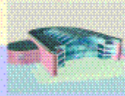
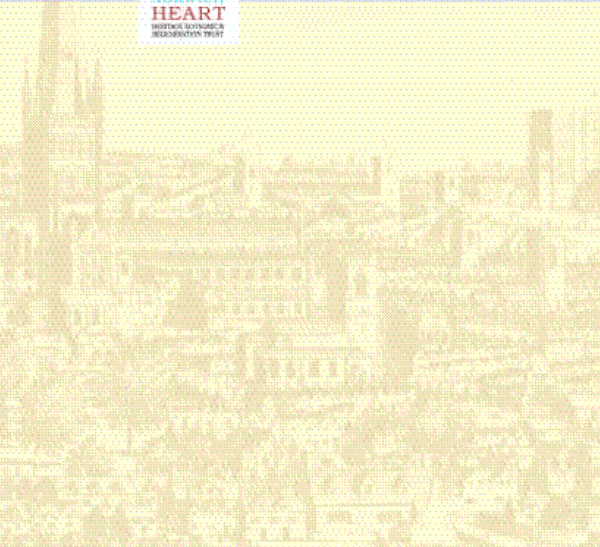


Heritage Led Regeneration – A Unique Model

Heritage Economic & Regeneration Trust



HEART Development Plan



Presentation by

Michael Loveday Chief Executive, Heritage Economic & Regeneration Trust (HEART)

Chair Living Streets, Board Member HTF; CABLE Enabler

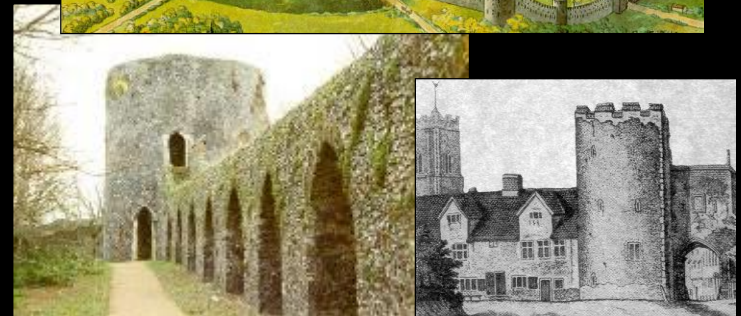
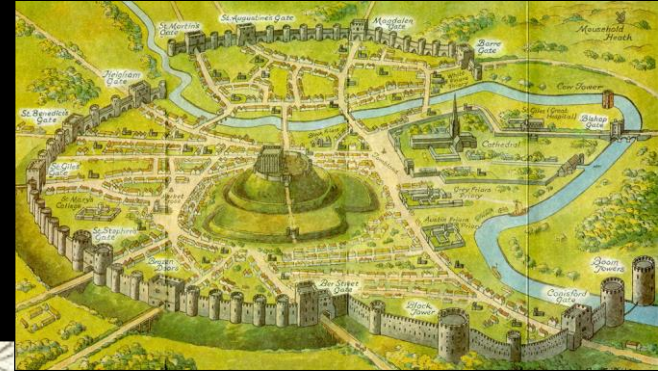
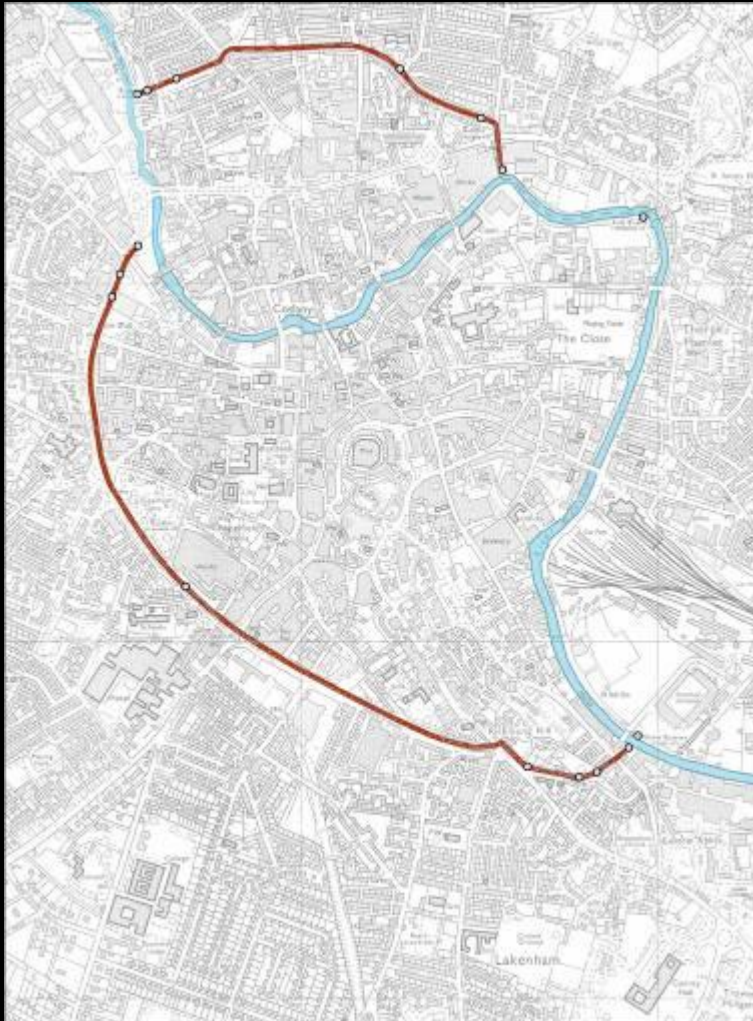
Norwich THE RESOURCE

Norwich has everything

NIKOLAUS PEVSNER 1962

Largest Walled City in England

‘The walls of this city are reckoned three miles in circumference, taking in more ground than the City of London’ *Daniel Defoe 1724*

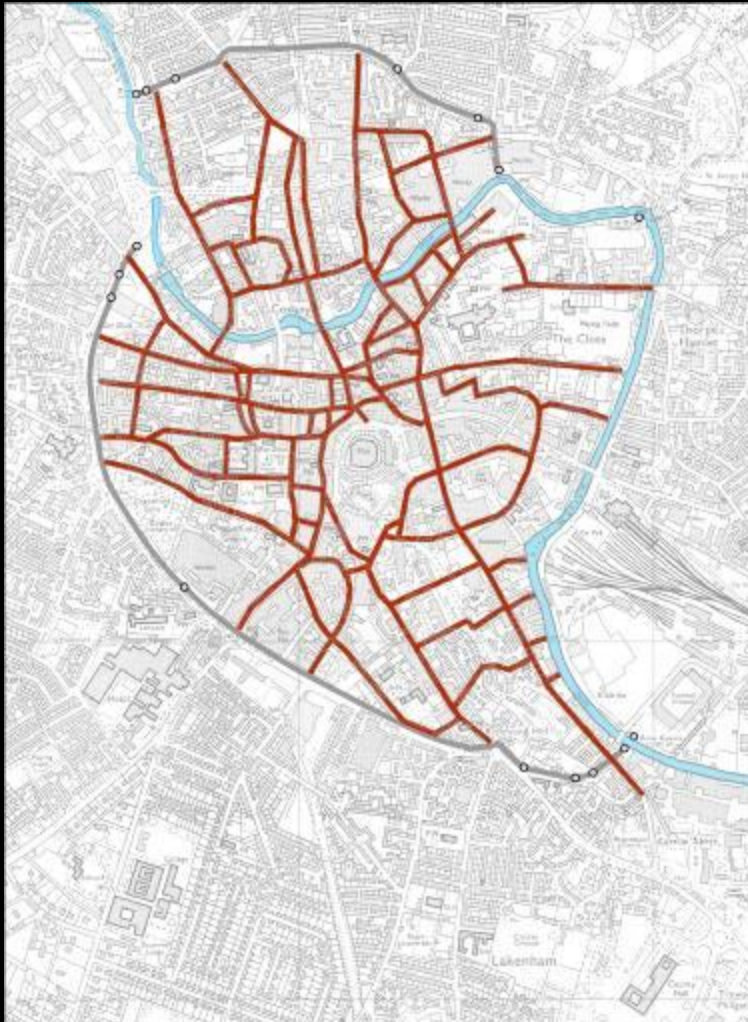


- Dating from 1297 & significant sections surviving

- Unique Boom Towers
- Originally fortified Bishops Bridge
- Cow Tower 1390

Largest and most intact Medieval Street Pattern in UK

'I went through medieval streets...some Flemish in appearance...and at night beside the river I might have been in England or the Netherlands of the fourteenth century' *H.V.Morton 1927*

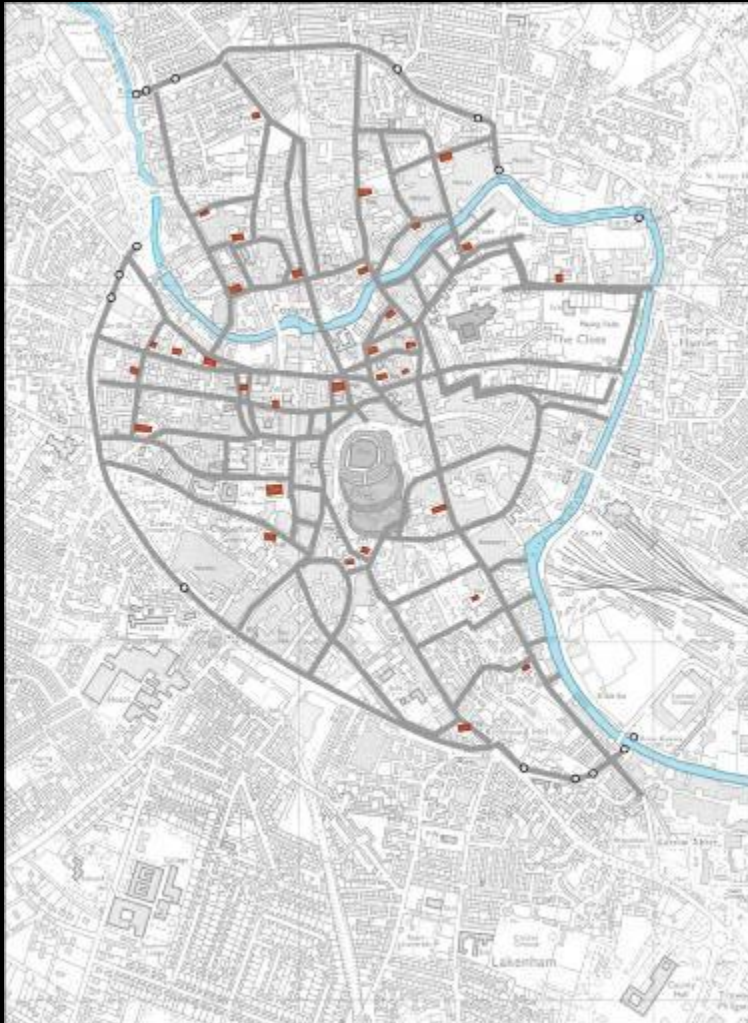


- Pattern established by Danes, Saxons and Normans

- Only a few additional streets since the medieval period

More Pre-Reformation Churches than any other City North of the Alps

'I saw with pleasure and surprise, the beautiful tow'rs of Norwich...No situation can it surpass in any nation' *Alexander Geddes 1742*

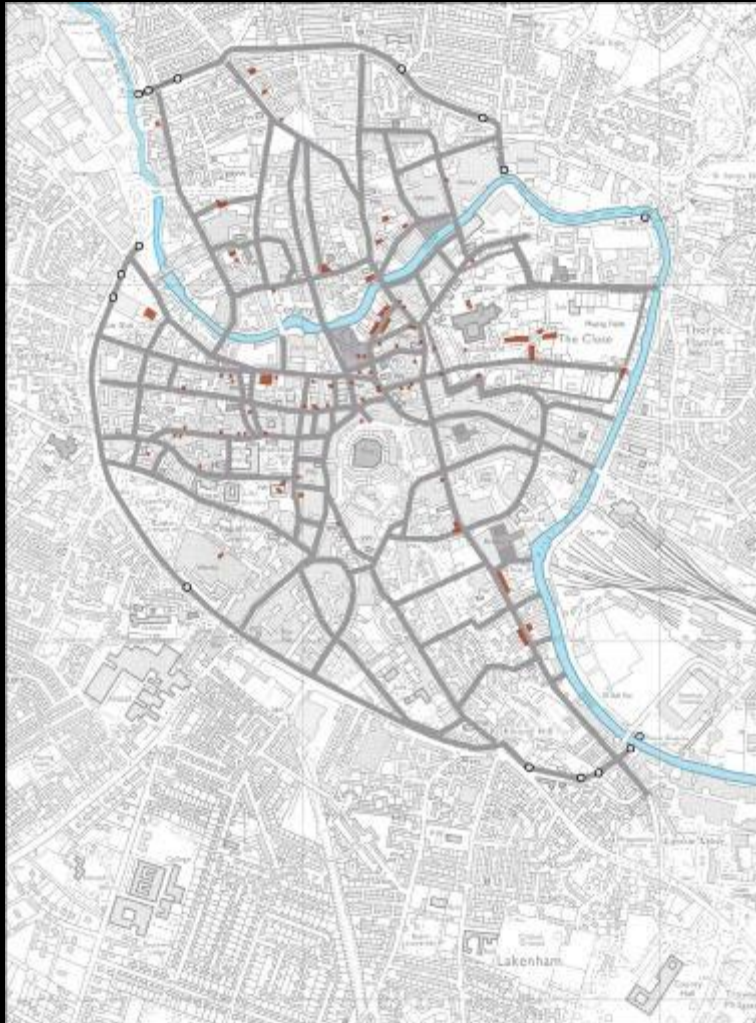


- Originally 57 medieval parish churches, now 32
- Some dating from Saxon/Norman period
- Some of the finest medieval glass in the country

• Unique collection of medieval rooves including the Eagle roof of St.Helen

The Largest Set of Medieval Undercrofts and one of the Largest Groups of Medieval Merchant Houses in the UK

'Sir Thomas Browne led me to see all the remarkable places, being one of the largest and certainly after London, one of the noblest cities of England' *John Evelyn 1671*

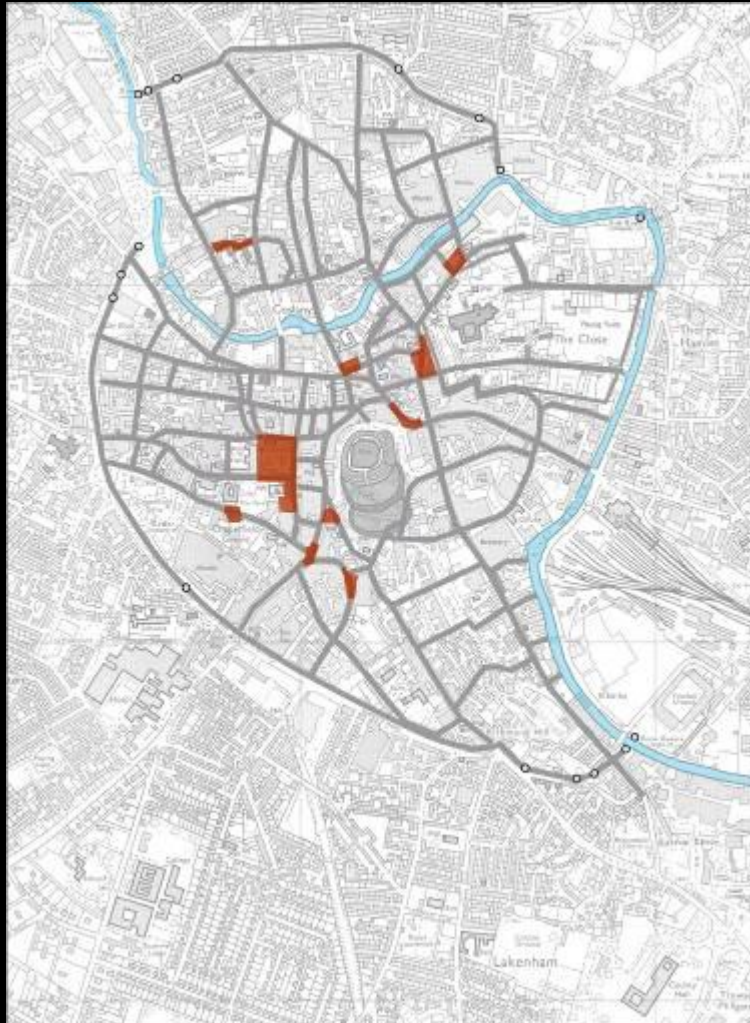


- More than 50 undercrofts, some dating from the Norman period
- The unique Dragon Hall 1450
- Surviving houses of the Boleyns, Howards, Pastons and Lord Chief Justice Coke



The Largest Continuous Market & a Unique Group of Urban 'Plains' and Spaces

The grandest market place as well as the very best single market in all England' *James Blomefield 1744*



- Market established 1075 & has occupied site continuously
- Other former markets provide important urban spaces
- 'Plains' introduced during massive Low Countries immigration

12 Unique Buildings

The finest single collection, in the UK, of individually outstanding heritage buildings spanning the last millennium, together representing a resource of universal importance.

- Finest secular building of its period in Europe
- UK's finest Romanesque building
- England's oldest old peoples' home
- Only surviving medieval friary
- Largest & most elaborate guildhall
- Unique medieval merchant hall
- Unique Regency assembly house
- Noblest mill of the Industrial Revolution
- Most assured Edwardian office
- Largest provincial Catholic Cathedral
- Finest public building between the wars
- Award winning C21st structure



12 Inspiring People

- JULIAN 1st woman to write a book in English
- MEER Earliest English Hebrew poet
- RAMSEY Father of perpendicular architecture
- KETT Champion of the common people
- BROWNE Scientist & Philosopher
- NELSON England's greatest hero
- FANQUE 1st black circus proprietor
- COTMAN founder of England's only School of Artists
- FRY social reformer
- GLOVER originator of the Tonic Sol fa
- FLOWERDAY 1st industrial nurse
- MARCHESI founder of Round Table



12 Remarkable Firsts

- * first English public library
- * first provincial English newspaper
- first provincial theatre
- world's first wire netting machine
- world's first railway swing bridge
- first all metal framed aircraft
- first all metal bi-plane bomber
- first driving school
- first use of the post code system
- first English council to use a computer
- first hip replacement joint
- first pedestrian shopping street



12 Astonishing Green Assets

'A city in an orchard or and orchard in a city' Thomas Fuller 1662

- Largest number of medieval churchyards north of the Alps
- Largest area of heathland beside a city centre
- Unique 1930's parks
- Only English city with a lowland National Park extending into the centre
- Hidden Victorian gardens
- Ancient surviving wooded ridges
- Largest English cathedral close
- 2 rivers with protected landscape sites
- First park on the roof of a shopping centre
- Surviving ancient jousting ground
- Site where the Agincourt archers trained
- First non denominational cemetery in the country



12 Cultural Superlatives

- Largest provincial Civic Regalia
- Largest Civic Portrait collection
- Oldest City based music festival
- Most modern archive centre in Europe
- The 1st published poem in blank verse
- The Paston Letters
- The only English School of Artists
- The Shakespearian Maddermarket
- The most successful provincial theatre
- A World class collection of art at the Sainsbury Centre
- Remarkable collections of church art

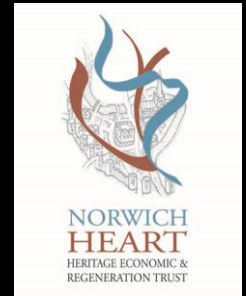


A Cosmopolitan City

- Part of the Kingdom of Denmark, Norway & Sweden
- Romanii DNA discovered dating from C10th & possibility of African presence
- The most extensive Norman development outside London
- The largest Hebrew community outside London
- Mid 1500's 40% of the population is Dutch, Flemish Walloon or French
- Major French immigration during the C18th plus Italians & Germans
- A C19th population of freed black slaves
- Large Italian and Jewish influx in C19th
- Chilean immigration in the 1970's and a large Chinese community
- 100 different nationalities at the UEA/NRP



Who are we?



- An independent, private, charitable company
- Tasked with:
 - Acting as the single, co-ordinating organisation to strategically plan, regenerate, manage and promote all heritage resources in one city - Norwich
 - Performing as a Best Practice Exemplar nationally and internationally to promote the economic, social & environmental benefits of heritage based regeneration
- Delivery of a £75m Business Plan over 10-15 years
- Establishing the co-ordinated delivery of one of the most outstanding cultural heritage products in Europe as a key driver for the local and regional economy by the 2012 Olympics

Who Runs the Company?

BUSINESS

- Chair of the Jarrolds Group
- Chair of the Regional Development Agency
- National Development Director of one of the UK's largest retailers
- Former Development Director Lend Lease Europe
- Operations Director Aviva
- MD of a major UK property company

INSTITUTIONS

- Vice Chancellor of the University of East Anglia
- Bishop of Norwich
- Principal of the University College of the Arts

PUBLIC SECTOR

- City Council Portfolio Holder for Finance & Resources
- County Deputy Portfolio Holder for Economic Development
- Deputy Lord Lieutenant
- A former UK Minister of Culture

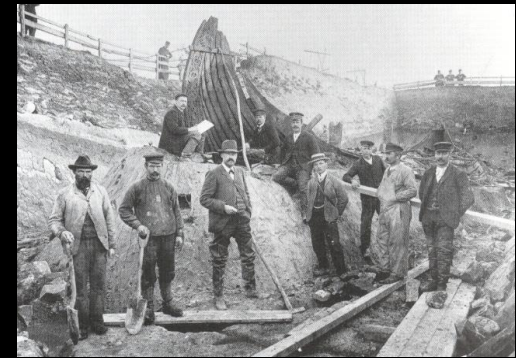
VOLUNTARY SECTOR

- Former Chair Regional Cultural Consortium, Chair LSP
- Chair National Trust regionally, former CEO HLF

PATRON

- Bill Bryson – former English Heritage Commissioner, Chair CPRE & Author

Why Are We?



Mind the GAP

- **Rarely viewed as a Regeneration Product**
 - more often seen as a retrograde impediment to change
- **Incrementalism & Fragmentation** – of both the product and the agencies working on elements of it
- **Lack of Focus** – no single vision of where Heritage in a particular location is going
- **Little recognition of the Resource Burden** – funding agencies sometimes see bits of the trees but never see the whole forest – and no one helps them to see it
- **Negligible Demonstration of Benefits** – ‘its all about doing up the odd old building isn’t it?’
- **No Promotion** – we don’t really tell people about it – even local people

What Do We Do?

Run the largest free provincial heritage event in the UK & Ireland for 5 years

- Before HEART – Norwich ran 12 events attracting 5000 visits
- For 2005 HEART secured Norwich as the national launch City and HEART was the event organiser
 - 134 events; 100,000 visits over 4 days; 650 volunteers
 - National media coverage, sub regional media penetration of 500K
 - Trans national elements
 - Kids events, performance, music, art, lectures, tours, virtual reality
 - Football club, theatres behind the scenes, the UEA, industrial buildings
 - A thorough benefits measurement approach
 - A foundation for a year on year heritage education engagement programme
 - the biggest event of its kind ever in the UK or Ireland outside London, repeated in the 4 following years and expanding (196 events & 120,000 visits 2008 including collaboration with CPRE on Open Green Buildings)

WHAT NEXT: refresh, more targeted for subjects and audiences, sub regional spread, Cultural Olympiad Initiative 'Discovering Places'



What Do We Do?

Delivered a range of local distinctiveness initiatives in the Norwich Lanes, Elm Hill and Timberhill with a value of £0.75 and a benefit of £20M+



- A Spatial Strategy to set the context
 - A Local Distinctiveness Pilot Study to capture the essence of the Lanes
 - £500,000 raised by HEART to develop capital schemes
 - Matched funding from other sources
 - Integrated project combining heritage interpretation signs, plaques, art, street signs, direction signs, paving to deliver a 'destination'
- The New Economics Foundation concluded:
- Lanes Project - a return of £16,676,498, for an initial investment of £495,000

WHAT NEXT: £0.25M from EEDA to roll out to Timberhill & Elm Hill; roll out to other 'quarters' – Over the Water etc

What Do We Do?

Delivered a range of feasibility studies worth £500,000 to transform St Andrews & Blackfriars Halls into a cultural hub



- **Using the Halls regeneration scheme as a catalyst to create a cultural quarter including:**
 - **The new Cinema City**
 - **The Norwich Gallery**
 - **The Playhouse**
 - **University College of the Arts**
 - **Potential new arts and crafts venues in Elm Hill**
 - **Re use of historic churches – Hungate Medieval Arts centre**
 - **Bridewell regeneration – Norwich People's History**
 - **Use of significantly improved public space for cultural activity**
 - **Enhancements to the river – Wensum River Parkway**

WHAT NEXT: raise funding; £20M to transform the Halls

What Do We Do?

Saved Colman's Mustard Shop



- Sustained the 3rd most popular visitor attraction in Norwich
- Preserved one of the last surviving vestiges of industrial heritage
- Maintained an international icon for the City/County
- Supported the local economy

WHAT NEXT: New web site; regular events/promotions; development of museum

What Do We Do?

Promoted Norwich and HEART in Europe, North America, Australia & Asia & across the UK

- World League of Historic Cities Kyoto & Ballarat
 - ICOMOS UK & Norway
 - IFHP Oslo
 - British High Commission for Canada & McGill Institute
 - US National Parks Service
 - Indian National Trust & INTO
 - EU North Sea & NW Europe Regions & specific projects (EPOCH)
 - DTI Baltic Republics & Croatia
 - European Association of Cultural Routes Luxembourg
 - Euro Cities Poland
 - Irish Heritage Council, Cork & Dublin Irish Walled Towns Friendship League Carrickfergus
 - English Historic Towns Forum Conferences
 - Prince's Trust, RTPI, UKHERG, Heritage Link
 - Mainland European Cities + UK Towns & Cities
 - A broad range of national institutions & individuals
 - Dozens of local & regional organisations
- **Since its foundation HEART has considerably raised the profile and importance of the historic environment in Norwich PEER REVIEW TEAM 2007**

WHAT NEXT: more virtual dissemination (2 Seas Web Network); tool kits; presentations in 2010 to the World Bank, the US National Trust, the Virginia Museums Assn, English Heritage, International Congress of the Main Street Assn, Heritage Canada Foundation



Regeneration Case Study: Norwich 12

To transform 12 disparate, separately managed and sometimes competing heritage sites into a unified visitor destination

‘demonstrates that well structured heritage development within a co-ordinated strategy can have considerable impact and is financially self sustaining’

The New Economics Foundation



NORWICH
12

What's the USP?

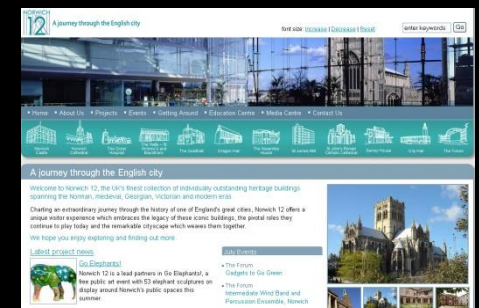
- Individually outstanding
- Collectively unique
- A model for the English City over the last Millennium

Norwich 12: Management

- A new Management Board including:
 - ❑ HEART
 - ❑ Anglican Cathedral
 - ❑ Catholic Cathedral
 - ❑ City Council
 - ❑ Charitable Trust running Elderly Peoples' Home
 - ❑ 2 Charitable Trusts running public meeting venues
 - ❑ Charitable Trust running a heritage attraction
 - ❑ Museums Service (County Council managed)
 - ❑ Norwich Union
 - ❑ A major regional property, publishing & retail company

Norwich 12: Promotion & Awareness Raising

- Joint Communications Strategy
- Promotional Leaflet
- Guidebook – ‘Best factual publication in the East of England 2009’ & ‘Best Tourism Publication 2009’
- Supplements in national press
- Adverts in tourism media (Fly Be)
- Briefings for international journalists
- Promotional film of 12 & plasma screens at each venue
- Launch of Norwich12 website
- Development of high specification web sites for each venue
- Calendar



Norwich 12: Improving Physical/Intellectual Access including Innovative ICT

- Development of walking trails
- Support for Ice Sculpture Trail
- Funding for Virtual Reality Models
- Development of Totem signs at each venue
- Piloting of Hypertag system for mobile phones
- Special Access events (Heritage Open Days)
- Support for physical improvement works for access
- Co-ordinated events programme
- Funding for Conservation Management Plans for each building



Norwich 12: Educational Activity



- Schools education packs for buildings
- Children's Learning Days
- Adult Evening Classes at the Archive Centre
- Dragon Festival for Young People
- Research bursaries for students
- Specific Educational projects for each of the Norwich12
- Working with students to produce a promotional film
- Outreach to schools
- Financial support for Cathedral Children's book



Norwich 12: Benefits Measurement & Economic Performance Enhancement

- Baseline Study
- Economic Appraisals of particular buildings
- Regular assessments of performance improvements
- Pilot monitoring techniques (footfall camera)
- Performance Delivery Workshop
- Outputs/Outcomes Report for Treasury

12: Engaging Local People



- Involvement during Heritage Open Days
- Volunteer researchers providing input to database
- Volunteer guides supporting trails & building tours
- Focus Groups on Norwich 12
- Market Research
- Norwich Dragon Festival engaging N12; Cinema City; major business partners; SMEs; Norwich Education Network; Puppet Theatre; Phoenix Youth Centre; Schools; churches; artists
- Photographic Competition



Norwich 12: Transferability

- Presentations of the model to:
 - ❑ World League of Historic Cities
 - ❑ ICOMOS – UK & Norway
 - ❑ UK Government Departments
 - ❑ Heritage Link
 - ❑ International Organisation of National Trusts
 - ❑ UK Historic Environment Research Group
 - ❑ English Local Authorities
 - ❑ European Association of Cultural Routes
 - ❑ Organisations in Ireland, Scandinavia, Brussels, Australia, Japan etc

Norwich 12: Where Next?

SHAPING24

- A transferable European Model
- Sharing best practice
- Exploiting Cross Border synergies
- Taking achievements to the next level

Why Ghent & Norwich?

- Many similarities between the 2 cities
- Good track record of collaboration in Interreg III, Liveable City Project
- Very strong historic links – Flemish immigration to Norwich; medieval textile industry; trade
- Similar cultural heritage infrastructure to provide basis of project
- Similar challenges & opportunities – using culture as an economic driver
- Both cities developing a major cultural hub around a regenerated medieval friary complex
- Both cities have similarly innovative research institutions

What would we do?

Norwich & Ghent

- Each City pilots particular initiatives –
 - ❑ Building on what we have developed: collaborative structures; events; education; hypertag; virtual models; promotional media; economic benefit measurement
 - ❑ New initiatives: Passport Schemes; Ambassadors Programme; a universal standard for Guides; Heritage Rangers; access improvements; venue management; sustainability; cultural development; merchandising
- Cities exchange expertise on pilots: expert workshops; presentations to wider audiences from other city by experts; visits
- Cities develop collaborative initiatives: promoting each of the cities in the other; exhibitions – Norwich in Gent; joint promotion days with virtual links; developing links with institutions beyond the project – universities, schools, business; cultural/festival bodies; a possible Norwich/Gent cultural route drawing on textile heritage

What would we do?

2 Seas Region

- Set up a knowledge network of historic cities in the 2 SEAS Region
- Establish regular 2 Seas Cities Newsletter and specific web based media (e.g. Q&A Bulletin Board) to disseminate information to partner cities
- Invite 2 Seas Cities delegates to specialist workshops
- Priority invitations for 2 Seas Cities delegates to final, close down conference
- Final project report and tool kit to be sent to all 2 Seas Cities

What would we do?

Wider World

- Use the experience of the project as a best practice model to persuade our government and regional agencies to disseminate it nationally (UK & Belgium)
- Use our existing networks to disseminate internationally

Regeneration Case Study: Norwich Lanes

To discover, define & celebrate local distinctiveness
transforming a riot of unseen or overlooked offers into a
single, compelling and unique destination

*'The Lanes pilot project will yield a return of £16,676,498 after 10 years
for an initial investment of £495,000'*

The New Economics Foundation

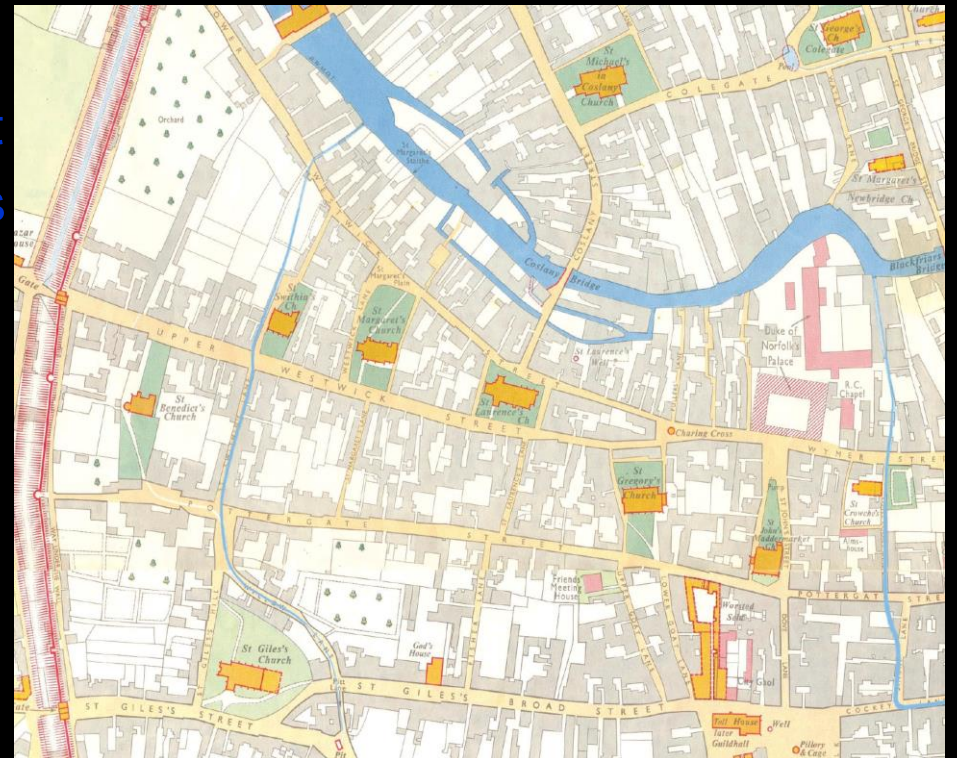
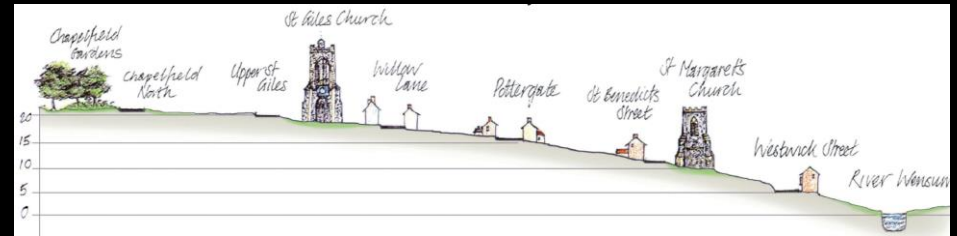


Locational Context

- How does the area relate to the settlement overall
- Where does it sit in relation to key functions & facilities
- What borders it
- Are there barriers
- What are its 'gateways' existing and potential



Topography & Landscape



Historical Development

- Who,when,what



c.800



c.1060



c.1160



c.1450



c.1680



c.1789



c.1890



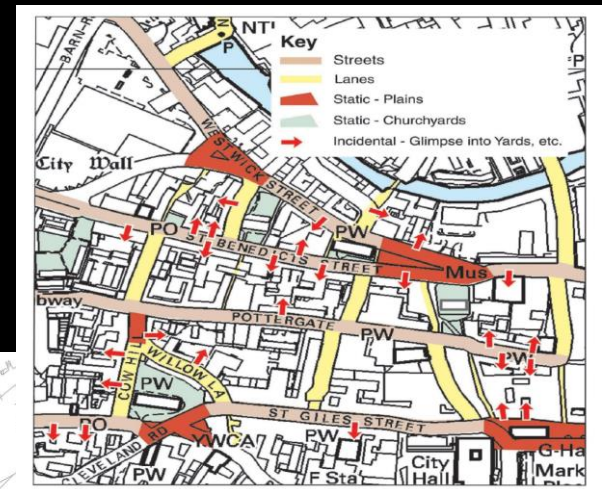
c.1961



c.2000

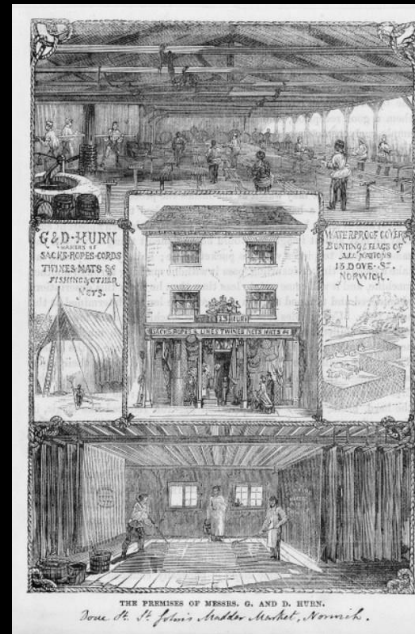
Streetscape

- Major thoroughfares
- Narrower lanes & alleyways
- Courts & Yards
- Key buildings
- Distinctive local elements
- The generality of building form along streets
- Materials



Historical Features – Past & Present

- A quarter of the largest collection of medieval churches in N Europe
- A third of the largest collection of medieval undercrofts in the UK
- Significant medieval merchant houses
- Important post Reformation ecclesiastical buildings
- Key institutional buildings



Historical Associations

- Visitors – Queen Elizabeth I; Will Kemp; the City's first printer; Henry VI; the first Protestant martyr; Jenny Lind; Niccolo Paganinin; Franz Lizst; Charlie Chaplin; Laural & Hardy; Cary Grant
- Residents – Dutch & Flemish immigrants; first world boxing champion; Elizabeth Fry; founders of the Round Table Movement; Peter the Wild Man



George Borrow



Elizabeth Fry



Jenny Lind La Sonnambula



Charlie Chaplin

Laurel and Hardy



Jem Mace



Functions

- Retail
- Catering
- Entertainment
- Service
- Employment
- Residential
- Cultural Tourism
- Street functions



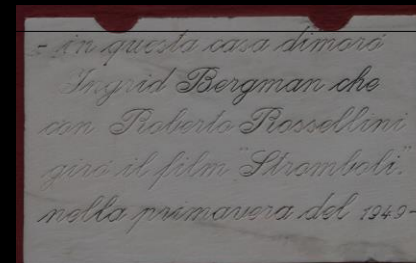
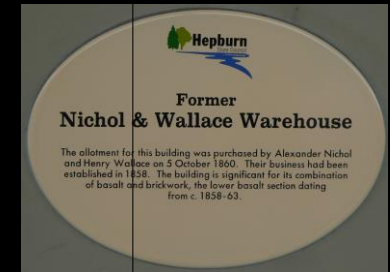
Project Delivery

Converting Understanding to Celebration

- Image & Signage



- Plaques – Limited information connecting people, events etc to places

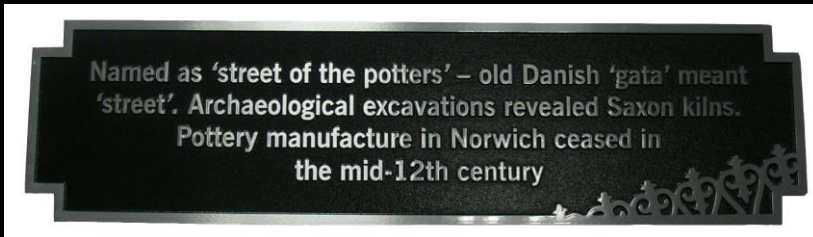


What have we done?

A role for Integrated Heritage Planning

Interpretive Media

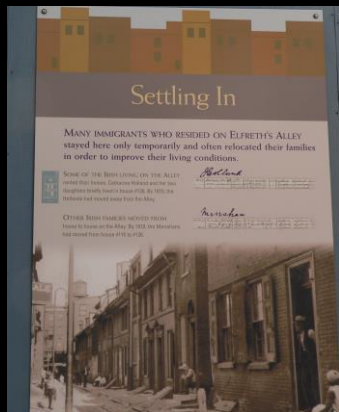
- Street Signs – indicating origins



What have we done?

A role for Integrated Heritage Planning Interpretive Media

- Interpretive Boards – providing a fuller picture of past to present



What have we done?

A role for Integrated Heritage Planning Interpretive Media

- Trails – providing a journey through time



What have we done?

A role for Integrated Heritage Planning Interpretive Media

- Interpreters bringing history to life

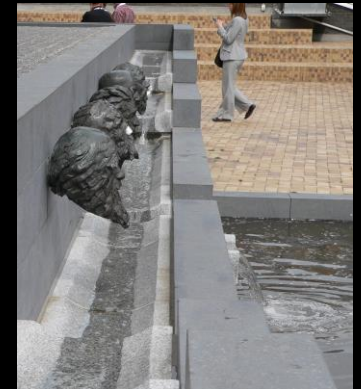


What have we done?

A role for Integrated Heritage Planning

Interpretive Media

- Art -- providing an historical interpretation



What have we done?

A role for Integrated Heritage Planning Interpretive Media

- Murals – illustrating the past



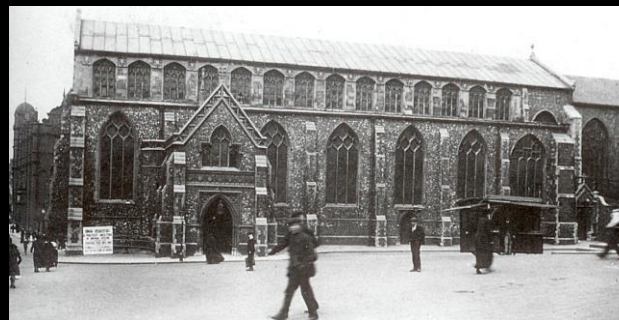
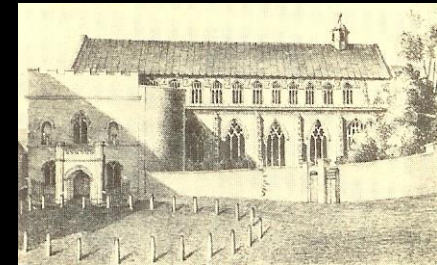
- Digital Media - hypertag



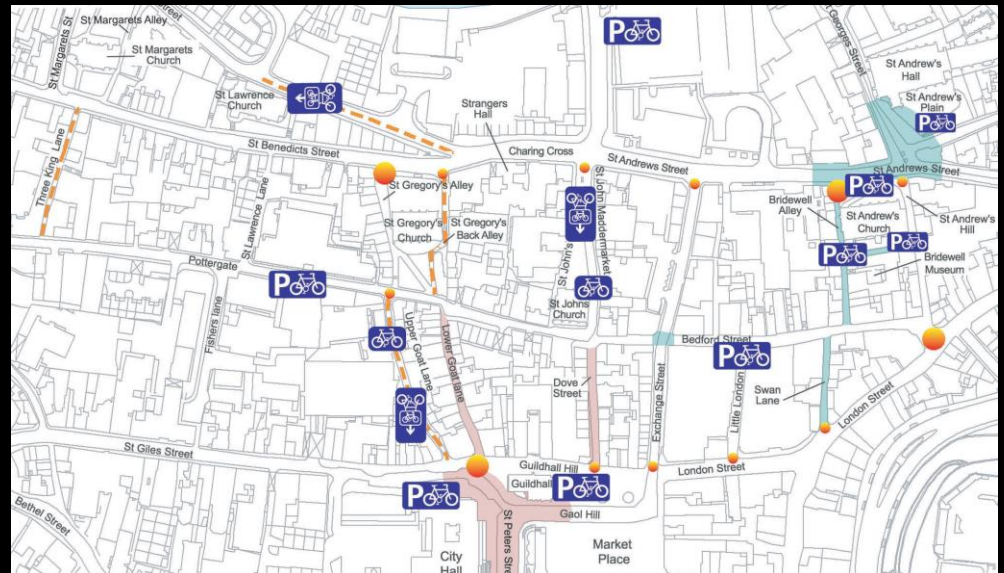
What have we done?

A role for Integrated Heritage Planning Interpretive Media

- Digital Media – plasma screens



Converting Understanding to Celebration



Converting Understanding to Celebration

- Integrated surfaces



Converting Understanding to Celebration

- Integrated surfaces



Converting Understanding to Celebration

- Art in Surfaces



Converting Understanding to Celebration

- Lighting



Converting Understanding to Celebration

- Street Furniture



Converting Understanding to Celebration

- Safety



Converting Understanding to Celebration

- Street Management



Converting Understanding to Celebration

- Events



Converting Understanding to Celebration

Bottom Line

- More visitors & visitor spend
- More business start ups
- More jobs
- Augmenting the appeal of the City
- More efficient use of finite resources
- Better community ownership
- 'Somewhere' not anywhere



The Lanes pilot project will yield a return of £16,676,498 after 10 years for an initial investment of £495,000'

New Economics Foundation 2007

Conclusion

delivering an innovative model

- A strategic, unified approach to heritage in one city
- A transferable model for other cities
- A community based approach, engaging local people taking ownership of their model and its delivery
- A proactive model of heritage led regeneration not negative preservation
- A 'benefits demonstration' approach
- Which levers in resources from regeneration agencies
- A promotional tool for heritage