



# Towards a 'City Model' for Heritage-Led Regeneration and Tourism Development

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EPOCH



# Summary of Presentation

- Objective
- Background and Approach
- Case Study
- Conclusions and next steps



# Objective

- To help local authorities and other stakeholders assess socio, economic and environmental impacts of heritage led regeneration and tourism development at the city level, and show how strategic policy can be modified to influence and improve impacts

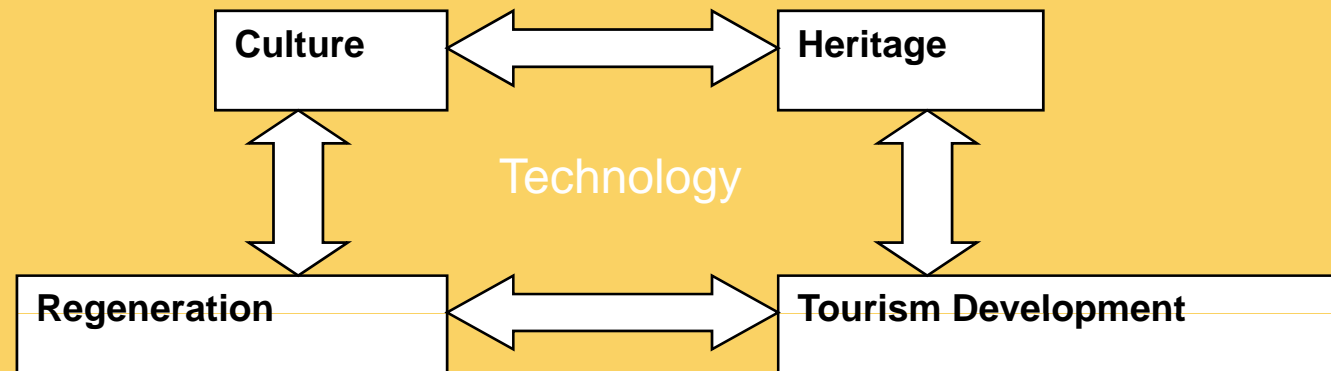


## Background and Approach

- Historic Cities –context for cultural heritage
- EAHTR - Council of Europe 1999
  - 1000 + historic cities
- INHERIT – Investing in Heritage – A guide to successful urban regeneration
- EPOCH – Cubist Group
- INHERIT + EPOCH
- Pilot Case Study –test embryo model

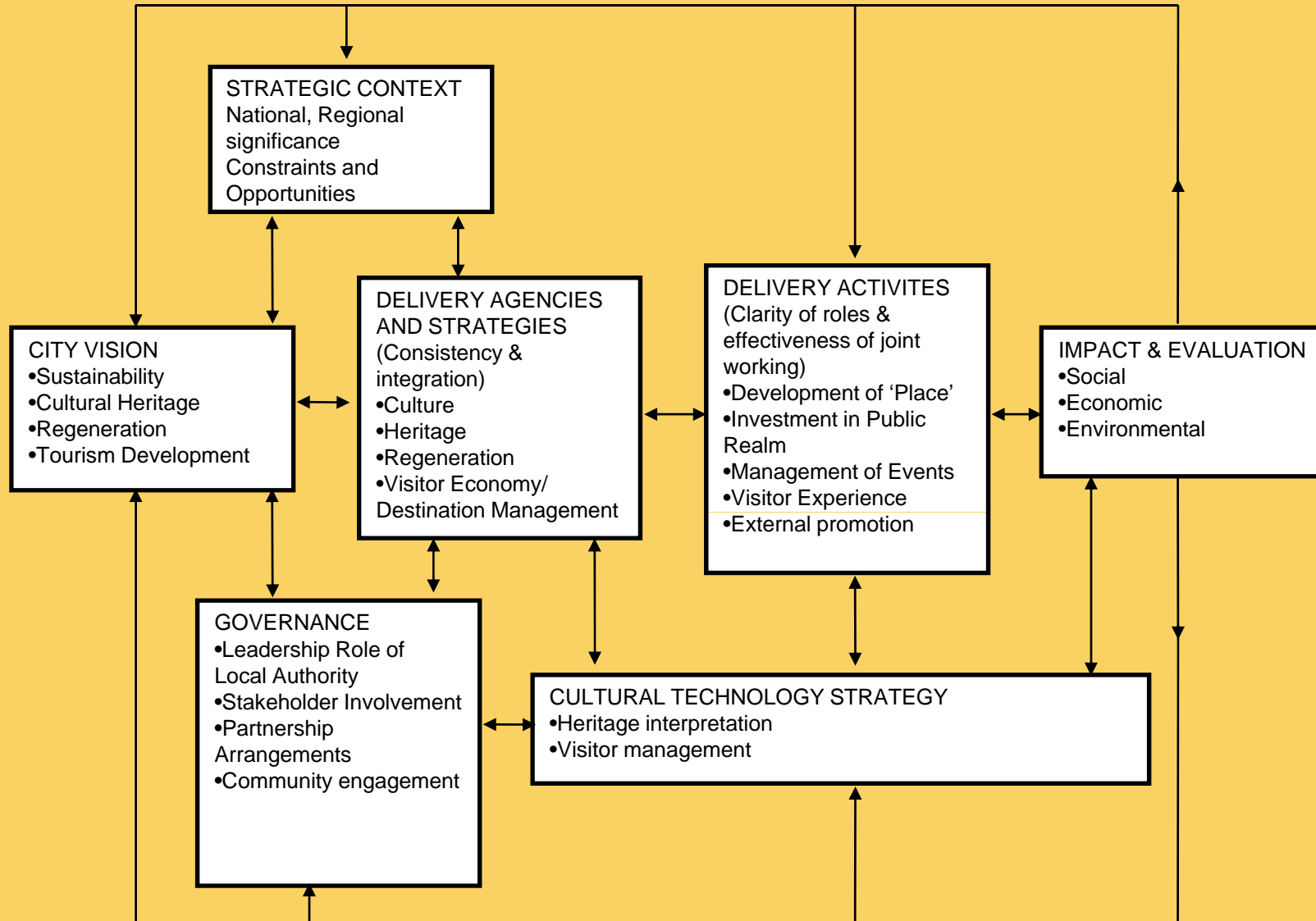
## Critical variables at the city level

- Strategic Policy
- Governance and stakeholder engagement
- Partnership
- Mechanisms for delivery
- Impact
- This application





# Draft City Model – Heritage Led Regeneration and Tourism Development Strategic Policy Impact and Delivery Evaluation Tool





# Case Study: City of Norwich, UK





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- Interviewees: -
  - Nikki Rotsos - Director of Culture, Norwich City Council
  - Mike Loveday –CEO, Norwich Heritage, Economic & Regeneration Trust (HEART)
  - Michael Nutt –Managing Director, Visit Norwich
  - Professor Andy Day – Director Urban Modelling Group, University of East Anglia





# Case Study: City of Norwich, UK

- **Context**
  - **2<sup>nd</sup> city -18thC, Regional Capital, 1500 listed buildings, 32 pre reformation churches, 2 Cathedrals, Norman Castle**
  - **International Airport, Top 5 shopping centre – UK**
  - **Regional Strategy – regional role, quality of life, distinctive character and tourism potential – Planned Growth 217K - 280K +33k homes and +36k jobs**
- **City Vision – Sustainable Communities Strategy**
  - **Norwich Partnership**
  - **To make Norwich a world – class city in which to live, work, learn and play**
- **Analysis – Stakeholder Engagement, 6 Themes – Heritage and Tourism Development not explicit – within Environmental objective**

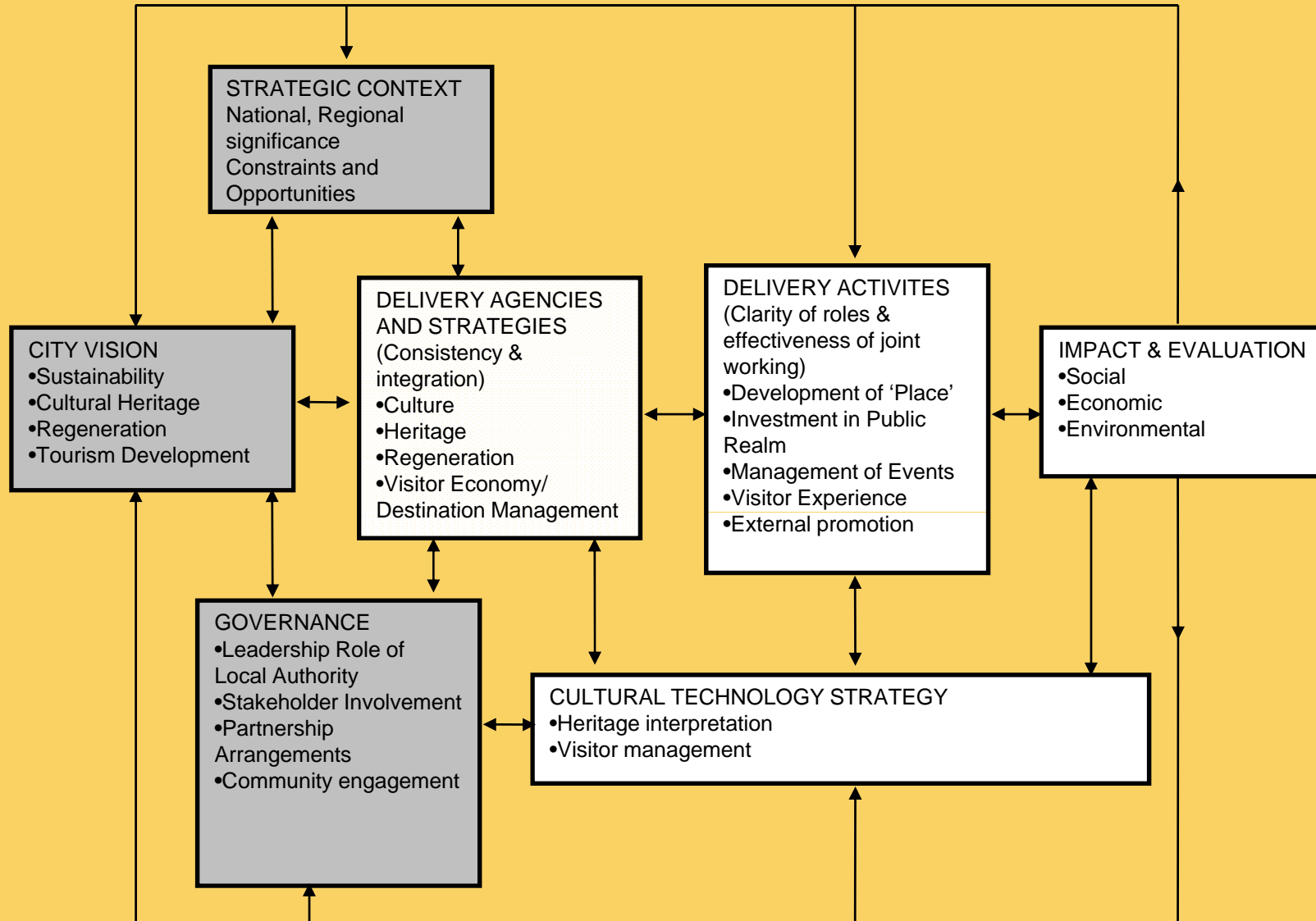


## Case Study : Governance

- Tradition of effective city leadership
- Local Strategic partnership –Norwich Partnership
- 2 Delivery Partnerships
  - Norwich Heritage Economic and Regeneration Trust (HEART)
  - Visit Norwich –promote visitor destination



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# Delivery Agencies – Strategies and Activities

- **Cultural Services –Norwich City Council**
  - Key theme –separate from Heritage
  - Main Focus –Events
- **HEART –Aims**
  - To establish Norwich as the UK's premiere heritage city by 2012 and to achieve its recognition as an asset of universal value
  - To establish HEART as an international leader in heritage led regeneration by 2010
  - Development Plan –Elements
    - The Great and the Good – 12 iconic buildings
    - The String of Pearls – heritage themes
    - Time and Space – urban space network

- **Visit Norwich**

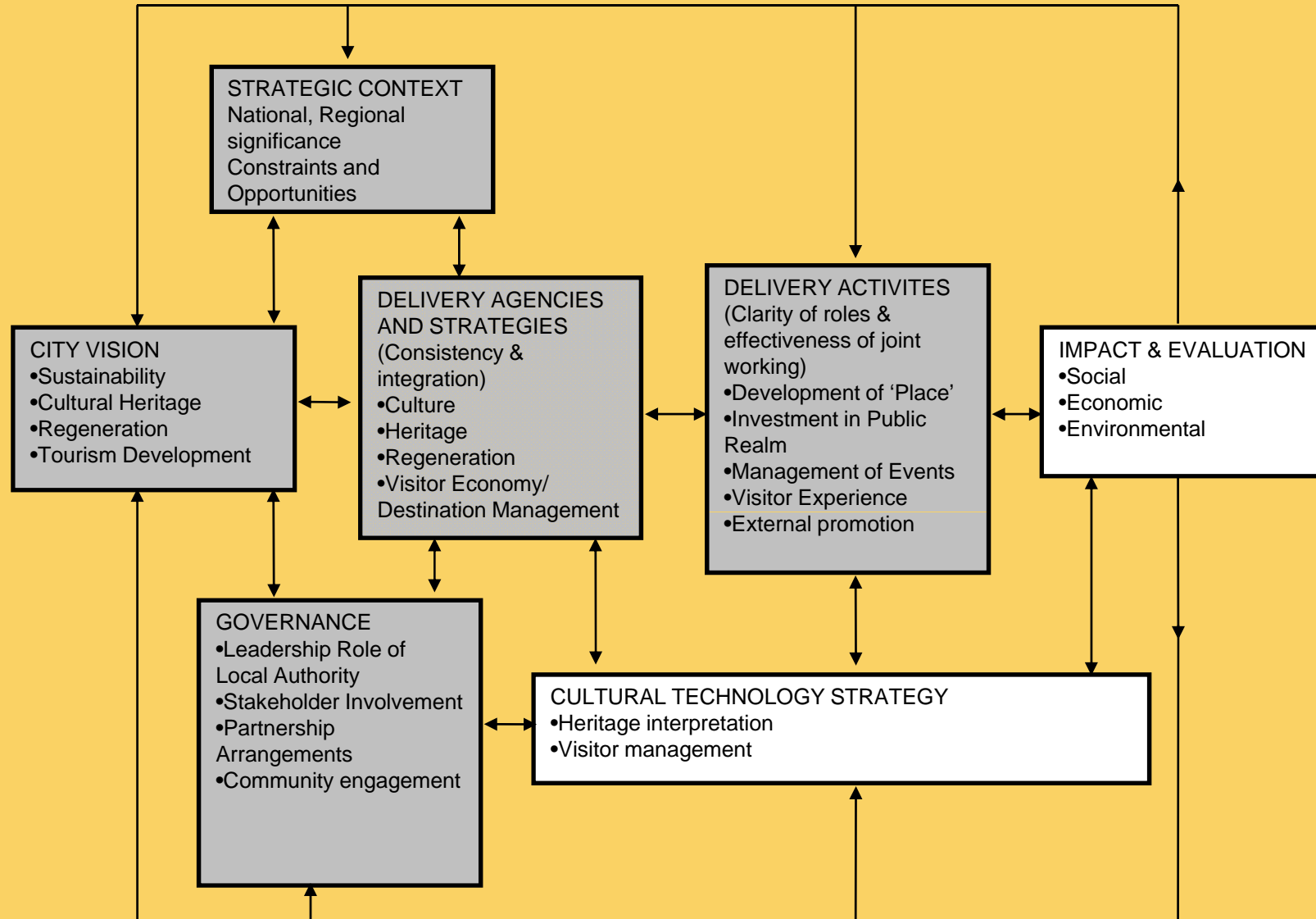
- To make the Norwich area a competitive city area destination in domestic and international markets by developing, integrating and supporting all aspects of the visitor economy and attracting new investment, more visitors and increased spend; and
- To provide a resource to stakeholders for promoting and developing the tourism product and opportunities of the destination area
- Tourism Strategy –A key Economic Driver, Destination Making, Brand and Marketing, Skilled Community for visitor economy

- **Analysis**

- Innovative delivery structure
- Strategies strong – but little integration with overall vision or to each other particularly in terms of cultural heritage
- Relationships complex and overlapping in terms of developing ‘product’, enhancing visitor experience, improving urban spaces and infrastructure -signage



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# Cultural Technology Strategy

- Visitor Experience
  - EU and–Spatial Metro Project
    - Open space investment –'The Lanes'
    - Heritage interpretation
  - Regional Development Agency Funding
  - HEART
- Urban Modelling Group –University of East Anglia
  - [City 'Walk Through', St Andrews and Blackfriars, Great Hospital](#)



- 12 'Smart' Interpretation signs
- Great and the Good
  - Example: Norwich Castle
- Red Hyper tag
  - Swipe mobile phone or PDA
  - Download interpretation data
  - Installed March 2008



- Visitor Management
  - Visit Norwich
    - Seasonal web campaigns - web development strategy to focus on search engine optimisation, web sales and revenue generation, content development and data capture.
- Analysis
  - Norwich advanced in application of new technologies
  - Potential for wider application across Europe



# Impact and Evaluation

- HEART 'unless we can show that heritage led regeneration is delivering serious benefits that are valued; heritage will continue to be regarded as a marginal issue'.
- Outcomes desired
  - More heritage information in a range of media
  - More involvement in heritage activity
  - More education/skills related activity
  - Additional facilities available
  - Additional economic activity
  - More assets regenerated
  - More visitors/spend

- More jobs created/sustained
  - More festival activity
  - More investment in the City
  - Enhanced rentals
  - Enhanced local awareness/ownership/citizenship
  - Enhanced national/international visitor profile
  - Enhanced profile in national/international media
  - Influencing heritage regeneration internationally
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- **Some innovative work being completed commissioned from the New Economic Foundation.**
    - Building on standard economic assessment applying value to social benefit including factors such as local retention tourism spend.
    - E.G £1/2m spend on 'The Lanes' will deliver £17m benefit

- INHERIT research based on Granger Town, Newcastle and English Heritage proposed metrics
  - Jobs created and safeguarded
  - Training programmes provided
  - New business start ups
  - Impact on visitor numbers and tourism spend
  - Area of new/improved floor space
  - Buildings improved and brought back into use
  - New dwellings created
  - Private and public investment attracted
  - Amount of public realm improved

- Analysis
  - Work in progress
  - Focus should be on outcomes
  - Metrics need to relate to particular circumstances
  - Holistic model needed that recognises benefits not specific to Cultural Heritage
  - Critical area for future – who as well as what and how

- **City Model opportunity for comparative analysis**
  - Norwich Case study draws out positive attributes of innovative approach
  - Also highlights issues of consistency, need for cross referencing /integration and clarity of roles
  - Case for unified corporate approach to benefit realisation and evaluation
- **Need to demonstrate contribution cultural heritage makes at all levels**
  - Local, regional at the European level
  - EU's primary objectives for 2008 -2013 in relation to the Lisbon & Göteborg agendas on competitiveness and sustainability.

- We see considerable potential in development of this model as part of a package of measures aimed at redressing the relatively low priority given to the contribution cultural heritage can, and is making, to delivering the EU' strategic priorities.
- We are therefore actively considering options for building on this initial work, developed through EPOCH, including the submission of a Regional Initiative Project under the Interreg 4 c programme 2nd call later in 2008



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