularly in relation to the size of a person;
- The impact on views, vistas and skylines

5. Building type

- The size of the building floorplate, its storey heights and means and location of access;
- The relationship of the building to adjacent buildings and how it relates to external space at ground floor level;
- The nature and extent of the building's setback at upper floors and roof treatment.

6. Facade and interface

The relationship of the building to the street:

- The rhythm, pattern and harmony of its openings relative to its enclosure;
- The nature of the setback, boundary treatment and its frontage condition at street level;
- The architectural expression of its entrances, corners, roofscape and projections.

7. Details and materials

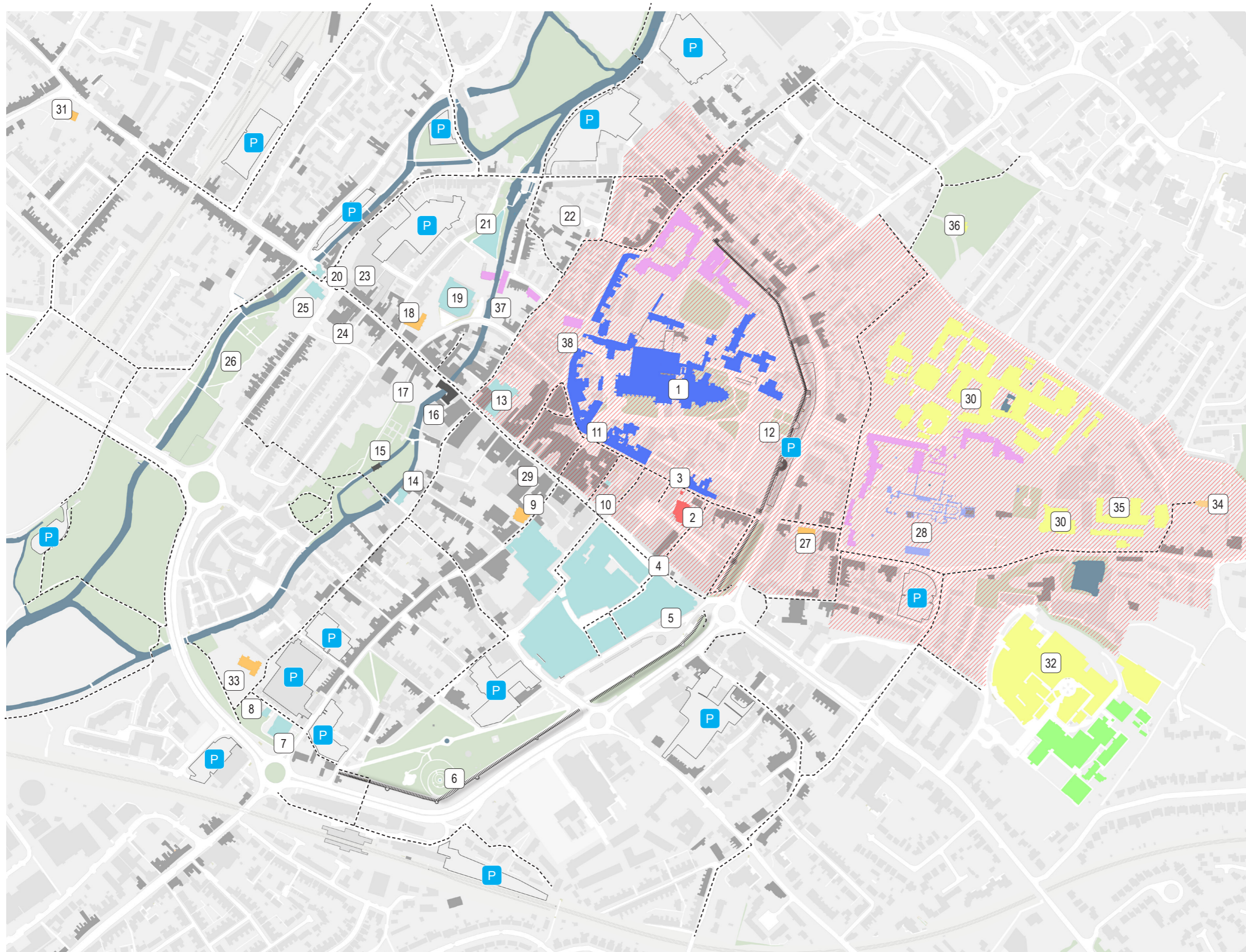
The appearance of the building in relation to:

- The art, craftsmanship, building techniques and detail of the various building components true to local context;
- The texture, colour, pattern, durability and treatment of its materials;
- Materials sourced from local and/or sustainable sources, including recycled materials where possible;
- The lighting, signage and treatment of shopfronts, entrances and building security.

8. Streetscape and landscape

The design of route and spaces, their microclimate, ecology and biodiversity to include:

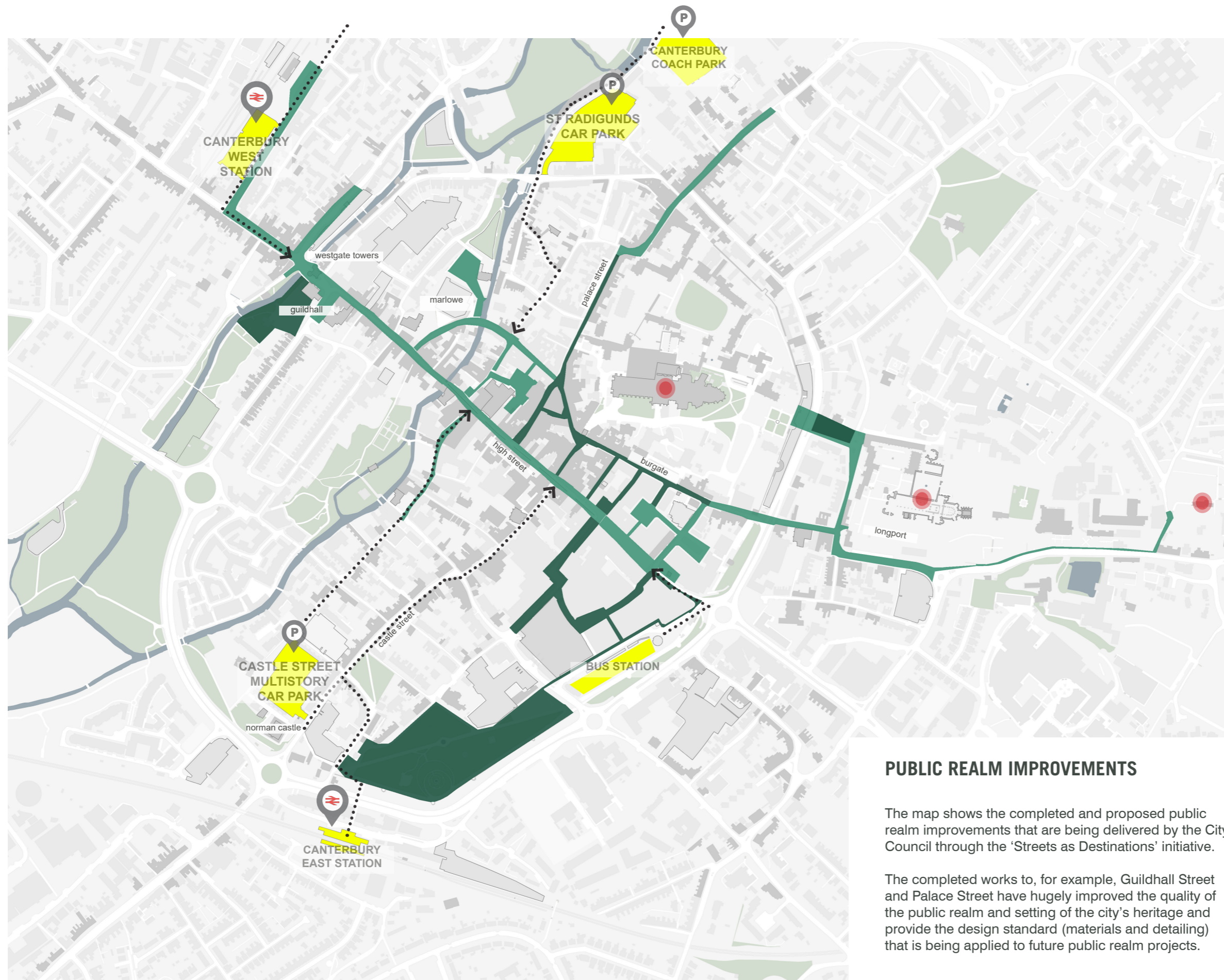
- Paving, planting and street furniture;
- The integration of public art, lighting, signing and waymarkers;
- The treatment of parks, play areas, natural features and recreation areas;
- Consideration of long term management and maintenance issues.



- World Heritage Site
- Canterbury City Council
- Eastbridge Hospital Trust
- Dean & Chapter
- Historic England
- Canterbury Diocese
- Catholic Church
- Kings School/heritage buildings
- Canterbury Christ Church University
- University of the Creative Arts (UCA)
- Primary routes
- City walls
- Car parks

- 1 CANTERBURY CATHEDRAL
- 2 ST.THOMAS'S CHURCH
- 3 ST. MARY MAGDALENE'S TOWER
- 4 ST.GEORGE'S TOWER
- 5 LAMB STATUE
- 6 DANE JOHN MOUND & GARDENS
- 7 NORMAN CASTLE
- 8 OAST HOUSE
- 9 THE CANTERBURY TALES
- 10 ROMAN MUSEUM
- 11 CHRIST CHURCH GATE
- 12 WAR MEMORIAL
- 13 BEANEY HOUSE OF ART & KNOWLEDGE
- 14 CANTERBURY HERITAGE MUSEUM
- 15 GREYFRIARS
- 16 EASTBRIDGE HOSPITAL
- 17 ST. PETERS METHODIST CHURCH
- 18 ST. PETERS ANGLIAN CHURCH
- 19 THE MARLOWE THEATRE
- 20 WEST GATE
- 21 SOLLEYS ORCHARD
- 22 THE OLD SYNAGOGUE
- 23 SIDNEY COOPER GALLERY
- 24 KENT MUSEUM OF FREEMASONRY
- 25 THE GUILDHALL
- 26 WESTGATE GARDENS
- 27 ST.PAULS CHURCH
- 28 ST.AUGUSTINE'S ABBEY
- 29 MEMORIAL
- 30 CANTERBURY CHRIST CHURCH UNIVERSITY
- 31 ST. DUNSTANS
- 32 CANTERBURY COLLEGE
- 33 ST. MILDREDS CHURCH
- 34 ST. MARTIN'S CHURCH
- 35 CANTERBURY PRISON
- 36 ST. GREGORY'S CHURCH
- 37 BLACKFRIARS
- 38 ST. ALPHEGE CHURCH





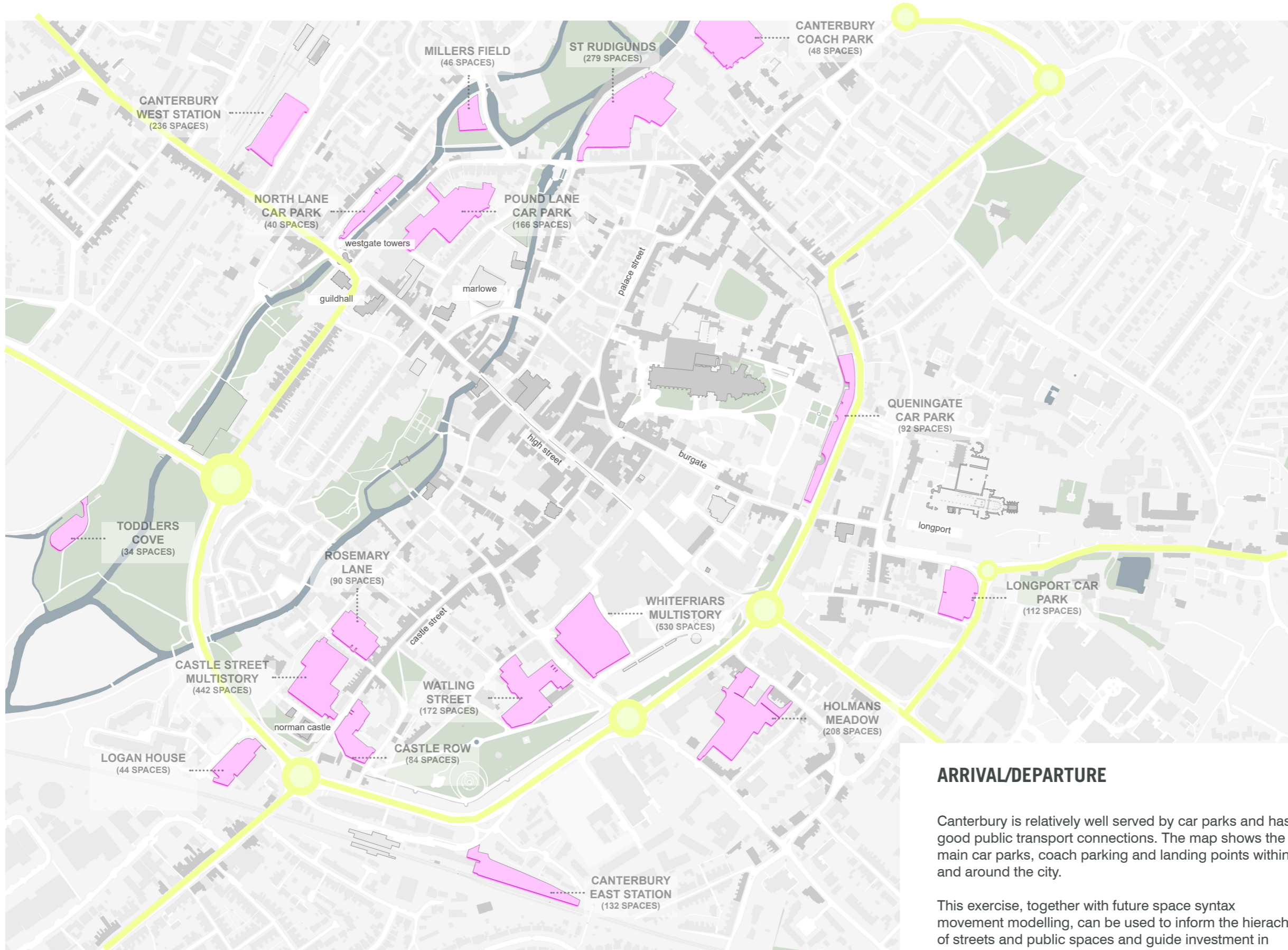
- Completed public realm projects
- Proposed public realm projects
- Primary arrival/departure point
- World Heritage Site
- ➔ Primary walking route into city

PUBLIC REALM IMPROVEMENTS

The map shows the completed and proposed public realm improvements that are being delivered by the City Council through the 'Streets as Destinations' initiative.

The completed works to, for example, Guildhall Street and Palace Street have hugely improved the quality of the public realm and setting of the city's heritage and provide the design standard (materials and detailing) that is being applied to future public realm projects.





- Public car parks
- Ring road

ARRIVAL/DEPARTURE

Canterbury is relatively well served by car parks and has good public transport connections. The map shows the main car parks, coach parking and landing points within and around the city.

This exercise, together with future space syntax movement modelling, can be used to inform the hierarchy of streets and public spaces and guide investment in public realm improvements.



4. STRATEGIC MASTERPLAN AND VISION

Canterbury is first and foremost a historic city; visitors come to see its heritage and enjoy spending time in its historic setting. Ironically, the city is not currently playing to its strengths and capitalising on its unique position.

Whilst the majority of visitors come to Canterbury for its heritage, besides Canterbury Cathedral, there aren't currently enough high quality heritage attractions to encourage overnight stays. The quality of the public realm is also not commensurate with its status as a World Heritage Site.

The Story of Canterbury is also the Story of England - if the city was marketed and geared to reflect this it would have far greater and wider appeal.

There are numerous physical and intellectual heritage projects underway, including for example the Canterbury Cathedral Journey project; the transformation of Canterbury Christ Church University campus; City Council led public realm improvements; and Canterbury Archaeological Trusts Gazetteer and 20 Centuries of Canterbury projects. The Canterbury Heritage Connects project therefore comes at the right time and should capitalise on this momentum.

STEERING GROUP

Alongside the development of this scoping exercise and conversations with key heritage organisations, workshops with Canterbury Council and Canterbury BID also helped steer the process and inform the emerging vision.

The vision has been informed by the following:

- A need for the vision to play to the city's strengths and reinforce the reason people visit, whilst also working to achieve the wider aims of the City Councils Corporate Plan;
- A need for the vision to align with the Shared Story and aims of the Destination Management Plan;

- A need for the vision to mesh with other initiatives and organisations work that align with the Canterbury Heritage Connect project;
- A need to develop a holistic rather than piece meal approach to addressing the city's challenges, underpinned by environmental responsibility, social equity and economic viability.

EMERGING VISION

Canterbury is standing at the threshold of real opportunity and must change in order to recapture its position as one of the UK's premier heritage destinations. The Canterbury Heritage Connect project provides a chance to develop a coherent long-term vision and delivery plan for the city's revitalisation.

The vision is to transform Canterbury's public realm and heritage to a standard that reflects its status as an international visitor destination and World Heritage Site, based on the city's Shared Story and narrative as 'The Home of England's Story' in order to transform the economic, social and cultural wellbeing of Canterbury's communities, businesses and institutions.

This will require: major investment in its heritage attractions and public realm to create a high quality heritage setting and improve access and connections across the city; alongside the development of a commercial operation that delivers an exemplary visitor experience, through clear and welcoming orientation centres and immersive scene setting, supported by a digitally enhanced physical exploration of the city and its heritage locations.

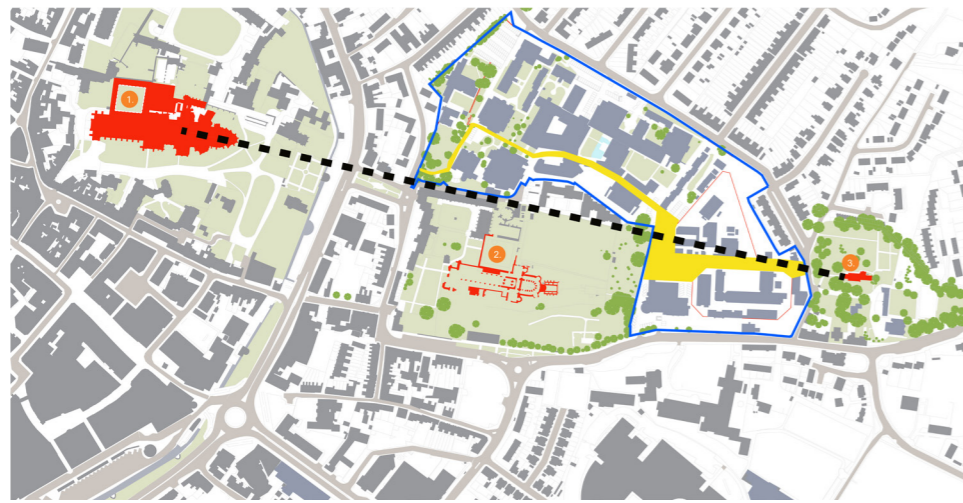





Image courtesy of CCCU/BDP
(Estate Master Plan exhibition boards)

“Canterbury Christ Church University’s (CCCU) campus is located in the middle of the World Heritage Site and provides a number of interesting regeneration opportunities with its context and the wider city, based principally on forming a new public thoroughfare through the heart of the university that physically and visually links the Cathedral, St Augustine’s Abbey and St Martin’s Church”

-  Physical link between Cathedral and St. Martin’s Church
-  Visual link between Cathedral and St. Martin’s Church
-  Proposed Canterbury Council public realm improvements

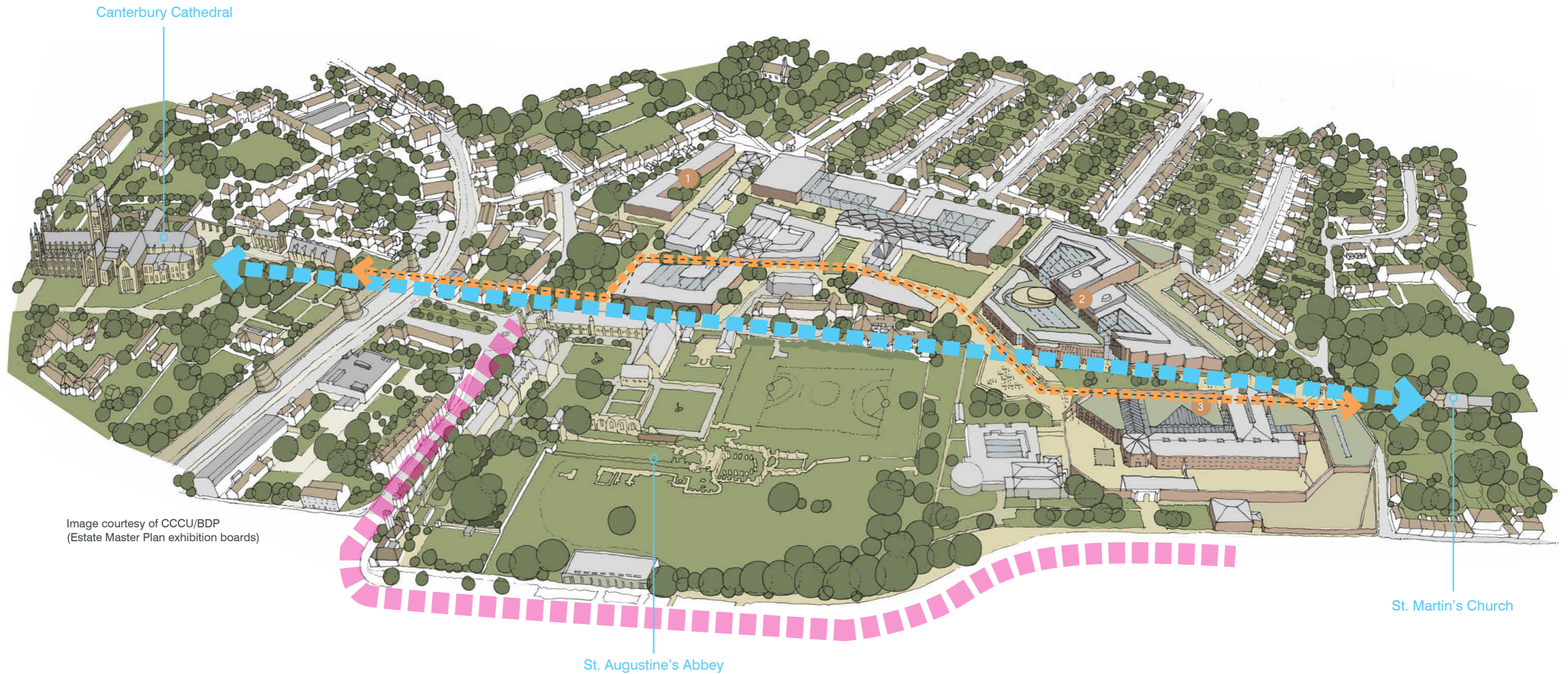


Image courtesy of CCCU/BDP
(Estate Master Plan exhibition boards)



Canterbury Cathedral



St. Augustine's Abbey



St. Martin's Church

EMERGING PROJECTS

Although it is beyond the remit of this scoping exercise to develop and identify a comprehensive list of city wide regeneration projects, there are two projects underway that provide tremendous scope for Canterbury's revitalisation.

CCCU - Estate Master Plan Project

Canterbury Christ Church University's (CCCU) campus is located in the middle of the World Heritage Site and provides a number of interesting regeneration opportunities with its context and the wider city, based principally on forming a new public thoroughfare through the heart of the university that physically and visually links the Cathedral, St Augustine's Abbey and St Martin's Church.

These opportunities are embedded in the university's 10 - 15 year Estate Master Plan which may provide a catalyst for the regeneration of Canterbury's heritage and jump-starting the Canterbury Heritage Connects project.

Canterbury Archaeological Trust - City Walks

In parallel with this scoping exercise Canterbury Archaeological Trust's (CAT) were commissioned by Canterbury Connect BID to produce a succinct report outlining how digitally guided walks within Canterbury could be delivered.

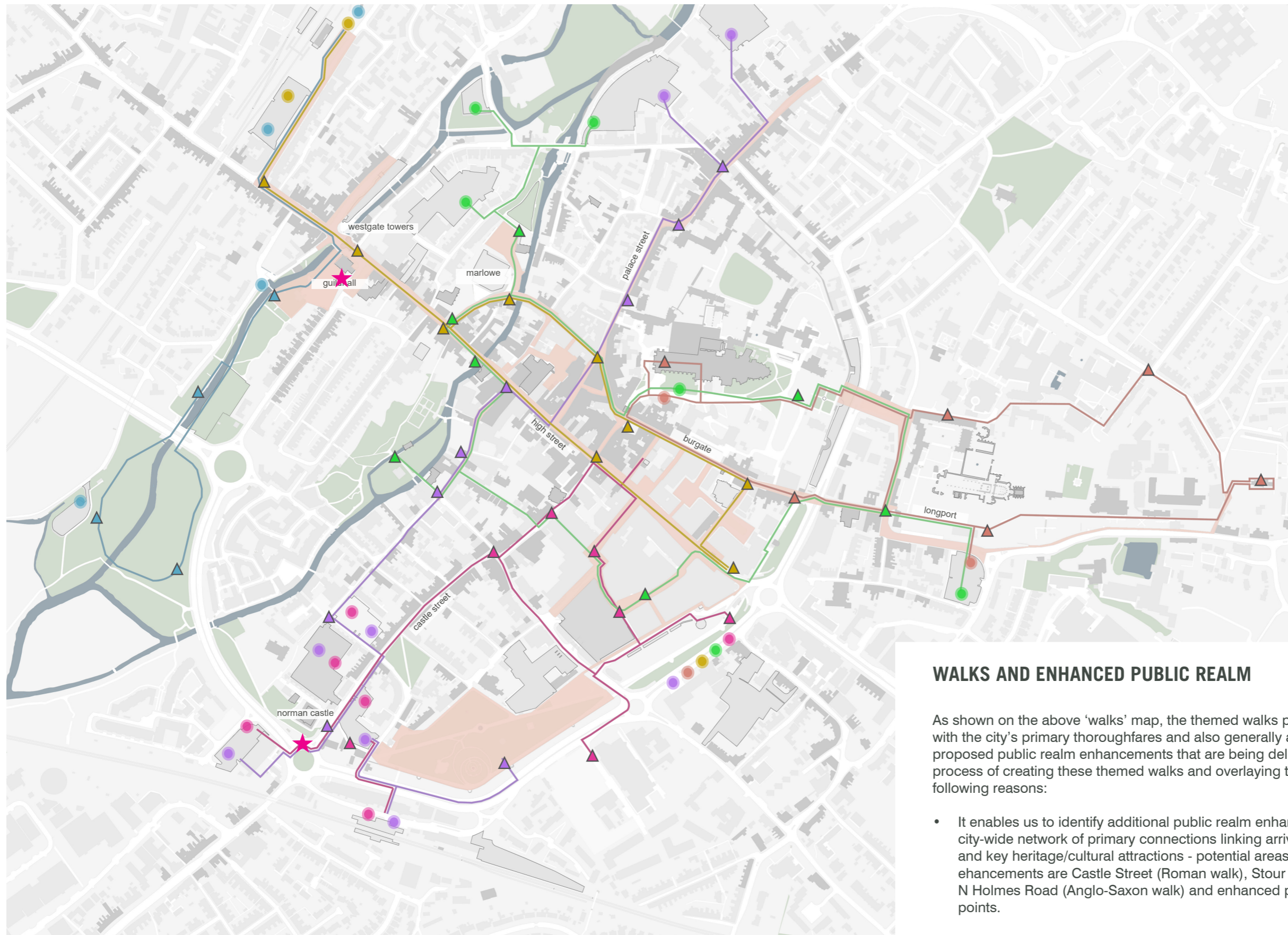
The report includes a map showing six themed walks around the city based on Canterbury's Iron Age and Romano-British, Anglo Saxon, Norman, later middle ages and Twenty Centuries of Canterbury. The report (appended to this scoping exercise) includes a summary of each themed walk and a detailed description of the visitor experience on Walk One - Twenty Centuries of Canterbury.

The six proposed walks would be of native app software for use on mobile devices and developed in tandem with physical signage and interpretation points and printed maps/guides. The walks are based on travel access and orientation points to the city: visitor centres, rail stations, car parks and the bus station.

This project has tremendous potential to improve the city's public realm, particularly if developed strategically and in response to the underlying logic and opportunities of the city.

The walks will disperse visitors more widely across the city and thereby extend their visits/increase spends; expose them to a broader range of attractions and experiences; and also reduce some of the existing tensions caused by the concentration of activity around the city centre.

The adjacent and following pages provide further information on CCCU's Estate Master Plan project and CAT's City Walks project.



- Twenty Centuries at Canterbury
- Monastic Canterbury
- The Crown & Church (early medieval)
- Anglo-Saxon Christendon
- Roman Canterbury
- Westgate Park Walks
- △ Information points
- Access
- ★ Potential visitor centre
- Completed and proposed Public realm improvements

WALKS AND ENHANCED PUBLIC REALM

As shown on the above 'walks' map, the themed walks proposed by CAT correspond with the city's primary thoroughfares and also generally align with the completed and proposed public realm enhancements that are being delivered by the City Council. The process of creating these themed walks and overlaying this information is useful for the following reasons:

- It enables us to identify additional public realm enhancements in order to create a city-wide network of primary connections linking arrival points with the city centre and key heritage/cultural attractions - potential areas that would benefit from enhancements are Castle Street (Roman walk), Stour Street (Crown & Church walk), N Holmes Road (Anglo-Saxon walk) and enhanced physical links to arrival/departure points.
- It also enables us to develop a broad strategy for wayfinding, information and orientation and to create a family of signage, interpretation and furniture in order to improve the quality of the public realm, visitor experience and encourage wider exploration of the city.



Norman Castle, courtesy of Stephen Allen, One Pound Lane



Visitor centre adjacent to Norman Castle, courtesy of Stephen Allen

VISITOR CENTRES/ORIENTATION

From conversations with heritage organisations and the project steering group it became apparent that orientation points/tourist information/visitor centres are central to the successful delivery of the Canterbury Heritage Connect project, particularly in relation to the digitally guided walks.

Whilst both the location and suitability of potential buildings for conversion into a visitor centre requires further exploration, the above examples by Stephen Allen (involved through the steering group) provide a good starting point for future discussions. The Norman Castle could be sensitively adapted to provide a performance space or even visitor centre by creating a lightweight steel and glass structure within the walls of the ruined castle. The adjacent oast house could also become a visitor and educational centre.

TWENTY CENTURIES AT CANTERBURY

Walk One: Introduction to Twenty Centuries at Canterbury (c 50BC – AD1950), starts at the Canterbury West Station and Station Car Park, or from the Bus Station - this walk focusses on the central historic and shopping areas of the city.

The information points could be as follows:

1. This street is nearly 2000 years old! St Dunstan's Street was one of the first streets of the Romano-British town of Durovernum, part of the road network built in the first century AD! The is in fact a continuation of the route crossing the valley to Richborough. Roman soldiers are likely to have passed this very point in the first century AD, heading for campaigns further north. At the top of the slope the Roman road turned, and still does, heading along what is today London Rd, before making for Londinium, a road later called Watling Street, the modern A2. When the Roman wall was built (in about AD270–90) this part of the town became a place for Romano-British dead - where you are standing is actually in the middle of one of these cemeteries.
2. The shape of old Canterbury is still defined by the area within the walls (intramural), a topography that dates back to the late Roman period, with the first wall built in about AD270–90. This walled circuit was followed by Anglo-Saxon, medieval and post-medieval walls, and finally the modern Ring Road! The Westgate Towers were built by Archbishop Sudbury in 1380, a showy gateway for what was already an ancient entrance to a Cathedral City, by then enriched by two centuries of pilgrimage.
3. Are we there yet? Not really, in medieval terms. We are in an area bounded by the two branches of the Stour, called Binnewith Island, which was probably quite sparsely populated until relatively recently. Medieval monastic establishments typically lay at the edge of towns, and as one of the most important ecclesiastical centres in Christendom, Canterbury had more than its fair share; the turning off this street towards the Marlowe Theatre marks the entry to the Blackfriars complex (info), while the gate to the St Peter's Methodist Church is roughly where the entrance to the Greyfriars complex would have been, both occupying land outside the early medieval core of the City, which began at the King's Bridge over the intra-mural Stour (the branch within the walls, further along the street).
4. Beyond this bridge you are heading for the centre of Ecclesiastical power in England...known as the Eastbridge (as opposed to that further 'west' at the Towers), this is also The King's Bridge, a key focus of Norman and Angevin Canterbury. The King's Mill, and the Royal Exchange, where also hereabouts. Becket's murder in the Cathedral can in fact be seen as part of a larger pattern of competing interests between the Crown and the Church in early medieval England, so this bridge and the King's assets hereabouts can also take on a

symbolic territorial value. Note the Eastbridge Hospital, founded following the murder of Becket, with its lower Norman arch over the doorway superseded by a later, and more pointed arch.

5. People have been coming here to shop for over 800yrs! The layout of this area developed next to the central ecclesiastical core in the Twelfth and Thirteenth centuries as the City became one of the key centres for pilgrimage (and therefore customers!), following the martyrdom of Becket. Streets like Mercery Lane and Butchery Lane, named after the commerce that went on them, adjoined the developing High St.
6. Why are we in an area of modern buildings surrounding a church tower that seems to have lost its church?! Because this area was severely damaged by the so called 'Baedeker raids' by Hitler's Luftwaffe in the Second World War. Hitler targeted bombing of historic towns included in the German Baedeker Guide Book! The rest of St George's church fell victim, and the area was redeveloped in the second half of the twentieth century, and most recently in the Whitefriars shopping centre development.
7. This street is 1000 years old! The ancient street of Burgate used to pass through a now lost gate in the wall at the eastern end of the street, and marked the boundary of the Anglo-Saxon 'inner Burgh' of the City, echoed in 'The Borough' on the other side of the precinct at the end of Palace Street. the Christchurch Priory Monks increasingly made this area their own in the twelfth century, and it is now mostly occupied by the Cathedral Precincts and Kings School. Along Burgate and nearby, medieval rental documents and archaeology tell us that rich 'moneyers' like Teric the Goldsmith, lived in expensive stone houses alongside their workshops.
8. This is the ancient Buttermarket, next to the main entrance the Cathedral Precinct. The area lay amid pilgrim's inns including the enormous 'Cheker of Hope' in the medieval period; some of the fifteenth buildings, and elements of them, still survive here in Canterbury's historic centre. The amazing architecture of the Christchurch Gate was also part of the late medieval pilgrim's experience of reaching their goal, the Cathedral housing Becket's holy shrine; it is of similar date to the enormous Bell Harry Tower of the Cathedral itself.
9. Look down Palace Street, next to the Cathedral Precinct; this street was actually moved to this position in the Norman period, no doubt evicting Anglo-Saxon tenants (!), so that William I's new archbishop, Lanfranc, could extend the area for the Archbishop's Palace and Great Court! If you walk to the bottom of Palace St. you'll see a sharp turn ('The Borough') where the road returns to its pre-Lanfranc alignment, Northgate Street.



DEBENHAMS

TRATTISIE

Times don't
the 13
ALL SO
CAN EA
CONCRE
of all
Coca

CREPES
Waffles
How do you eat
your Christmas?

PIMMS
Lemon
Ole do you
a Cheeky
mango belini

Coca

NEXT STEPS

CANTERBURY HERITAGE: WHERE ARE WE NOW?

Since this Scoping Exercise was first discussed a number of changes have taken place within the city's heritage landscape:

- The Poor Priests' Hospital which currently operates as Canterbury Heritage Museum is scheduled for re-purposing as part of the Marlowe Theatre's development and impending Trust status, encompassing the Marlowe Youth Theatre and a literary heritage centre, utilising a number of the existing artefacts located there; others will re-locate to the Beaney House of Art & Knowledge, be dispersed to other locations (the Invicta locomotive to Whitstable) or put into storage.
- The Council has appointed a Heritage Champion, Cllr Robert Thomas, who has successfully convened a Heritage Forum which brings together a number (but not all) of those with an interest in this in the city, including organisations and individuals.
- David Lane, Deputy Team Leader – Heritage (Planning) at CCC, is developing a heritage Plan for the District, mapping assets and opportunities.
- English Heritage has installed a pilot Virtual Reality presentation in the visitor centre at St Augustine's Abbey of what the abbey was like when in its prime, in partnership with the University of Kent, and also taken this opportunity to enhance the display in the visitor centre there.

In addition, discussion has taken place about a number of heritage related issues in the city:

- **Canterbury Castle:** an 11th century building comprising stone from the original Roman Walls and at various times in its history a prison and a gas works, is now in very poor condition, with the public prevented from entering due to the poor and dangerous state of the walls. A number of potential uses have been suggested for this building: a new home for Canterbury Archaeological Trust (CAT) although they are currently discussing relocating their storage to a site in Wincheap; a centre for Heritage Interpretation developed by one or both of the city's universities as an international study and research facility; a centre for schools and education to complement the substantial numbers of school visits the city already hosts each year.

- **St Georges Clock Tower:** this remnant of the church in which Christopher Marlowe was baptised is all that is left of the original destroyed in the Baedeker raid in 1942. Suggestions on potential uses have been:
 - A centre to celebrate and tell the story of Christopher Marlowe.
 - A centre to tell the story of the Baedeker Raids on the city, with Virtual reality to recreate the experience of that for visitors.
- **The World Heritage Site (WHS):** the last Management Plan dates from 2003 and is now due to be updated. Key issues around the WHS are:
 - There is no interpretation of the site or its relation to the city of which the WHS planning zone comprises around 40%.
 - The linkage from the city centre to St Augustines Abbey and St Martins Church beyond is poor; the natural 'desire line' is from the Buttermarket along Burgate and across the ring road at Church Street; however, entry to St Augustines is blocked at the junction with Monastery Street by Kings School; the 'dog leg' around the corner to the current entrance is a major problem in linking the site to the city and increasing visitor numbers to the Abbey and the value of this element of the WHS to the wider city. A solution to this issue is strategically important in unlocking the value of the city's heritage in the medium to long term.
 - There is no signage or information in the city centre to help a visitor to explore the site and the story it tells.
- **The closure of the city's Heritage Museum:** Opinions vary about how well the Heritage Museum performed its role in telling the narrative history of the city from pre-history to the present day; however, whatever its merits, there will no longer be a dedicated place in the city where this story can be told effectively. Examples of where this is delivered well are the Museum of London and the Museum of Scotland.

CANTERBURY HERITAGE: NEXT STEPS

- There are a number of points which are critical in understanding Canterbury's heritage and which will be crucial in developing a plan for the future:
 - The city's heritage is 'owned' by a wide range of organisations physically and so any future plan must be a partnership that engages and involves all of them.
 - Beyond that, an even wider range of organisations rely upon the city's 'brand' and through that its heritage for their own activities: language schools, higher education, visitor attractions and many others. Ensuring that this economy is able to respond positively, and improve quality, as a result of the heritage plan is vital for the continuing economic health of the city.
 - The city's compact size and shape presents an opportunity to 'curate' the offer across the whole of the city; that is, 'tell the story as close to where it happened as possible' as a principle. The relationship between assets and spaces is the story, meaning there is no single solution to improving how the story is told and the visitor experience. Connectivity is key.
 - A number of assets are in a poor state. For the longer term, it is important that these are re-purposed as part of the city's story and are able to 'earn their keep' in generating income for their own continuing upkeep and preservation.

PRIORITIES:

1. Form a 'coalition of the willing' from those organisations that own the physical heritage landscape and those that have an interest in the economic prosperity of the city/region, to develop a plan to improve the quality of the visitor experience: "the best historic city visitor experience in Europe by 2031"
2. Engage the Heritage Lottery Fund to have early discussion about the plan and its formulation, aligning where possible with the HLF guidelines, and setting a schedule of development opportunities to be addressed over the next decade.
3. By mid-2018, have a clear 'time-line' for the plan delivery and start developing the first project/s.