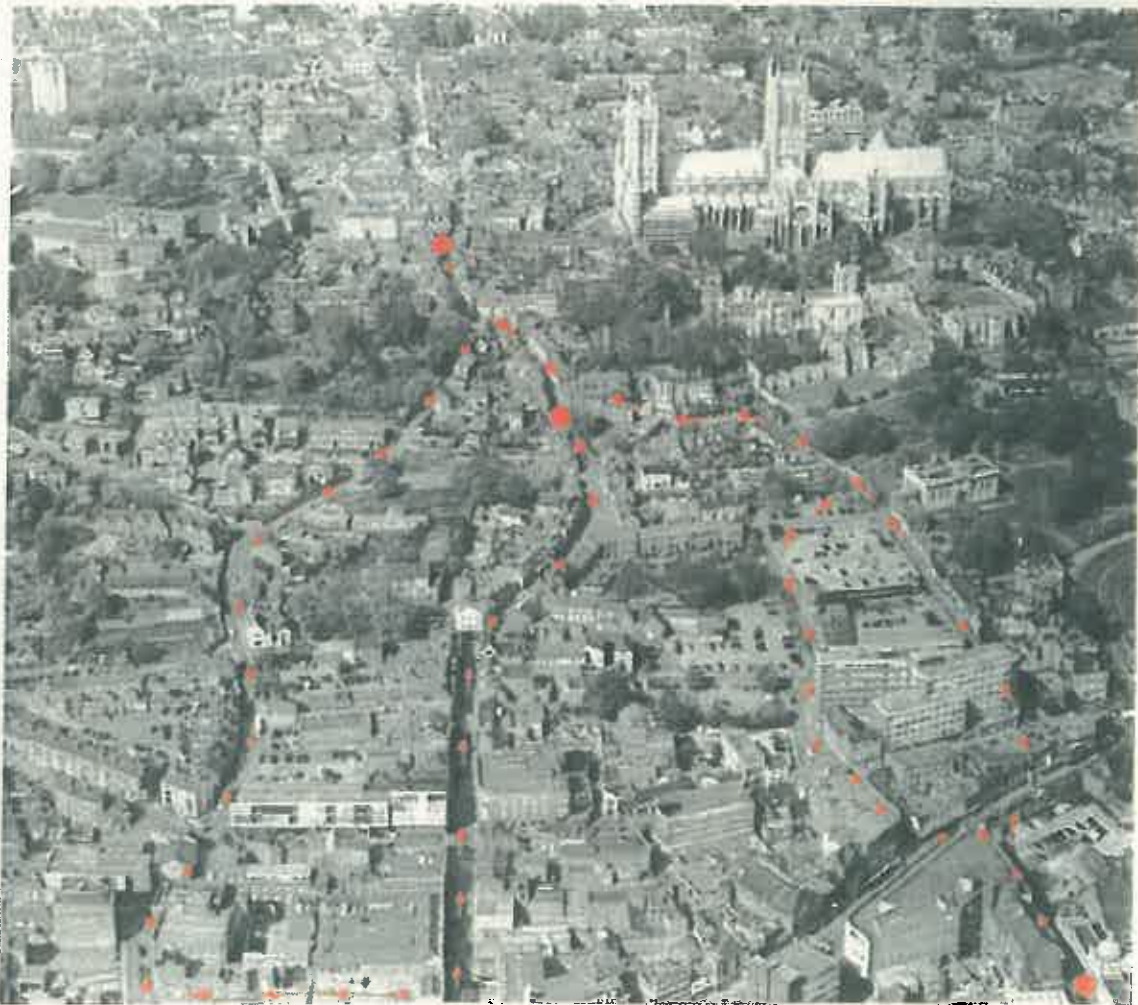


LINKING LINCOLN

Enquiry by Design



Final Draft Report June 2006

The Prince's Foundation for the Built Environment is an educational charity. Our mission is to educate and demonstrate, through direct practice, the principles of traditional urbanism as a solution to improving people's lives today. The projects we work on inform our education programme, contribute to a body of research and demonstrate principles of good urbanism and sustainable development in actual built outcomes.



LINKING LINCOLN

Enquiry by Design

Final Draft Report June 2006

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*****NOTE:** The introductory note below should be signed off and or amended as required by a member of Lincoln City Council on behalf of the stakeholder group, who will support this document. It is anticipated that the appropriate person will be decided in the next few weeks once delivery mechanisms have been agreed. The name of the signatory will be left blank for now.

Introduction to Lincoln

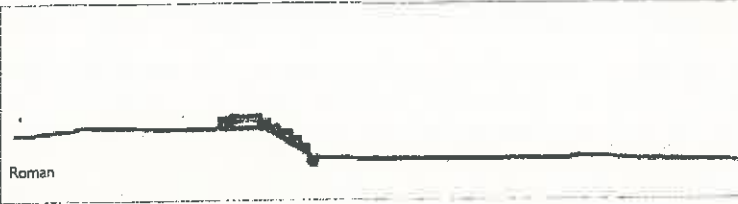
Lincoln today is an established city with a long history dating back to Roman times. It has seen many periods of change and development. Since the 1980's the centre of Lincoln has been going through a new period of growth. To ensure future development in Lincoln is carried out in a way which respects the past and meets the needs of future generations, the City of Lincoln Council - in partnership with Lincolnshire County Council, Lincolnshire Enterprise and the East Midlands Development Agency (EMDA), - has engaged in a joint project to develop a masterplan, providing a vision guiding development in the city centre.

To assist in developing this vision, The Prince's Foundation for the Built Environment was commissioned to provide advice in the preparation of a Masterplan. An important part of the planning process was carrying out an **ENQUIRY by DESIGN**, which provides overall planning guidance and strategy including advice on delivery, heritage and funding recommendations. The Enquiry by Design was pioneered by the Foundation and is accepted by the Office of The Deputy Prime Minister as a planning tool in the public consultation process.

In November 2005, The Prince's Foundation organised a five day Enquiry by Design workshop. Its aim was to bring together a wide variety of public interest groups, commercial stakeholders and statutory groups to assist in preparing a masterplan; the goal is to stimulate and reinvigorate the city centre with better connectivity and cohesion, enabling growth and redevelopment of key parts of this area of Lincoln to perform its role as an important vibrant regional centre. This summary presents highlights from The Lincoln Enquiry by Design Report.

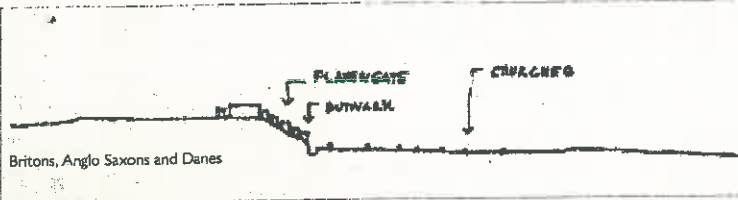
ENQUIRY by DESIGN

An interdisciplinary planning and design tool that ensures a sophisticated integration between a wide range of issues in planning and place-making. It enables trade-offs between the competing objectives facing a significant new development or urban intervention. Environmental issues and constraints are weighed against social and economic objectives; good urbanism and design are mapped out and costed; 'whole life' issues are explored; and core values and principles are drawn out to ensure the best possible foundation for related communities.



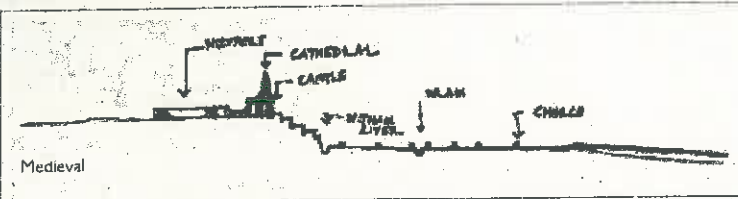
Roman

Topography plays a very important role in the organisation of the city. Romans established a fortress and settlement at the highest point. This serves as a defence strategy and also shared a unique relationship to the river and the surrounding landscape.



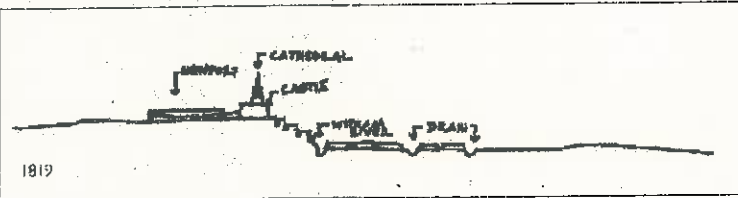
Britons, Anglo Saxons and Danes

During the Anglo Saxon period, the location of the settlement remained largely unchanged but was reorganised. New churches were established down the hill. This created a new relation between the areas north and south of the river Witham



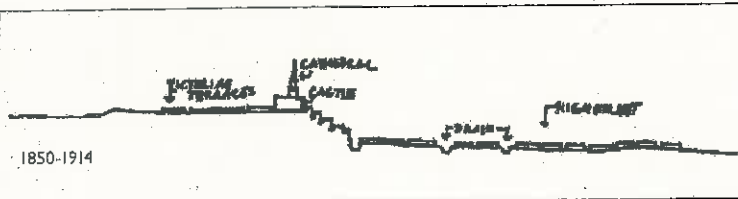
Medieval

During medieval times the prominence of the location of the city was further emphasised by the building of the cathedral and castle.



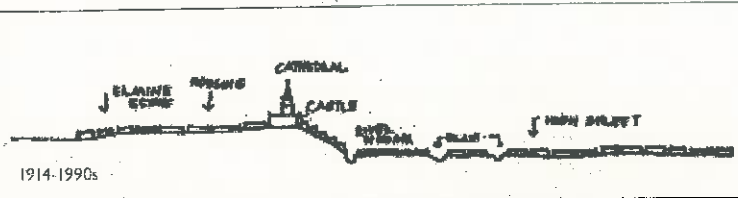
1819

During the 1800s the city expanded to the flat areas north of castle and cathedral area. This created a new identity for these areas that did not share the same visual relation to the cathedral and castle from how these were perceived from the south.



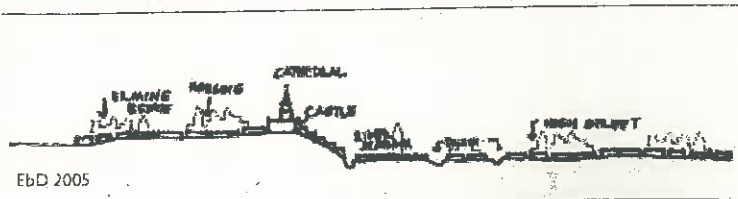
1850-1914

Between 1850 and 1914, Lincoln was to develop into a major industrial hub with the establishment of many factories along the canal and the newly introduced railway. The workers housing needed to be near the factories, hence the development of estates of terraced houses in the valley



1914-1990s

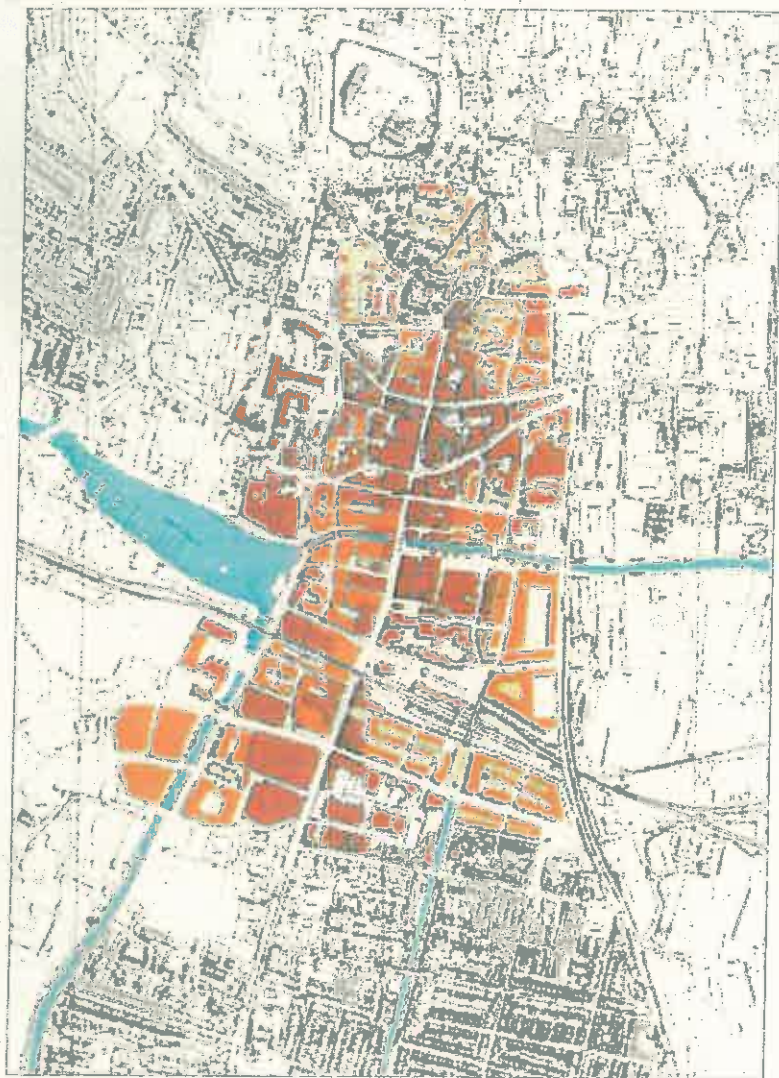
20th century, with further expansion to the north and south the landscape of the city presents two distinct faces:
 a. From the north the fortress/castle and cathedral elevated on the hill
 b. Flat land in the south that shares no relation to the historic core other than functional relation.



EbD 2005

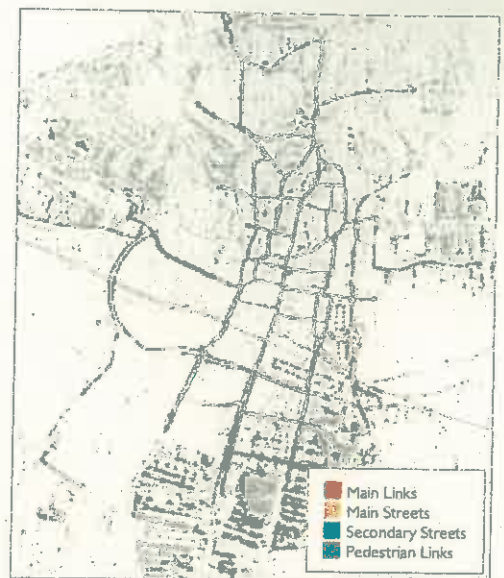
Restructuring of Lincoln so every neighbourhood can provide day-to-day needs of its inhabitants in a more sustainable way by allowing them to live, work and fulfill their daily needs within a walkable distance.

This drawing incorporates information from the Ordnance Survey which is © Crown Copyright. ABA Licence: AL1000 17547

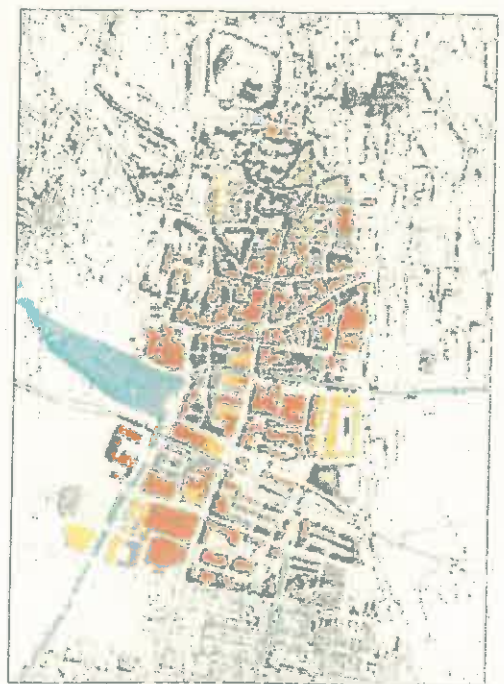


Lincoln City Centre Masterplan

- P1 Shop, office, residential
- P2 Office, office use, office
- P3 Office
- P4 Commercial office use
- P5 Commercial office use, office
- P6 Commercial office use, office
- P7 Office
- P8 Office, office use, office
- P9 Office, office use, office
- P10 Office, office use, office
- P11 Office, office use, office
- Proposed
- Existing



Lincoln City Centre: Proposed Movement Strategy



Lincoln City Centre Mixed Uses, Proposed

SECTION 1

A Vision for Lincoln

LINKING LINCOLN:
History, Culture, Ecology and Commerce

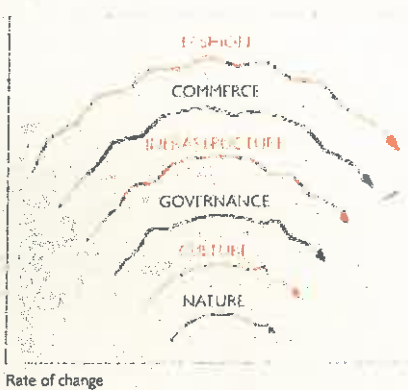
PLANNED BY THE LINCOLN CENTER FOR THE BUILT ENVIRONMENT
THE PRINCE'S FOUNDATION FOR THE BUILT ENVIRONMENT



"Politics changes quickly, commerce less quickly, infrastructure slower than that, then government, then culture, and disease is unique. The fast parts learn, purpose, and absorb ideas; the slow parts remember, integrate, and assimilate. The fast parts get all the attention. The slow parts have all the power." — Robert Kennedy

A Vision for Lincoln

THE PRINCE'S FOUNDATION
LINCOLN CITY CENTRE REGENERATION



"One may say that the city itself is the collective memory of its people, and like memory it is associated with objects and places. The city is the locus of the collective memory."

ALDO ROSSI, *THE ARCHITECTURE OF THE CITY*, 1987, MIT PRESS

Lincoln is an ancient city, with ancient strengths and virtues. Its core reason for being has resided in its location at the crossing of the river at Brayford Pool, and its place at the great Roman route north – the Fosse Way – and Ermine Street. It further draws its character, and that of its citizens, from the relationship between the river and the hill. Over the centuries, this relationship between Lincoln and its place in nature has helped to shape a series of remarkably enduring parts of the city, which in turn create enduring relationships with the generations inhabiting and visiting Lincoln.

The Roman fort on the hill and the marketplace became the castle and the cathedral on the hill and the high street below, giving shape both to a remarkably stable street network and to a relationship between culture, government and commerce which can be traced through almost two thousand years of Lincoln's history. And the river and the Brayford Pool, which brought people to the place originally, continued to define the shape of the city's street pattern for almost that long, until the intervention of the Victorian railway and the post-war high speed road networks severed the city centre from the neighbourhoods which depend upon it and upon which it depends.

Indeed, when participants in The Prince's Foundation's workshops at Lincoln were asked to identify the essential qualities of the city, these enduring relationships emerged as foremost: the relationship between the city and the cathedral; the walkability of the city centre; the friendliness of the city and its inhabitants, the scale of the place, and the fact that Lincoln is an ancient city which still functions and adapts well to change. Most of these points may be seen as flowing directly from the ancient structure of the City of Lincoln.

The notion that cities are composed, like ecosystems, of basic types, which change slowly, but are flexible and adaptable, is being applied in the Foundation's work in town planning for historic city centres, including Lincoln. In his book *How Buildings Learn: What Happens After They Are Built*, American author Stewart Brand introduced the concept of pace layering, meaning that different parts of a building – or a city – change at different rates. When applied to civilisation, pace layering implies that certain deep structures, like the relationship between a city and nature, or the culture of a city, ought to change slowly, while other activities, like entertainment or retail, shift more quickly, and need to be accommodated in a flexible manner within these more permanent layers of the city.

We are beginning to understand that part of the problem in our cities is that we have been fundamentally altering basic underlying structures – the relation between the city and nature, movement patterns, the role of neighbourhoods in the city structure, the size of blocks – to accommodate short-term trends like retail packaging. A better understanding of

the basic types that compose the city is needed in order to define ways to accommodate urban "fashions" like big box retail in a flexible, and adaptable way.

When one looks at the recent history of planning, we are finding that recent planning interventions tend to alter the basic layers of the city for the sake of more transitory functions, such as retail trends or commercial needs. This is insane when one considers that retail exemplifies the Schumpeter's idea of the creative destruction of capitalism, with merchandising trends succeeding one another at increasingly rapid rates. This trend of turning the layering upside down can fundamentally harm the basic functioning of the city by denying the reasons that it came to be in the first place. At the same time, far from being composed of basic adaptable types, recent development tends to be single purpose, functional and specific – and hence short lived.

When the stakeholders and The Prince's Foundation looked at Lincoln during our workshops, we found that this was certainly the case, as the city centre had been altered dramatically in the past century and half. First came the introduction of the railway at grade, severing the city centre from neighbourhoods to the South. Second came the imposition of grade separated road systems creating further barriers, especially to the east and west. And then recent redevelopments for both government buildings and shopping centres have altered the basic structure of streets and pedestrian movement, walling off the river, and hampering movement across the city.

As all of these interventions reach the end of their useful life, the opportunity emerges to create an enduring framework for shaping the city centre that restores the ability to adapt flexibly to change while respecting the essential characteristics of this ancient city. Such a framework can form the terms of a new partnership for managing change in Lincoln over time: between the resident of the City and its government, its cultural and social institutions and its landowners and commercial enterprises.

At its core, the city centre strategy for Lincoln, which emerged from intensive research and engagement with stakeholders, seeks to restore the balance in the City between nature, culture, government, movement and commerce. It consists in a series of interventions in the movement network and at key places in the city centre. When accomplished over a multi-year time frame, these interventions restore the basic circulatory system that gives life to the city and access to service, amenity and opportunity for its inhabitants, and set out a stable framework of building and road types that will enable the City of Lincoln to adapt and remain a principal urban centre for the Eastern Midlands into the foreseeable future.

NATURE

The city centre masterplan restores the ancient relationship between the city and the river by opening up access from the High Street to the Brayford Pool and the river, and by improving the quality of the public realm along the waterfront. The relationship between the city on the river and the castle and cathedral on the top of the hill is reinforced both by making the pedestrian routes more legible, and by strengthening the vitality of the urban quarters in between.



View of the castle and the cathedral from the river



Lincoln as a Roman Colony After 61AD: ancient relationship between the city and the river

CULTURE

The city centre plan seeks to enliven and connect the cultural quarter with the rest of the city, and to connect these attractions to the amenities in the cathedral and the Castle. A legible route up the side of Steep Hill enables this loop. At the same time, the plan proposes to better connect the university to the city centre, linking this vital and recent partner in Lincoln's cultural economic life into heart of Lincoln.



Connections between the university site (left) and the city centre neighbourhood (right) to be strengthened



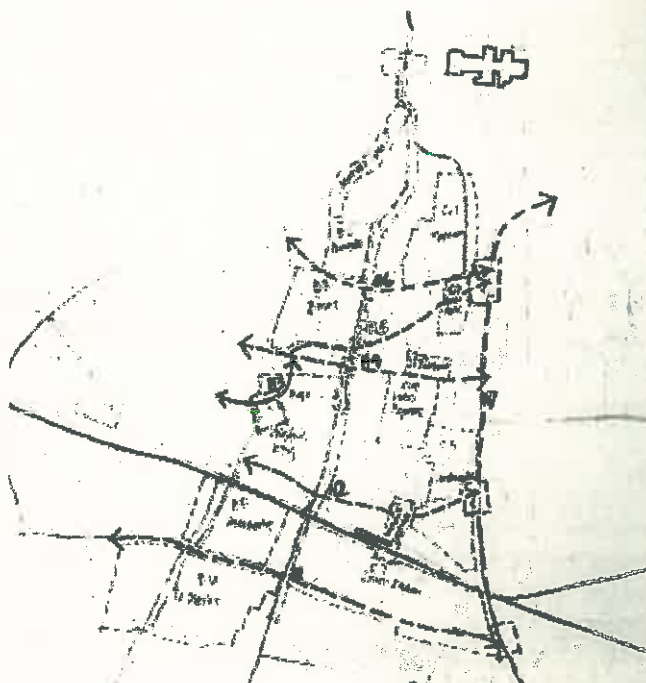
Proposed connections to be enlivened between the cultural quarter and the rest of the city

GOVERNANCE

The masterplan seeks to create an enduring partnership for the custodianship of the Lincoln city centre, bringing together the City Council, the County Council and business and community interests in a project intended to ensure the health of the city centre for thirty years.



Working together at the Enquiry by Design workshop



Identified intervention sites for the Lincoln city centre regeneration EBD

INFRASTRUCTURE

The damage done by transport interventions in the past 150 years to Lincoln's urban fabric had limited east-west connections across the city, severed the city north from south at the railway, and eliminated alternative north-south connections on either side of the city centre. The masterplan repairs these rents in the urban fabric, and in the process reconnects the city's neighbourhoods to the beating heart of the city by restoring the integrity of the block structure in the centre.



Lincoln lower High Street: railtrack level crossing



Existing connectivity in city centre as shown by a Space Syntax model

COMMERCE

The functional approach to city planning has rendered most urban core areas monocultural, devoted to shopping and perhaps office use, and little else. The introduction of a university to Lincoln has created another zone, and the cultural quarter has been viewed as a zone as well. The plan seeks to activate all of these single use districts through the introduction of mixed-use strategies to create more diversified day time as well as night time economies. For example, a project south of the railway station introduces higher density residential and office uses into the city centre.



Area to the south of the railway station: opportunity for regeneration



A Section of the High Street: existing uses

FASHION

Retail centres brought to the core of the city have successfully maintained Lincoln as a substantial centre for shopping far in excess of its residential population, but this has also truncated the High Street, and tended to strangle circulation through the city centre. As these relatively recent centres age, there will be an opportunity to restructure retail so it can better compete by improving pedestrian and vehicular flow, and by better relating the various retail elements to one another. Retail can thus become a flexible part of a robust city structure.



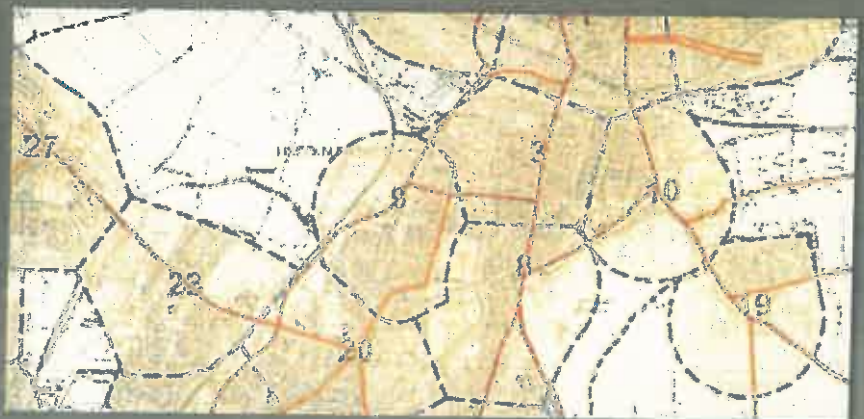
Lincoln High Street: intense pedestrian movement



Restructuring retail within the Lincoln City Centre Area

Emerging Strategy for the Wider Lincoln

Policy Context - Consolidating Neighbourhoods



"We need to assess how the city is currently being used and how it will be used by local people in the future. There is a need to develop neighbourhood centres and regenerate existing communities. There is also a need to develop office space and map out where this is important. There is the potential to expand and grow uses along the riverside. There is a need to create coherent links within the city to make it more attractive to visitors."

—A PARTICIPANT'S CONTRIBUTION TO THE POLICY AND FINANCIAL WORKSHOP 20/21 SEPTEMBER 2012

Emerging Strategy for the Wider Lincoln

Policy Context – 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 enhance 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.

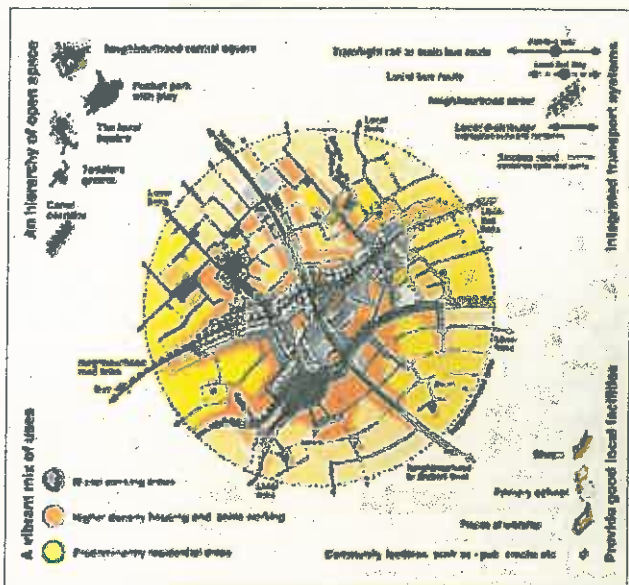
Lincoln does however suffer from the following problems:

- The city centre is 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 due to recent trends in retail development and these are further exacerbated by the intervention of the railway line which effectively severs the City at the southern tip of the pedestrianised 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 and long distances to travel by foot.
- Linkages between neighbourhoods are ill-defined. Community facilities are not distributed in a way that makes them easily accessible.
- The distribution of employment opportunities through the city is generally poor.

Strategy for the wider Lincoln: A Range of Local Neighbourhoods

Allowing an effective and efficient town structure to emerge is based on the identification of the city's overall catchments structure and an analysis of how they relate to each other.

At The Heart Of The Government's Sustainable Communities Agenda



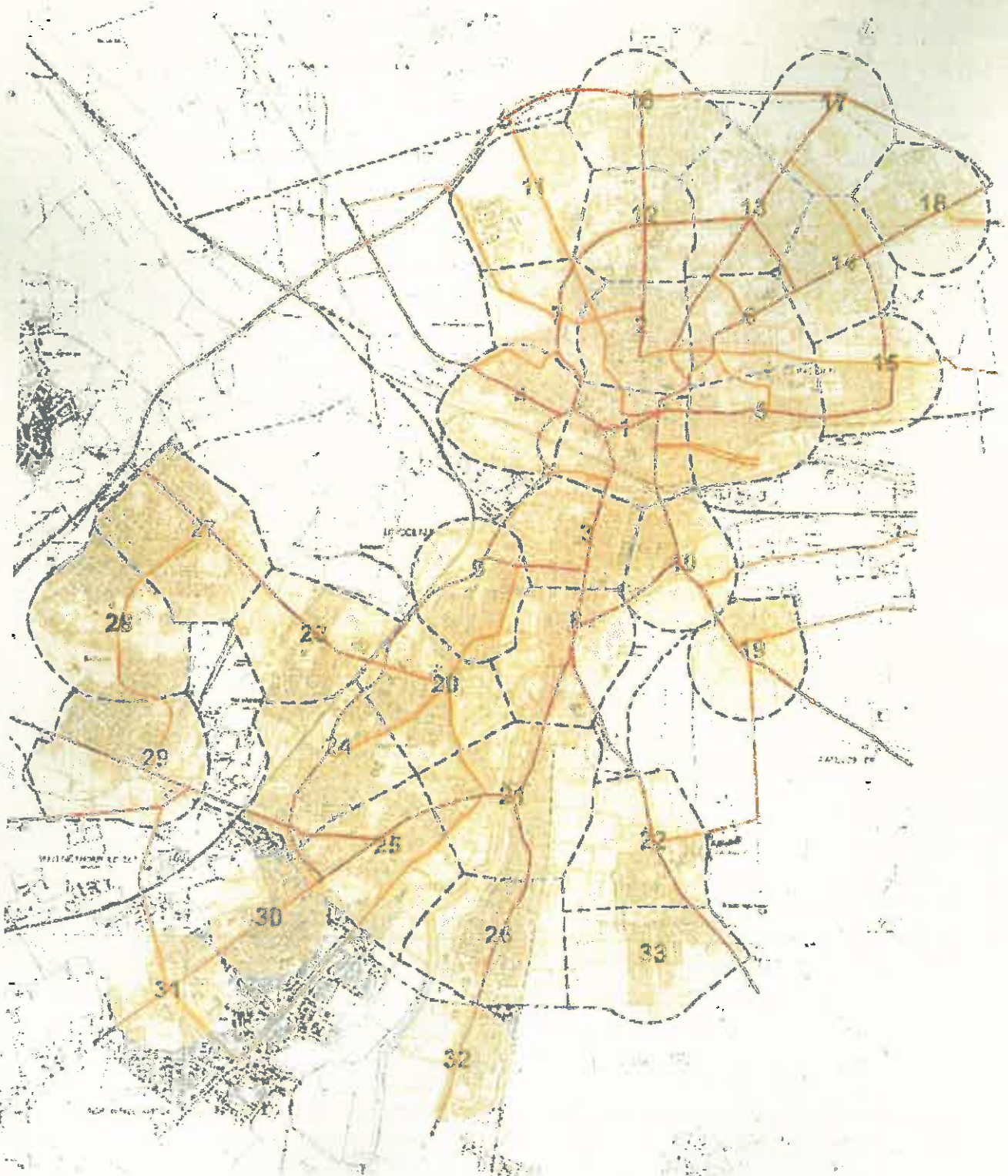
- Fine grained streets
- Density increase from edge to centre.
- Rediscovery of local High Streets.
- Public transport at the heart.
- A 5-6 minute walk to the centre
- All daily needs within walking distance

UK Urban Task Force, 'Towards an Urban Renaissance'

Key requirements and/or recommendations for the neighbourhoods in Lincoln:

(This section contains a list of key requirements and recommendations for the neighbourhoods in Lincoln, which is mostly illegible due to low resolution and blurring in the original document.)

“The Proposed catchment areas for Lincoln should be well connected and benefit from each others proximity. They should also be served with efficient public transport links and with the necessary amenities that are within walking distances even from a neighbourhood’s edge (5-6 minutes walk).”



LINCOLN: Proposed Walkable Catchment Areas

SECTION 3

The Enquiry by Design Scope of Work

The Loop and Related Sites of Intervention



The Enquiry by Design Scope of Work

The Loop and Related Sites of Intervention

Throughout the preparatory work for the Enquiry by Design workshop, 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 is delineated by, and includes, the Broadgate link to the east, the Castle and cathedral area to the north, the historic pool or Brayford Wharf 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.

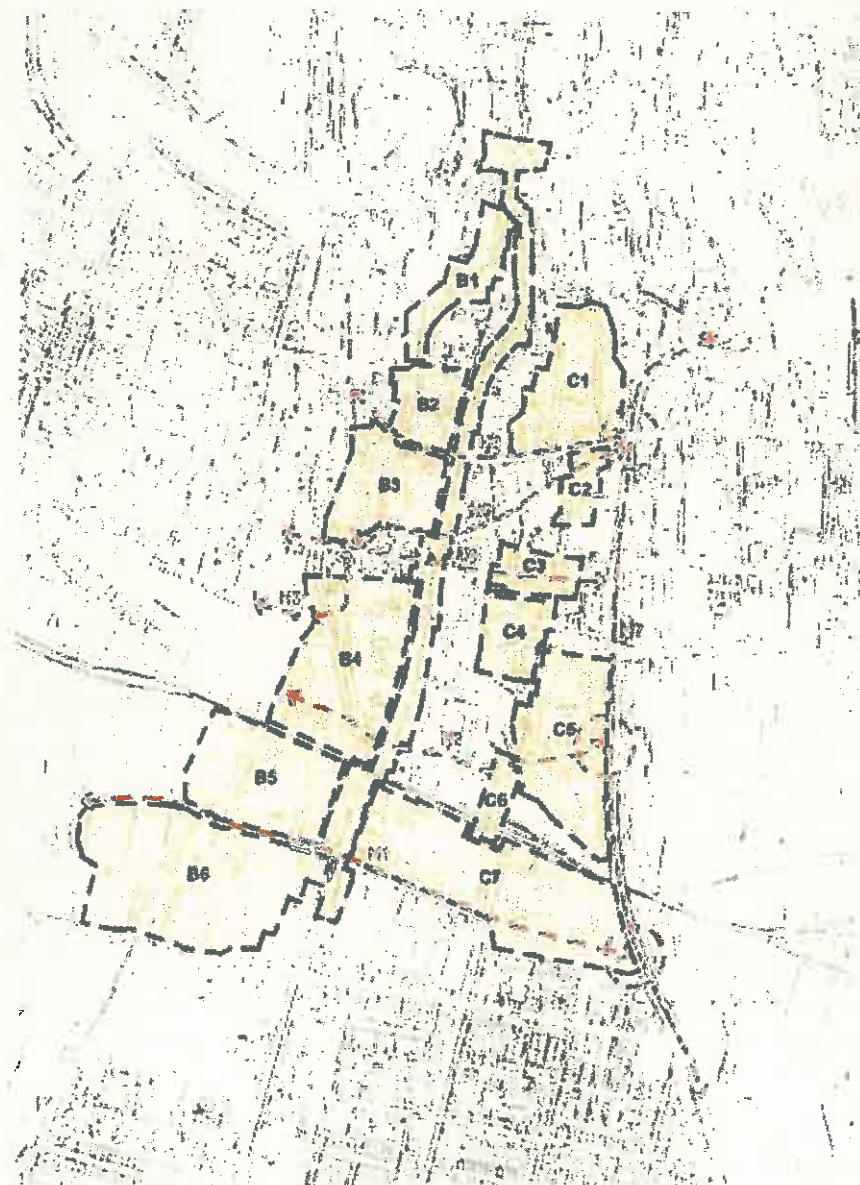
Relating directly to these aspirations, the Ebd scope of work focussed on:

- 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 the High Street or site A, also include the link between the university 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 part of the urban fabric such as the Broadgate link 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 CITY CENTRE: study area and Ebd day 1 walking tours

To increase the potential of Lincoln's city centre, a number of sites were identified by the masterplanning team as strategic intervention areas needing specific development briefs. These are marked-up in the diagram below.



Lincoln EbD day | walking together

- A: The High Street
- B1: M Craggate Site
- B2: Hungate Site
- B3: Buns Site
- B4: Wigford Way Site
- B5: University Site
- B6: St. Mary's Site
- C1: Museum Site
- C2: Dore Hill Site
- C3: St. Stephen's Site
- C4: C. I. Square Site
- C5: Lindergate Site
- C6: Station Crossing
- C7: South Station Site
- H1: Jorickcroft Street Line
- H2: Norman Street Line
- H3: Water Lane Line
- H4: St. Swithin Line
- H5: Silver Street Line
- H6: West Parade / Corporation Street
- H7: Broadgate Line

LINCOLN CITY CENTRE: Enquiry by Design Scope of Work

Emerging Masterplan for the City Centre



MOVEMENT STRATEGY AND STREET HIERARCHY

Re-thinking the City Centre - City Centre Centre

THE CITY CENTRE BUILT STRUCTURE

Where People Concentrate

THE CITY CENTRE USES

Shaping a Good Street Day

THE CITY CENTRE RETAIL STRATEGY

A Strategy for Retailing Plus

CULTURAL STRATEGY

Defining the City Centre Culture

Emerging Masterplan for the City Centre

MOVEMENT STRATEGY AND STREET HIERARCHY

The movement strategy and street hierarchy proposal for the city centre and its wider context aims to provide neighbourhoods with better connections. It is also designed to enable public transport to operate more efficiently within the city centre and between the latter and its wider context. The following are some of the key proposals for Lincoln's movement corridors:

- Distribute movement into several areas to disperse traffic which includes multiplying east-west links (ex, Tentercroft street, St Mary's Street).
- Restructure the Lindongate area and introduce a more efficient proposal for the bus station with less disperse use of the urban space.
- Re-define street frontage for poorly defined street enclosures to ensure that there is quality to the public realm.
- Use appropriate traffic calming measures in relatively hostile environments for the pedestrian (ex, on street parking in Silver Street).
- Strengthen and improve legibility along north-south routes to the east and west of the High Street.
- Increase the journey time reliability of bus services by routing buses along the east west link and over Pelham Bridge thereby avoiding the railway level crossing on the High Street.
- Construction of a new high quality pedestrian bridge to the High Street and Pelham Bridge in order to strengthen pedestrian connections between the Tentercroft Street/Park Ward areas and the city centre.
- Re-structure the street network between the High Street and Brayford Waterfront. This would include removal of Wigford Way an over-engineered highway that provides more traffic capacity than is required.



Lincoln City Centre: Proposed Movement Strategy



- Main Links
- Main Streets
- Secondary Streets
- Pedestrian Links

Lincoln City Centre: Proposed Street Hierarchy

THE CITY CENTRE BUILT STRUCTURE

Opportunity for regeneration:

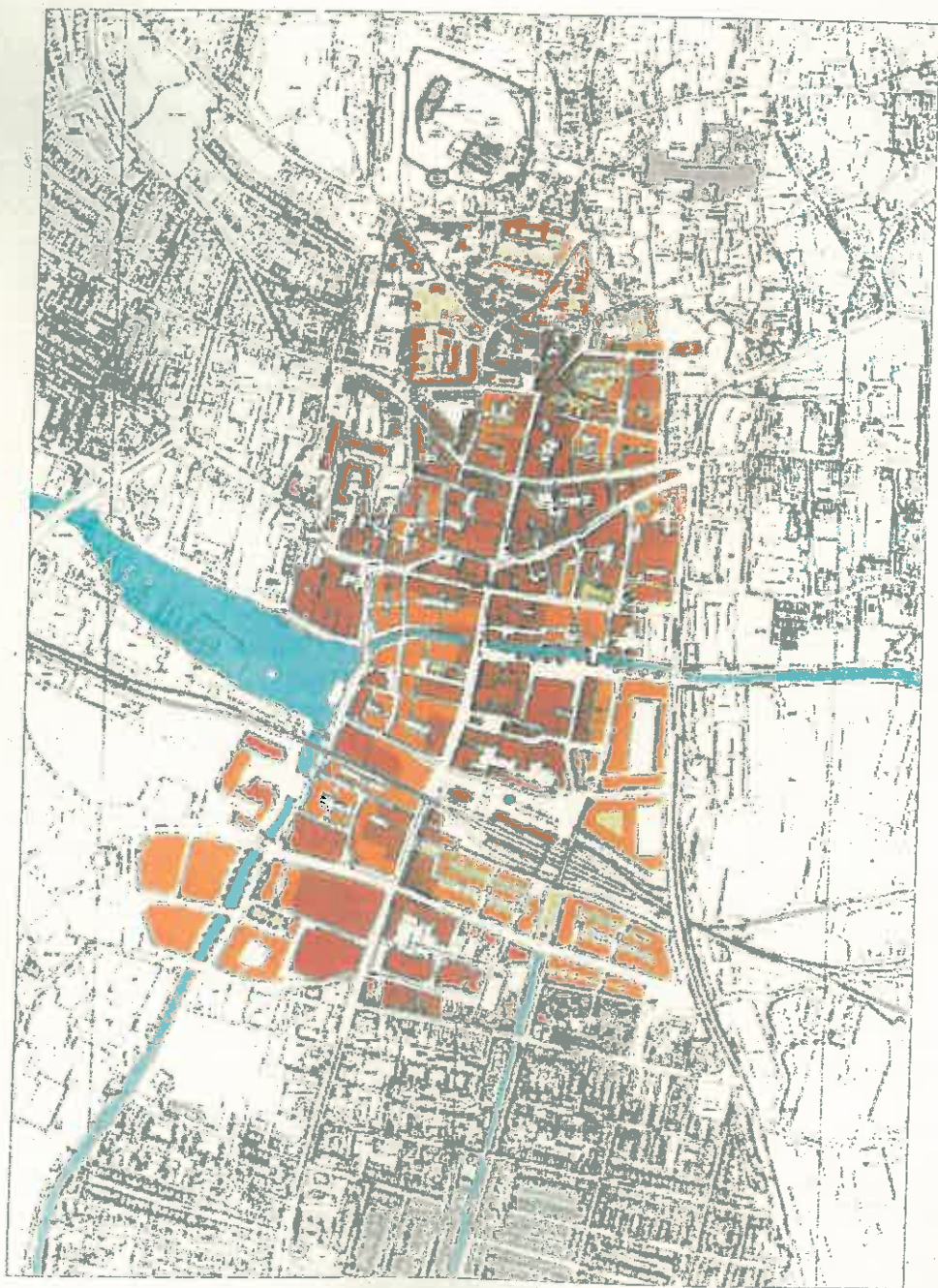
The layout of the Enquiry by Design proposal for the Lincoln's City Centre aims primarily to consolidate the structure of the existing urban fabric. This can be achieved through a clearly defined assemblage of urban blocks. The proposal also identifies other potential areas for development that unlock opportunities for regeneration in underdeveloped and low density areas of the City Centre.

Buildings contained within these consolidated/proposed urban blocks are to front the public realm. This will strengthen, enhance and enliven the street scene, whilst also providing a safe environment for pedestrians. Features such as continuous footpaths, appropriate street proportions, building orientation, and natural features are brought together to enhance the experience of the public realm and encourage people to walk.

The emerging plans for the City Centre draw from local architectural patterns and traditions. The grain proposed for the consolidated blocks and the architectural character of the street façades are indeed informed by an understanding of local context and tradition.



Lincoln City Centre: wider context



LINCOLN CITY CENTRE MASTERPLAN

THE 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,
- Introducing uses along inactive and underdeveloped links to improve activity and walkability within the city centre (and make these areas feel more safe). In relation to the scope of work of the Enquiry by Design,
- The High Street or site A is 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 mix of uses with a dominant office component
- The eastern loop or sites C is to reinforce its commercial role as part of the city centre and include residential and office use on its northern and southern peripheries. Sites C1 to C3 will also reinforce and develop the city's cultural quarter, building on the recent completion of The Collection and forthcoming creative industries project.

The plan opposite shows the proposed uses for the intervention areas within the city centre.

- | | |
|--|--|
| <ul style="list-style-type: none"> ■ M1 Shop, above retail ■ M2 Office, above retail/office ■ M3 Hotel ■ M4 Commercial, above hotel ■ M5 Commercial, above retail/office ■ 2 Residential | <ul style="list-style-type: none"> ■ M12 Resid. above retail/office ■ M13 Retail, above hotel ■ M14 Retail, above th. Resid' office ■ Proposed ■ Existing |
|--|--|



Lincoln City Centre Mixed Uses

THE CITY CENTRE RETAIL STRATEGY



Lincoln City Centre A Strategic Merchandising Plan



Our strategic merchandising plan includes both a strategic plan response and a positioning approach (why we did what we did and where) in terms of our recommendations for the city centre and the reasons behind them.

In summary, all of our recommendations were aimed at enhancing and strengthening Lincoln city centre's regional market dominance by extending the length of stay of outside visitors/daytrippers, and at the same time, increasing the frequency of visits by local people within the city and its environs.

Our primary strategy for achieving both these goals was by deepening and diversifying the range of goods and services (as well as cultural and entertainment attractions) offered throughout the city centre.

To do this effectively, it was important that the city centre be restructured from a merchandising perspective, into a series of discreet merchandising zones, or districts, each with its own unique focus and appeal, in such a way as to make them mutually compatible with each other rather than competitive.

In this way, the whole should equal more than the sum of the parts, with what could have been an overly large, monotonous experience broken down into a series of discreetly enjoyable parts which would both warrant multiple visits, as well as reward the visitor of such.

CULTURAL STRATEGY

One of the things that makes Lincoln special is its heritage (from the built environment to traditions and celebrations). Over the past ten years the city has undergone a huge transformation through the foundation of the new university and the creation of new retail and leisure spaces around the city centre. The problem is that, if taken in isolation, none of these broadly 'cultural' features is going to be capable of reversing the slow process of decline (or loss of importance) currently affecting Lincoln.

A heritage strategy for Lincoln needs to consider the city as a complete entity engaging complex physico-economic and ethical processes interacting with each other in a natural flow. It is not only about redesigning/enhancing the public realm, but also about facilitating a process whereby the local stakeholders take the lead in creating the good, the beautiful, and the ethical and sustainable city at the same time.

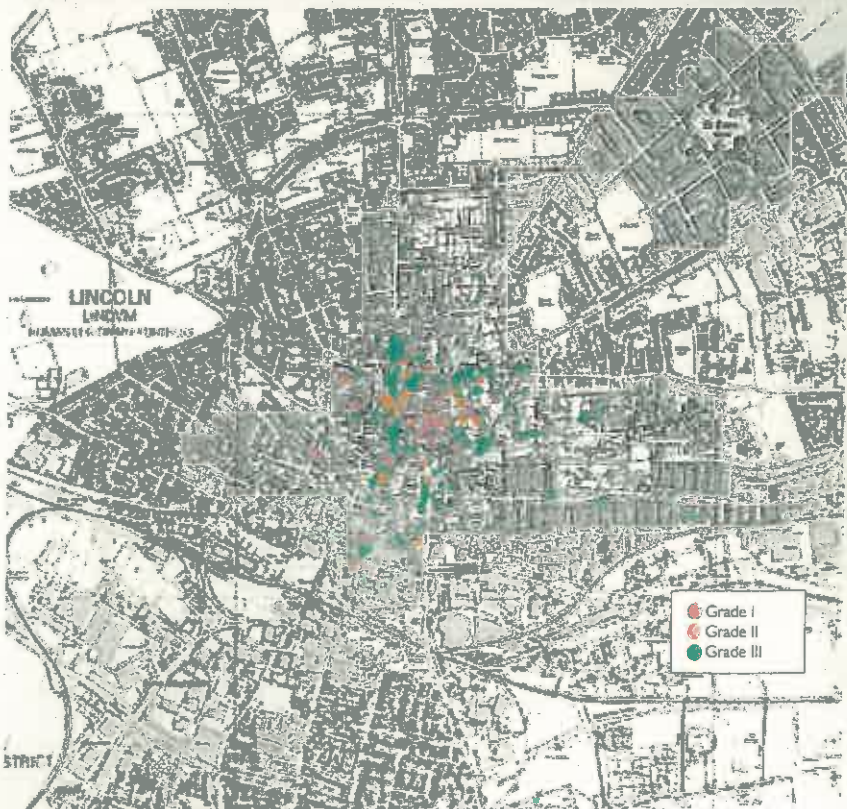
The November EbD greatly advanced the possibility for Lincoln to adopt a co-ordinated approach to the development of not only the city centre and its physical fabric below and beyond the railway line but also the cultural quarter and the historic part of the city.

From this perspective, and as dialogue has already been initiated between the following groups at the EbD workshop, it is important that planners, the economic development group, the cultural strategy group, and the tourism and heritage group continue to co-ordinate their different initiatives in order to maximise the potential Lincoln has to offer.

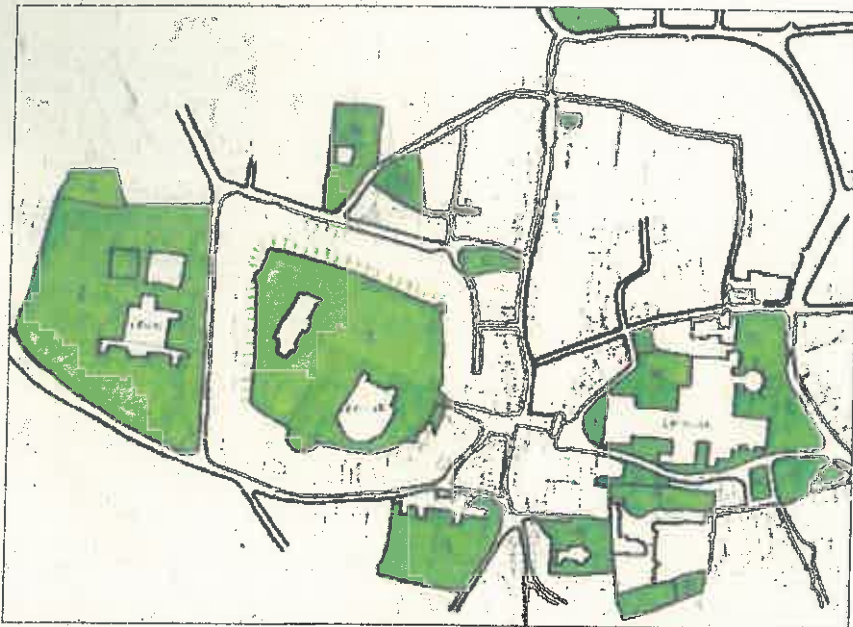
It is important when considering the heritage to go beyond the 'visitors attraction' thinking, or the 'building-based' logic and instead think about how first and foremost a particular heritage initiative can contribute to the overall quality of life in the city.

While looking into the relevance of heritage for the people of Lincoln, there were a number of 'working' themes suggested for the regeneration of the historic quarter (cultural quarter) with the cathedral and Magna Carta (rehoused) as key elements of attraction.

Magna Carta is linked to a number of potential themes that could be developed in a more productive way for Lincoln. The link with justice, freedom, citizenship and human rights could be one way of making Magna Carta more relevant to the people of Lincoln (and outside). In particular, given that the city has a young population and a number of educational institutions, the creation of a Centre for Citizenship, with a Youth Parliament attached, could be one way of linking the Magna Carta heritage to contemporary concerns.



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Lincoln Cathedral Quarter
Secret Spaces



Engaging in how to make heritage into a sustainable feature for the whole of the city is also reflected in the proposed improvements to Castle Square and to the linkages between Exchequergate and Castle Square, and the abolition of the entry fee for the Castle Grounds.

As stated before, heritage should be viewed not only as a tourist attraction, but also a tool for rebuilding civic participation. In connection with local events, the city has an annual Book Festival and local book trade that if linked to the regular visits to the cathedral and the Castle can help regenerate the book trade and focus the themes of discussion for the Book Festival such as the Da Vinci Code-type topics.

The Book Festival could also be an opportunity for experimenting with new uses for the empty flats above the shops along Steep Hill. These could provide temporary accommodation for festival participants, or be used as venues for small-scale readings and debates during the Festival. Castle Square could be the heart of the Festival (with temporary bookstalls) and the Judge's Lodgings (redeveloped into a four star Eco-hotel and restaurant) the place where both Festival writers and the press stay.

Rooted as they are in the history of the city and in contemporary cultural dynamics, such ideas (if implemented) could generate both new energy among the people living in the city and attract the attention of discerning visitors. It is thus important to support local interest groups attempts to co-ordinate efforts and view the regeneration of the historic quarter as part of an integrated whole (i.e. the integration of heritage assets with high quality urban design).

In response to the significance and importance of historic area, a number of sites were identified as:

- Intrinsic to the character of Lincoln
- Reflecting unique development patterns
- The heart of visitor attraction: economic driver
- Key orientation landmarks such as the cathedral and the Castle
- Suitable to accommodate important uses (such as the Magna Carta and a Visitors Orientation Centre)

A specific design brief has been elaborated for key sites within the cultural quarter which is presented in the following section of this report.

Design Briefs for Key Intervention Sites



- A HIGH STREET SITE DESIGN BRIEF
- B LOOP SITES DESIGN BRIEFS
- C LOOP SITES DESIGN BRIEFS
- H LINKS SITE DESIGN BRIEFS
- D CULTURAL QUARTER DESIGN BRIEF











Design Briefs for Key Intervention Sites

A1 THE HIGH STREET

Vision

- Create a compelling series of episodic events drawing patrons through the district
- Series of distinct shopping experiences
- Like good urbanism, adjacent uses should complement rather than compete
- Utilize the urbanism to complement the merchandising pattern
- It is important to consider a hierarchy of non-competing offers in the city
- The lack of secondary connectivity throughout the city centre is a major obstacle to successful development
- There is a need for a network of East-West links to support the main new route south of the railway
- Building focal points and identifying anchors is crucial when planning new developments - "String of Pearls"
- Extending Lincoln's retail offer below the railway line needs to be carefully managed; "stretching" the offer as opposed to "fattening it out"
- The demand for bulky units needs to be questioned - even restricted?
- A Parking Strategy, to encourage shoppers and filter them where the city wants is key

Proposed Landuse Plan

HIGH STREET USES:	
	Retail
	Food/Restaurant/Pub
	Office/Services
	Anchor
	Civic
	Open Space
	Residential
PEDESTRIAN CIRCULATION:	
	Primary Route
	Secondary Route
	Tertiary Route





Existing



Proposed



Design Briefs for Key Intervention Sites

B1 MICHAELGATE

Key Observations

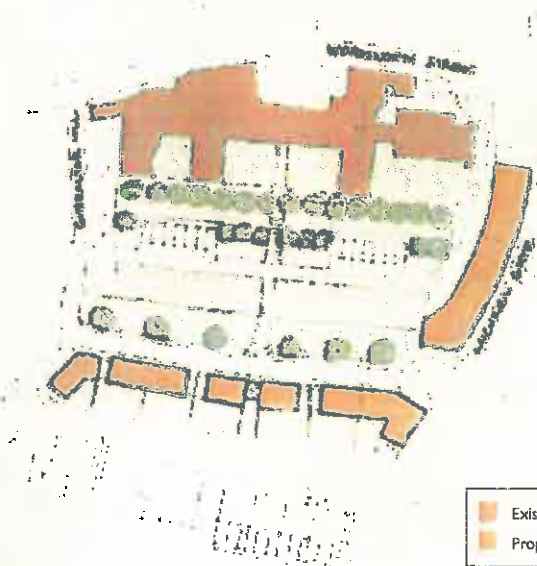
- Need to activate secondary route to historic quarter
- Large scale undeveloped sites in prime locations - key views
- Provide opportunities to rest en-route
- Retain car parking to serve High Street uses
- At present the area is characterised by a poor streetscape, a mix of new and old buildings of varying quality and lacks cohesion. The area is predominantly residential although there are the remnants of previous light industrial uses.

Specific Measures

- Open up college block and link Gibraltar Hill to Michael Gate and provide more residential unit along link
- Provide a better streetscape to Michaelgate with more mixed use along western enclosure and residential units along eastern edge as to enclose the block between Steep Hill and Michaelgate



Plans



Existing



Proposed



Design Brief

Circulation Strategy	Street Hierarchy	B1.1 Michaelgate - All Land Design Faculty Michaelgate - Secondary (5m) Footway (1m)
	Surface Treatment	Cobbled Stone
	Street Furniture	
	Block Structure	Block Size 105 x 63m
Block Structure	Access	Pedestrian to front, Vehicles to rear
	Parking	Revised car parking for University
	Servicing	Internal circulation route
	Setbacks	None
	Grain Structure	Plot width 5m Plot depth 8m
Building Types and Massing	Access	Private entrances @ 5 m
	Public Buildings	Revised landscape gardens/car parking 80 x 25m
	Residential Mix	Double fronted residential units Red brick and stone edging materials
	Scale	2 and 3 storey domestic buildings
Uses	Typologies	
		G - Craft/Retail I - Residential

Circulation Strategy	Street Hierarchy	B1.1 Michaelgate - All Land Design Faculty Michaelgate - Secondary (4.5m) Footway (1.5m)
	Surface Treatment	Cobbled Stone
	Street Furniture	
	Block Structure	Block Size 140 x 90m
Block Structure	Access	Courtyard entrance from Michaelgate
	Parking	Enlarged Street from Michaelgate/Steep Hill
	Servicing	On street and rear servicing
	Setbacks	None
	Grain Structure	Plot width 5 - 8m Plot depth 8m
Building Types and Massing	Access	Private entrances @ 5-8 m
	Public Buildings	Infill block with courtyard servicing
	Residential Mix	Double fronted residential units Red brick and stone edging materials
	Scale	2 storey domestic buildings
Uses	Typologies	
		Residential only

Design Briefs for Key Intervention Sites

B2 HUNGATE SITE



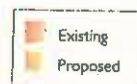
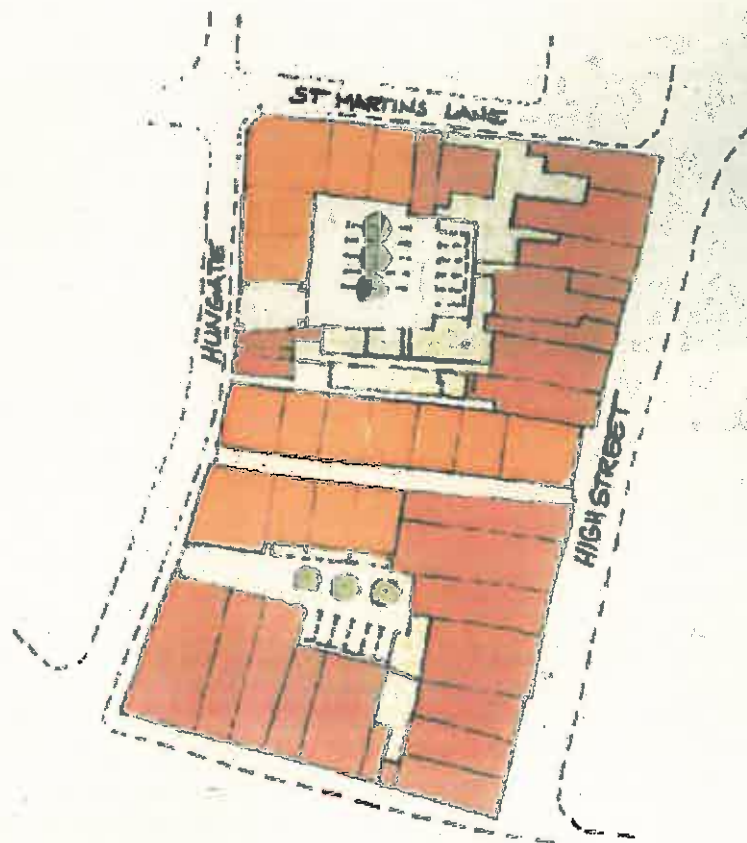
Key Observations

- Lack of good pedestrian linkage to High Street
- Undeveloped sites to accommodate small scale businesses and short-term car parking
- Need to create new fronts to buildings on Hungate
- Remodel older retail units to add diversity

Plan

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



Existing



Precedent



Design Brief

Circulation Strategy	Street Hierarchy	Hungate - Secondary (5m) Footway (1m)	Hungate/ Motherby Street - secondary
	Surface Treatment	Tarmac	Tarmac
Block Structure	Street Furniture		Trees @ 10m
	Block Size	60 x 60m Infill Courtyard Development	65 x 10m
	Access	Pedestrian to front, vehicle to rear, New arcade link to High Street	Motherby Street
	Parking arrangements	On street and courtyard	Courtyard car parking
Grain Structure	Servicing	Front and rear	Front and rear
	Setbacks	None	none
	Plot width	5m	5m
	Plot depth	10m	15 m with garden
Building Types and Massing	Access	Active retail opening @ 5m and private commercial entrances @ 5m	Private entrances @ 5m
	Public Buildings	Corner infill block with rear courtyard access	Mixed uses office/ residential street
	Residential Mix	Increasing height to corner building	Domestic scale
	Scale	Refacing of arcade to High Street	2 storey
Uses	Height	Infill residential courtyard and parking	New pedestrian flow to High Street
	Typologies	2/3 storey domestic buildings	
		Commercial/Retail to St Martins Lane, Residential to Hungate, Retail to High Street	G-1 - office /residential

Design Briefs for Key Intervention Sites

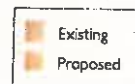
B₃ BINNS SITE

Key Observations

- Absence of active uses and visual linkages
- Lack of good pedestrian linkages to the High Street
- Piecemeal development with rear servicing breaks pedestrian route
- Need to activate Mint Street frontage to Binns Store

Specific Measures

- Restructure/complete underdeveloped block between Mint Lane- Mint Street and Beaumont Fee
- Provide a better enclosure to street with mixed use (warehouses+ loft apartments above)
- Service block with industrial courtyards and parking
- All streets should be provided with an active frontage



Existing



Proposed



Design Brief

Circulation Strategy

Block Structure

Grain Structure

Building Types and Massing

Uses

Street Hierarchy

Surface Treatment

Street Furniture

Block Size

Access

Parking arrangements

Servicing

Setbacks

Plot width

Plot depth

Access

Public Buildings

Residential Mix

Scale

Height

Typologies

Mint St / Beaumont Fee - secondary

Tarmac

2 blocks @ 45 x 50m

New east/ west route

Courtyard parking

On street and rear access

None

5-10 m

6-10 m

Private entrances @ 6 m

None

Mixed office/ residential quarter

Corner vista to Brayford

5 storey @ Mint St 6 storey @ Beaumont Fee

Warehouse conversion/ office blocks

G - office/ retail

1-5 - office/ residential

Design Briefs for Key Intervention Sites

B4 WIGFORD WAY SITE

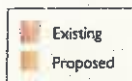
Key Observations

- Failure to maximise potential of river frontage
- Large format retail use lacks active frontages other than on High Street
- Opportunity to realign Wigford Way/Brayford Wharf East
- Need to create new desite line to Brayford/St Marks

Specific Measures

- Maximise potential of river/canal walk with active frontages and public use
- Improve existing street frontages through redevelopment / reskinning of certain facades
- Close Wigford Way and open up site for redevelopment that provide a more rational use of the urban space and better urban environment/street structure
- Blocks are to be provided with active frontages and internal service courtyards
- Strengthen links between both sides of the canal with a bridge

Plan



Existing



Proposed



Design Brief

Circulation Strategy	B4.1 Wigford Way (re-routed) Wigford House	B4.2 Grantsvon House and adjacent site	B4.3 High St/ Bhs Block	B4.4 Multistorey car park block
Street Hierarchy	Wigford - tertiary, Brayford - secondary	Wigford - tertiary, Brayford - secondary	High St - tertiary, Wigford Way - tertiary	Brayford - secondary
Surface Treatment	Tarmac, block	Tarmac/ block	Block/ tarmac	Tarmac
Street Furniture	Trees @ 10m			Trees @ 10m
Block Structure	40 x 50m Enclosed parking courtyard On street parking on Wigford Way Shared surface to Wigford Way (re-routed)	2 blocks 35 x 55m On street parking on Wigford Way Courtyard parking Redevelopment of Grantsvon House with new frontage and corner building	2 blocks @ 80 x 75m Courtyard parking/ servicing No setback On street parking Wigford Way	2 blocks 140 x 40m wrap multi storey deck with active uses New street east west Servicing from front Set back to Wigford Church with key vista building
Grain Structure	Plot width 5-10m Plot depth 10m Access Active uses @ 6m on Brayford	5-10m 10m Active uses to Wigford Way @ 5-10m	10-15m 5-10m office 20-40 retail Active retail frontage @ 5m	6-10m 15-30 m Retail @ 6 m office @ 10m
Building Types and Massing	Public Buildings Residential Mix Scale Height Typologies	Frontage to Brayford waterside Potential for residential on upper floors Active uses @ ground floor to Brayford 5/6 storey	Activate water frontage Vista building to Brayford/ Cathedral Pedestrian corridor to High Street 5/6 storey Mixed use commercial block	Mixed use shopping block 3/4 storey Enhanced open space to Wigford church
Uses	G - retail/ office 1-6 - office /residential	G - retail/ office 1-6 - office residential	G - 1 - retail 2-5 - residential	G-1 - retail/ office 1-4 - office/ residential

Design Briefs for Key Intervention Sites

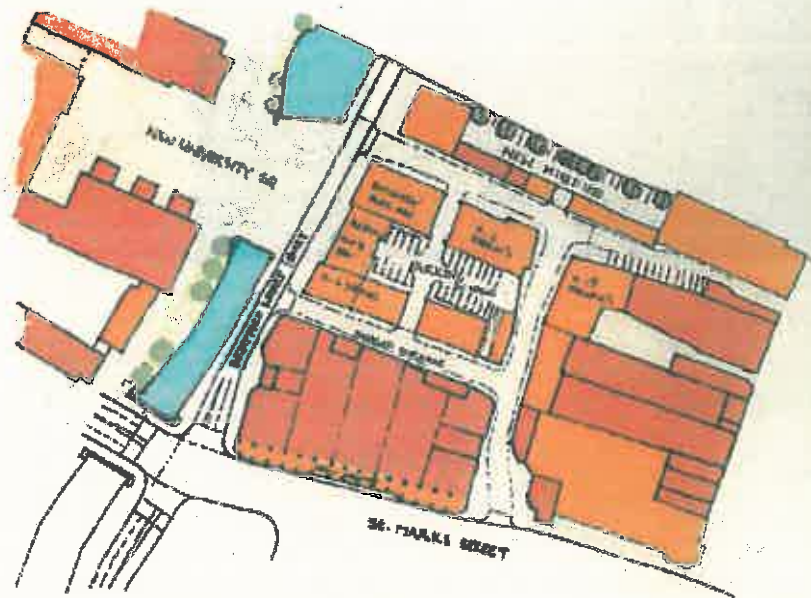
B5 UNIVERSITY SITE



Key Observations

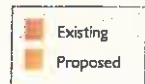
- University Gateway needs strong pedestrian route to the city centre
- Brayford Wharf East to provide new vehicle and pedestrian route
- Lack of pedestrian routes through High Street/Brayford block
- Opportunity to maximise visual links to the cathedral

Plan



Specific Measures

- Restructure underdeveloped urban space into blocks with active frontages and informal service courtyards
- Provide a better approach to university site with a new university square that would also be enclosed to the west with educational/mixed use facilities also shared with the public



Existing



Proposed



Design Brief

Circulation Strategy	Street Hierarchy Surface Treatment Street Furniture Block Size	University Brayford - Secondary Tarmac Trees @ 10 m, railings 4 blocks @ 80 x 40m	Railway line Frontage Albion Yard - Tertiary Tarmac None
Block Structure	Access Parking arrangements Servicing Setbacks	Re routed Wigford Way Courtyard deck New street north/south Colonnade to the junction	2 blocks of 140 x 15m Re routed Wigford Way Courtyard car parking New street east/ west Noise screen to railway line
Grain Structure	Plot width Plot depth Access	5-10m 6-10m Street level activity	5-10 m 6-15m Street level activity
Building Types and Massing	Public Buildings Residential Mix Scale Height Typologies	Public space to university Commercial uses to St Marks, new retail block to St Marks/ High Street Open views of Brayford / cathedral 3-5 storey Mixed-use commercial block	Commercial block to link High Street / Brayford Screen to railway / view to cathedral 3-4 storey Linear office block

Design Briefs for Key Intervention Sites

B6 ST MARKS SITE



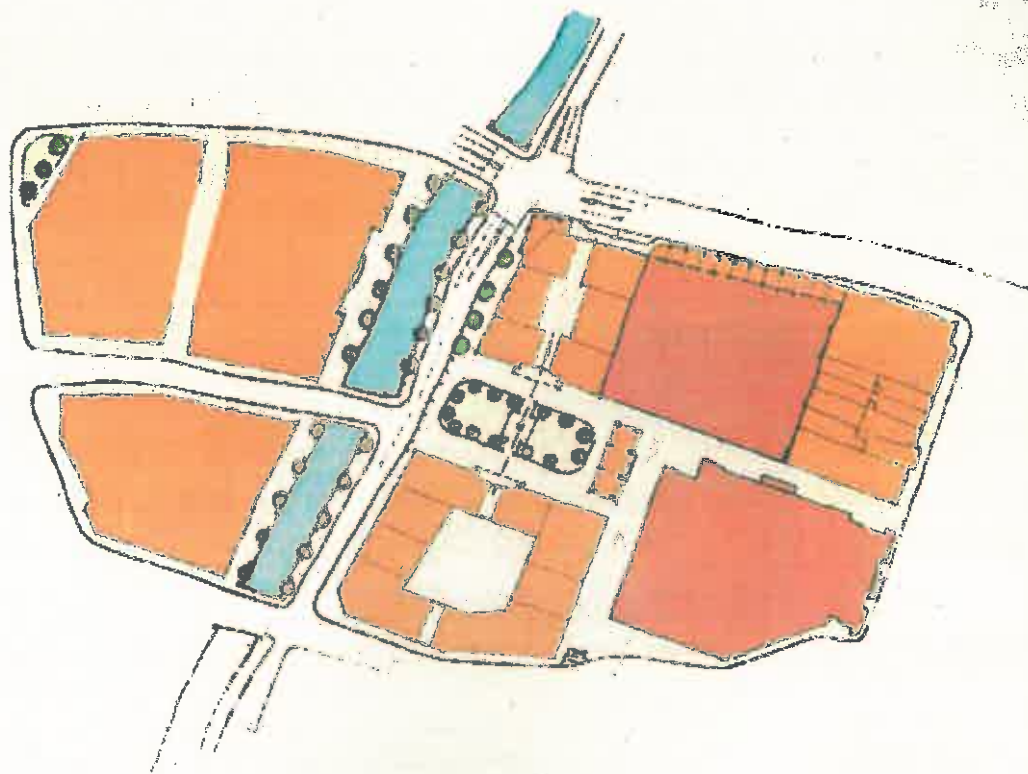
Key Observations

- Absence of active street frontage to St Mark's 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

Specific Measures

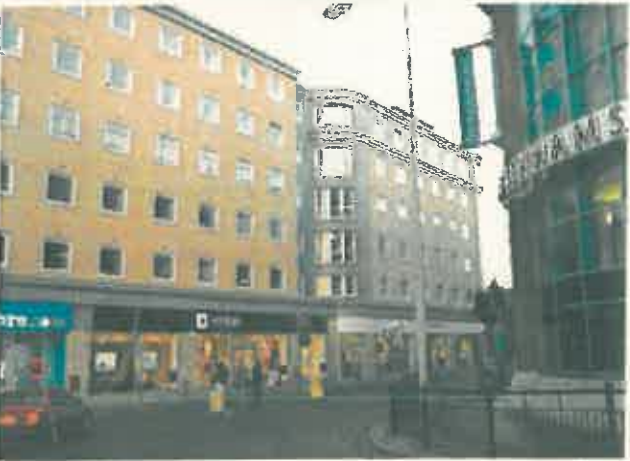
- Restructure/complete underdeveloped land along street/canal walk with a better defined public realm providing appropriate enclosure to the street and a well integrated public square to increase potential/experience of the public realm
- Enhance existing aspect of streetscene with redevelopment/ reskinning of facades of department stores

Plan





Existing



Design Brief

Circulation Strategy	Street Hierarchy Surface Treatment Street Furniture	St Marks – Primary (14m) Internal - tertiary (10m) Tarmac/Blocks Railings/Seats
Block Structure	Block Size Access Parking arrangements Servicing Setbacks	5 blocks @ 60x 80m New pedestrian route River Witham Multi storey block Firth Road/ Ropewalk None
Grain Structure	Plot width Plot depth Access	5-10m 10-20m Shop entrances @ 5 m
Building Types and Massing	Public Buildings Residential Mix Scale Height Typologies	River Witham new enclosed space Commercial at ground with residential above St Marks/ River Witham corner vista 4-5 storey Shopping centre
Uses		G-2 Retail/Hotel 2-5 Office/Residential/Hotel

Design Briefs for Key Intervention Sites

C1 CULTURAL QUARTER



Key Observations

- Develop the area as part of the city's cultural quarter
- Promote creative industries/incubator business
- Residential development to incorporate capacity for home working utilizing basements or dormers
- Public realm along Danesgate to continue historic core using existing palette of materials e.g. stone flagged footpaths and cobbled setted road surface
- Streetscape generally to reflect character of the Conservation Area using simple palette of materials. Stone flagged footpaths and concrete tegula block road surfacing
- Realign historic block structure to key development sites along Danes Terrace, Flaxengate, Grantham Street and Danesgate promoting active street frontages through mixed use development and servicing to the rear
- Actively promote east-west pedestrian links generally and specifically from 'The Strait' along Neustadt Court through 'the Collection' into Temple Gardens

Plans



Precedent



Existing



Proposed



Design Brief

	Danes Terrace	Grantham Street	Flaxengate
Circulation Strategy	Street Hierarchy: Secondary	Street Hierarchy: Secondary	Street Hierarchy: Secondary
	Surface: Stone flagged footpaths and cobbled setted road surface	Surface: Stone flagged footpaths, concrete tegula block road surfacing	Surface: Stone flagged footpaths, concrete tegula block road surfacing
	Treatment: Light columns, touristic information, litter bins	Treatment: Light columns, touristic information, litter bins, cycle stands	Treatment: Light columns, touristic information, litter bins
Block Structure	Furniture: information, litter bins		
	Block Size: 1 alley block @ 95*60 m	3 courtyard blocks @ 98*75, 64*45 (southside) and 98*50 (northside)	1 courtyard block @ 85*50 m @ northwest side of street following requirements don't apply to proposed new media centre
	Access: Pedestrian and vehicle to front	Access: Pedestrian to front, vehicle to rear	Access: Pedestrian to front and vehicle to rear
	Parking: On street	Parking: Courtyard and on street parking	Parking: Courtyard and on street parking
	Servicing: Front and rear	Rear	Rear
	Setbacks: 0.5 m	None	None
Grain Structure	Plot width: 5 m	8 m	8 m
	Plot depth: 8-10 m	10-13 m	10-13 m
	Access: Private access every 5 m	Private access @ 8m	Private access @ 8m
Building Types and Massing	Public Buildings: N/A, residential alley	N/A	N/A
	Residential Mix: Infill block	Residential mix, infill block with large percentage of residential	Residential mix, infill mixed use block
	Scale: 2-2.5 storey	3-4 storeys mixed use buildings	3-4 storeys mixed use buildings
	Height: Domestic buildings		
Uses	Typologies: Residential	Mixed use with flats above	Mixed use, possibly of some sort of cultural activity with flats above

Design Briefs for Key Intervention Sites

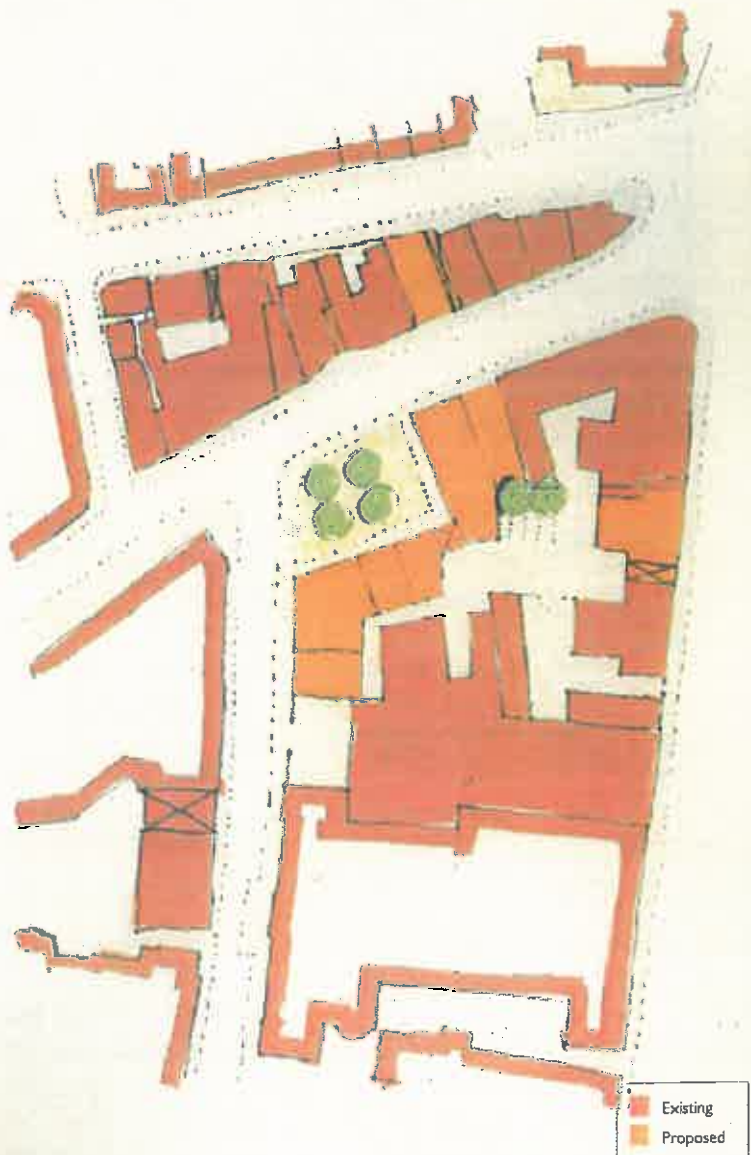
C2 CLASKETGATE



Key Observations

- Continue southern route from Danesgate punching through the block along Clasketgate and Silver Street providing pedestrian access through the block onto Free School Lane
- Demolish 29 and 30 Silver Street and 56 Clasketgate and rebuild new unit to the original building line incorporating a new pedestrian alley way through the block
- Develop surface car park at junction of Free School Lane and Silver Street adjacent the Drill Hall - creating new retail units fronting onto a new civic square, servicing to rear accessed from Broadgate
- Extend the principles of public realm strategy from C1 minimising street signage and general clutter in the public realm. Adapt similar materials palette using stone flagged footpaths and either concrete tegula block or tarmac for road surface

Plan



Existing



Design Brief

Circulation Strategy

Block Structure

Grain Structure

Building Types and Massing

Uses

Street Hierarchy

Surface Treatment

Street Furniture

Block Size

Access

Parking arrangements

Servicing

Setbacks

Plot width

Plot depth

Access

Public Buildings

Residential Mix

Scale

Height

Typologies

Secondary

Stone flagged footpaths

Light columns, trees @ 10 m (on square) seats, litter bins and cycle stands

1 courtyard block @ (measure)

Pedestrian to front, vehicles to rear

Courtyard parking

Rear

18 m from footway edge on the south east side of square

5-8 m

10-13 m

Active retail opening @ 5 m and private entrance @ 5 m

N/A mixed use

Infill block with flats above commercial/retail groundfloor

3 storeys mixed use block

Ground floor retail/commercial, upper floors residential

Design Briefs for Key Intervention Sites

C₃ ST SWITHINS SQUARE



Key Observations

- Streetscape to reflect pedestrian priority - reintroducing railings to boundary of St Swithins Church and remove barriers from Service Road to Waterside Shopping Centre
- Continue materials palette from C₁ and C₂
- Create new footpath along north side of Waterside Shopping Centre through old graveyard in front of existing buildings running east-west
- Redevelop/remodel north side of Waterside Shopping Centre onto St Swithins Square as retail reducing size of existing loading bay
- Introduce pedestrian island to historic square providing tree planting and seating - allowing traffic to pass either side turning right into Free School Lane and continuing on into square along Saltergate and on up Bank Street



Plans



Existing

Sketch Elevations and Precedent



Design Brief

Circulation Strategy	Street Hierarchy	Tertiary (pedestrian)	Secondary
	Surface Treatment	Stone flagged footpaths, cobbled setted road surface for shared surface and tarmac for others	Stone flagged footpaths
Block Structure	Street Furniture	Light columns, litter bins, trees @ 10 m on shared surface, cycle stands	Light columns, litter bins, cycle stands
	Block Size	Open public squares/retail units as part of redevelopment of waterside shopping centre	alley block @ 45*25 m
	Access	Mainly pedestrian routes	Pedestrian and vehicle to front
	Parking arrangements	On street in designated areas	On street
Grain Structure	Servicing	On courtyard to shopping centre	Front and rear
	Setbacks	None	0.5 m
	Plot width	8 m retail plots (waterside redevelopment shopping centre)	5 m
	Plot depth	10 m retail plots (waterside redevelopment shopping centre)	8-10 m
Building Types and Massing	Access	Active retail opening @ 8 m	Private access @ 5 m
	Public Buildings	Retail (Waterside redevelopment Shopping Centre)	Residential block
	Residential mix		Residential/office units
	Scale		3 storeys
Uses	Typologies		Ground floor residential/employment, upper floors residential

Design Briefs for Key Intervention Sites

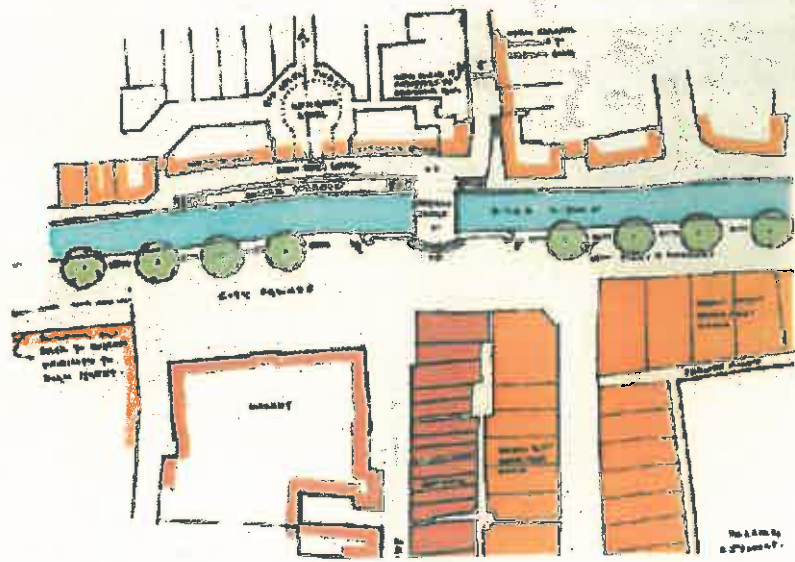
C4 CITY SQUARE



Key observations

- Waterside Shopping Centre fails to maximise river frontage
- Confused open spaces and pedestrian links to Marketplace/High Street
- Low grade building (Wilkinson's) undermines the Marketplace
- Fragmented uses to east fails to support the High Street

Plan



Existing



Preliminary sketch



Sketch Section



Design Brief

Circulation Strategy	Street Hierarchy Surface Treatment Street Furniture	Tertiary/Pedestrian Trees Seats / Litter bins Opp L
Block Structure	Block Size Access Parking arrangements Servicing Setbacks	Open public square Pedestrian routes, Waterside, High Street, Sincil Street Car/HGV access from Broadgate Rear services for High Street units Spill out areas for cafe / restaurants Existing arrangements for North-South and East side of the city square building set back to the Western side from the Waterfront to line up with Lindogate block set back as to improve visibility to the High Street
Grain Structure	Plot width Plot depth Access	Existing arrangements for grain surrounding City Square Existing arrangements for grain surrounding City Square
Building Types and Massing	Public Buildings Residential Mix Scale Height Typologies	Active frontage and pedestrian access to all buildings defining cityscape to allow activity spill out onto City Square Mixed retail unit sizes
Uses		3 storey buildings enclosing City Square Existing arrangements

Design Briefs for Key Intervention Sites

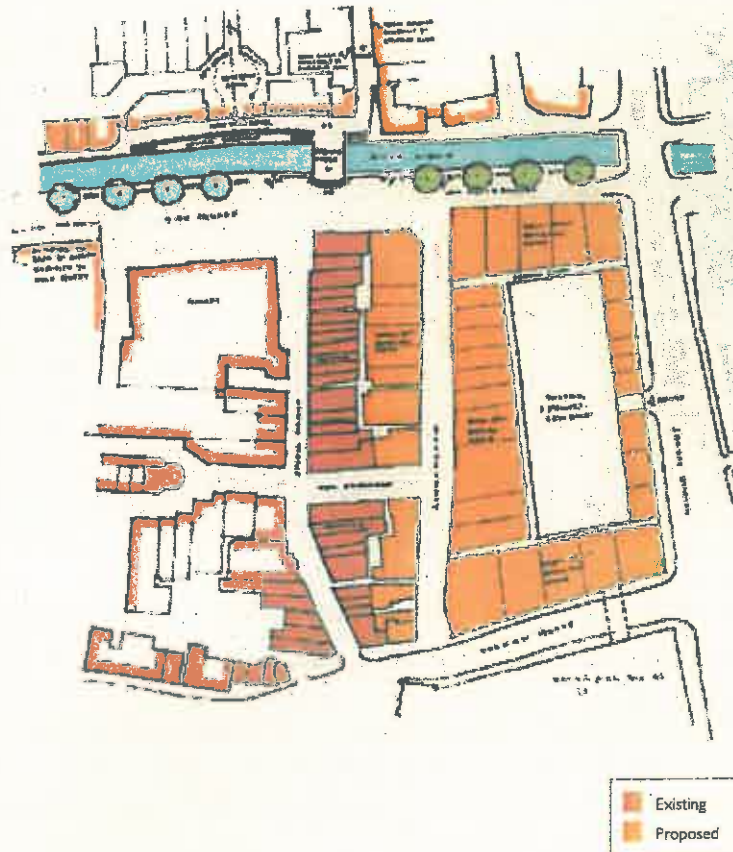
C5 LINDONGATE



Key Observations

- Fine grain of buildings on Sincil Street
- Dominance of large (Co-op) retail block and bus station/car park
- Limited use of waterside frontage
- Dead frontage to Broadgate

Plan



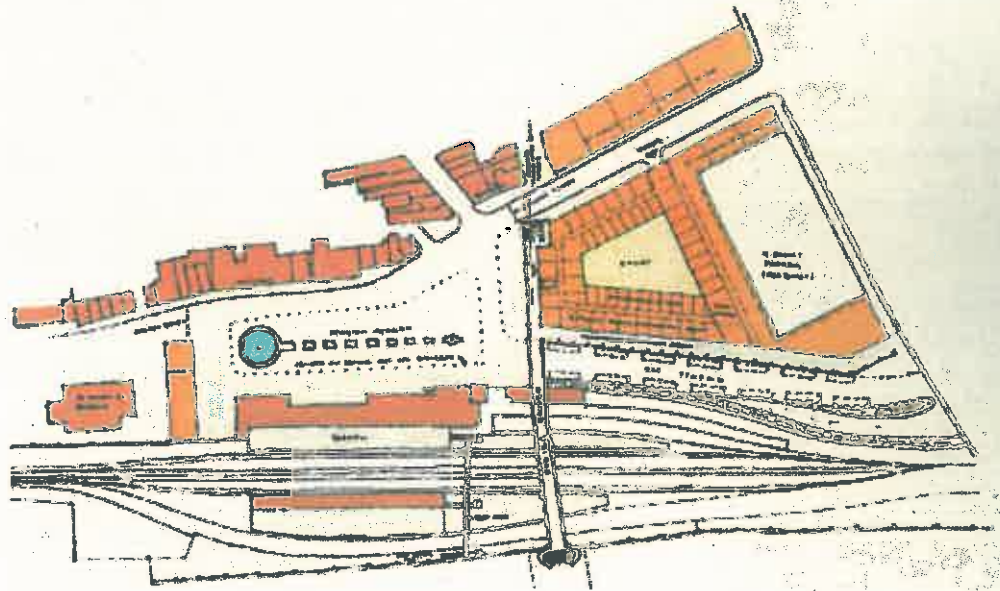
Design Briefs for Key Intervention Sites

C6 STATION CROSSING



Key Observations

- Dominance of bus and car movements
- Transitional space between the railway and Street
- Confused links to rest of city centre



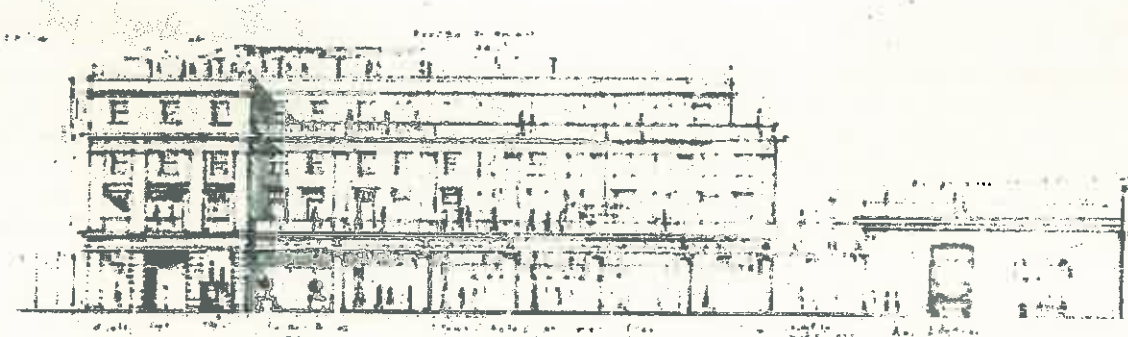
Existing



Sketch



Sketch Elevation



Design Brief

Circulation Strategy	Street Hierarchy Surface Treatment Street Furniture	Primary (12m) Tarmac Trees @ 10m, Light Columns, Public Transport Information, Bollard Route Markers
Block Structure	Block Size Access	100m Single Block 5m Colonnade to bus stands, Car Park Access - Oxford Street, Bus Loop Pelham Street/Oxford Street/Broadgate
Grain Structure	Parking arrangements Servicing Setbacks Plot width Plot depth Access	4 level car park linked to C5 Lindongate Colonnade to bus drop off 10 - 30m wide 100m deep, Retail/Office units 5-10m wide Continuous active frontage
Building Types and Massing	Public Buildings Residential Mix Scale Height Typologies	Hotel - 100 beds Ground level retail units Single aspect office/residential use to wrap car park block Pedestrian bridge to railway station 4 - 4.5 storeys (14m) mixed use shopping block
Uses		G - Retail, 1-4 hotel, office

Design Briefs for Key Intervention Sites

C7 TENTERCROFT STREET

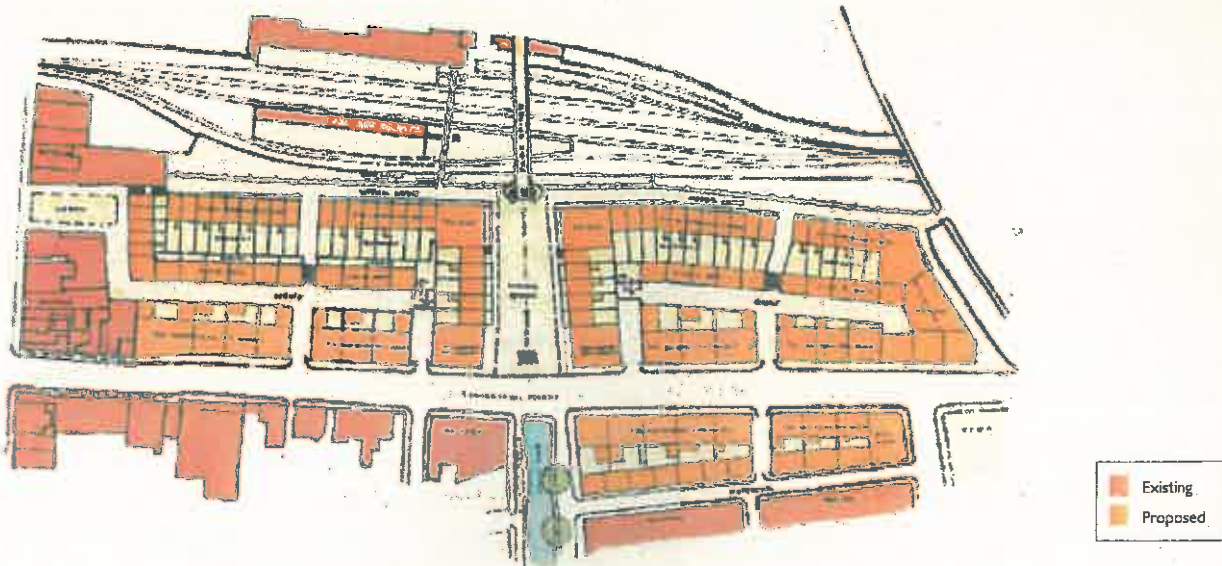


Key Observations

- Vacant site used for surface (commuter) car parking
- Random siting of building at Roca frontage
- Range of low quality 2/3 story buildings
- Transitional space to link the railway and the city centre to residential areas to south



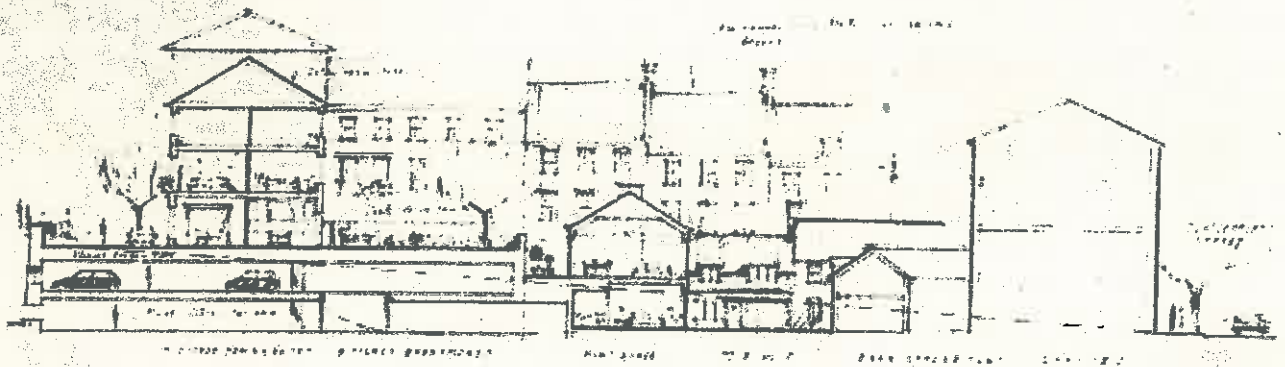
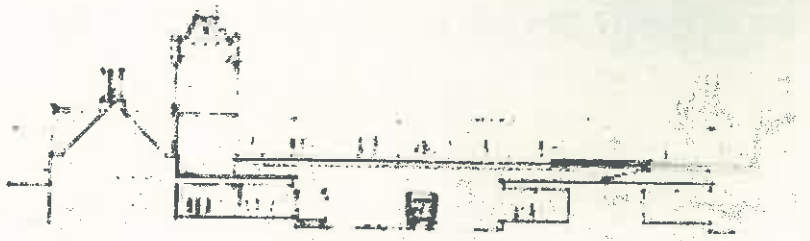
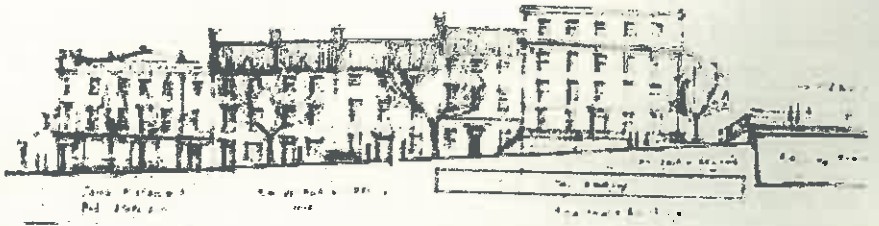
Plan



Existing



Sketch Elevations



Design Brief

Circulation Strategy	Street Hierarchy Surface Treatment Street Furniture	C7.1 Tentercroft Street North Side Primary (21m) Tarmac Trees @ 10m	C7.2 Mews Tertiary (9m) Granite Sets 2m on street parking strip	C7.3 Railway Frontage Tertiary (8m) Granite Sets 1.5m railings to house frontage, 6m access area with on site parking 150m broken to two blocks
Block Structure	Block Size Access Parking arrangements Servicing Setbacks	140 - 160m in two blocks Access to rear courtyard. Pedestrian access to front/vehicles to rear Optional 1.5m ground floor set back for office use No setback for retail	130m broken to two blocks Mews entrance No setback On street parking	Access to Mews and Tentercroft Street No setback On street parking Underground car park deck (1/2 storey)
Grain Structure	Plot width Plot depth Access	13 - 16m wide 13 - 20m deep 2m on street parking strip	6m wide 9m deep 2m on street parking, 3m rear yard	26m plot with 12m buildings, 6m wide On street parking strip
Building Types and Massing	Public Buildings Residential Mix Scale Height Typologies	Destination based retail (small scale) Professional office suites/blocks Potential for residential on upper floors Enclosed plot with 3m wall Option for mews block (6m) to rear 3.5/4 storey (14m) Ground Floor: Office/Retail, First Floor: Office/Retail, Second Floor: Office, Third Floor: Office/Residential, Fourth Floor: Office/Residential	Mixed residential live/work units Roof garden with privacy screen (1.5m) 2/2.5 storey (10m) with roof garden (1.5m) Ground Floor: Residential/LiveWork, First Floor: Residential/LiveWork, Second Floor: Residential/LiveWork	Residential - houses/apartments Enclosed rear gardens 4 storey (14m) 2 level car park deck (5.4m) Residential on all storeys
Uses				

Design Briefs for Key Intervention Sites

H1 ST MARKS STREET/TENTERCROFT STREET/ GREAT NORTHERN TERRACE/EAST WEST LINK

Vision

- A strategic east west link between the Canwick Road/South Park junction and the Rope Walk/Triton 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
- 18m to 21m street dimension
- Primary route for buses accessing the public transport interchange from the south

Location Map



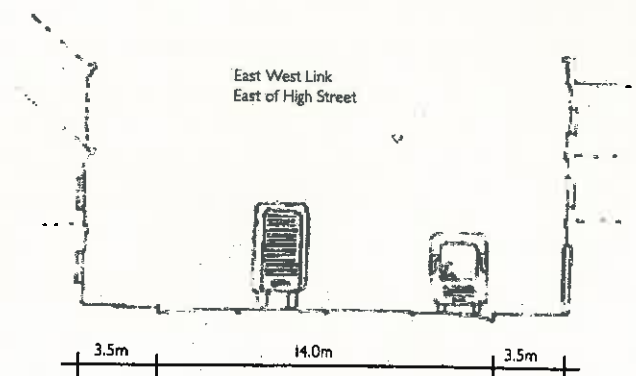
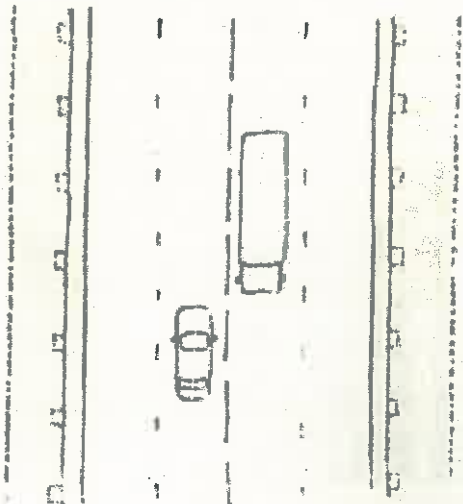
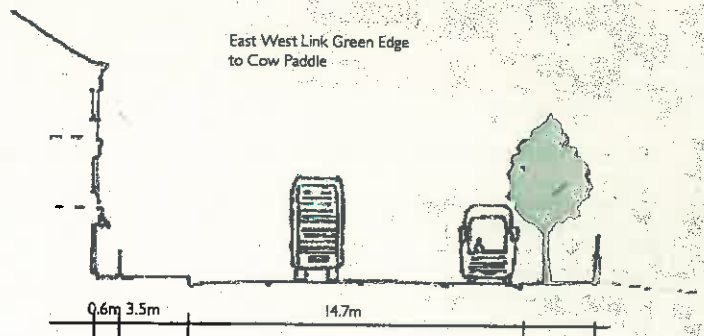
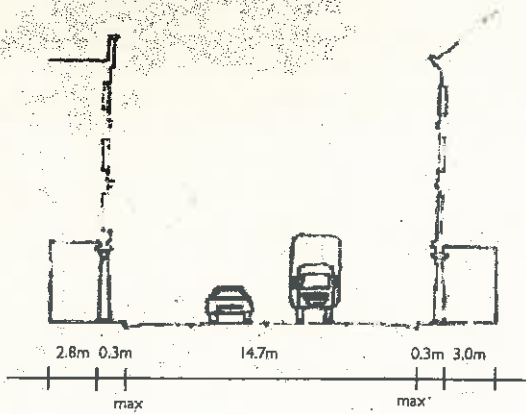
Specific Measures

- St Mark 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. High Street northbound to be buses right-turn only (bus lane used) and general traffic left-turn
- Extensive use of bus lanes to give priority to public transport
- Requirement to accommodate vehicle access into and out of blocks to the north of 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. Offside bus lane at junction and to the south on Great Northern Terrace. New turning head for Kesteven Street
- Link from Pelham Bridge down to Great Northern Terrace. Link to include offside bus lane for southbound buses. Signalised crossroads on east west link

Existing



Sketch Sections and Plan



Design Briefs for Key Intervention Sites

H2 NORMAN STREET/ ST MARY'S STREET EXTENSION

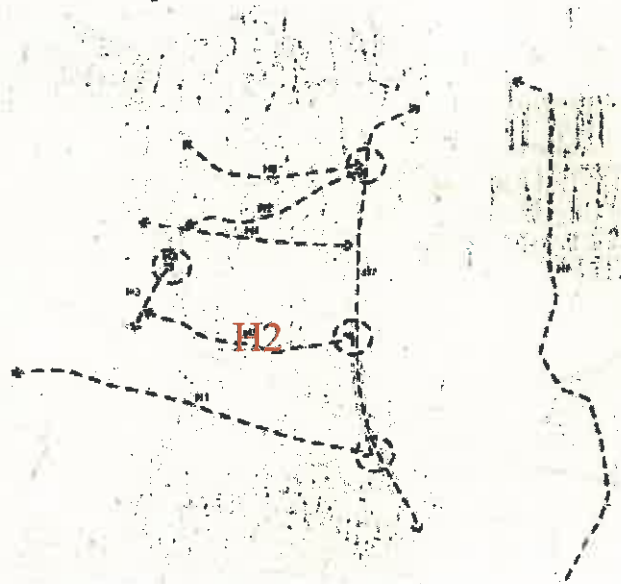
Vision

- A secondary east west link between Broadgate and Brayford Wharf East
- A high quality on street bus interchange located on a new link east of the railway station (Oxford Street)
- A street balancing the needs of all road users. 15m to 23m street dimension
- A street that passes along the northern edge of a new station square. Square to function as a shared surface space

Specific Measures

- A signal controlled junction with Brayford Wharf East
- A high quality pedestrian crossing at the High Street
- Parking/loading bays located on one side of the street arranged in a staggered pattern
- Seven bus stops located on each side of Oxford Street with bus lanes also on each side
- Bus stands located on each side of Pelham Street
- Bus lanes on Norman Street and Pelham Street to give priority for buses travelling to and from the bus interchange

Location Map

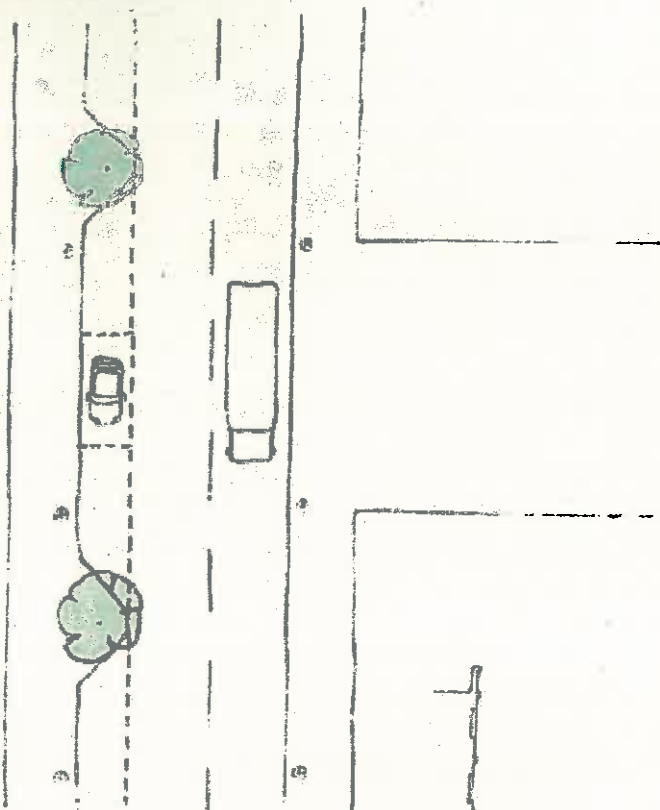




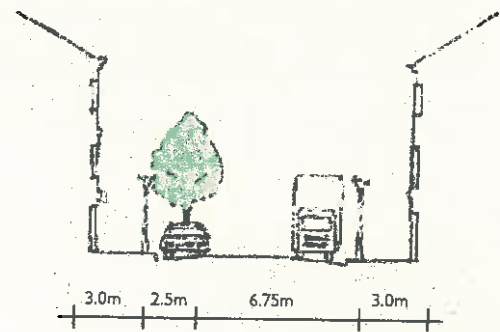
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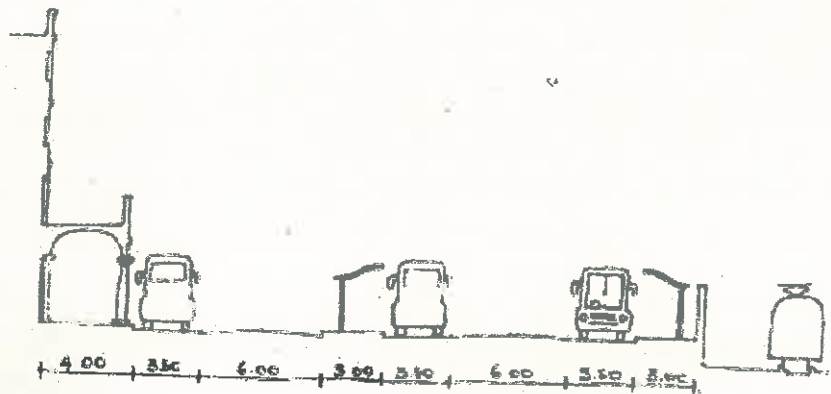
Proposed Plan



Sketch Section



St Mary's West



St Mary's West

Design Briefs for Key Intervention Sites

H3 BRAYFORD WHARF EAST

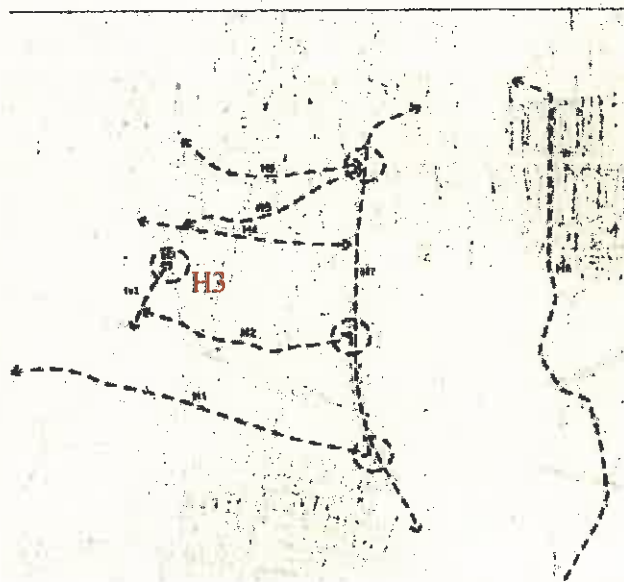
Vision

- A secondary north south route connecting St Mark's Street and Newland
- A street that maximises its setting next to the River Witham and Brayford Pool
- A high quality pedestrian and cycle route between the street and Brayford Pool

Specific Measures

- A modified signal controlled junction with Newland and Mint Street
- Removal of the Wigford Way river bridge. Replacement with a smaller scale humped bridge approximately 15m in width
- Creation of a high quality pedestrian and cycle route between the street and Brayford Pool. Route to be 5m in width and requires reclaiming of a strip from Brayford Pool

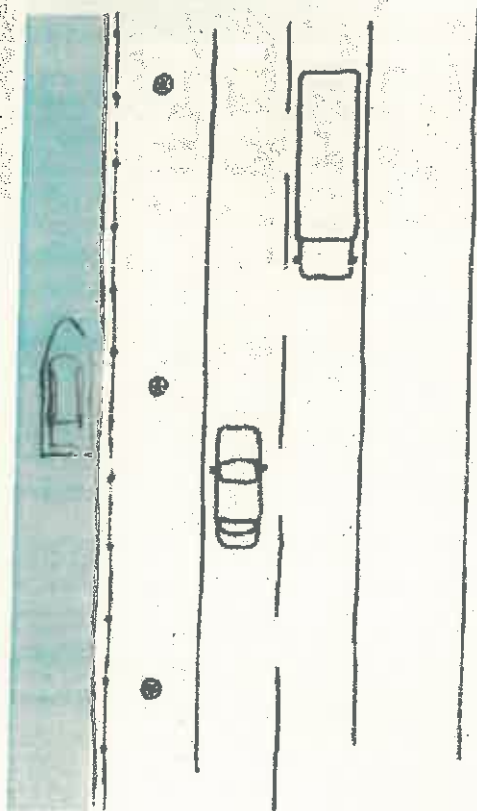
Location Map



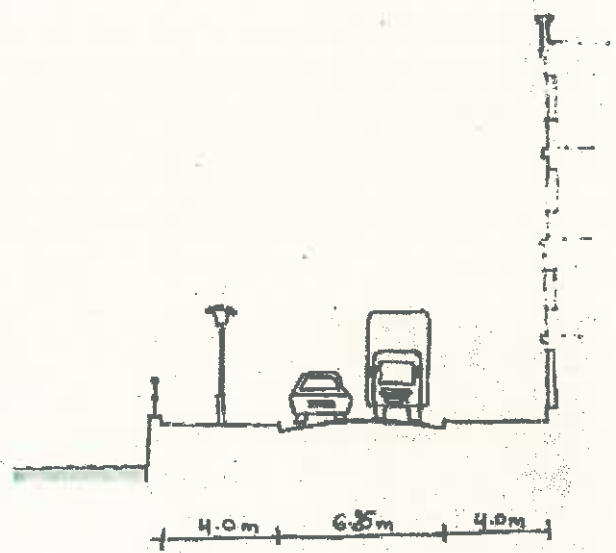
Existing



Proposed Plan



Sketch Section



Design Briefs for Key Intervention Sites

H4 GUILDHALL STREET AND SALTERGATE

(H4 has been identified as a potential E-W link but has not been considered in details in the EbD)

H5 SILVER STREET

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

Specific Measures

- Public realm and traffic management measures to calm vehicle speeds to around 15mph between Water Lane and Free School Lane
- A high quality pedestrian crossing and space at the High Street
- Reallocation of carriageway space to pedestrians
- Parking/loading bays on one side of the street arranged in a staggered pattern
- Facilities for buses to stop east of the High Street
- A new pelican crossing located east of Free School Lane

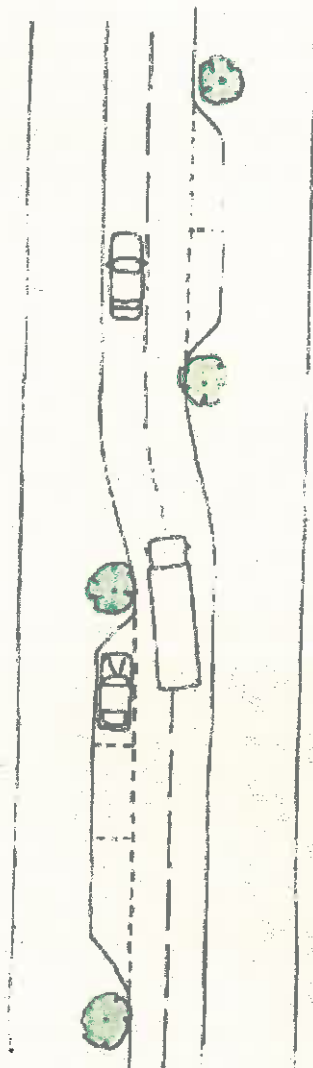
Location Map



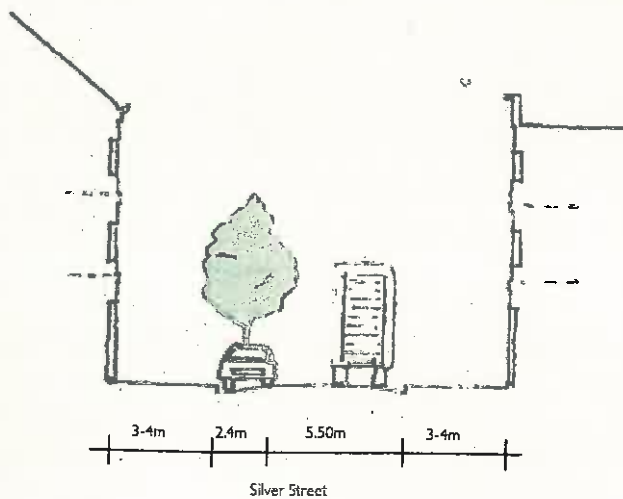
Existing



Proposed Plan



Sketch Section



Design Briefs for Key Intervention Sites

H6 CLASKETGATE/CORPORATION STREET

Vision

- A secondary but important two way east west street providing access between Monks Road and Yarborough Road
- Parking controls to preserve the free flow of traffic.
- Limited if any opportunities for parking and servicing

Specific Measures

- A high quality pedestrian crossing at the High Street
- Limited footway widening to increase space for pedestrians

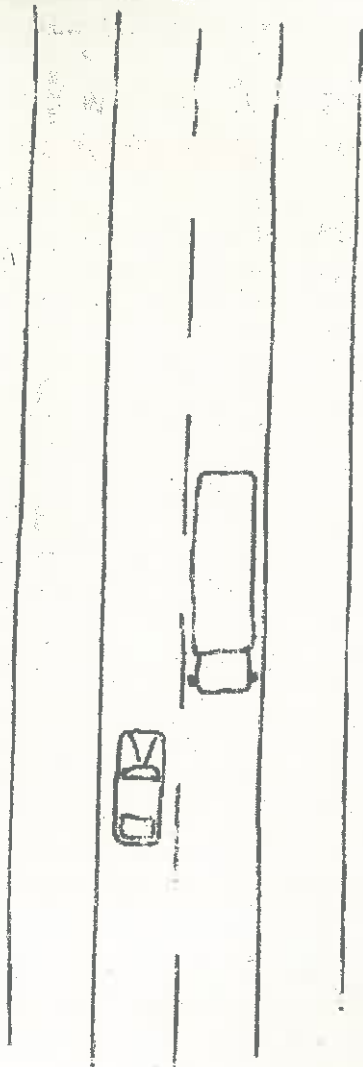
Location Map



Existing

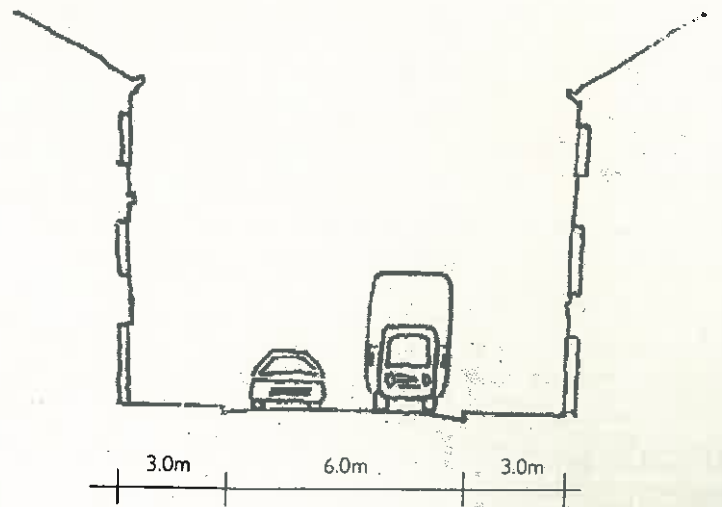


Proposed Plan



Clasketgate

Sketch Section



Clasketgate

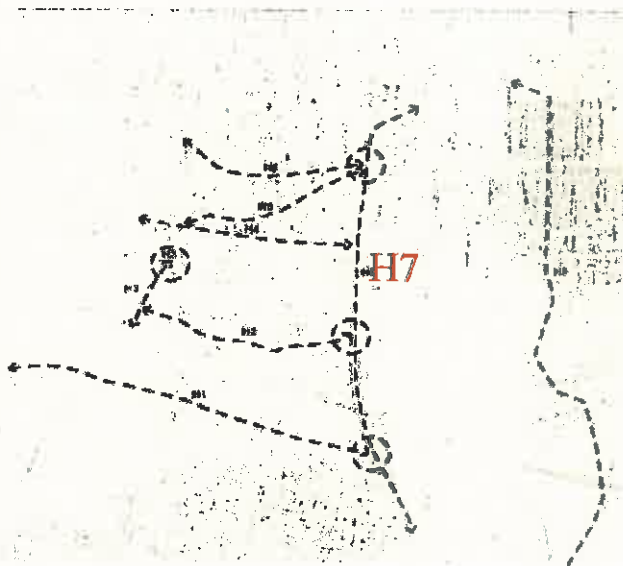
Design Briefs for Key Intervention Sites

H7 BROADGATE FROM NORMAN STREET JUNCTION TO TEMPLE STREET JUNCTION

Vision

- An urban street accommodating relatively high traffic flows (~30,000 AADT)
- High quality, direct, at grade pedestrian crossings (no penning of pedestrians in central reserve)
- Tree planting where sufficient footway width is available
- Clutter free environment
- Quality, durable and robust paving materials
- Primary route for buses accessing the public transport interchange from the north
- Creation of a gateway into the city. Signify a change in character and a reduced priority for vehicles

Location Map



Specific Measures

- Continuous central reserve containing lighting columns and no pedestrian guardrails
- Removal of existing guardrail as far as practical
- Signalisation of Norman Street/Broadgate junction into pedestrian crossing facilities
- Removal of high level pedestrian bridge at Waterside South. Now at grade pedestrian crossing facilities north and south of the River Witham bridge
- Relocation of the pelican crossing north of St Rumbold's Street to be co-incident with pedestrian desire line between multi-storey car park and city centre. Crossing to cater for cyclists
- Pelican crossing north-east of Temple Street to be co-incident with the pedestrian desire line
- 30mph speed limit north of Norman Street
- 40mph speed limit south of Norman Street

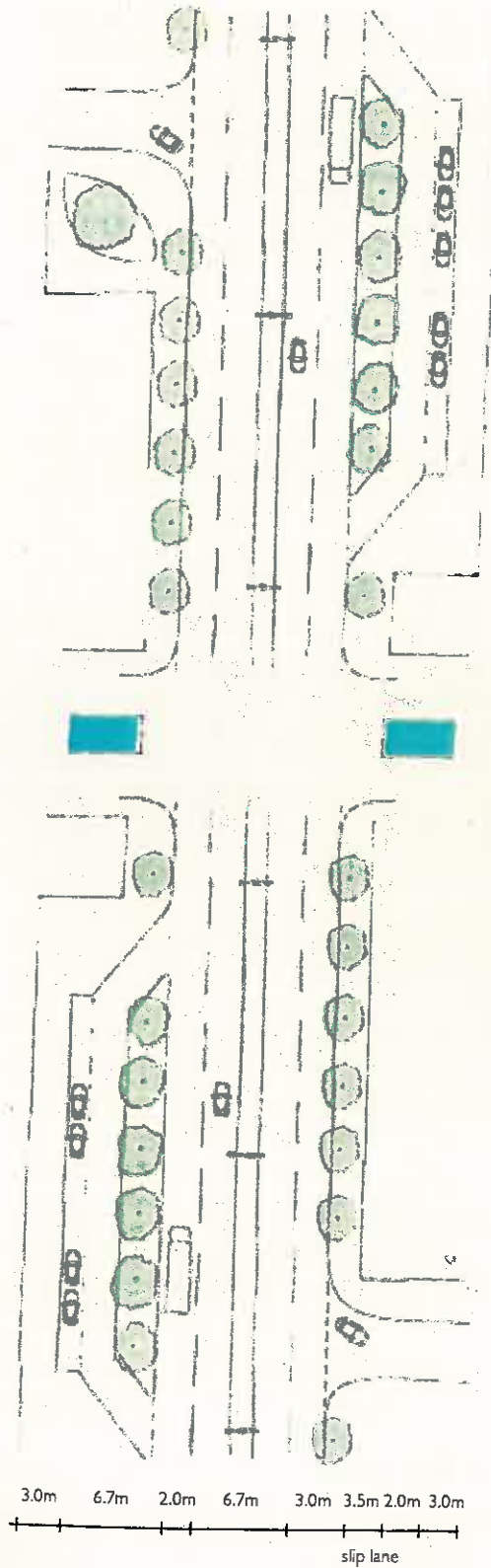
Sketch Section



Existing



Proposed Plan



Design Briefs for Key Intervention Sites

D1 CATHEDRAL QUARTER



Vision

Parking and movement

Clearly parking within the area is an issue, and the current parking regime is not efficient or appropriate to the setting of the castle and cathedral, particularly the parking along Westgate and in front of the Lawn. The parking areas here are used by a mixture of private businesses, traders, local residents and visitors. There is concern that removal or reduction of parking within these areas will upset local residents and traders along the Bailgate area. It was generally agreed that visitors could be encouraged to use car free access to this area - i.e. via park and ride etc, and by providing an alternative site within walking distance.

An alternative parking site would be the Lincoln Hotel site on the corner of Eastgate and Northgate which could accommodate multi storey parking concealed behind skin development along the street frontage. There are long term aspirations to redevelop this site.

Traffic around the cathedral and on Castle Hill is also a concern and there are suggestions to close off Pottergate and Castle Hill to traffic. Closure of Pottergate obviously needs testing and modelling.

The Lawn

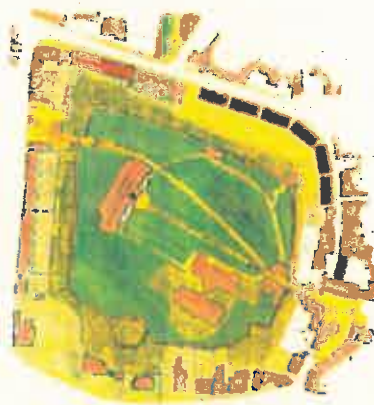
The site has the potential to accommodate uses that are open/accessible to the public such as hotel, conference centre health and beauty, gym, specialist shops, cafe/bars etc with new public space linked to the castle.

Any development should respect and enhance the historic integrity of the main hospital building and grounds (listed grade II*). The later 1920s h-shaped building is not listed and has the potential to be replaced. Link between castle and lawn area to be expressed by design of street furniture, similar surface treatments etc.

The Castle area

It is fundamental to the overall strategy for this area that the Council are persuaded of the importance of opening the castle grounds to the public. Historically the castle has been a seat of power and held a county function. If possible, some county function should be retained within the castle grounds in keeping with its historic function.

The Castle



Strategic Plan

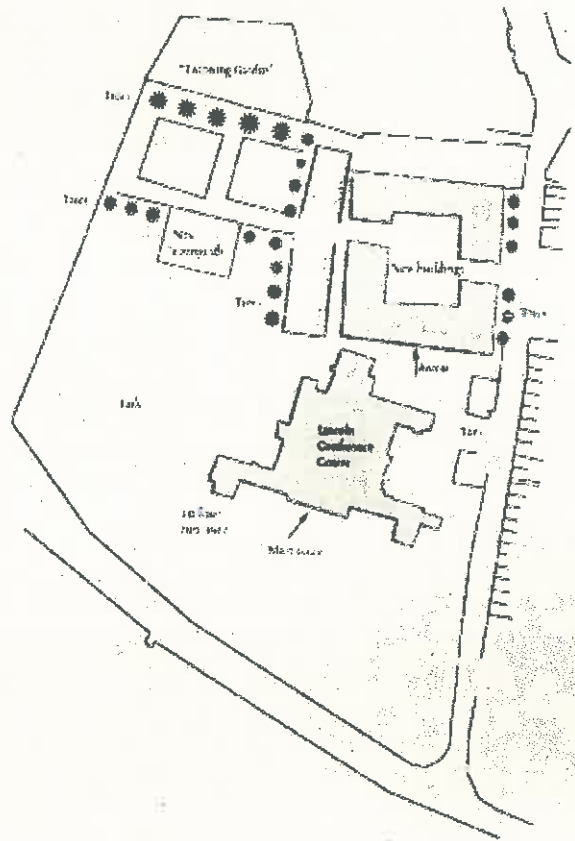




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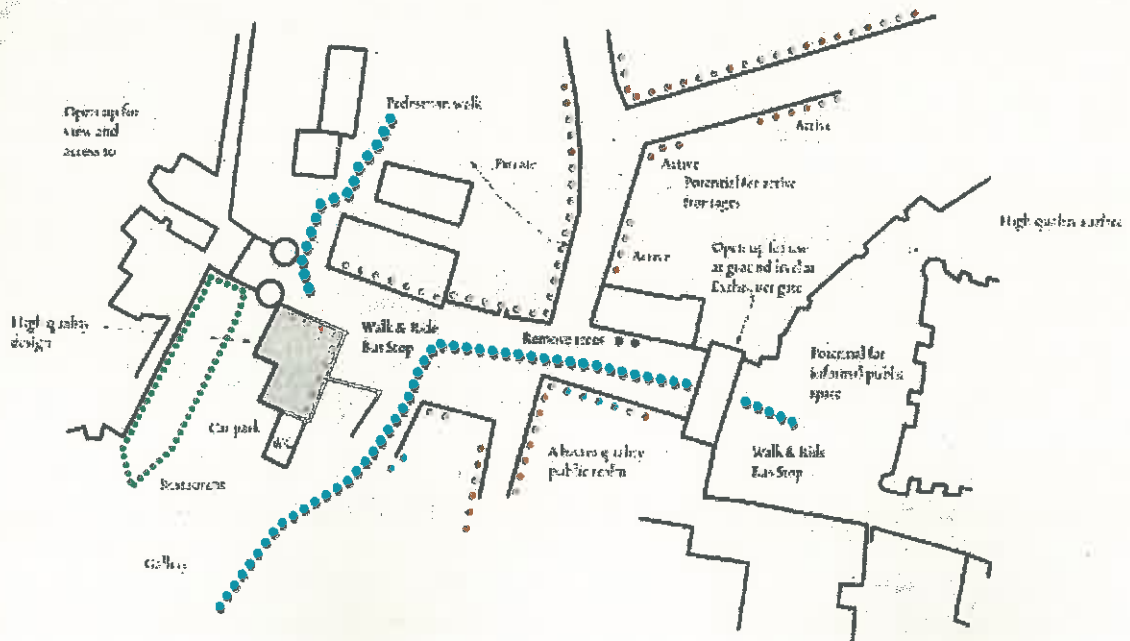
The Lawn



Proposed



Castle



SECTION 6

Phasing and Delivery Initial Approach

An Appropriate Delivery Mechanism



Phasing and Delivery Initial Approach

an enquiry into delivery mechanisms

LINCOLN ENQUIRY BY DESIGN DELIVERY AND IMPLEMENTATION - WORKSHOP

The aim of this workshop was principally to examine and assess the suitability and appropriateness of the existing regeneration delivery mechanisms and, to establish whether or not they were capable of enabling the delivery of the evolving Ebd Masterplan.

This essentially involved exploring the strengths and weaknesses of the existing frameworks, exploring in some detail the degree of representation and skills base of each and whether each had the holistic efficacy required to attract the requisite funding and private sector confidence in the long term.

MODEL 1. INVESTORS IN LINCOLN

The organisation known as Investors in Lincoln was initially established by the City Council in 1991 as a response to address issues relating to the City's declining economy and urban regeneration. It has evolved over the years and helped to facilitate a number of key regeneration projects in the City.

Whilst as an organisation it has public sector membership it is primarily a private sector organisation, although its aims and objectives are clearly focused on the long term future of the City.

Representation on the Board of Investors is diverse and covers a broad spectrum of skill sets and organisations, which include:

- Housing and Construction (private sector developers)
- City Council
- EMDA
- Business
- Chamber of Commerce
- County Council
- University
- Lincolnshire Co operative Society
- Longhurst
- Rand Group

Whilst this offers a reasonably comprehensive coverage of both skill set and organisational participation, it was recognised during the workshop that the current structure failed to address issues relating to community collaboration.

It was also felt that in reality perhaps Investors had a heavy emphasis on private sector-led initiatives. This being in addition to having a predominantly private sector Board membership, which was felt may be perceived as outwardly portraying a hard commercial edge. This was not necessarily considered to be a weakness as it has many advantages but in the context of a delivery mechanism for a long-term visioning Masterplan, likely presented some degree of limitation in attracting external funding from public sources.

Consideration was given to potential reforms of the organisational structure of Investors in Lincoln, aimed at delivering the masterplan.

This essentially looked at ways in which existing elements within the Investors structure could be repositioned with new representation feeding in from the wider community. The intention being to minimise the scale of potential conflict within the private sector elements of the structure, whilst, at the same time, recognising that this would not be achieved completely.

Overall, it was felt that Investors as an organisation offered a credible way forward utilising an organisation already formed and operating and, that has a robust asset base from which to operate.

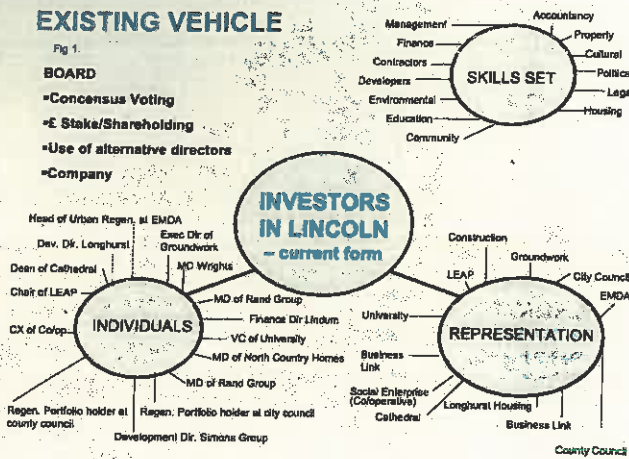
However, in terms of its singular capability to deliver a Masterplan in the longer term. It was felt Investors had a number of structural weaknesses.

Firstly, is the issue of commercial conflicts of interest. The perception that Investors is primarily private sector-led is likely to undermine its credibility with central Government funding agencies. Potentially, precluding it from bidding for public funding in the future, which may have significant implications for the future delivery of key projects contained within the Masterplan.

Secondly, is the issue of representation and the lack of involvement of the local community. Currently Board membership requires a contribution of £12,000, which would be prohibitive for community groups or representatives. Finally, is the issue of consensus constitution which may prove to be a core weakness in the delivery of a long term Masterplan that will require adherence to core values. There is always a danger in the pursuit of long-term regeneration that social and spatial values are sacrificed for short-term commercial gain. A private-led organisation might be perceived as having an inbuilt propensity to succumb to such a weakness.

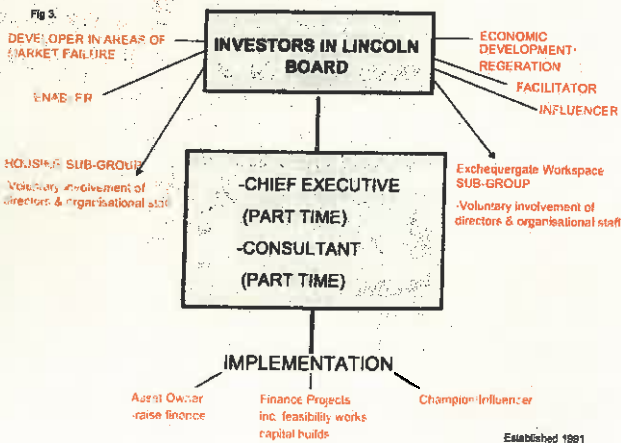
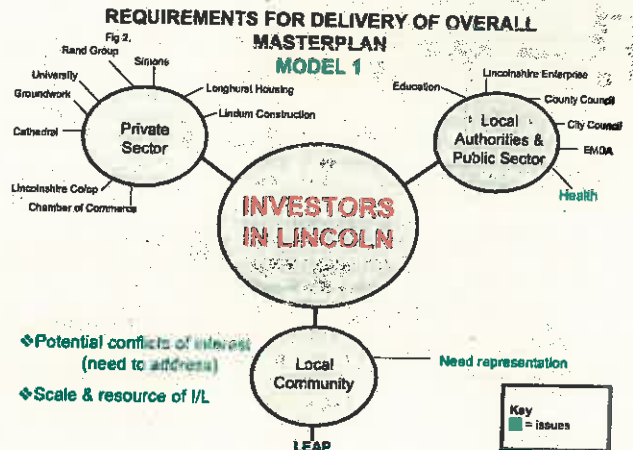
EXISTING VEHICLE

Fig 1.



REQUIREMENTS FOR DELIVERY OF OVERALL MASTERPLAN MODEL 1

Fig 2.



SWOT ANALYSIS ON INVESTORS IN LINCOLN

Strengths

- Established
- Asset base
- Operational
- Credibility
- Commitment
- Consensus constitution

Opportunities

- Revenue funding and pump priming
- Early Implementation
- Delivery of wider policy objectives

Weaknesses

- Potential commercial conflict of interests
- Not totally representative
- Consensus constitution
- Financial share required for Board directorship

Threats

- Not universally accepted
- Closed membership perception
- Other public agencies don't buy in

MODEL 2. CREATION OF A NEW REGENERATION TRUST

In light of the inherent and perceived weaknesses in model 1, it was necessary to explore a new model, which eliminated these weaknesses whilst seeking to maximise opportunities in the implementation process.

Establishing a new mechanism would allow the partners to structure a bespoke framework around the key objectives of the Masterplan. This would involve creating a focused *raison d'être* within the organisation's terms of reference, which could be specific to the Masterplan: -

- Facilitator/enabler of projects
- Design champion
- Quality management
- Management
- Marketing/PR

These core values would be the sole domain of the new Trust but would be jointly administered alongside strategic partners, who would be invited to form part of the Trust Board of Management. This would include: -

- City Council
- County Council
- EMDA
- Police Authority
- University
- Local Community
- English Heritage
- GOEM
- Regional Assembly
- Investors In Lincoln
- National Agencies
- Chamber of Commerce

This degree of membership would help to provide the new vehicle with a comprehensive level of input and diverse range of skills into the Board. Essentially the newly created Trust would become the custodian of the Masterplan and of its implementation. It would also be tasked with design review responsibilities ensuring that development coming forward as part of the regeneration process reflected the ambition and aspirations of the Masterplan.

The new Trust would establish formal links with the private sector and Government funding agencies to attract inward investment into the City. It would act as facilitator and enabler for the development process managing and co-ordinating funding programmes as appropriate. It would therefore have a modest resourcing requirement sufficient to fund a director and support staff. These may be provided as secondments from the City Council. Other sources of funding may be obtained from other agencies, such as, EMDA, County Council, Business Improvement Group, Lincolnshire Enterprise, Blueprint and Investors In Lincoln.

The Trust would also work closely with Investors In Lincoln and where appropriate make formal links/partnerships on key regeneration projects which underpin the Masterplan.

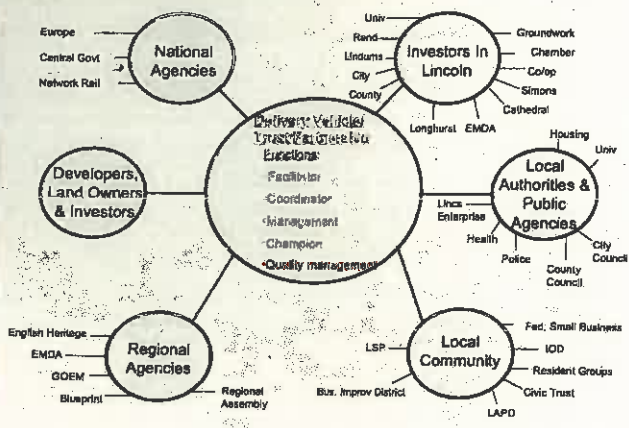
The creation of this new Trust would be relatively simple to achieve and have the advantage of being bespoke around delivering and enabling the many facets of the Masterplan. It would build on existing strengths and provide clear unambiguous mechanism for regeneration the City through the new Masterplan. Importantly it will provide a mechanism that is capable of managing development and design quality, through a co-ordinated and collaborative approach thus maximising potential outcome values.

On the flip side, the creation of a new tier of regeneration delivery could be perceived as duplication and unless clearly focused with robust terms of reference, may well be in danger of producing just that. It is also reliant on a willingness by the key partners to embrace change and recognise that if Lincoln is to achieve the ambitions and aspirations of the Masterplan a change in approach is required. Indeed opposition to change is perhaps one of the principal threats to achieving the delivery of the Masterplan. This may possibly manifest itself in the "slow burn" process from completion of the Masterplan to actually delivering on the ground. If this transition becomes beset with apathy and cynicism crucial momentum could be lost thus undermining the entire process and with it the credibility of the Masterplan.

On a more positive note, the creation of a fresh new approach is that it comes with no baggage either of strategy, policy or previous failure. In this respect it is important to consider the realities of delivering complex City Centre development and regeneration. It takes time to assemble major projects and the development process is fraught with pitfalls, politics and intricacies of the economy which conspire to create time delays. In light of this it is crucial that expectation is managed robustly, new and unproven organisations are too quickly accused of non delivery. A new organisation must be given time to establish itself and lay the right foundations for development to flourish.

REQUIREMENTS FOR DELIVERY OF OVERALL MASTERPLAN

Fig 5



OVERALL DELIVERY STRUCTURE

Options:

- Trust Board**
- Ideal 10 people
- a – egotistical
- Figurehead chair
- Eg. Bishop

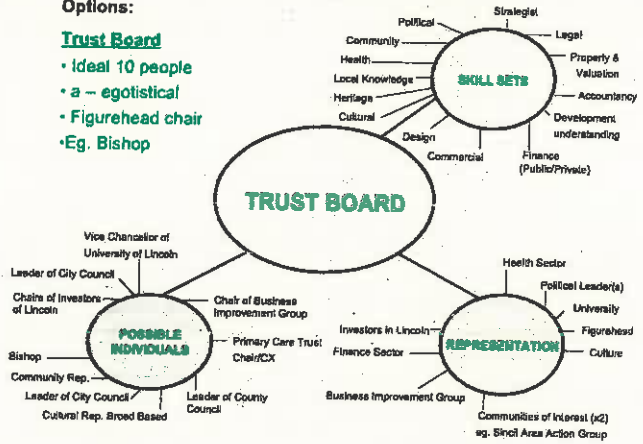
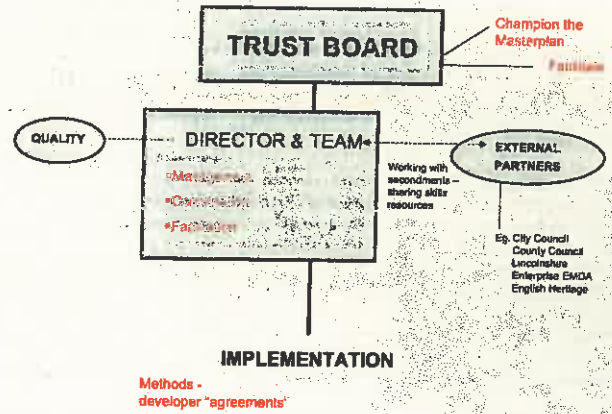
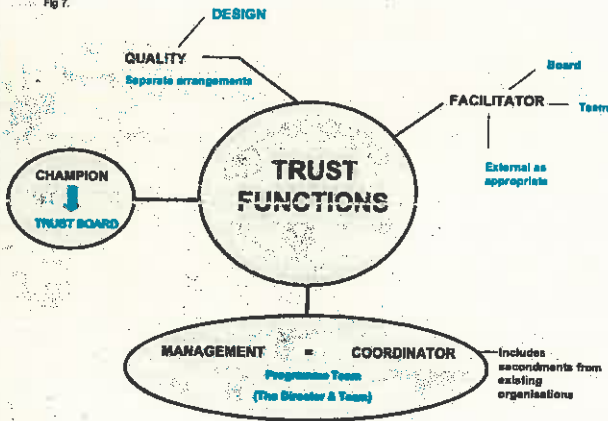
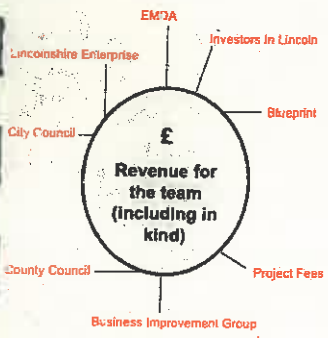


Fig 7.



FUNDING – REVENUE SOURCES & COSTS

Fig 8.



COSTS

- Director
- 4 support staff
- Facilities
- Development budget inc. professional fees
- Promotional costs
- Consultation costs
- Legals/Accountancy
- Set up costs.

SWOT ANALYSIS OF TRUST APPROACH

Strengths

- Simple
- Purpose-made
- Builds on existing strengths
- Clear
- Clean
- Focused

Opportunities

- Enables Comprehensive approach
- Coordinated venture
- Ability to manage quality
- Maximises value
- Maximises collaboration of delivery

Weaknesses

- Perception of duplication
- Danger of duplication
- Relies on partners to change
- Uncertainty of funding

Threats

- Not tied in to current processes/policies
- Organisational/Individual resistance to change
- Not maintaining momentum
- Non deliverability
- Unproven
- Expectation management

MODEL 3.

LOCAL AUTHORITY DELIVERY

Model three essentially considers the capabilities resources and practicalities of the Local Authority assuming responsibility for the delivery of the Masterplan.

The existing structures have been considered on Fig? Which outlines how the City of Lincoln Council interfaces both internally and with key local stakeholders. This structure largely comprises the Council's own Directorate working together with the Regeneration Tourism Advisory Group, which then feeds into the Local Strategic Partnership and the Corporate Management Team. This is then supported through the City's own Executive Cabinet which acts as the decision making and accountable body.

It was felt during the EbD and subsequent delivery workshops that there would need to be some refinement of the existing structures if the City were to deliver the Masterplan. It would, therefore, be necessary to rationalise the RTAG group giving it a clearer sense of direction and purpose, possibly tightening its terms of reference to help facilitate this. In addition, it was also felt that some separation of interests would be required to sharpen the focus on key elements of the Masterplan and regeneration in the City. This might include establishing a housing providers group, that would be separate from private sector stakeholders and these groups would be supported with the establishment of a public sector funding agency group, comprising the Housing Corporation, EMDA, Lincolnshire Enterprises, Government Office, Blueprint and the University. It would also be necessary to establish a wider consultative group that engaged all other key stakeholder interests in the City. This might include the Citizens Panel or a new group that incorporated key members of this group.

Within the Council itself, a dedicated team of personnel would be established, charged with the responsibility of day to day co-ordination and implementation of the City Centre Masterplan. This team would be tasked with servicing the newly established focus groups and the broader facets of enabling and facilitating development and regeneration of the Masterplan.

In theory there are many advantages to the Local Authority model. The City Council is well placed to obtain public funding from a variety of sources, which often involve complex rules and application procedures, including European funding. The Council also has access to staffing and resources and has established robust decision making procedures in place that are both transparent and credible. In terms of delivering a long term Masterplan the Council is also well placed to influence regional strategy with regional and national Government bodies as well as the County Council.

In addition to these administrative advantages the Council could also take the opportunity to streamline its existing internal framework for the delivery of regeneration (as outlined in Fig 12) creating a more focused approach to key elements of the long term vision. This restructuring would help to engender more cross collaboration with other Council and County Council services thus leading to early implementation of key projects.

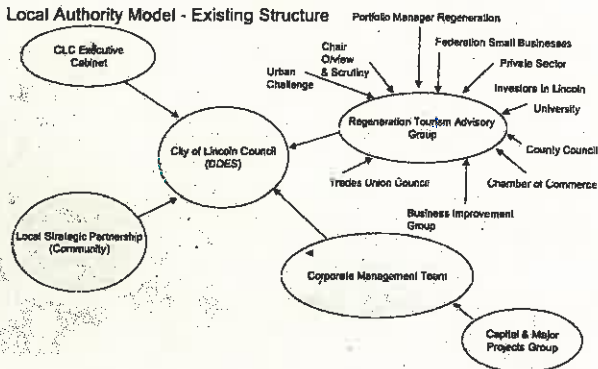
However, there are a number of key weaknesses that would need to be considered. Local Authorities are prone to political intervention and process and this holds the propensity to undermine progress. An aspect of Local Government that the private sector is all too aware of. The implementation of masterplans needs to be dynamic and able to respond quickly to commercial opportunities. In addition Council's tend to be slow to react to change management and the key elements of the rationalisation process outlined above may be compromised by either slow response or worse still reluctance to engage with change management.

This could in turn lead to negative stakeholder perception subsequently damaging credibility with the private sector. Moreover, a purely public sector driven mechanism would be prone to the vagaries of cyclical politics, public funding policy, and national Government strategy, potentially leading to ambiguity for delivery responsibility and possibly affect the Council's overall performance indicators where there is failure to deliver.

Perhaps the key weakness with model 3 is that it is not in the spirit of true partnership and may lead to negative perceptions within the local community and local businesses. Local Authorities are perceived as Government organisations and, therefore communities and to some extent private sector organisations feel excluded from the decision making process. This may significantly effect the delivery of the Masterplan with this particular model.

Requirements for Delivery of Overall Masterplan

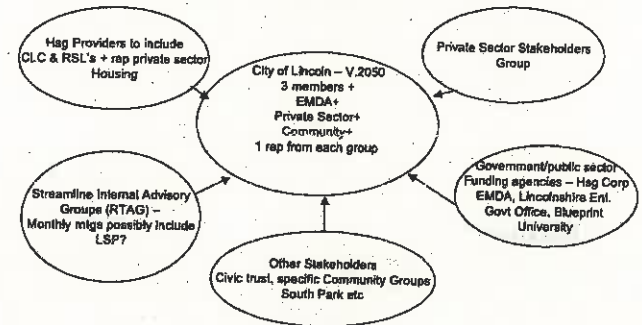
Model 3



Requirements for Overall Delivery of Masterplan

Model 3

Local Authority Option 2 – Refined Structure Option



SWOT Analysis of Local Authority Approach

Strengths

- Easy Access to Govt funding/processes
- Asset Base
- Staff & Resources already in place
- Commitment to Deliver – officer/political
- Transparent decision making/accountability
- Trust
- Ability to influence Govt bodies/funding/strategy

Weaknesses

- Change management resistance
- Negative external partner perception
- Political process (day to day politics)
- Would it be perceived as truly independent
- Access to funding – changes to public sector funding in future may restrict Govt funding

Opportunities

- Early Implementation
- Strategic linkages to existing developments in place
- Ability to fund or ordinate and manage staff resourcing partnership
- Opportunity to restructure existing partnership arrangement within Council
- Cross collaboration with other Council services

Threats

- Govt strategy/policy prone
- Govt funding
- Ownership of Masterplan may become ambiguous
- County Council Policy prone
- Non-delivery or failure to capture momentum may impact Council's performance & affect relationship with EMDA
- Not in Partnership split leading to negative perceptions of local people and business community

FUNDING – CAPITAL SOURCES (2006 – 2011)

CITY COUNCIL	-£2.6 MILLION -LAND -PREMISES	Inc. £1,075,000 Creative Ind. W/ship £250,000 Innovation Centre £400,000 Public Realm (TH) £300,000 SDD Implementation Approx. £500,000 p.a. S105 £100,000 Arts Centre
COUNTY COUNCIL	-£6 MILLION -LAND	Inc. £6 million highways over 5 years £1 million CIMWS £550,000 Innovation Centre £100,000 Arts Centre £100,000 Public Realm £1 million Historic Lincoln
SINGLE PROGRAMME (LINCS ENTERPRISE + EMDA)	-£9 MILLION	Inc. £2 million Innovation Centre + 700k £1 million CIMWS + £1 million + 300k £1 million Public Realm £1 million Arts Centre £1 million MACH2
BUSINESS IMPROVEMENT GROUP	-£1 MILLION	Inc. £250,000 Range of projects
UNIVERSITY	-£30 MILLION IN NEXT 5 YEARS	
EUROPEAN	-£10 MILLION (ERDF) -£250,000 (INTERREG)	

FUNDING – CAPITAL SOURCES (2008 – 2011)

HERITAGE LOTTERY FUND	-£1 MILLION (TH)	
ARTS LOTTERY	-£1 MILLION (Arts Centre)	
PRIVATE SECTOR	-SI Mark £20 million -Lindogate £50 million -TH! Match £500,000	
HEALTH SECTOR INVESTMENT	TO BE CONFIRMED	

PUBLIC SECTOR = £32, 850, 000

UNIVERSITY = £30, 000, 000

PRIVATE SECTOR = £100, 000, 000 +

TOTAL: £162, 850, 000

MODEL 4.

A HYBRID OF MODELS 2 AND 3

Model 4 seeks to utilise the strengths of both models 2 and 3, using the opportunity afforded by the timely restructuring of the Local Strategic Partnership and at the same time create a new Trust that will become the custodian and holder of the Masterplan.

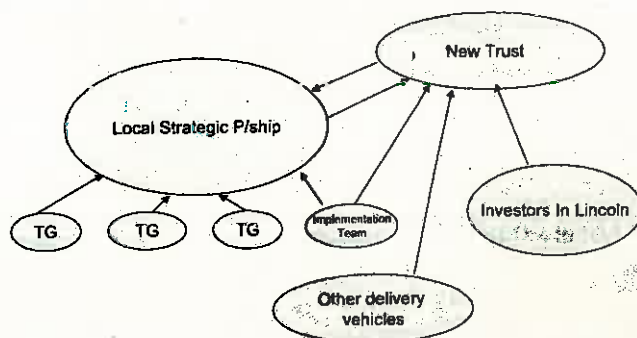
The Local Strategic Partnership (LSP) is likely to be restructured as a series of "Theme Groups" each tasked with the delivery and implementation of core tasks. One of these groups would be the City Centre Masterplan. This group would comprise a small team of people that would service both the new Trust Board and the Board of the LSP and be responsible for the day to day delivery and implementation of the City Centre Masterplan.

The advantage of this approach is that it would allow the LSP to have direct responsibility for and input into the delivery of physical regeneration, something that it has not previously undertaken. The LSP's wider remit would enable it to feed in key social, community and economic priorities into the phasing and delivery components of the Masterplan. Moreover all of the advantages in terms of Governance and transparency of process offered by the Local Authority model would be retained within this hybrid approach. The LSP's broader remit would allow an integrated and multi disciplinary approach across a range of sectors, which would include education, health provision, policing, community development and social services. The inclusion of these elements together with the responsibility for physical delivery will allow for changing circumstances within the City to be factored into the phasing and delivery process.

The establishment of the new Trust will provide essential support and professional guidance to the LSP. The Trust will have the responsibility for ensuring that the Design and delivery objectives set out within the Masterplan are achieved. This includes the scoping and facilitation of short, medium and longer term projects. It would with aid of the Theme Group/Trust Team establish dialogue with key stakeholders to drive forward key aspects of the Plan.

This role will also ensure that key objectives within the plan are updated and periodically tested with partners thus ensuring that the Masterplan remains "live and active".

Lincoln Preferred Delivery Vehicle



The role of the Trust would function similar to that of the "Town Architect" and be serviced by the Theme Group that would sit as part of the LSP. This small team would report to both the LSP and Trust Boards. It would also work closely with other key elements of the delivery process.

Investors in Lincoln was established in the aim of creating an organisation that was capable of delivering regeneration initiatives that might not otherwise be delivered by the commercial market. Whilst there are inherent weaknesses in this mechanism as we have identified in fig 1, it will remain an essential component of the delivery team.

Investors in Lincoln has many advantages as an organisation and, perhaps, the strongest of those is its ability to harness the dynamism and entrepreneurial spirit of the private sector. Moreover it has a credible track record established over a number of years and has the confidence of the private and public sectors within the City.

iil has a pivotal role to play in the scoping and delivery of key projects within the City. Whilst these projects need to be identified specifically there has been discussion during the EbD that the Brayford Pool, may be a project that iil would be willing to act as the preferred developer. Whilst relationship between iil would be contractual with the LSP/Trust it would nevertheless be an active and key part of the delivery process.

In addition to iil as a key partner in delivering the Masterplan other organisations could also undertake a similar role for different projects. Such partners might include Network Rail, housebuilders, investment partners, retailers and the University.

The strength of this approach ensures that the LSP is able to restructure and focus on a holistic approach to regenerating the City. In so doing it will be underpinned by a viable and deliverable Masterplan and supported internally through the creation of a new Trust, whilst being able to draw on the considerable strength and resources of Investors in Lincoln.

The other models considered within this section of the report have all offered considerable strengths and advantages. The corollary of this is that they also have in many cases specific and inherent weaknesses that may lead to difficulties during the implementation process.

The restructuring of the Local Strategic Partnership is, indeed, timely and provides an ideal opportunity to create a robust and dynamic mechanism for delivering the Masterplan, without the need to create a new layer of Governance.

The creation of the new Trust will sit alongside the LSP, acting almost as a Sub Group whilst being serviced and supported by a small team tasked with the day-to-day delivery of physical regeneration. This small team will work as part of the LSP's Core team of Theme Groups and report directly through to the main LSP Board.

PHASING AND DELIVERY

It is critical to for the delivery and implementation of the Masterplan to ensure that the momentum, enthusiasm and commitment gained during the Enquiry by Design is maintained and harnessed. This is only likely to be achieved if the mechanisms identified for delivering the plan are put in place within a timescale that is in line with the current Area Action Plan and Local Development Framework processes.

Assuming this happens the new mechanism must identify a robust and coherent phasing plan with which the new team will be tasked with delivering

The phasing workshops held in February 2006 explored a number of possible short, medium and long term objectives from three different perspectives. These were: -

- Transport and movement
- Maximising value and and economic advantage
- Social, Community and Partnership

Each of these groups scoped out a variety of projects and produced a Gant Chart phasing plan that reflected each group's respective priorities. Invariably there was a considerable diversity of opinion with regard to timescales and when certain projects were likely to come forward into the delivery stages. More importantly than these estimates relating to the development timeframe was the significant degree to which each group's ideas converged when identifying key priorities.

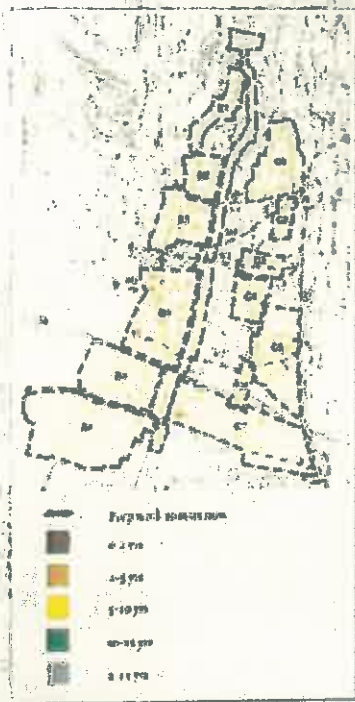
It is this convergence that has moulded the way in which the phasing plan for the Masterplan has been derived. The three workshop groups were each selected on the basis of a key focus that would help to produce a barometer scale for certain objectives. That is to say the Value and economic group were singularly focused on development that would create value and S106 benefit thus compressing the maximum number of projects into a foreshortened plan.

Similarly, the transport and movement group were tasked with assessing the technical, financial and funding requirements and relating this to a reasonable timeframe. This approach largely provided an even distribution of projects within a median timeframe of between 2 and 10 years.

The social, community and partnership group tended towards taking a more pragmatic approach, allowing for externalities within the process, such as, reduced funding, changes in Government policy, development delays etc. The application of this criteria, tended to make for a less optimistic timeframe for certain key projects, whilst bringing others forward in the shorter and medium term.

Taken as whole, this exercise was useful in that it identified between the groups, objective commonalities that could be refined into a meaningful phasing plan. This is, however, still relatively notional and will rely on other key external factors falling into place. These factors are the commercial market, Government funding, European funding, the regional and national economies and sufficient S106 contributions from planning gain opportunities. The latter includes imminent, current and future development opportunities.

The refined phasing plan has made allowances for the peaks and troughs within the development process and tended towards a realistic approach in respect of timescales. However, it almost impossible to predict which projects will come forward and how quickly the aim of the phasing plan is to attempt to create the right enabling circumstances for the delivery of each project through the application of the Masterplan.



Appropriate Delivery Mechanism

The following is a brief explanation of the Gant chart phasing plan contained within the report.

Years 0 - 2 (2006 - 2008)

- Theological College development - housing
- Heritage Core public Realm Improvements
- C1, C2 and C3 public realm improvements
- Draft a Marketing and Communication Strategy
- Movement strategy Wigford Way/East/West Link
- Car Parking and movement strategy for Park Ward
- C6 New Pedestrian Bridge across railway
- LDF/AAP/Masterplan formally adopted
- Tesco Design and S.106 obligation towards East/West link
- Site Assembly C7
- High Street Public Realm improvements

These projects present key early wins in creating a sense of change within the City and would be tangible demonstration that the Masterplan is the key driver for regenerative change within the City. It is also intended that some of these projects could usefully seek to absorb the European Objective 2 monies available through Lincolnshire Enterprise. Land assembly in areas of C7 may well afford opportunities to achieve this.

In addition to the projects that are deliverable within a two year timeframe are those that will require attention immediately if they are to be delivered in the future. This work will largely be centered, around preliminary scoping and negotiation in the first instance, facilitating and enabling the circumstances within which the eventual project would be procured. There are several categories of project that fall within the initial 0 to 2 year timeframe some of which would be expected to complete within 5 years and others that are likely to have a longer gestation period.

Years 0 - 5

- St. Marks Retail Development
- C6 Lindongate - Car parking, bus station, public realm to front of station, road junction
- B4 Wigford Way
- B5 University Site
- C7 Site Assembly

Years 3 - 5

- C1 Housing Development Danes Terrace
- C1 Neustadt Court
- B3 Site
- C2 Retail/mixed-use development Free School Lane
- C3 ST. Swithins Squate/Market Square
- Silver Street, Clasketgate public realm improvements
- Brayford Wharf East (both sides of railway)

In addition to these projects it is envisaged that some of the more complex projects, in terms of assembly, finance and delivery would need to commence at the earliest opportunity with a view to medium term start dates and longer term completion. These projects are:-

Years 0 - 10

- Lindongate retail
- Bus station
- East/West Link
- B4 Mint Street
- B4 Littewoods (highways contribution)
- C1 Danes Gate House
- C1 Car Park at Flaxengate / Grantham Street
- C7 Site Development

Other projects that would require early discussions and the possible establishment of partnerships to identify core funding and delivery mechanisms. These projects would not necessarily fall into the category of immediate action but would usefully benefit from early intervention say within the first 5 years but with an expectation that work would not commence until much later. However, these projects may come forward sooner than projected in the phasing plan if market conditions allow or complementary development facilitates.

Years 10-15

- C4 The Waterside Centre
- Full Eastern Bypass
- B5 Albion Yard

There was considerable benefit derived from the phasing workshops in that they helped to create a clear understanding of the challenges ahead for the implementation of the Masterplan. It is clear that both Government funding and European funding is undergoing a level of restructuring, which is still incomplete and this will impact on the timescales contained within this phasing plan. There are also changes being considered within the planning system, which may levy a charge on planning applications at a key stage in the process. This again may impact on the development process and therein affect the phasing of key projects within the Masterplan.

In view of the many externalities that will invariably impact on the development and regeneration process, this phasing strategy is underpinned with a reasonable degree of flexibility. Whilst there are a number of projects that will undoubtedly take some time to procure they may well benefit by the completion of smaller but no less important developments.

The implementation and delivery of the Masterplan over a number years, is as much about building the confidence of the private sector that Lincoln is following a clear and coherent strategy towards economic regeneration. To assist with the process of visualising the outputs of the masterplan and maintaining a momentum and consistency of approach it is considered important to develop a marketing strategy such that individual sites and projects can be branded so that they appear to fall within an overall comprehensive approach. This will create a level of market certainty that in turn will generate inward investment and bring forward key projects contained within this plan.

The phasing strategy has, therefore, tried to incorporate some of these elements of the commercial market, compressing some complex project into the early years of delivery. Whilst taking a less optimistic view about some of the larger developments. The common thread that runs through the phasing strategy is the early win projects, such as, High Street public realm, cultural quarter public realm and a core marketing strategy will ensure that momentum is sustained and carried forward into years 3 - 5.

SECRET

Living Towns

Structuring Towns

The Ingredients for successful Town Making

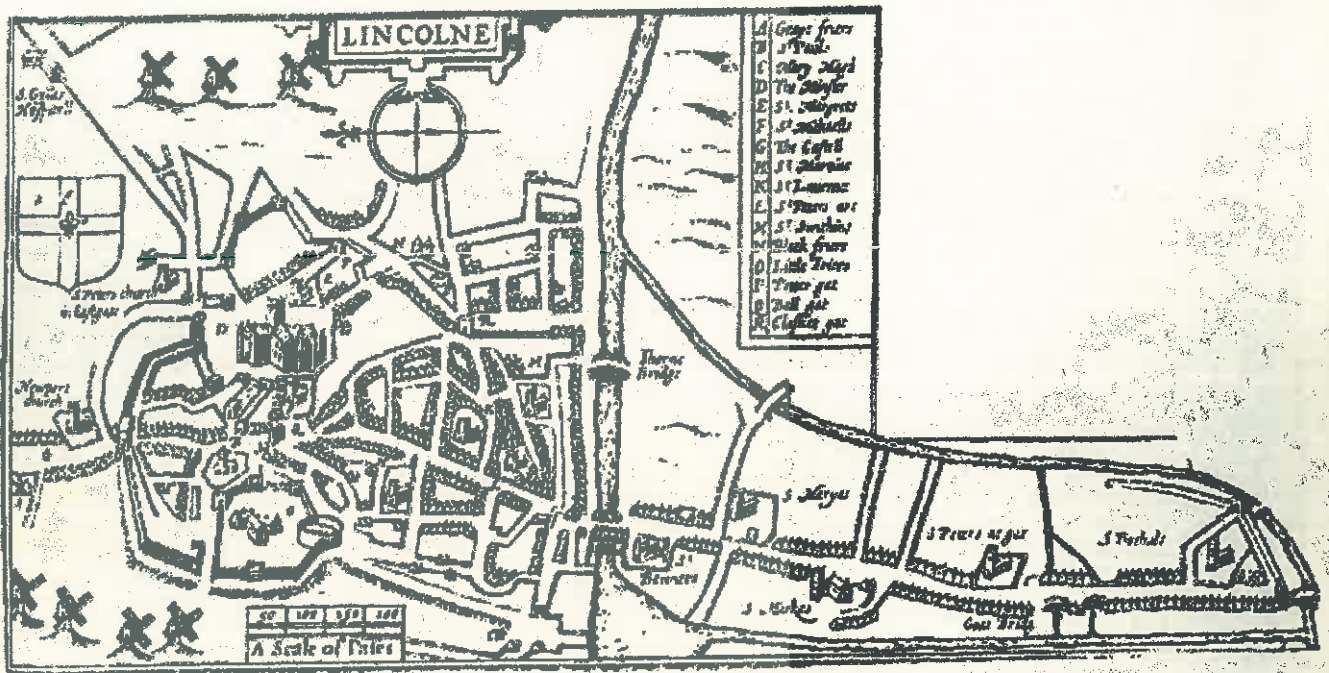
BY SIR KENNETH COOPER, DIRECTOR OF DESIGN
THE PRINCE'S FOUNDATION FOR THE BUILT ENVIRONMENT



"Neighbourhoods, streets 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." - Kenneth Cooper, Director of Design

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 out 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.

Level 1 is the largest structure and can best be understood by the movement paths or streets that allow people to move around the place being like the veins and arteries that carry blood around the body.



Bologna: street network "irrigating" the city

Level 3, represents the block structures which create streets and squares and can be understood as the cells of the body which really are the building blocks of towns and are in reality related to the scale of our bodies.



London, Soho 1716: block structure

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.



Cartoon illustrating 400-500m local centre structuring principles

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)



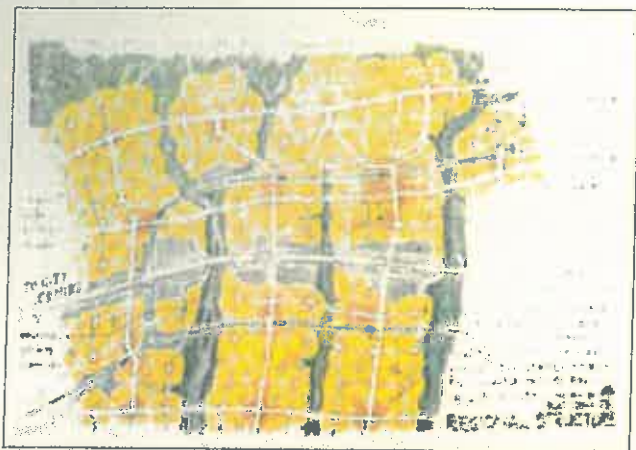
London, Soho: urban grain

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 organ 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 into 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



Northampton historical map



Block type mews diagram

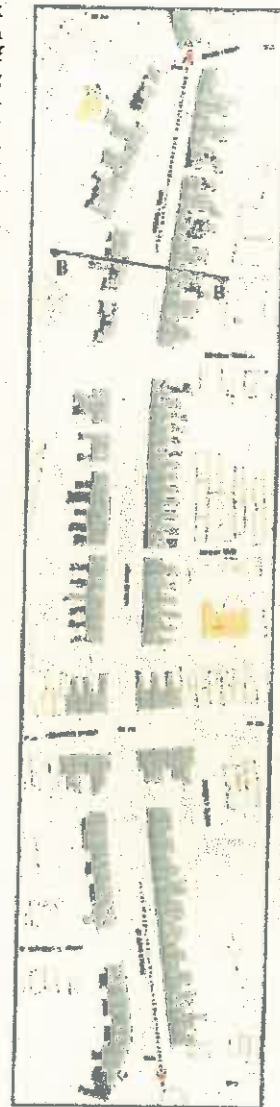
Level 4 - Urban grain and building plots

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.

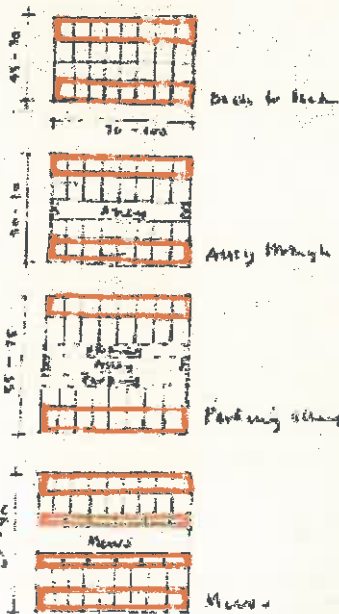
Until sixty years ago the majority of buildings in the UK were based on well defined proportioning systems in both vernacular and more formal buildings. Before the advent of the railway system places also had a consistency of building materials employed from the local area. Patterns of visual harmony 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.



Newquay Pattern Book Residential street plan



Basic block structure and urban grain



Newquay Pattern Book Double fronted building type

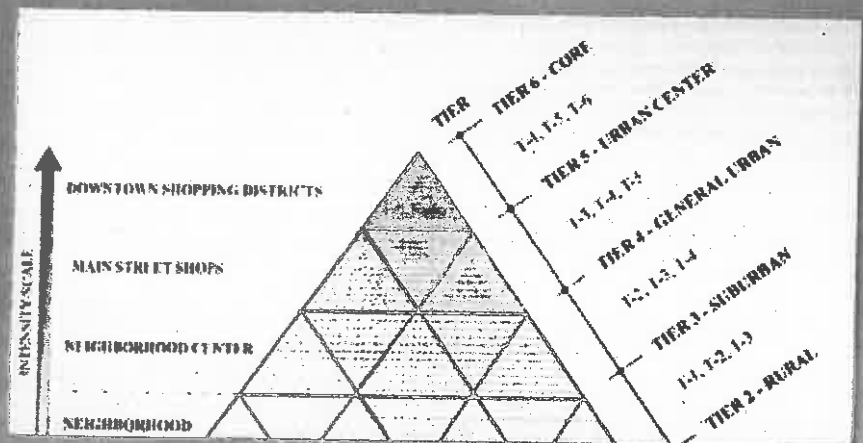


Newquay Pattern Book Residential street elevation

Retail, Urbanistically Speaking

Necessary Ingredients for Daily Living
in a Compact, Efficient, and Pleasing Form

A SUMMARY



Retail Typologies:

Fundamental retail centre typologies are based upon recognized patterns of consumer spending, relative to tenant composition and frequency of need - all of which also tends to define the sizes of their respective trade areas. Traditional retail classifications are as follows:

1. **Neighbourhood Store** -- A retail business that provides a convenient location for quick purchases from a wide array of products (predominantly food). They are usually less than 5,000 square feet in size, with convenient access and parking, and with extended hours of operation.
2. **Main Street Shops** -- A collection of stores and commercial establishments providing for the sale of personal services (dry cleaning, barber shop, shoe repair) and convenience goods (food, drugs and sundries). Usually anchored by a small personal/convenience or drug store, and may include a local restaurant/café, it has a typical gross leasable area of up to around 20,000 square feet.
3. **Town Centre Shops** -- A supermarket anchored, neighbourhood serving centre providing for range of daily needs and personal services. Ideally sized around 50,000 square feet, it can typically range in area from between 30-80,000 sq. ft. and may include a junior department store and several food establishments at a variety of price points and service levels.
4. **Shopping District** -- A regional centre providing for the sale of general merchandise (apparel, furniture, and home furnishings and accessories) in depth and variety, as well as a range of services and recreational facilities, in addition to a wide array of dining and entertainment options. It is anchored by one or more full-line department stores of not less than 75,000 square feet, with a total gross leasable area for the entire centre of around 500,000 square feet, although it can range from 300,000 to 850,000 square feet.

All of the above figures will need to be locally calibrated to fit the specific trade area market and household demographic characteristics, but in a true urban regional context, they should remain relatively consistent.

However, in a conventional suburban context, the trade areas of the above centre types can vary significantly due to variations in population density and household incomes (and hence spending potential), but more frequently, they tend to vary primarily based upon a given retail centre's ability to access the market through distortions in the existing transportation networks (i.e., physical locations on heavily travelled, over-scaled thoroughfares generally provides access to a larger market than would otherwise be locally available, thereby resulting in disproportionately scaled formats, relative to localized demand).

Location within the Transect:

Figure 1 illustrates the optimal relationship between retail centre types and Transect-based community development models. In general, retail happens not at all in T-1, and in T-2 it typically happens only sporadically, and is often related to the rural/agricultural nature of its Tier or regional context, such as country general merchandise/farm supply stores. From T-3 through T-6, however, retail tends to occur in a much more modulated and rational basis - again, increasing in scale and diversity in response the ever-increasing density and complexity of the urban fabric around it.

In reading the diagram, one should also note that as retail grows cumulatively within the Transect (moving from T-2 to T-6), most of the retail typologies from the lower levels of the Transect will tend to recur, but at increasingly higher frequencies, in response to the changes in population density, noted above. In other words - the most fundamental level retail centre category, the Neighbourhood Store, might only occur at 1/2 mile intervals in T-3, but would also be present, albeit at much higher frequencies, as say - on every corner, in T-5 or T-6. This would again be as a result of the correspondingly higher population densities, and greater spending potential, available at those more intensive urban levels.

Also, each preceding retail centre increment will generally be embodied in the make-up of the subsequent, higher-order one (that is to say, most of the components of a Neighbourhood Centre would be present in the tenant composition of the Main Street Shops, the Main Street of the Downtown, and so on).

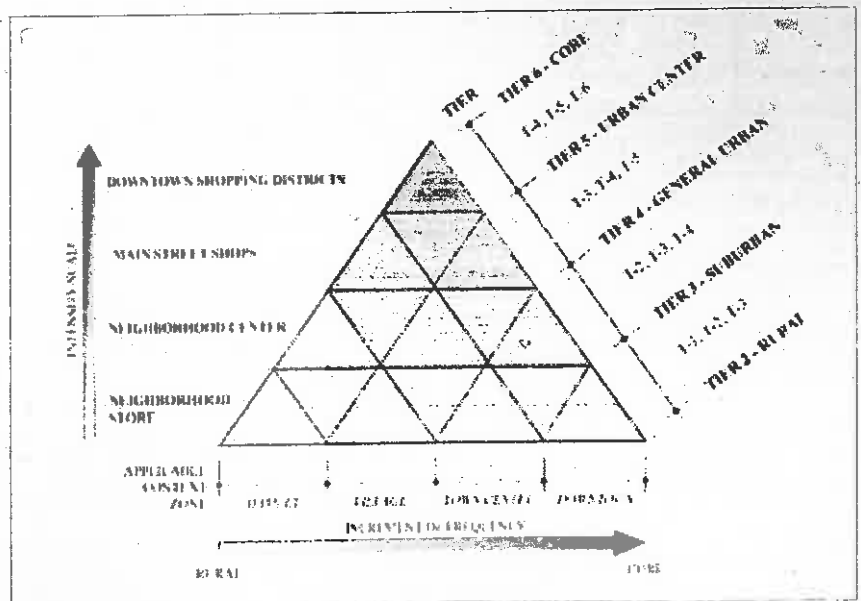


Figure 1

Challenges to Transsect-based Retail Integration:

Through its separation of uses, conventional suburban development effectively severed retail from its traditional, intrinsic relationship with the community it served. Combined with a growing suburban reliance on significantly coarser arterial networks of more widely spaced and substantially larger, high-speed, high-capacity thoroughfares, suburban retailers have responded in kind, with increasingly larger retail formats, spaced ever further apart.

This physical disconnect between community and retailer, exacerbated by our over-reliance on large-scale arterials, has created, in effect, a regional population of car borne, free-ranging consumers -- easily aggregated at major intersections in sufficient quantities to sustain virtually any sized retail box imaginable. As a result, "standard" retail formats have increased steadily in size and associated trade area for the past 50 years.

Unfortunately, this model affords no direct proportional relationship between the size of the retailer and its immediate context, bringing significant market distortions into play, and disrupting the ideal balance between consumer and provider, marginalising both the concept, as well as the viability, of neighbourhood retail. And as the viability of neighbourhood retail has been impacted, the inherent advantages of compact, mixed-use development have likewise been diminished.

The following diagram, based upon a typical contemporary metropolitan area, and depicting the evolution of the traditional urban street network/retail hierarchy over a period of time from prewar urbanism, to prewar suburbanism, to post-war sprawl, illustrates the above concepts perfectly:

The diagram depicts a street network that evolves from a compact, walkable, mixed-use urban fabric in the first illustration, to less dense residential neighbourhoods, but with a still visible articulated street network, to full-blown sprawl, with low density residential development, segregated uses, and a dendritic residential street configuration, which forces all trips for daily needs out onto a single, large arterial network, around which is clustered a group of large box retail responding to the correspondingly high number of traffic counts.

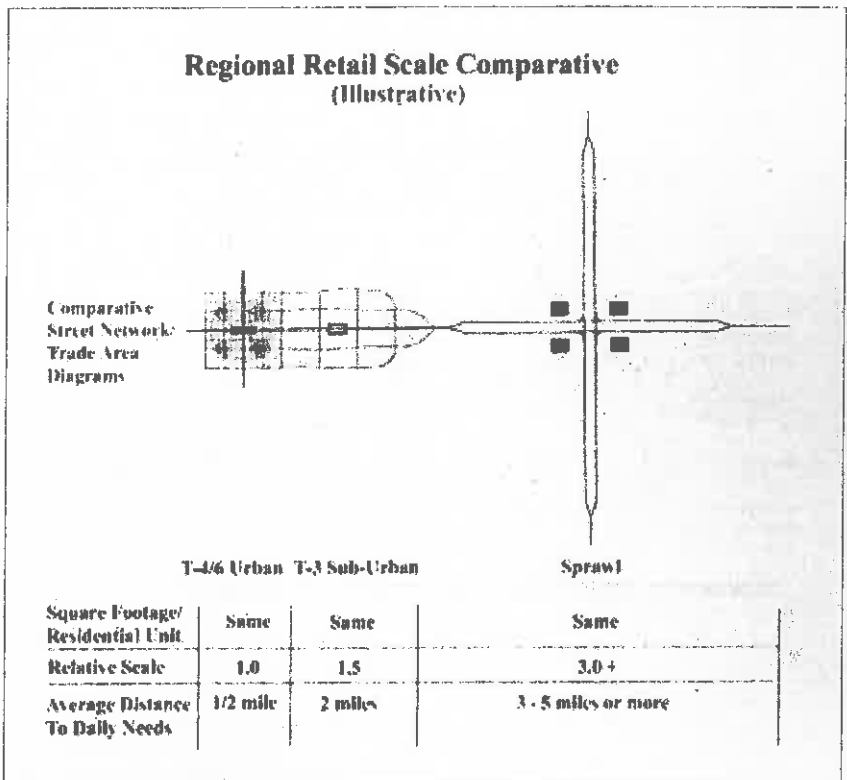


Figure 2

Because the basic merchandise categories haven't changed -- only the scale of the retail formats in response to the ability to capture a much larger number of residential units through the increased dependence on fewer, but much larger arterials -- the actual sales per square foot of the individual stores, as well as the square footage allocation per household unit did not vary greatly. However, the larger market capture required to sustain these larger formats, combined with the much lower densities typical of sprawl, results in substantially larger trade areas, geographically speaking, with a correspondingly higher number of vehicle miles per trip required, just to satisfy basic consumer needs.

This trend is reflected in two other phenomenon: One is called the Suburban Conundrum, whereby, in the complete opposite of urban retail, as density goes down, both roads and retail box sizes typically get larger. The other is the relationship between box sizes, density, and trade area dimensions. Both are illustrated on the opposite page.

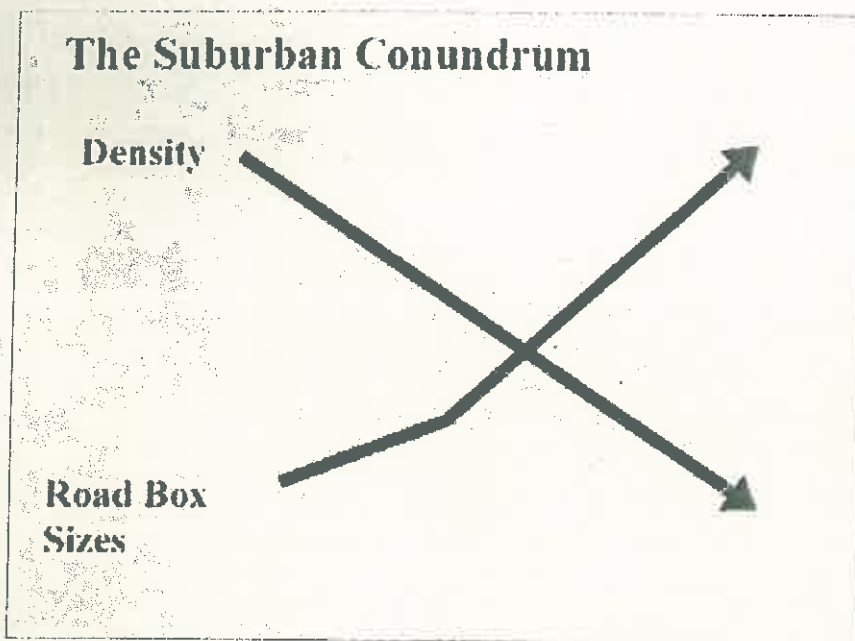


Figure 3

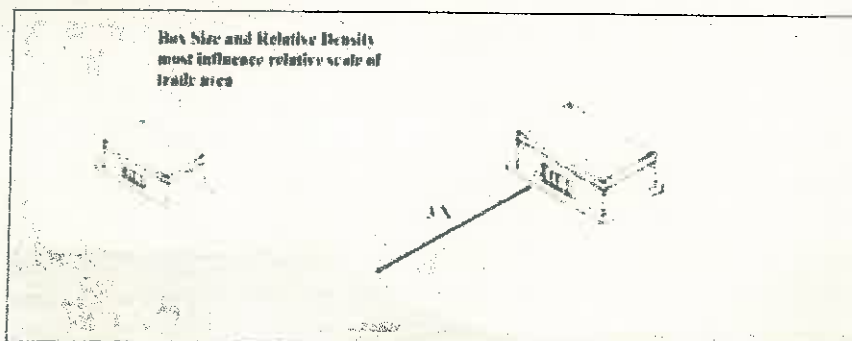


Figure 4

CONCLUSION:

The Sector Plan, as envisaged by the Transect, when properly implemented, balances transportation infrastructure against regional demand, in a finely articulated fabric that acknowledges the detail specific planning and market criteria of the community, from hamlet to regional centre (see Figure 3). In so doing, when coupled with appropriate land use and transportation planning, provides an ideal framework for integrating a full complement of uses, including retail, in a healthy, sustainable, and equitable fashion. In other words, retail in a traditional urban context is, by nature, both self-regulating and self-correcting.

Where retail concentrations exist out of proportion to its place within the Transect, remedial actions can be justifiably implemented, wherever possible, to put the retail back into more appropriate balance and scale, relative to its Transect context. This can be accomplished by either gradually reducing the amount of retail, or by adding additional density of other uses, or - ideally - by a combination of both.

APPENDIX C

General Policy for the City Centre

Preliminary Findings for Sample Neighbourhoods



General Policy for the City Centre

Preliminary Findings for Sample Neighbourhoods

In preparing for the Enquiry by Design workshop, it was necessary to, first of all, assess a number of sample neighbourhoods in and around the city centre, against issues of urbanism, sustainability, and mixed-use; and secondly, begin to establish some common principles for a city centre strategy.

The importance of this work is reflected in the fact that it helped later on to not only focus the scope of work for the city centre, but also made stakeholders and decision-makers consider the development of a broader mixed-use policy and a sustainable strategy for all of Lincoln's neighbourhoods.

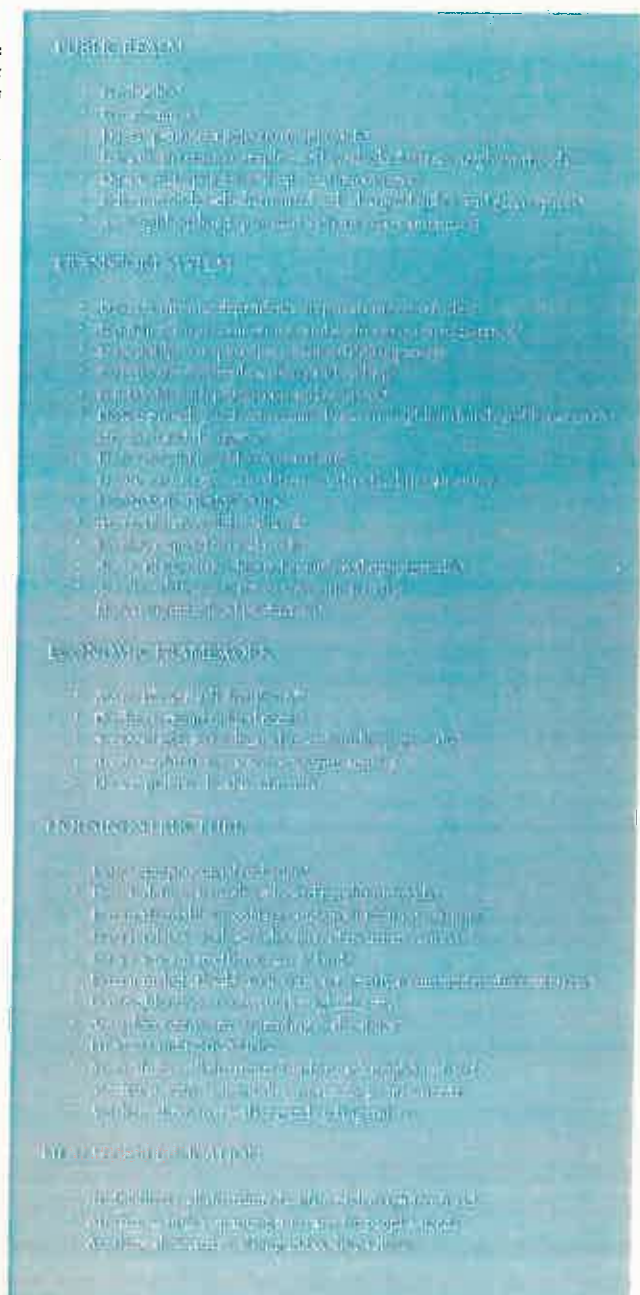
This exercise was undertaken on site together with key stakeholders. Each one of the different groups was led by a member of the masterplanning team from The Prince's Foundation. They were asked to examine sample neighbourhoods and use a checklist that was given to each group as a tool for its assessment of its allocated neighbourhood.

The checklist aimed to address questions relating to each one of these components of the urban space:

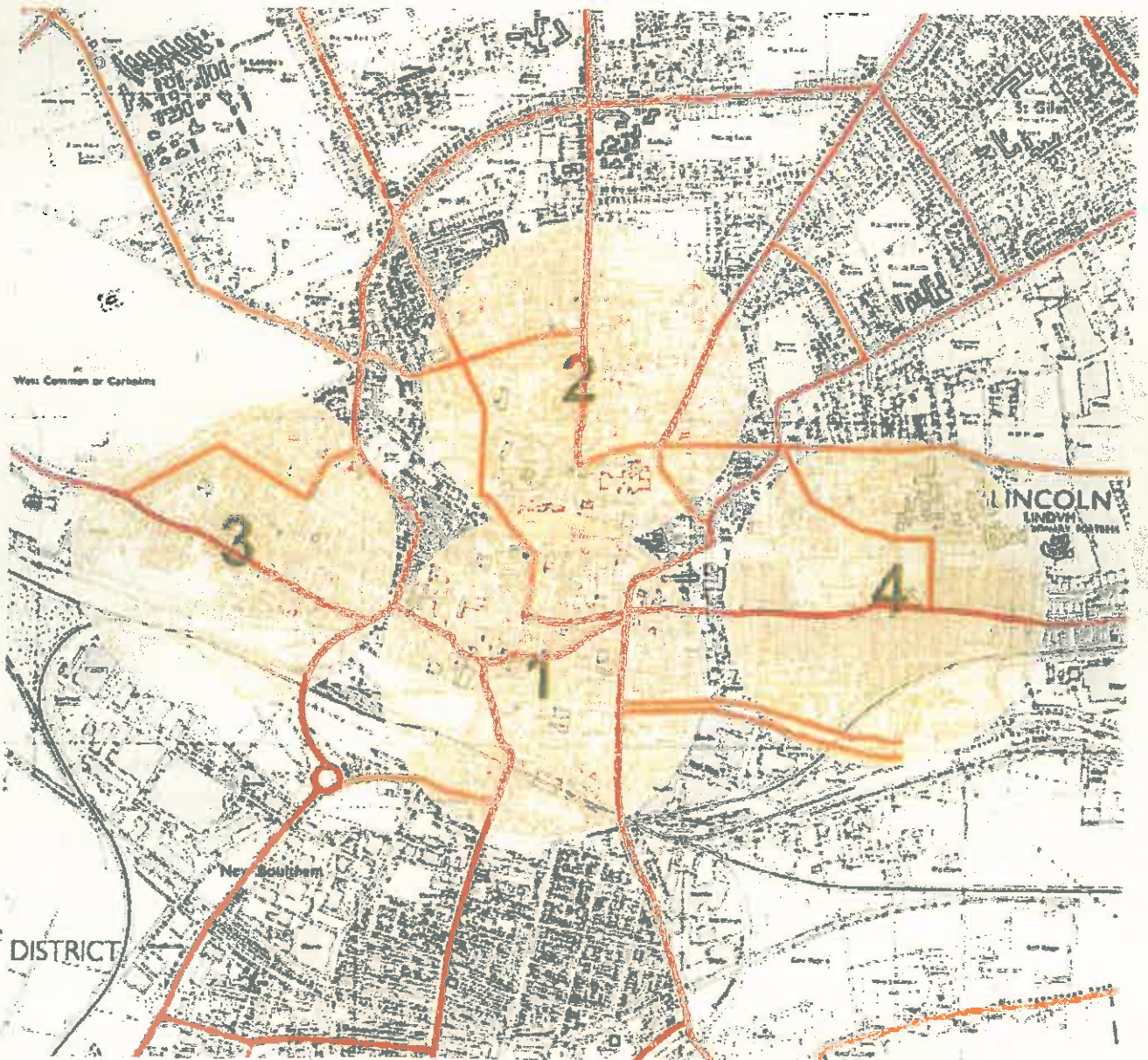
- Public Realm
- Transport System
- Economic Framework
- Housing Structure
- Health and Education

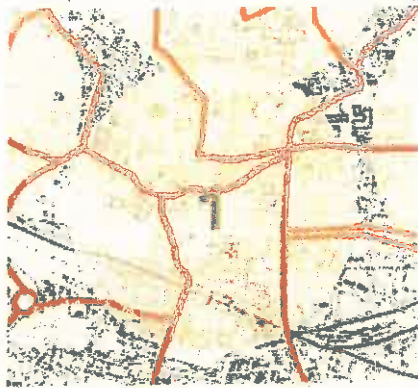
The Groups produced the following 'statements' - a set of advisory instructions or recommendations - for the neighbourhoods they looked at as part of the study.

NEIGHBOURHOOD CHECKLIST



NEIGHBOURHOODS 1-4





- Join the city centre with the adjoining existing residential areas with a continuous public realm of streets and positive spaces.
- Strengthen the purpose, identity and activity of areas within the city centre with a strong set of secondary streets and positive spaces.
- Complement monolithic retail and employment uses with a contrasting scale of activity and economy.
- Connect the civic buildings in the area to the primary network of streets and create a legible public realm to frame the entrances of these buildings facing onto this network.
- Identify and introduce a greater number of well-designed green public spaces/corridors.
- Create active frontages to buildings on all public realm.
- Develop spatially integrated perpendicular streets to the main street to encourage finer grain complementary retail activities.
- Create a greater mix of flexible residential offering in the four main residential quarters of the

neighbourhood.

- Create a better network of streets from St. Marks to the city centre.
- Control, tame and manage the car within the city centre in boulevards, streets, squares or lanes that are all designed as destinations in their own right with a maximum speed limit of 30 mph.
- Confront the issue of through traffic within close proximity to the city centre and either control or remove the through movement that creates a severance of pedestrian movement between neighbourhoods.
- Create well integrated and strategically positioned multi-level car parking spaces that are not visible from the public realm.

NEIGHBOURHOOD



Public Realm

- The Cathedral Quarter should have an urban structure that allows the creation of a high quality well-defined public network of streets, squares and public places.
- The castle should be surrounded by active urban blocks and should be integrated in a strategic network of public and green spaces.
- Surface car parks need to be buried within large urban blocks behind commercial streets.
- Access to surface car parks needs to be flanked with active frontage.
- All street frontages need to be active at ground floor level with access to properties at 12m spacing as a maximum.

Transport System

- The northern neighbourhood should play a key role in linking the northern and southern parts of the city.
- Provision of public transport within 3-5 minutes of every house.
- Public transport and accessibility between city centre and surrounding neighbourhoods should be considered in relation to topography.
- Public transport should provide good links between the different neighbourhoods within the city.

Economic Framework

- Retail uses should be located along neighbourhood main streets as well as key movement corridors.
- Retail uses should respond to local needs as well as promote local produce.
- Retail uses should have active street frontages.
- Buildings along movement corridors should have flexible frontages and fine urban grain that allows them to adapt to mixed uses.
- Retail within local neighbourhood centres should be of a relatively similar scale.
- Small scale retail within walkable neighbourhoods should be supported by a strong employment offering.

Housing Structure

- Housing structure should support a balanced social mix.
- Housing should provide affordable accommodation of varying sizes and ownership.
- Residential quarters should be of a reasonable density to sustain an efficient use of land.

Health and Education

- Education facilities should be well distributed within residential areas.
- Small scale health facilities should be provided within residential quarters.



Public Realm

- The public realm is legible in parts but there are no public buildings to enhance civic pride. Buildings that reflect a sense of civic pride need to be introduced into the area.
- The public realm is attractive in most parts of the northern quarters with the tight street scale and a sense of enclosure created by trees lined up along active frontages. The southern part of the neighbourhood is inward looking, lost opportunity for enhancing canal walk – this needs to be remedied.
- The neighbourhood is well connected to the rest of Lincoln's urban fabric apart from the southern edge where there are no connections to the university site.
- The neighbourhood presents safe well-overlooked

streets, apart from the cut-de-sac development to the south. Parts of the southern edge of the neighbourhood need to be restructured.

- Overall it corresponds to the scale of its urban context.
- The neighbourhood lacks well-distributed/well-designed public and green spaces; a neighbourhood centre could not be identified.
- The neighbourhood is equipped with some facilities, schools, corner shops, a mini-market, but there is a lack of play areas and a lack of appropriate leisure facilities which need to be introduced.
- Some street scenes to be improved.
- Housing stock needs to be improved.

Transport System

- The structure of the neighbourhood does not minimise dependence on private motor vehicles.
- The public transport system is within easy reach (distance), and should be maintained while the frequency (5 buses a day) should be increased.
- There are good connections between the neighbourhood and other parts of the urban fabric apart from at the southern edge which needs to be enhanced.
- Some existing facilities are easily accessible (schools) - others such as health facilities are located at the edge of the neighbourhood. Facilities need to be more easily accessible and located within easy reach of residents.
- The main artery through the neighbourhood does not sustain a variety of uses; it is mainly used as a pass-through.

Economic Framework

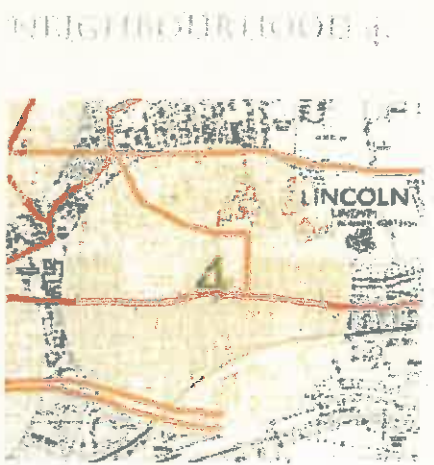
- Retail uses are fairly well distributed but there are not enough of them.
- A mix of broader activities needs to be introduced.
- There are different scales of economic activity ranging from a mini-market to very small retail uses – these should be maintained.
- Existing uses do not promote local production, more local production needs to be established and promoted.

Housing Structure

- Supports social inclusion and should be maintained.
- The northern part is more successful, presenting safe and well-overlooked street sections.
- There is an affordable mix of large and small accommodation.
- The neighbourhood includes a flexible structure so as to easily accommodate different uses.

Health and Education

- Some facilities are not well distributed within the neighbourhood such as medical practices, and there is a need for more facilities that are easily accessible.
- The neighbourhood is well served by alternative walking and cycling routes which should be maintained and enhanced.



- Create an improved eastern route into the city centre along Monks Road, through the creation of a high quality public realm especially to the area in front of the college and along the main High Street frontage of Monks Road.
- Promote the consolidation and regeneration of the secondary High Street retail offer.
- Provide a key focus toward encouraging pedestrian movement, promoting safe travel, and facilitating polycentric activity throughout the area.
- Encourage vehicular traffic to behave differently by giving over greater priority to the pedestrian and cyclists and by managing traffic speeds along main East/West routes.
- Promote a diversity of economic activity along Monks Road that is supported by well-balanced mixed-use development within the industrial area to the South, which also supports street activity and business to business linkages.

- Provide and support inward investment strategy for the existing housing stock focusing on the building fabric and upgrading of the public realm, ensuring that the existing mix and tenure are sustained enhancing local character and sense of place
- Ensure new mixed-use development in industrial area strengthens the areas economic profile and facilitates future growth
- Ensure that existing health and education services continue to provide adequate and accessible service delivery throughout the area

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