

Design Direction Notes:

- Page numbers are given for guidance only. The consultation draft was 36 pages. If the design leads to a reduced pagination or different order of pages, there is a desire, if possible, to reduce the document to 32 or 28 pages
- If felt appropriate, the document can be sectionalised along the lines of
 - S1 - Intro/background – currently pages 2 & 3 and 6 & 7
 - S2 - The City Centre today – currently pages 8 to 13
 - S3 – How this vision has been produced – currently pages 14 to 17
 - S4 – Vision, Supporting Themes and Ambitions – currently pages 18 to 31
 - S5 – Delivering the Vision – currently page 32
- It is important that the document feels ‘uncluttered’ and contains plenty of images and illustrations. Suitable ‘comparative’ images from example developments elsewhere across the country can be used if they add genuine value to illustrate a point
- Images should include plenty of people across all demographics
- Design to feel important, assertive, interesting and engaging, but upbeat, accessible, friendly, and positive
- Items highlighted in blue in the text below are further direction notes
- Various quotes (largely from public consultation responses) have been included through the document. Please liaise with me if there are too many (or too few)

Page 1 - Title Page

Your City ... Your Vision ...

**Chichester Tomorrow ...
... Vision for Chichester City Centre**

Prepared by Chichester District Council in association with The Partners of the Chichester Vision Group

July 2017

Pages 2 & 3

An introductory two-page spread with the Vision Statement and supporting visuals, quotes and text

Page heading: **Chichester ... Bursting with Pride - Brimming with Opportunity**

Vision Statement:

Attractive, distinctive, and successful ...

***... Embracing its heritage and creating opportunity for all,
Chichester's City Centre will be inspiring and welcoming,
and at the heart of one of the UK's leading visitor destinations***

Supporting Text:

As a place to live, work, do business and spend leisure time, Chichester and its surrounding district is unrivalled.

Already one of the best-loved and most attractive locations on the South Coast, our city is ready to be presented to a much wider audience as one of the UK's top places to live, work, shop, discover, learn and just enjoy life.

Working collectively, we want to offer our citizens, our visitors and our businesses, a more connected city that is a place of opportunity for all.

Quotes for inclusion as appropriate:

"A city for all ages - from children and students to families and senior citizens of all physical and mental abilities – and inclusive and affordable, Chichester should be a community city that takes care of its population by creating quality jobs, quality homes and a quality lifestyle. A little city with a big heart and great ambition to be the cultural gem of the South Coast"

"Places have a vibe that we can cultivate. We need to cultivate our image"

"We need to be forward thinking, attracting and retaining skilled young people as well as celebrating all the artistic and heritage elements that make Chichester such an amazing City"

"Excellent aspirations, achievable without vast public investment"

"The Vision must be bold and possibly even controversial to ensure our city is inclusive and set for a future generation that will not stand for sterility"

Page 4**Contents**

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Image – poss ‘future’ image/illustration

Pages 6 & 7

Page Heading: Your Vision ... Your Voice

In developing this, we've researched, we've talked, we've studied, but above all we've listened.

Informed by face-to-face surveys and workshops attended by representatives of community and business organisations, together with a comprehensive range of studies, and a full public consultation, this Vision places people at the heart of all we do.

And it recognises that change is inevitable.

Our great city has adapted and changed through history and so it will again.

Deliberately aspirational, the Vision's aim is to establish a framework in which we can protect the essence of our past while enhancing the future vitality of our city as the cultural capital of West Sussex, as a place of learning, and as an entrepreneurial retail and business centre.

The key organisations and local authorities which serve the City – the District Council, the County Council, the City Council and the Business Improvement District - have confirmed their willingness to think differently, embrace opportunity and challenge the norm. Importantly, they are united in their agreement to adapt, to change and to direct their policies to enhance our future.

We ask residents, businesses and our partners to join us in doing so.

Highlight in separate panel:

The City Centre – The Focus of the Vision

Thriving towns and cities have a central focal point – an area where residents, visitors and workers meet, relax, shop, do business, enjoy leisure activities, eat, drink and socialise.

It is therefore Chichester's City Centre – the area within and adjacent to the city walls and ring road, extending east to include St Pancras and the Hornet, northwards to include the Festival Theatre and University, westwards to include the College, and southwards to include the Canal Basin and Chichester Gate – which is the focus of our Vision.

[Map?](#)

[Page 7](#)

The Vision is just that – a Vision

The Vision will serve as a template against which to test new projects, policies and proposals emerging for the City Centre. The Vision will guide and, where appropriate, direct future economic and planning policy for the City Centre, guide how future budgets and resources are allocated, and it will help attract inward investment.

Fully researched and, following full consultation, enjoying overwhelming public support, this Vision will be the foundation to sustaining the vitality and viability of the City Centre for decades to come.

[Page 8](#)

[Page heading: ‘Change’...](#)

“The Romans founded Chichester. They built a town on a grid pattern, with the main streets forming a cross. These remain today as North, South, East and West Streets. There were public baths, an amphitheatre for entertainment and, importantly, the Romans manufactured and traded. They established a marketplace lined with shops and there was local industry with carpenters, blacksmiths, bronze smiths, potters and leather workers.

Chichester has a proud history. From the wool-trade to the railways, from brewing to tanning, and from the cathedral to the canal, as Chichester has flourished and grown through the ages, each era has played its part in producing the rich, varied and interesting streetscape that shapes today’s city centre.

In the second half of the 20th Century, new post-war thinking enabled Chichester to reimagine itself and emerge into a small city fit for the modern age. It brought the Ring Road, the Leisure Centre, the Festival Theatre, the College, the Library, a remodelled railway station, new business estates, new car parks, and the pedestrianisation of North and East Streets.

This investment in our city has continued into the 21st Century with new retail parks, expanded educational establishments and renewed cultural attractions.

Chichester has a proud legacy of renewing its commitment to the City.

At the centre of this is ‘change’. But why does ‘change’ so often seem to be such an unpopular concept?

Our city has constantly evolved and changed throughout history. There is no reason to fear change - It should be embraced.

After two millennia of change, what we do today will be creating tomorrow’s heritage.

With this new 20-year Vision for the City Centre, together with new ideas already being considered for the Southern and Northern Gateway areas, Chichester can capitalise on the legacy of those who, in the past, have encouraged and enabled Chichester to change and to flourish.

But above all, what we do today has the potential to bring a distinctive new edge to the City, enhancing the attractiveness of our city's assets, and generating an appealing new buzz about the City, ensuring people of all ages feel the City is 'theirs'."

Cllr Tony Dignum, Chairman, Chichester Vision Steering Group

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Page Heading: Why We Need a Vision

Whether a resident, a visitor or a worker, we all have views on the City Centre and what it offers.

There are those who like things just the way they are.

Conversely, there are some who feel the City Centre lacks vibrancy and ambition; while others feel the City operates below its economic potential and risks losing market share to other towns and cities.

Meanwhile our lifestyles, the way we work, our leisure time, and our shopping habits are changing. There are increasing opportunities for significant economic growth and job creation, and the potential to increase the prosperity of the City and its people.

To secure Chichester's future as a historic cathedral city, a place of learning, and an enticing and popular centre for residents, visitors and businesses, it is essential to set out a vision for its future.

The task has been to re-imagine our city's future and, in preparing this Vision for Chichester City Centre, we have sought to answer one simple question:

"What do we want Chichester City Centre to be?"

In answering, the approach of the residents, businesses and organisations who have developed this draft, is to propose an aspirational vision which aims to

- better serve all demographics and enrich the lives of residents, workers and visitors
- welcome more people to Chichester
- ensure Chichester is open for business
- make better use of the City's impressive heritage and cultural base
- provide clear objectives to guide investment into the City Centre, so that all current and future development proposals, policies, strategies, ideas and opportunities have due regard as to how they might relate to each other, to the wider City and to adjoining areas

Pages 10 & 11

Page Heading: From Countryside to Coast - the City Centre in Context

Include Context Map of SE

The City Centre in Context

It is the City Centre – the area of Chichester within and adjacent to the city walls and ring road - which is the focus of this Vision.

Sitting at the heart of the wider city, the City Centre serves as the main educational, shopping, recreational and service centre for the residents of the surrounding administrative District of Chichester ... and the City Centre's distinctive cultural, heritage and leisure assets are a significant draw for substantial numbers of visitors to the wider area.

A perfect mix of city, countryside and beaches, from the South Downs to the coast, as a place to live, work, do business and spend leisure time, the District of Chichester is unrivalled ...

- Home to a wide variety of manufacturing and service businesses – from global brands to nationally known names including
 - Rolls Royce Motor Cars
 - More Foods
 - Montezuma's Chocolate
 - Nature's Way Foods
 - Oceanair
 - Checkatrade
 - ... plus a wealth of creative, professional, finance, horticulture, marine and tourism businesses
- Workplace population of 67,000 in more than 7,200 businesses
- 25% of working age population hold a degree or equivalent qualification
- One of the safest places to live in the country
- Attracts 6.2 million visitors each year
- Two-thirds of the District is within the South Downs National Park
- One of the South-East's premier beaches is at West Wittering
- A coastline providing excellent conditions for sailing, fishing, windsurfing and diving
- Chichester Harbour is designated an Area of Outstanding Natural Beauty
- Home to one of the UK's largest marinas for yachting and pleasure craft
- An oasis of culture with the Cass Sculpture Park, the Weald and Downland Living Museum, Roman antiquities, and historically important National Trust properties
- World-class events and festivals including Qatar Goodwood Festival, the Festival of Speed, the Goodwood Revival and polo at Cowdray

Connections

The City of Chichester is well connected to London, to the UK and to Europe

- London is 90 minutes away by road and rail
- Easy access to three international airports
 - Gatwick - less than 60 minutes away by road and rail

- Heathrow - 90 minutes away by road
- Southampton - 45 minutes away by road and rail
- Two of Britain's largest continental ferry and freight ports are just along the coast
 - Portsmouth - just 20 minutes away
 - Southampton - just 45 minutes away
- The main South Coast trunk road – the A27 – runs through the heart of the District

Page 12 - The City Centre Today

The distinctive physical layout of the City Centre – still based on the original Roman street plan – lies at the heart of the City's success.

Much of the City Centre is characterised by historic buildings, interesting lanes, open spaces bordered by medieval walls, and a rich variety of architectural styles. The four main streets emanating from the 16th century market cross, the centrally located cultural and heritage attractions, our excellent public transport links, and three major car parks immediately adjoining the centre, all combine to provide strong foundations for the City Centre's growth and prosperity.

Globally recognised heritage and cultural attractions are set within, or just outside, the City; and the City is home to a fast-growing university, the county's largest higher education college, a major hospital and the main administrative offices for the County Council and District Council.

- City Centre population 3,730 (estimate)
- Magnificent C.12th Cathedral
- Roman, Medieval and Georgian heritage
- Attractive retail area offering an excellent range of national brands and independent stores, plus local and nationally branded restaurants, bars and coffee shops
- South Coast railway line runs through the City, the South Coast trunk road skirts its southern boundary, and the City Centre is the central hub for the areas' principal bus routes
- Beautiful and spacious public parks and gardens
- Outstanding cultural assets - the internationally renowned Chichester Festival Theatre, the critically acclaimed Pallant House Gallery, the national award-winning Novium Museum, and highly regarded Chichester Cinema at New Park
- A centre of learning with the highly ranked University of Chichester (*Sunday Times Good University Guide 2016*) and the Ofsted rated 'outstanding' Chichester College
- County town of West Sussex - Key public sector organisations are located in Chichester

[Include City Centre Map](#)

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Chichester is Growing

Within the City Centre, prime sites are emerging for new retail outlets, hotels, leisure and cultural attractions, affordable homes, and business space. There are opportunities to enhance the City's

streets and public spaces, and to make more of our impressive heritage and cultural assets for residents and visitors to enjoy.

Around Chichester, 3,500 new homes are planned for construction over the next 15 years; 25 hectares of new, conveniently located employment land is being made available for start-ups and expanding businesses; and space is available for offices, light industrial workshops, research and development facilities, general industrial premises, and warehousing.

As the focal point for services, entertainment, culture, social, retail and leisure activities, the City Centre will be central to the lives of people living and working in these new homes and businesses.

Adapting for the Future

In responding to these opportunities, each resident, worker, business, organisation and local authority will need to adapt to embrace future changes ... and there are challenges to face:

- Competition from online shopping, out-of-town retail parks and neighbouring retail centres
- Increasing traffic congestion, resultant air pollution and parking constraints
- The impact of a diminishing public sector resulting in fewer workers in the City Centre frequenting shops and facilities
- The need to create new and higher paid jobs
- Demand for new facilities and activities to better serve some demographics
- Demand for new city centre housing sites and affordable housing
- People are generally living longer and want to stay fit, active, healthy and involved into later life
- In 10 to 20 years' time, residents and workers reaching their 60's and 70's are likely to have less disposable income than those in that age bracket today
- Lack of spacious city centre retail and office space
- Protection, enhancement and promotion of the City's heritage and culture
- The potential impact of new developments on the character of the City Centre
- A limited evening and night-time economy

"We must act now to reduce traffic, encourage better lifestyle choices for our citizens and become a greener better connected city where the needs of all generations are catered for. We need to challenge the 'car is king' mind set, as well as providing an environment where independent businesses and shops can thrive"

Pages 14, 15, 16 & 17

Page Heading: How we've produced this Vision

The purpose of this Vision is to improve life for the people of Chichester and to make our city an even better place.

Therefore, central to developing the Vision has been a drive to generate and inspire new ideas, new proposals and new thinking, and to provide the key data, information and market intelligence required to take an informed view.

The proposals in this Vision have been shaped by field research, reviews of previous plans and strategies, facilitated participation workshops attended by representatives of community and business organisations, full public consultation, and a comprehensive range of studies (See *Acknowledgements and References – Page 35*).

Your City ... What You've Said

We have listened carefully to what local people, businesses and organisations have said.
Summarising what you have told us:

- You want to ensure the City Centre is a popular, inclusive, forward-thinking location for residents, employees, employers, business and visitors
- You want to bring more people into the City Centre, more often, doing more things
- You want to protect our past while enhancing the future vitality of our city
- You want the local authorities and partner organisations to be thoroughly focused on what our great city can really shout about, achieve and be proud of - and on what we need to do to maximise its profile and ensure the City wins investment and new opportunities, against other cities in the UK
- You want a city which people of all ages feel is 'theirs'

Traffic ... You Want ...

- fewer cars in the City Centre and priority for walking and cycling
- more pedestrianisation, less pollution, cleaner air and greener transport
- regeneration of public transport with improved connectivity and later services
- the Theatre, university, canal basin, The Hornet and St Pancras to be less cut off by busy roads and traffic

"We must reduce traffic, introduce much better and clean public transport, improve and extend cycle paths and pedestrianisation, and increase our green spaces"

Amenities ... You Said ...

- more needs to be made of Chichester's existing assets - the Theatre, Gallery, Cathedral, Museum and other attractions should be better integrated into the Centre
- the four 'gateway' areas should be improved and redeveloped with new facilities
- pavements and surfaces need to be easier to use and get around, especially for the elderly and less able
- the street scene should be improved with less clutter, better street lighting, improved street furniture, and good signage and information

"If the economy and prestige of the City is to grow, it will need to provide a quality offer to the people it wishes to attract"

Living Experience and Wellbeing ... You Said ...

- outdoor space is needed for socialising, music, performance art, events and festivals
- you want more trees, greenery, floral displays, and interesting public space
- you want a safe and diverse evening economy and nightlife, with later opening and licencing hours

- a good supply of high density housing is needed so residents can walk everywhere including to work

“Vision should link to people and what they need in social activities. It’s not just about the built environment”

Culture, Heritage and the Visitor Economy ... You Said ...

- the City needs to fully recognise and make more of its outstanding heritage, cultural and leisure facilities
- more visitor accommodation is needed and you want more events across the year
- the City will benefit from a stronger evening and night-time economy, plus new arts and performance facilities such as a concert hall, nightclub, live music venue, later shopping hours, and outdoor space for music and performance
- the City needs far better marketing, promoting the whole visitor experience

“Chi undersells itself. More hotels, more things to do all year, more tourists make sense. Why do I have to go to Brighton to find late opening, comedy, theatre, shows, live music, late eating, etc., when Chi could have all this? There is a lot of talent locally in music, dance, drama, art, but nowhere for them to be seen regularly”

Younger People and Students ... You Said ...

- small children, families and young people are not well catered-for
- make Chichester more attractive for younger people to live and work here
- there is a strong need to capitalise on the student population as this ‘captive audience’ is spending money elsewhere
- the welcome for students should be improved and University-related employment is needed

“The key demographic sector that we need to encourage further is younger people as they are our future. Encouraging our university students to stay on and set-up businesses in the District will bring a new vitality to the area”

Shopping ... You Want ...

- to protect independent shops and businesses
- Chichester to improve its city centre offer with more ‘experiences’ combining shopping, leisure and social activities, with ease, value and quality
- more leisure and events, and a wider variety of places to eat, drink and meet
- all non-retail attractions and events to be better integrated into the city centre offer

“The Centre needs to encourage independent shops ... Creative trade is flourishing elsewhere and could do here with the right facilities and outlets. Drapers Yard is a great start”

Digital ... You Said ...

- high speed broadband is essential
- mobile reception urgently needs improving
- there are many, now basic, initiatives that Chichester needs

"Improve the connectivity of the City and local area with mobile and broadband coverage, signal strength and data speeds"

Business ... You Said ...

- you want more business hubs and spaces for entrepreneurs, creatives and craftspeople and better support for start-up and independent businesses
- business sectors in the City Centre should focus on attracting people of all capabilities and the University and the College should be used more to support and grow our businesses
- development needs to be well-coordinated and respectful of the City's heritage and environment
- heavy traffic congestion is affecting business – new infrastructure is urgently needed

"It needs to be far more cutting edge. There could be greater small business facilities and training, to encourage entrepreneurs to live and work here"

In a separate panel:

Our principal aim is to articulate a clear 'Vision' for the City from an economic and planning policy viewpoint. However, a handful of items were raised during the public consultation as having insufficient prominence in the Vision:

- **Health and wellbeing** - The provision and operation of health services is subject to separate government and local government policies. This Vision does, however, strongly link public health and wellbeing to public and green spaces, environment and public realm, housing, and heritage and culture
 - **Sport** – Where this is a vision for the City Centre, it makes no mention of sport. While the provision and promotion of sporting activities are remitted to other local and national bodies, it is acknowledged that the provision of sporting facilities can add to peoples' wellbeing as well as being an economic driver. We also note that the University has some 1,200 students in its sports department
 - **Homelessness and support to vulnerable people** – These issues are actively focussed upon and tackled by other strategies at local authority and BID level. Therefore they are not directly referenced in the Vision, although they will continue to be important considerations when progressing new developments and initiatives
 - **Police and presence of authority** – Chichester is seen as a safe place to live and work, and levels of crime and disorder are low. These issues are also therefore not directly referenced in the Vision, although they will continue to be important considerations when progressing new developments and other activities
-

Pages 18 & 19

Page Heading: Your Vision and Three Supporting Themes

Building on the data and research collected, an over-arching Vision statement has been articulated, supported by three key themes to guide our thinking, future plans, policies, and decision-making. Our public consultation confirmed strong support for each of these.

Although there will inevitably be some overlap, the themes will help to organise specific projects, initiatives and ideas to ensure the City Centre operates, develops and connects in a coherent and organized manner.

Each theme and supporting ambition and initiative will directly contribute towards meeting the Vision.

Highlight prominently (possibly is highlighted panel):

Your Vision is for Chichester City Centre to be

Attractive, distinctive, and successful ...

*... Embracing its heritage and creating opportunity for all,
Chichester City Centre will be inspiring and welcoming,
and at the heart of one of the UK's leading visitor destinations*

Include Graphic of Vision surrounded by three themes

Page 19

1. THEME - 'Living' - An Accessible and Attractive City Centre

Embracing distinctive design, Chichester City Centre will be an increasingly well connected community with people-centred streets, space to breathe, and easy to access on foot, by cycling, by road, by rail, by water, and through digital connectivity.

To do this, Chichester City Centre will

- Be easily accessible but with less traffic, less pollution, further pedestrianisation and well-coordinated public transport
- Give more priority for walking and cycling, and provide access for the elderly and the less abled
- Have attractive streets and open spaces
- Create an environment that is attractive and welcoming to students and young people, while enhancing life for older people
- Encourage more city centre living with a range of accommodation for all demographics
- Be a 'smart' city that is digitally connected ensuring access to digital services to support residents, businesses and visitors

2. THEME - 'Working' - A Vibrant and Growing Economy

Chichester will be an expanded city with homes for all ages and attractive to businesses - a prestige city where entrepreneurs, employers and employees connect, thrive and want to be

Chichester City Centre will be central to achieving this by

- Being a city centre that pursues development opportunities and takes a co-ordinated approach to new development
- Making better and more efficient use of public sector land
- Attracting and retaining businesses from a wide range of high earning sectors
- Being a centre of learning and harnessing the knowledge of skilled and professional retirees
- Retaining graduates and developing a skilled workforce to meet the needs of the City's economy

3. THEME - 'Visiting' - A Leading Visitor Destination

Chichester City Centre will be a leading centre of artistic, cultural and heritage excellence at the heart of one of the UK's leading visitor destinations that, by day, is bustling with independent, national and specialist retailers and, at night, is alive with entertainment and activities for all ages.

To do this, Chichester City Centre will

- Present a lively and attractive offering of high quality arts, heritage, culture and leisure opportunities
- Offer the best retail experience in the South
- Have a vibrant evening and night time economy where people find a range of activities
- Provide a variety of events and activities, and an attractive, clean and welcoming environment

Pages 20, 21, 22 & 23

Page Heading: Theme 1 - An Accessible and Attractive City ... Supporting ambitions and initiatives

Easily accessible with less traffic, less pollution, further pedestrianisation and good public transport

Physical access to the City Centre is essential. Clear, free-flowing and well signed and managed road, rail and waterway routes, into and out of Chichester, assists residents, workers, visitors and businesses, reduces negative environmental impacts, and saves money.

However, much of the City Centre currently prioritises vehicles, allowing traffic into cultural, heritage, retail and leisure space.

Our ambition is to calm and reduce traffic flows within the City Centre, improve air quality and to reverse the priority from vehicles to pedestrians.

A significant part of the City Centre is already pedestrianised and one approach might be to build on the success of what has already been achieved. In turn, this should encourage the development and use of sustainable public transport that is efficient and affordable, simple and intuitive, networked and integrated, reliable and low-emission. Another approach might be to re-allocate the

use of public car parking land, moving core parking areas to outside the Ring Road.

But such traffic reduction initiatives would create some challenges.

In creating any new pedestrianised areas, it is recognised there will still be a need to maintain access for businesses and residents. It would also require some re-routing of buses, while still maintaining good access for bus users into the City Centre and, if there is any relocation of car parking areas to just outside the City Centre, we will need to ensure there is still sufficient easily accessible parking for shoppers, visitors and businesses.

"Pedestrianise in front of the Cathedral and create a public space for all to enjoy"

Separate Panel:

Traffic - Lessons from Comparable Towns and Cities

Guildford's solution to creating 'Streets for People' is to redirect traffic away from the town centre by switching off the gyratory and increasing the pedestrianisation of the shopping area

York has one of the largest pedestrianised cities in Europe. This has ensured its economic success as a tourist destination with visitors citing the ability to stroll and explore York's heritage and shops as their favourite activity

Give more priority for walking and cycling, and provide access for the elderly and the less abled

In line with the ambition to reduce and calm traffic flows within the City Centre our approach will be to create 'people-centred streets' with a shift towards active travel, where people move more on foot or by cycle, together with convenient, secure infrastructure to support this.

As well as the further pedestrianisation mentioned above, other initiatives might include provision of more room on the pavements for easy pedestrian use, safer crossings and intersections, better accessibility, and improved linkages between the City Centre and public transport hubs, the Festival Theatre, the Canal Basin and the Hornet

"I would make the streets safer for people to walk and cycle. Lots of people trip up, the disabled find the pavements very bumpy. With an aging population making the streets safer must be a priority."

To have attractive streets and open spaces

Good quality streetscapes and way-finding, and attractive public areas – the green spaces, parks and gardens, pavements, roads, lighting and street furniture – are vital to connect with our sense of well-being and reflect how we feel about our city, whether we're there to live, work or visit.

One ambition is to undertake a city-wide review of the public areas to reduce street clutter, improve amenities, improve road and pedestrian surfaces, introduce lighting conducive to supporting the night-time economy, and implement a well-designed, planned and consistent provision of street furniture and facilities to benefit all ages.

Another ambition is to rethink the City Centre's signage, information provision and way-finding, looking at it from a visitor's perspective, to make the city more accessible and attractive.

Separate Panel:

Linking the university and theatre to the town - Lessons from Comparable Towns and Cities

Part of Worcester's vision is to create a Green Skywalk, linking the east and west of the city and its major assets including the university, the library complex, racecourse, railway station and the city centre.

The skywalk will become the biggest 'green network' of flora and fauna along a pedestrianised route. It is estimated the project will deliver £217 million to the local economy and become a 'must experience' tourist attraction

Create an environment that is welcoming to students and young people

There are over 15,000 students studying in Chichester. However, to many students and young people, the City does not feel welcoming. There is a need for more facilities and attractions for teenagers and younger people, and we recognise that having a more vibrant night-time economy – one that offers entertainment and activities for younger people as well as other demographics – is important to help meet this ambition. But other ideas to support this theme might include:

- Provide a positive welcome to incoming students
- Encourage a wider range of more affordable shopping for students and younger people and offering specific student promotions
- Create a better physical linkage between the university and the City Centre
- Develop the range of entertainment and activities in the City Centre
- Provide affordable accommodation to encourage younger people and families to live in the City

"There should be more enrichment and leisure opportunities for young people, such as rehearsal and practice spaces for budding artists and musicians, or an improved skate park"

Separate Panel:

Over half of students only visit Chichester City Centre during the day-time once a week or less, with nearly a quarter visiting once a month or less

Over 80% of students only visit Chichester City Centre during the evening once a week or less, with over half visiting once a month or less

(Source: Maximising the Student Economy. A survey and report by University of Chichester)

Separate Panel:

Supporting teenage entrepreneurs - Lessons from Comparable Towns and Cities

Salisbury City Council host two teenage markets a year to support teenage entrepreneurs who are already selling online and to inspire young people who have never considered the idea of trading on a market. As well as a creative retail offer, the Teenage Market also includes a performance element giving a free platform for local performers and large community groups to showcase their skills and talents.

Enhance life for older people

Acknowledging that within the next 10 to 20 years older residents are likely to have less disposable income than those of today, the Vision sets the ambition to ensure the City Centre offers a good range of jobs, facilities, activities and opportunities for social interaction, which are attractive to older people, are easy to access on foot and encourage active and healthy living.

A range of initiatives, some of which are linked to other themes and ambitions, might include:

- reducing street clutter and provision of well-designed street furniture and facilities
- improved pedestrian surfaces, safer crossings and intersections, and provision of more room on the pavements for easier accessibility
- better linkages between the City Centre and public transport hubs
- a year-round programme of well-publicised events, festivals and activities
- a wide range of shops and food and drink outlets, together with open spaces, places to rest, and leisure and cultural attractions

"Events, festivals, community gardens, and open air cinemas in the summer are a good way to bring people together and create a feeling of pride in a town. A town needs to cater to ALL ages and demographics"

"Easy to feel alone. In reality there are things happening that you can go to, but it is very hard to find out about them. Needs coordinating and raising awareness"

Encouraging more city centre living

Maximising city centre living is important to the vitality and health of a city centre; so provision of additional homes within Chichester City Centre will increase activity across the whole day, adding to the strength of both the daytime and night-time economies. It will also help to ensure a greater number of people feel well connected to services and will eliminate unnecessary travel.

Initiatives to help increase the accommodation in the City Centre might include encouraging conversions of under-utilised upper-floors above retail and commercial units, increasing urban density with infills, construction of smaller residential units especially for single people and couples, and provision of student accommodation and starter homes in new city centre developments.

"A good supply of high density housing is required so that you can walk everywhere including to work. This will encourage the use of smaller shops because they are convenient and easy as part of normal moving around."

To be a 'smart' city that is digitally connected

Every town and city in the world wants to be the best connected ... but few have genuinely set their aspirations that high.

We live in a 24-hour society where we all work hard and wish to make the most of our leisure time. Smart technologies will establish high-value environmental and commercial benefits for the City Centre, connecting people to the fabric of Chichester's infrastructure.

Our ambition is to ensure World-class digital connectivity is at the forefront of our thinking, creating a high-value broadband and digital infrastructure to benefit residents and our educational establishments, and to drive business growth. With a number of businesses already in place, and with the support of the college and university, the City can grow attractive new business sectors all of which require efficient, fast, reliable, digital connectivity.

In turn, these initiatives benefit the City's environment by reducing avoidable travel.

"Improve the connectivity of the City and local area both with mobile and broadband coverage, signal strength and data speeds. However, this needs to be achieved without damaging the local environment with unsympathetic masts or digging up paths for cable laying"

Page 24, 25, 26 & 27

Page Heading: Theme 2 - A Vibrant and Growing Economy ... Supporting ambitions and initiatives

To be a city that pursues development opportunities and takes a co-ordinated approach to new development

Chichester City Centre has a terrific range of sites available which, collectively, have the potential to provide hundreds of new homes, a variety of new facilities and thousands of jobs.

Four areas in particular - Eastgate, Westgate, Northgate and Southgate – offer substantial land areas ripe for more efficient use.

These 'Gateways' to the City Centre are currently dominated by traffic and create a poor sense of arrival.

The ambition is to provide attractive and innovative schemes to bring new businesses, facilities and attractions to the City Centre, to better connect and integrate the City with its

immediate surroundings, to ‘calm’ the traffic, separating pedestrians and vehicles, and to develop welcoming points of entry.

Some initial ideas include

- Changes to roads and traffic flow
- Re-location or re-organisation of the bus station as a key transport hub
- Reducing traffic demand by encouraging a switch to other modes of transport
- Better linkages between the City Centre and the public transport hubs, the Festival Theatre, Chichester Cinema, the Canal Basin and the Hornet
- Comprehensive redevelopment and some reallocation of highway land
- Mixed developments offering new retail and office space, new homes, hotel and visitor accommodation, cultural and leisure facilities, new attractions, and open space
- Pedestrianisation and enhancement of the public realm, with space for cycling and improved connectivity for pedestrians

“Make every gateway much more attractive”

Separate Panel:

Retailers are investing in the larger centres and in high impact stores
 (Source: *Retail Trends Summary Report by the Retail Group*)

The Southern Gateway and transport hubs - this area of the City is run down, dominated by traffic and creates a poor first impression on arrival

(Source: *City Centre Audit – An Observational Study by Broome Jenkins, Design Consultants, Chichester*)

Separate Panel:

Gateway Transformation - Lessons from Comparable Towns and Cities

In Exeter the current bus station site is being transformed into a contemporary landscape providing new facilities including a cinema, restaurants, cafes and shops, a green public square and a brand new leisure centre with two swimming pools, a gym and sauna. The complex will form a dramatic new gateway to the city centre and is part of a regeneration of this much run down part of the city.

Located on one of the largest brownfield sites in the UK, York Central represents a once in a lifetime opportunity to deliver major growth in York. Its development will attract high value jobs, deliver new sustainable homes and create world class public spaces, helping to define the future for the city.

The site includes opportunities for a new office quarter, a new residential community, an expanded and enhanced National Railway Museum, improvements to the railway station and a network of vibrant public squares with routes linking to surrounding neighbourhoods and the City Centre.

To make better and more efficient use of public sector land

The public sector owns land and buildings throughout the City. While some of this is community space, gardens and public facilities, much of it comprises office buildings, road space and car parking land.

The future structure of local government is currently being considered both regionally and nationally so, while there is a desire among many to ensure properties remain in public ownership, there may be opportunities to make better and more efficient use of some land and buildings. If local government buildings do become available, it is important that their re-use or redevelopment should match the themes in this Vision and, where possible, provide the highest possible number and variety of jobs to minimise any impact from the loss of public sector jobs.

In line with the strong aspiration to significantly reduce the number of vehicle movements within the City Centre each day and to reduce the associated environmental issues, one idea is to find alternative uses for some of the short-stay car parking land within the City Centre. Although alternative parking areas would need to be provided close to the City Centre and sustainable modes of transport will need to be increased, re-use of some central car park land might provide:

- space for open-air or covered markets
- 'green' community space
- open space for performance
- leisure facilities and hotel accommodation
- small-unit retail development
- city centre dwellings
- space for disabled access parking

"Use of public sector land does bother me: once lost, never regained. Can we ensure the benefits of it stay in the public sector rather than sale to developers? One of the attractions of the City is the space to be found in unexpected places"

"Agree with making better use, but with the caveat that it is not turned into residential. We should focus on business or cultural experiences".

"Public sector land is just that: public"

Attracting and retaining businesses from a wide range of high earning sectors

The City Centre is already home to a wide variety of businesses. As a growing city, Chichester is strongly placed to attract and establish new high value businesses and employment opportunities from a range of sectors including the creative and film industry, high-end finance, architects and engineers, legal and professional, the video game industry, sciences, tourism and events, the arts, and university and college related employment.

"More concentration on attracting people in the creative industries, and fostering a better environment for the existing creative community. The creative and tech industries are the future of

this country's economy and Chichester is currently not viewed a particularly creative city in the eyes of young creatives."

Separate Panel:

Business start-ups - Lessons from Comparable Towns and Cities

York provides business incubator space both at the university and in the Student Enterprise Space at an innovation hub that houses resources to assist local, national, and multi-national business in the York region.

Lewes plans to introduce subsidised rents for creative start-up businesses for half of the workspace included in their new North Street Quarter, which will be available at around 50% of market rate, through a Section 106 agreement.

Winchester is proposing a Creative Enterprise space to establish a hub for new and growing creative businesses.

Being a centre of learning and harnessing the knowledge of skilled and professional retirees

Successful colleges and universities play a huge role in the economic well-being of our towns and cities. The ambition is for the University of Chichester and Chichester College to increasingly be major economic drivers in their own right, helping to raise educational standards, supporting enterprise and growth in local business communities and enhancing the external perception of our City.

The City also benefits from being home to a number of skilled and professional retirees, many of whom wish to remain active and offer their knowledge and experience for the benefit of businesses, students and residents.

"I like the idea of Chichester becoming a centre of learning"

"The University should be encouraged to provide more professional degrees"

Retaining graduates and developing a skilled workforce to meet the needs of the City's economy

This Vision also sets the ambition to attract and retain more young people and graduates. Bright young businesses tend to be developed by bright young people in places where they choose to live for practical, emotional or lifestyle reasons. Acknowledging that current graduate opportunities locally are limited, some ideas to help retain graduates and to ensure skills meet the needs of businesses include

- Encouraging new businesses and business sectors which match courses offered at the University and the College
- Developing space or an 'incubation hub' for small businesses to support graduates and University/College-related employment

- Providing affordable accommodation to encourage younger people, especially skilled graduates, to live in the City
- Develop the nightlife and entertainment of the city, and create more affordable shopping for students and young people

"I found nothing in the city that I could have applied for after graduation in 2013 that was of graduate level"

"Chichester needs to concentrate and become a centre of excellence in one or two specialities to follow the developments at the University and factories such as Rolls Royce"

Pages 28, 29, 30 & 31

Page Heading: Theme 3 - A Leading Visitor Destination ... Supporting ambitions and initiatives

Separate Panel:

Today, people attach less importance to an 'annual holiday'. Individual breaks are shorter, more day trips are being taken, visits to friends and relatives are essentially holidays, and we take more short breaks to towns and cities. Trips and holidays are often centred on festivals and events, or revolve around specific interests and 'themes' such as culture, heritage, water sports, art, music, cycling, walking, food and drink, and so on (Source: Visit England)

Thus, there are substantial opportunities to increase the value of tourism to the City (and the District).

Chichester is already central to an emerging visitor economy strategy for the District. Our aim is to work with leading players in the visitor economy and to develop stronger partnerships to deliver a better and more attractive year-round visitor destination. Our ambition is for Chichester to be at the heart of one of the UK's leading Visitor Destinations

"Recognise that Chichester is a small historic city set in outstanding countryside where the tourism offer is currently poor. Priority should be given to making full use of available sites to meet tourist needs, notably hotel accommodation within the City Centre"

To be a vibrant city centre offering high quality arts, heritage, culture and leisure opportunities

Chichester City Centre and its immediately surrounding area is recognised as having outstanding cultural assets – the Festival Theatre, the Gallery, Chichester Cinema at New Park, the Novium Museum, and the Cathedral, plus generous parks, gardens and open spaces, and impressive heritage buildings and structures.

Initiatives to promote this theme therefore include working with partners to develop a new Cultural Strategy, and using the heritage and cultural assets to:

- Help grow year-round tourism in conjunction with the new visitor economy strategy

- Engage and grow the student population
- Provide new businesses and employment in the cultural sector
- Provide a year-round programme of events, festivals and activities for residents and visitors

A new Cultural Strategy will help to maximise the benefits and impact of our culture for residents, visitors and business, establishing Chichester as a UK centre of artistic and cultural excellence.

“An overall strategy of discovering, nurturing and expanding existing successes is vital”

“Chichester should be a centre for creative arts, films and theatre”

Separate Panel:

Culture generates £7 in economic return for every £1 spent
 (Source: ONS/Centre for Economics and Business Research)

A study of the economic impact of the four main cultural attractions in the city centre - the Theatre, the Gallery, the Museum and the Cathedral - show that, together, these attractions generate £15.7million annually for businesses across the City and District
 (Source: TSE Research)

Separate Panel:

Culture and Heritage – Lessons from Comparable Towns and Cities

In 2014, York became the UK’s first UNESCO Creative City of Media Arts. The bid to UNESCO told the story of York as a place that is culturally-rich and creatively-pioneering; a place where technology and art is used to breathe new life into its heritage.

This has been cultivated through a £100m investment in media arts infrastructure and by becoming one of the UK’s first Super-connected Cities. It also describes York’s commitment to using creativity and culture to develop the city further

To offer the best retail experience in the South

The popularity of Chichester as a shopping centre is at the heart of the City’s future. It is already characteristic of a ‘speciality town’, with a wide variety of shops and reasons to visit. This ‘multifunction and multi appeal’ of the City Centre has helped Chichester to achieve the success it has to date.

Shoppers like big stores and small specialists, and they want ‘experiences’ and quirkier ‘points of difference’. Shoppers like exploring different ‘quarters’ across a wide range of retail, food and drink outlets; they want events, walks, open spaces, places to rest, and leisure and cultural attractions; and they want their city centre to be pleasant and easy to use.

Improving choice, delivering value and quality, encouraging these ‘points of difference’, and creating an enjoyable ‘experience’ – one that people want to repeat – are essential to persuade people towards the City Centre rather than out-of-town retail parks.

“It should offer an alternative to high street clones by encouraging independent retailers”

“People like ‘quirky’ – like The Lanes in Brighton”

Separate Panel:

Town centre ‘content’ will continue to change and evolve, with ‘content’ much more than just shops and businesses - environment, markets, leisure, facilities, residential and other factors are increasingly contributing to the appeal of the location, making it a desirable place to visit and use on a regular basis.

(Source: Retail Trends Summary Report by the Retail Group)

To have a vibrant evening and night time economy where people find a range of activities

At the heart of every great town or city is a great night time economy.

This Vision’s aim is to meet the demands of residents, workers, and visitors, across all demographics, to develop a high-quality vibrant and safe evening and night-time economy – linking firmly to our ambition to be a leading centre of artistic, cultural and heritage excellence at the heart of one of the UK’s leading visitor destinations.

Some initiatives to promote this theme might include:

- Later shopping hours
- Improvements to street furniture and lighting, signposting, pavements and so on, designed to enhance the experience of users of the night time economy
- A new concert hall and dedicated art cinema
- A venue for live music, comedy and dance
- A night club
- Outdoor space for performance and for relaxing and socialising, for example around the Cathedral or the Canal Basin
- Later licensing hours
- More hotels and visitor accommodation

“Having lived in the city centre for 3 years, I have to say that after 6pm, the City Centre almost closes down. All the arts locations are so well hidden that they never figure on anyone’s radar. The theatre is also isolated”

"A night time economy for the 30's, 40's and 50's is missing"

"Nightlife doesn't always have to mean loud and rowdy - just more consideration given to the types of entertainment on offer such as comedy clubs or places to hold acoustic music events"

Separate Panel:

80% of students stated that Chichester needs a nightclub, and over half stated that not having a nightclub has negatively affected their university experience. Each university town and city Chichester is benchmarked against has a wide variety of nightlife and entertainment. Each city has at least one nightclub.

(Source: Maximising the Student Economy. A survey and report by University of Chichester)

"The leisure economy is where, after the stresses of ever longer working days, we meet, eat, socialise, drink, dance, learn, laugh, fall in love, celebrate, and behave as we were born to behave, as social animals"

Manifesto for the Night Time Economy, Philip Kolvin, QC

Provide a variety of events and activities, and an attractive, clean and welcoming environment

In line with our ambition to be at the heart of one of the UK's leading Visitor Destinations, the City Centre must be open for business, providing an attractive environment and persuasive welcome. It is recognised that events attract visitors and more use could be made of parks, gardens and open spaces. Attention to detail is essential and local planning, licensing and transport policies must support, encourage and help facilitate the growth of the visitor economy.

Appropriate initiatives include:

- investment in new infrastructure, facilities, attractions and events throughout the year
- supporting work to keep our visitor and cultural attractions fresh and engaging
- encouraging provision of new visitor accommodation
- provision of attractive and eye-catching information panels and banners to inform visitors and residents about events, entertainment and activities
- help to facilitate the staging of events, festivals and exhibitions
- ensuring the planning system better understands and serves the needs of the City Centre and its businesses to grow and diversify, and by embedding a culture that gives confidence to investors

"Take more pride in our City" ... "You need to cultivate distinctiveness"

Separate Panel:

Chichester Cathedral

Physically, the Cathedral is a central landmark in the City and, with its 900 years of history and its current contribution to the life of the City, it is of significant heritage, cultural and therefore economic importance to the City Centre ... as well as playing an important role in the social and spiritual well-being of residents and visitors.

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Page Heading: Where Next? – How the Vision will be delivered

It is firmly acknowledged that this Vision must not simply set out ambitions, ideas and initiatives without these leading to determined actions and activity.

To meet the Vision we will therefore create a climate and environment where constructive change is encouraged and achievable. This will involve:

- Awareness – To generate recognition that the Vision is essential to the future of the City Centre
- Leadership and partnership – To secure cross-party support, and business and political champions
- Skills – To ensure we have the skills to manage the delivery of initiatives and projects
- Communication – To take people along with us on the journey

Vision Delivery Steering Group

This Vision will be a principal guide for all three local authorities and the key organisations in Chichester when setting spending plans, and when considering significant issues and proposals affecting the City Centre.

Following agreement and adoption of this Vision, the structure for operational delivery and governance **will be/is** a 'Vision delivery steering group' comprising

- the leaders or senior elected representatives from the three local authorities
- The chairman of Chichester BID
- the chief executives or relevant senior officers from the three local authorities
- Chairpersons and/or senior executives of key Chichester businesses and community organisations

Project Planning and Implementation Plan

It is not the role of this document to set-out a detailed delivery and action plan. This is published separately and is subject to regular review.

"Co-ordinated planning is required to make a positive intervention and future elected parties need to deliver on this vision"

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Page Heading: References and Acknowledgements

Steering Group and Partners

Produced by Chichester District Council in association with partners of the Chichester Vision Group:

- Cllr Tony Dignum – Leader, Chichester District Council
- Cllr Louise Goldsmith – Leader, West Sussex County Council
- Cllr Jane Kilby – Chichester City Council
- Colin Hicks – Chair, Chichester BID
- Julie Kapsalis – Chair, Chichester Chamber of Commerce & Industry
- Dr Andrew Clegg – Chair, Visit Chichester
- The Very Reverend Stephen Waine – Dean, Chichester Cathedral
- Rachel Tackley – Director, Chichester Festival Theatre
- Andrew Churchill – Commercial Director, Pallant House Gallery
- Cathy Hakes – Museum and Tourist Information Centre Manager, Novium Museum
- Alex Williamson – Former Chief Executive, Goodwood
- Seamus Higson - Deputy Vice-Chancellor University of Chichester
- Shelagh Legrave – Principal, Chichester College
- Michael Watson – Managing Director, Stagecoach South
- Sandra Norval - Former Head of Environment, Govia Thameslink Railway Ltd

Studies, Research Reports and Consultation

The proposals in this Vision have been shaped by field research, reviews of previous plans and strategies, facilitated participation workshops attended by representatives of community and business organisations, full public consultation, and a comprehensive range of studies

- Participation Workshops - Chichester District Council - February and March 2016
- The Visitor Economy of Chichester - TSE Research - September 2016
- Retail Trends Summary Report - The Retail Group - August 2016
- City Centre Audit - by BroomeJenkins - June 2016
- Maximising the Student Economy - Students of the University of Chichester - May 2016
- Comparable Towns and Cities benchmark exercise - Chichester District Council Economic Development 2016
- Chichester Vision – Consultation Draft February 2017 – Public Consultation Report and Analysis April 2017

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