This year, as it celebrates its 50th anniversary, the University of Kent is enjoying a strong position in the academic marketplace at a point in time when higher education is becoming increasingly competitive.

At this important time in its development, the University of Kent is undertaking a re-appraisal of its Estates Strategy. As part of that re-appraisal, it has commissioned Farrells to undertake a Concept Master Plan study to explore and articulate a Vision for the future of the estate. In so doing, the University is taking the opportunity to review its estate and its wider landholdings and plan for the future in order to deliver another successful 50 years.

The University of Kent benefits from a unique location on a hilltop overlooking the historic City of Canterbury and set in a generous parkland landscape.

The 1965 Holford master plan took advantage of the location through distributing the original college buildings along the ridgeline. This allowed the dramatic views and very green setting to infiltrate right into the heart of the campus resulting in a theatrical character.

Students and teaching staff alike recognise the attractiveness of the existing campus. It is therefore from a position of great strength that this study has set out to create a vision for the future of the University.

We recognise that a sense of ‘place’ will increasing play its part in differentiating competing universities and attracting students.

However, the campus has, in recent years, been a victim of its own success. In the process of a rapid expansion over the last decade, the coherence of the original concept has been diluted by a tendency to disaggregate and to spread beyond its tighter original boundaries.

The dilemma in these circumstances is how to allow for future capacity needs and, at the same time, how to enrich the campus in the process.
Our new vision sets out to propose a coherent pattern of development to achieve those two goals.

Rather than spreading buildings across the land holdings, development should be focused in strategic areas to create accessible, inclusive and highly efficient cores. The absolute priority should be to intensify the “Campus Heart” where a significant capacity would be unlocked through a careful exercise of balance between built space and open space supporting attractiveness.

This contained and intense heart will take advantage of the existing transport infrastructures and will be redefined by a new a grid of paths supporting an unprecedented accessibility as well as an efficient and clear mental map.

As mentioned, the processes above offer the opportunity to better define spaces between buildings and to support further an attractive and coherent sense of ‘place’.

Through the gradual evolution and implementation of the master plan, the arrangement of the buildings should be reorganised to define a variety of spaces in a more definitive way. Such wider diversity of spaces will broaden the opportunity for interaction within the University community.

Whilst the University buildings provide an environment for learning and academic excellence, the places and spaces between the buildings should be the public ‘living rooms’ where all members of the University community can gather, exchange ideas, and where the sense of community is supported through formal events and informal encounters.

In addition to the “Campus Heart”, secondary developments, for example in the “Northern Lands”, should shape new cores applying the same principles as the heart while considering their own specific context.

Developments within the “Parklands” could be considered. However, they should always take great care to remain modest and isolated pavilion like features that will enhance the landscape.

In conclusion, the whole campus should be the most powerful expression of the academic, cultural and civic life of the University, a permanent representation of the University’s aspirations and achievements.
THE MASTER PLAN CONCEPT: THE CAMPUS HEART
THE MASTER PLAN CONCEPT: THE CAMPUS HEART
CONCEPT MASTER PLAN: UK’S BEST GARDEN CAMPUS

“PARK AND RIDE” PARKING CREATED IN BUSINESS CLUSTERS

NEW CRICKET GREEN SURROUNDED BY SMALL-SCALE BUSINESS SPACE

PEDESTRIAN ROUTE WIDENED FOR VEHICLES

HOME FARM RE-USED

GILES LANE ADOPTED

WEST CAMPUS GATEWAY SQUARE CRAFTED

BEVERLY FARM HOUSE RE-USED

INNOVATION CENTRE EXPANDED

A HIERARCHY OF STREETS, SPACES AND PLACES

CONFERENCING HOTEL AS PAVILION IN THE PARK

CANTERBURY WEST STATION

CRAB AND WINKLE WAY RAIL LINE BECOMES A SUSTAINABLE NEW ROUTE

RURAL BUSINESS CLUSTERS CREATED ALONG TYLER HILL ROAD

THE HEART OF THE CAMPUS RATIONALISED AND CONSOLIDATED

PLACES OF QUALITY AND VARIETY BETWEEN THE BUILDINGS

CAMPUS EXTENDED TO THE EAST OF ST STEPHENS HILL

EAST CAMPUS GATEWAY SQUARE CREATED

CHERRY BLOSSOM AVENUE BECOMES THE HIGH STREET

VIEWS OF HISTORIC CANTERBURY PROTECTED AND ENHANCED

PHYSICAL LINK WITH THE CITY STRENGTHENED

OPEN AIR THEATRE

CANTERBURY HISTORIC WALLED CATHEDRAL AND UNIVERSITY CITY

November 2015 | Farrells | Stage 1, 2 and 3 Report | University of Kent Master-
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This year is extremely auspicious for the University of Kent, as it marks the 50th academic year since the Canterbury Campus of the University of Kent opened its doors with state of the art facilities fit to meet the post war needs and aspirations for its first 500 students.

Fifty years hence, the whole future of higher education in the UK is undergoing a significant rethink: we have reached a significant tipping point in the way that universities are organised, administered, developed and funded.

National and international competition is now more to the forefront than ever before.

Under the circumstances it seems timely that the University of Kent is undertaking a re-appraisal of its Estates Strategy.

As part of that re-appraisal, it has commissioned Farrells to undertake a Concept Master Plan study to explore and articulate a Vision for the future of the estate, taking a long term view to 2050.

Some 10 years ago, a master plan was developed and reviewed with Canterbury City Council, but not formally adopted as part of the 2006 Local Plan.

The current study therefore marks the first overall, formal re-appraisal of the Holford Master Plan since it was conceived in the 1960’s.
The original campus at Canterbury was laid out in 1965 by architect and town planner William Holford, a significant and respected figure in the planning of Britain’s post-war reconstruction. Holford’s master plan was conceived at a time when the UK Government were instigating a whole new wave of Universities which symbolised the new post-war era of hope and optimism that higher education for all was the future.

In many ways, this aspiration has been realised: more than 40% of 18-30 years olds have experience of higher education and the sector has become a key driver of economic activity and regeneration across the country. This growth in numbers has brought challenges for Universities and facilities, in that different ways of coping with a mass higher education system have had to be developed.

Together with the changes in technology since the 1960s, the social and economic environment in which a University operates has changed significantly and requires an estate that supports, reinforces and drives the current and potential competitive advantage of the University of Kent.

Like Canterbury, most of these universities were built in edge-of-town locations on what had formerly been farmland, in close proximity to some of our most successful and historic towns and cities with existing infrastructure and good transport links.

As a component part of this process, new symbiotic relationships were forged between the universities and their host cities - between town and gown. As a result, during this post-industrial era, many of the universities have become part of the ‘brand’ of the host cities and often their largest employers.
In contrast to the medieval grid patterns exemplified by the historic cities which played host to them, the university estates of this era tended to be characterised by modernist principles of landmark buildings, most often constructed from reinforced concrete and dispersed as 'objects' in a contiguous green landscape.

The layout at Kent, as with some of the other of the 1960’s universities, was designed as a physical expression of the collegiate system borrowed from Oxbridge; a mix of academic communities within individual college buildings which contained residential, teaching and social facilities housing both students and academic staff of different academic disciplines. In the case of Canterbury, the site chosen for the University of Kent was on farmland to the north of the city, along a ridge line commanding fine views of the Cathedral and the surrounding historic town. The Holford master plan was laid out astride an existing rural road - Giles Lane - that ran along the ridge and which connected the Whitstable Road with St Stephen’s Hill.

This was the era when investment in public transport was being wound down, when railways and branch lines were being closed (including the branch line to Whitstable, which ran in a tunnel under the campus). In the 1960’s the private car was considered to be the future to our transport needs, and the dispersed layout of the buildings that comprised the original Holford campus anticipated the growing importance of the motor vehicle.

Consequently, the original buildings were spread around the campus rather than consolidated around a core or heart like their Victorian counterparts, and a new private road - University Road - was constructed to the south to provide additional vehicle capacity and a quicker link between the University and Canterbury city centre.
OBJECTIVES OF THE MASTER PLAN

There are challenging times ahead in the development and provision of higher education. Yet these will also be exciting years as the University of Kent seeks to build upon its position of strength and further advance its national and international reputation and its status for excellence in teaching and research.

In summary, the master plan must achieve a number of important objectives to enable the University to develop and evolve:

1. **A PLAN FOR FUTURE GROWTH AND DEVELOPMENT**

   The most significant determining factor considered by the Masterplan, is the University’s concern about how it will be able to grow and expand its academic and research facilities and its student housing, host a larger number of students and develop much needed new amenities.

2. **IMPROVED POTENTIAL & VALUE OF THE UNIVERSITY LAND HOLDINGS**

   The University has taken gradual and pragmatic steps to secure property in its vicinity. A well-informed concept master plan strategy is necessary to make the most of this investment.

   The Masterplan should identify premium locations to develop as well as qualities to protect and develop for the desirability and value of the estate.

3. **MAKE PLACE-MAKING A TOP PRIORITY**

   Those considerations would be in vain, should we forget to nurture and grow the appeal of the University and its campus as a ‘Place’.

   The Masterplan therefore proposes to strengthen the University’s reputation as a great place to be, through the quality and diversity of its overall environment.
4. FLEXIBILITY TO ACCOMMODATE AN EVOLVING MIXED-USE, KNOWLEDGE-BASED ECONOMY

The campus must have flexibility to accommodate a growing mixed-use, knowledge-based economy that can help to diversify and therefore sustain the University as it evolves and adapts to the changing market-driven forces that will influence its future.

The campus of the future must build upon the strengths of the original Holford plan, yet adapt and evolve in order to satisfy a range of contemporary expectations that have developed since the University’s inception.

These must include a great sense of arrival for the whole University community, the growing importance of public transport by environmentally and financially sensitive millennial students and staff, the academic and business worlds moving towards shared flexible, inclusive and inspiring working environment, and the evolution of retail into proximity commerce.

5. REINFORCEMENT OF THE UNIVERSITY’S REPUTATION FOR EXCELLENCE IN ALL ASPECTS OF SUSTAINABILITY

The master plan must reinforce the University’s reputation for all aspects of sustainability and functionality. The concept for the campus must take into consideration important concerns such as management, maintenance and sustainability, which create their own particular objectives:

- Favour the development of University amenities within close walking distance of each other to encourage a healthy and walkable campus, facilitate their management, safety, passive surveillance, daily operations and so on.

- Limit the length of roads and concentrate traffic to a few key routes to optimise their maintenance and to limit their impact on a predominantly pedestrianised environment.

- Apply ‘soft’ design measures to deliver sustainability and energy efficiencies: consolidate facilities to limit heat waste and air conditioning needs, provide the conditions for cogeneration and other energy saving systems, and take advantage of natural light and shadow in the design of buildings and the landscape.
6. A COHERENT AND UNIQUE BRAND FOR THE UNIVERSITY, RECOGNISING ITS REPUTATION AS THE UK’S EUROPEAN UNIVERSITY

Recognising and building upon its reputation as the UK’s European University, the master plan should strengthen the University’s ability to distinguish itself from other competitor universities, essential to attracting the best students and staff.

7. AN ENVIRONMENT FOR SOCIAL INTERACTION

The master plan should create a safe and sustainable public realm that encourages social interaction and leisure activities, which supports University events and commercial activities and which can be used for formal and informal teaching and learning activities.

A major part of the brief for the master plan was to create an environment that will enable and encourage spaces and facilities that support student societies, group working, activities and volunteering, to help shape the character of Kent students as socially aware members of the community and prepare them for their post-University careers.

8. A STIMULATING, SAFE AND SUPPORTIVE ENVIRONMENT - HOME TO A VIBRANT ACADEMIC COMMUNITY

The campus should be a home for a vibrant academic community that fosters intellectual exchange and allows its students and staff to develop their careers and academic pursuits within a stimulating, safe and supportive environment.

The master plan concept should therefore encourage the design of buildings that promote the effective use of space, enable the re-engineering of working processes and practices to promote efficiency and have environmental systems that enhance well-being.

The master plan should create environments that support the latest technologies whilst being sufficiently adaptable to accommodate future technological developments. Ideally such facilities should also support and promote the widest range of teaching and learning techniques and be fully accessible to all users.
9. STRENGTHEN THE SYMBIOTIC RELATIONSHIP WITH THE CITY

The current Canterbury Local Plan (2006) supports growth within the campus; however, it identifies specific sites (i.e., development plots) for development which are now out-dated and do not meet the University's needs. As a consequence, development proposals in the last 5 years or so have often fallen 'outside' the Plan resulting in difficult and controversial planning applications.

The new (draft) Canterbury Local Plan (2014) moves away from the previous approach of identifying specific development plots on the Proposals Map and calls for the preparation of a campus wide Masterplan to guide future development in order that the University's future needs can be achieved in a manner that:

- maintains the campus character of the University
- respects the setting of the wider countryside
- identifies key uses and their disposition within the campus
- provides an overarching landscape strategy

The University strongly supports the concept of a Masterplan to help shape and manage future development at the campus in a manner that positively responds to wider planning considerations. The preparation of a Masterplan provides the opportunity for an holistic and considered approach towards the campus as a whole taking into account the needs of the University along with a range of environmental considerations.

The requirement to prepare a Masterplan has been well received by the wider community as part of the Local Plan consultation to date and the masterplanning process will provide a vehicle for the University to positively engage with the Council, local community and other stakeholders about the future of the campus.

We would anticipate the Masterplan being the subject of public consultation with the intention of the Council formally 'adopting' the Masterplan as supplementary guidance to the Local Plan.

The Masterplan could then be periodically reviewed should the needs of the University change; however, this could take place as a formal and consultative process.

10. CREATE A REMARKABLE PUBLIC REALM

The master plan should enable the development of a safe and sustainable landscape environment that is visually appealing, which encourages leisure activities and social interaction, which supports University events and commercial activities and which can be used for formal and informal teaching and learning activities.
50 challenging years are ahead, in which the University of Kent must continue its growth and success.

In summary, the master plan concept must deliver:

1. A **plan** for future growth and development

2. Improved **potential & value** of the University Land Holdings

3. **Make place-making** a top priority

4. **Flexibility** to accommodate an evolving **mixed-use, knowledge-based economy**

5. Reinforcement of the University’s **reputation for excellence** in all aspects of **sustainability**

6. A coherent and unique **brand** for the University, recognising its **reputation** as the **UK’s European University**
7. An environment for **social interaction**

8. A **stimulating, safe and supportive** environment - home to a **vibrant academic community**

9. Strengthen the **symbiotic relationship with the city**

10. Create a **remarkable public realm**
2. CONTEXT AND CAMPUS DEVELOPMENT

This section of the report looks at the significance of the location of the campus and the impact this location has had on its development as a place of learning.

Since the inception of the original campus master plan some 50 years ago, the University has undertaken a strategy of gradual and sustained growth in student accommodation as well as both academic and research facilities. The University of Kent is now amongst the largest universities in student numbers of its 1960's peers. In particular, the University experienced rapid, and above average growth, between 1998 and 2011.

Through this strategy, the university has grown in size and strength. Today, it now enjoys a position as one of the top twenty universities in the country and, through its satellite campuses in Brussels, Paris, Athens and Rome, it is recognised as being the UK's 'European University'.

We have therefore taken a broad view of what is meant by context, starting with the European context and gradually focussing in toward the local context.
At the transport **threshold to Europe**, Canterbury is also just **60 minutes to central London**.
Over the last 30 years Kent has seen major change. As a county, Kent has the region’s greatest potential for successful economic growth. It has always had strong links with the City of London and the whole county is now integrated more closely with the metropolitan economy thanks to the recent High Speed 1 rail link.

The principal locations of the University campuses are Canterbury, Medway and Tonbridge. They are all in close proximity to the county town and administrative centre of Maidstone. New transport links mean that these campuses are better connected than ever before; the high-speed rail line to Europe, international airports, the Channel ports and Eurostar terminals are all within easy reach of the University, which enables quick access to both London and continental Europe.

Kent is consistently voted one of the top universities in the UK for student satisfaction; students benefit from a world-class education, a vibrant social life, regional and international connectivity and access to some of the best countryside in the UK.
LOCAL CONTEXT

Perhaps most significantly, the University of Kent benefits from a location in close proximity to the historic City of Canterbury, a city of great cultural, political and historic significance. The medieval walled city of Canterbury, with its labyrinth of streets along with the Cathedral, St. Augustine’s Abbey and the Church of St. Martin collectively form a UNESCO World Heritage Site.

Canterbury boasts a total of four universities, including the University of Kent, Canterbury Christ Church University, the University for the Creative Arts and, most recently, a branch of the American University, which must position Canterbury as the intellectual capital of Kent.

Canterbury’s bustling, cosmopolitan atmosphere is popular with students. Whitstable and Herne Bay, where some students choose to live and many visit, are also nearby, and the Kent Downs to the south and the coastline of the east make very attractive surroundings.

University of Kent Canterbury campus in its City of Canterbury context
The University of Kent is one of a number of developments that have grown from the radial network of Canterbury. Whilst the University of Kent and the city of Canterbury have very clear and separate identities it is important to realise their collective potential as two places linked together, in what makes up Greater Canterbury. They are two identities that are stronger together.
The story of the historic development of the campus is inextricably linked to the history of Canterbury itself. Roman Canterbury (which was based upon an earlier Iron Age settlement) took advantage of a strategic location on the River Stour, which provided a reliable water supply as well as a means of transport. The Roman town grew around the crossing of Watling Street (which followed a route along the Stour Valley now known as Pilgrims Way) and the road to Dover (now the A2).

In the post-Roman period, the strategic location of the city was equally highly-prized by successive historic raiders, although the remains of the defensive Roman walls are still in evidence today. After the murder of Archbishop Thomas Becket at the cathedral in 1170, Canterbury became one of the most notable towns in Europe, and pilgrims from all parts to visit his shrine - remaining a focus for historical tourism ever since.

After the Norman Conquest, as more peaceful times arrived and political stability prevailed, the settlement expanded beyond the city walls along the trade routes to Ashford, Rochester, Whitstable, Thanet and Sandwich which grew out of the town centre in a radial pattern.

The railways arrived in the 19th century, one of the earliest in the world being the pioneering ‘Crab and Winkle Line’ to Whitstable which opened in 1830 to carry both goods and passengers. This line tunnelled under the hill later chosen as the site for the campus of the University of Kent.

Rebuilding of the city centre eventually began 10 years after WWII. A partial ring road was constructed in stages outside the city walls some time afterwards to alleviate growing traffic problems in the city centre, which was later pedestrianised. The biggest expansion of the city occurred in the 1960s, with the arrival of the University of Kent and Christ Church College.
LOCAL HISTORY
The University of Kent was established in 1965 on a hilltop overlooking the historic City of Canterbury, on farmland that sat astride Giles Lane, an existing rural road that ran along the ridge connecting the Whitstable Road with St Stephen’s Hill.

The University campus is one of a number of satellites of Canterbury that developed around the perimeter of the historic city in the post-war era, as the city grew residential suburbs well beyond the original city walls.

The original master plan optimised the elevated location by distributing the new college buildings along the ridgeline, taking advantage of the exceptional views of the historic city to the south and the Kent Downs beyond, as well as the views north over open countryside towards the north coast and to Whitstable.

A lot of change has occurred since the 1960s when the Holford Masterplan was developed and the original campus was built.
The continuous outward growth and sprawl of the area occupied by the campus has led to a decreasing green periphery leaving empty pockets of space in the centre of campus.
The landscape in which the campus sits originally comprised a series of small hamlets and farmsteads: Hothe Court, Brotherhood Farm and Beverley Farm, which were accessible from Giles Lane. The settlements were integrated into a highly wooded landscape that later encompassed the Canterbury and Whitstable Railway.

The landscape remained largely untouched until 1965 when the University of Kent was first established; Keynes, Eliot and Rutherford Colleges, along with the Templeman Library and Marlowe Building, were the first of the University buildings to be built to accommodate the teaching of the University’s first 500 students.

Giles Lane was rerouted in accordance with the Holford plan for the University, and University Road was newly constructed to provide a new, more direct vehicular link to Canterbury via the Whitstable Road.

Since 1965, the University campus has experienced gradual growth through to the present day, with the addition of Darwin, Wolf and Chaucer Colleges and most recently Turing College.

As well as these developments, there have been several academic buildings built, along with the Park Wood Courts residential accommodation located to the north-east of the site, the Canterbury Business Centre and the Innovation Centre.
FROM A FARM TO A CAMPUS UNIVERSITY

1965

Today

500 students

15,000 students

500 students

15,000 students
3. CAMPUS APPRAISAL
The campus was conceived according to post-war modernist organisation and management principles, including a strict approach to functionalism, sobriety and the expression of the industrial processes. Although distinctive in its appearance as a product of its era, it is a far cry from the vibrancy and visual diversity of the historic core of nearby Canterbury.

The original campus consisted mostly of a collection of stand-alone college buildings. Their form and layout suggested a mixed and interactive community within each of the colleges, and a variety of functions co-existed within the walls of each individual college.

It is likely that Holford was attempting in this layout to make more than a passing reference to the Oxbridge model of inter-connected community of colleges. However, each of the colleges in the Oxbridge model is composed of a group of buildings rather than just one, and greater interaction between the University communities is an inevitable consequence.

The Holford layout was a design in which buildings are destinations within themselves. Whilst walkable to the city centre, the campus was developed out of the city, distant from existing public transport infrastructure, and is therefore largely dependent upon the motor vehicle for general access. In consequence, the college buildings at Kent were designed to be easily accessed by car and car parks were generally located within close proximity to them, which would have further inhibited social interaction.

In summary, the campus answered the post-war needs and applied what were considered to be principles appropriate to the practices of the time. However, profound changes have occurred in campus design since that time - today, education and business facilities are expected to be walkable and inclusive environments, encouraging social interaction.
The University of Kent Canterbury campus faces several issues that must be tackled:

**CHARACTER AND PERSONALITY**
The campus overall lacks a sense of coherence and a strong mental map. The buildings are arranged as ‘objects’ in the landscape rather than being arranged to define and create the ‘spaces’ between them.

In addition, the University, whilst blessed with an abundance of green spaces, is difficult to navigate between buildings, with undue reliance on signage. Furthermore, the green spaces within the campus are rather homogenous and repetitious, and this lack of variety means that the university under-achieves in terms of its campus character and personality.

It is interesting to note that on the campus plan, all 62 of the buildings have names; by contrast, there are 5 named roads (rather than the pedestrian streets) but no named spaces or squares between them have names.

**IDENTITY**
Photographs of the campus rarely feature in promotional literature which usually show the views of historic Canterbury from the campus. Furthermore, formal ceremonial occasions are celebrated in Canterbury rather than on campus.

**MOTOR VEHICLES**
Motor vehicles tend to dominate the campus layout - car parks infiltrate into the very heart of the campus and the campus roads are not particularly urban, but are often busy and host fast-moving traffic. The appearance of the roads does nothing to discourage high speeds, and they are subject to rat-running by non-university motorists with consequent impact upon surface repair.

**USE OF GREEN OPEN SPACES**
The hill-top location dictates that, for much of the academic year, the campus is very exposed to the weather. It is only in the Spring and short Summer Terms that under-graduate students benefit from the green open spaces. The public realm and outdoor spaces would benefit from a linked network of civic spaces and sheltered outdoor spaces with a greater degree of shelter from the surrounding buildings.

Access to green space is available but their use is not encouraged. The paths that connect the core with the outer campus are long, lack animation or passive surveillance. As a result, they are not perceived as safe.

**UNDER-PLANNED EXPANSION**
Over the years the development of the University has tended to spread across a wide area of the campus, resulting in a low-density and dispersed campus environment which does not provide shelter from the elements and which leaves empty pockets of space at its core.

In addition, the dispersal of the campus has become a source of tension with the City, which increasingly sees the continued growth of the University to the south of University Road as an issue.
The loose-fit nature of the existing campus means there is opportunity to accommodate growth without further sprawl.

Space to be considered for development.
In balance, the campus has many **valuable qualities to build upon**.

- Not only it is considered the United Kingdom’s European University, it is also now within the ‘magic hour’ from London by train.

- While it is physically independent from Canterbury, it is only a mile away from the city centre. As a result, it is free from its hustle and bustle, whilst being only a 25 minute walk away from the city centre, the Cultural Capital of Kent.

- The University is well known as a very verdant campus with plenty of open space, located within a semi-rural landscape setting.

- Parklands surround the campus, with incredible views over historic Canterbury. These have an as yet unfulfilled potential to become great assets for the University and the surrounding communities.

- The University already has the ability to host outdoor events, such as the recent ‘Artfest’ where an attendance of 20,000 people was accommodated between Eliot and Rutherford Colleges. More of these outdoor events, both greater and smaller in scale, would further enhance the University’s reputation as a great place to be.

- Several of the existing buildings are toward the end of their useful life. This offers an opportunity for beneficial change.

- Finally, the current loose-fit character of the campus offers an opportunity to unlock significant capacity at its heart and to intensify existing nodes of activity, and the capacity to allow commercially focussed activity to grow across the campus, both centre and periphery.
1. The ridge line location offers **enduring views** over historic Canterbury.

2. Green landscape creates a physical **separation from the city**.

3. The University is on the **threshold of Europe**.

4. With the introduction of HS1, Canterbury is only **one hour from central London**.
1. There is a focus on buildings and not on places or spaces.

2. The mental map of the campus is hard to understand, resulting in a constant need for signs.
The campus is dominated by roads, vehicles... and by car parking.

1. Giles Lane
2. Darwin Road
3. University Road
CAMPUS WEAKNESSES AND THREATS

Pedestrian routes, inside and outside of the campus, are too long, thus becoming intimidating at night.

The identity is the city, not the University’s campus.

Plenty of green spaces but they all are too homogeneous.
In order to develop an understanding of the campus it is important to understand the existing patterns of movement and organisation of the campus so as to develop a proposal that will enhance the existing, as opposed to detrimentally affecting it.
Cycle Routes

Sports Centre car park and Keynes car park
## University Table of Tables

9th October 2014 (source: Times Higher Education)

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The relationship between performance and place.
QUALITY OF ‘PLACE’ IS RELEVANT TO UNIVERSITY PERFORMANCE

2. Oxford University

3. St Andrews

4. London School of Economics

6. Durham University

7. Bath University

8. Warwick University
It is striking that the ‘peer group universities, against which the University of Kent regularly benchmark itself, share the same out of urban centre, parkland landscape campus type, all serving a broadly similar student population.

Even today, the density - the overall site “plot ratio” - of all of these universities is either equal to or greater than Kent. They are already denser than Kent whilst broadly retaining an attractive sense of place and environment, and often above Kent in UK university rating.

Later in this report, we will demonstrate that even our proposed intensification of the campus, will not mean an increase in density/plot ratio beyond these universities.
University of Lancaster
Site: 11,500,000 sq ft
Plot ratio: 0.83:1

University of East Anglia
Site: 5,800,000 sq ft
Plot ratio: 0.54:1

University of Sussex
Site: 7,100,000 sq ft
Plot ratio: 0.40:1

‘BENCHMARK’/COMPETING UNIVERSITIES
4. URBAN DESIGN PRINCIPLES

1. Unlock **development capacity** at the heart of the campus

2. Create ‘**places’ of quality and variety** in the spaces between buildings

3. Create a **clear and legible mental map**

4. Define a **Hierarchy of Streets, Spaces and Places**

5. Create a **Diversity of Green Landscapes** of Value and Character

6. Make the **pedestrian the king of the public realm.**

7. Strengthen **physical and intellectual links between the university and the city**

8. Safeguard existing **views of historic Canterbury**

9. Reveal the **Historic Narrative of the Campus** linking together its Past, Present and Future

10. **Deliver the Best Garden Campus in the UK**
As part of the process of looking to identify additional development capacity, the University should re-focus upon the intensification of the heart of the campus. Rather than pursuing a policy of horizontal expansion and ‘spreading’ of the campus, the opportunity should be taken to consolidate the heart of the campus, where at all possible.

A rethink of the master plan strategy can create the chance to exploit a significant quantum amount of under-utilised space within the area between the Jarman Building and Darwin College, as well as the potential to redevelop several buildings in this area that are nearing the end of their practical life, into higher density up-to-date facilities without needing to develop buildings taller than currently exist.

In addition, intensification offers a number of benefits including significant savings in energy, maintenance and management costs, while unlocking capacity in an environment mostly free of outside constraints, and maintaining the ability to host large scale ‘University community’ events in the centre of the campus.
2. CREATE ‘PLACES’ OF QUALITY & VARIETY IN THE SPACES BETWEEN BUILDINGS

The intensification of the heart of the campus should be balanced by the development of the strong and high-quality places and spaces within the heart of the campus.

As part of the proposed master plan policy of consolidation, the design of the heart of the campus should adopt a ‘space positive’ approach at the same time as creating new buildings of great architectural quality. A re-focus on creating positive relationships between the buildings, would enable the creation of a variety of characterful places and spaces and high quality external environments.
As part of this more ‘space positive’ approach, a clear and legible mental map for the campus should be created through the delivery of a coherent pattern of streets and spaces, landmark features as well as distinctive and varied spaces.

Greater coherence in the layout of the campus would enable ease of movement through streets and spaces and between University buildings, reduce the reliance on signage, as well as facilitate a more efficient servicing and management of the campus.
4. DEFINE A HIERARCHY OF STREETS, SPACES AND PLACES

In support of the definition of a clear mental map, the functions and importance of the different paths and places are to be balanced and clearly defined.

In addition, this approach would optimise the functioning and servicing of the campus by helping to define a clear pattern of routes adapted to different use and paving type, defining clear pedestrian routes as well as vehicular routes, identify appropriate locations for front doors as well as servicing routes, clarify the appropriate location for utilities and other infrastructure and improve maintenance cost efficiency.

A simple hierarchy of different types of streets, spaces and places.
5. CREATE A **DIVERSITY OF GREEN LANDSCAPES** OF VALUE AND CHARACTER

In the delivery of this approach, the relationship between the University buildings and its green spaces should be reconsidered in order to further enhance the reputation of Kent as the most ‘green’ campus of all those in the UK.

Currently many of the existing areas of green landscape are ‘organic’ in nature, and are ill-defined and under-used whilst lacking variety. Much of this landscape is protected as woodland from development or adaptation.

In conjunction with maintaining these important ‘organic’ landscape assets, new and varied green landscapes should be formed that bring a greater variety of user experience and landscape delight. New green landscapes might include formal spaces as well as informal spaces, recreational spaces, performance spaces as well as quiet spaces, avenues of trees and fruit blossom, landscapes that change character with passing seasons, allotments and productive land as well as wildflower meadows and so on. This approach would help to diversify the use and personality of new external spaces across the campus.
6. MAKE THE PEDESTRIAN THE KING OF THE PUBLIC REALM

The enhancement of the campus heart, with all of its obvious benefits, could be further developed to include the relocation of car parks to the perimeter of the campus.

The gradual transference of car parking to the outer edges of the campus heart would unlock significant development capacity within the heart of the campus, as well as delivering a much safer walking environment that would offer health and safety benefits as well as additional maintenance costs efficiencies.

1. Car parking is puncturing the campus heart.

2. Push car parks to the edge of the campus.

3. Walk into campus heart.
As a reflection of the 21st century principles of greater inclusivity and enhanced social interaction, the relationship with the surrounding communities and with the City of Canterbury should be further strengthened; together they can be more than the sum of the parts.

By comparison with other universities developed in the same era, Kent University enjoys a location in close proximity to Canterbury city centre, which means that the distance between them is very walk-able. The University has much to gain from stronger links with Kent’s cultural capital, with its transport infrastructure and other amenities, whilst the City and local communities could benefit further from the excellent academic, cultural and sporting facilities available at the University.
Whilst advocating the enhancement of the University’s relationship with the City, special care should be taken to preserve the character of the University as satellite of the City; and to nurture the views of historic Canterbury, which are one of the most delightful features of the Campus.

In addition, the development of new spaces and buildings should be seen as an opportunity to offer additional scenic views.

8. SAFEGUARD EXISTING VIEWS OF HISTORIC CANTERBURY...

... AND CREATE SOME NEW ONES
As an important part of the application of these master plan principles to deliver the future ambitions of the University, care should be taken to reveal the layers of history inherent in the University site as part of the narrative of its arrival in, and relationship with, the City of Canterbury.

The University is part of an important and intriguing pattern of the evolution of wider Canterbury and opportunities should be taken wherever possible to reveal and tell the story of this relationship. This strategy should, of course, include the guardianship of the University’s built heritage where appropriate, both historic and from the more recent era since the University’s foundation.

In this way, the University would strengthen its identity and further enhance its reputation as a ‘place’ of character within the wider context of the historic City.
In taking the opportunity to thoughtfully and thoroughly refresh the University master plan, we believe there is a unique opportunity to further develop a campus that is already outstanding in terms of quality of environment, landscape and history.

By creating the right balance between the development of new buildings and the creation of new green spaces of great character and personality within the campus heart, we believe there is an opportunity to create an environment that would distinguish the University of Kent as ‘The UK’s Best Garden Campus’.

**Sissinghurst:** an example of a hierarchy and variety of spaces, and a sequenced ‘soft’ transition from formal to informal.

- Formal Gardens
- Squares
- Courts
- Cloisters
- Avenues
- Productive Gardens
- Orchards
- Wildflower Meadows
- Parklands
- Woodlands
5. THE CONCEPT MASTER PLAN
A STRATEGY FOR THE WHOLE CAMPUS

The Northern Land Holdings

The Campus Heart

The Parklands
A STRATEGY FOR THE WHOLE CAMPUS

The Northern Land Holdings

The Campus Heart

The Parklands
LANDSCAPE AS THE FIRST INFRASTRUCTURE

Our concept for the evolution of the campus quite deliberately builds upon the strengths of the master plan conceived by Holford in 1965, and reinforces all of the qualities that make the campus one of the most attractive of physical environments.

For clarity, we have subdivided our proposals into 3 distinct character areas within the overall campus, as follows:

1. The Campus ‘Heart’
2. The ‘Parklands’ (or outer campus), and
3. The ‘Northern Land Holdings’

The proposals address the various issues described in the earlier part of this report, and respond directly to the master plan principles.

The concept includes proposals for sympathetic growth through intensification of the heart of the campus, and for ‘place-making’ through its consolidation and reorganisation. The concept also includes proposals for developing the parklands that surround the campus heart as a landscape resource, and also includes ideas for the development of a ‘satellite campus’ in the northern land holdings that will provide a template for further development and enable growth for the next 50 years.

The proposed rethink of the campus heart will not only offer the opportunity to develop more accommodation (both academic and residential) through a more efficient use of space, but will also enable the creation of spaces between buildings which are more coherently defined and offer the opportunity for the creation of high quality places and spaces which will further reinforce the landscape qualities of the University.

The gradual replacement of buildings that have reached the end of their useful life will provide the space to incrementally deliver the master plan vision.

The concept will encourage and enable new relationships to evolve between the University and its built heritage, and the physical and geographical constraints imposed by the site offer an additional layer of complexity and quality to the master plan concept.

In addition, a number of opportunities to develop landmark buildings have also been considered.
The objective behind our master plan concept is to create the UK’s Best Garden Campus.

The University is well known as a very verdant campus with plenty of open space, with great views of historic Canterbury and located within a semi-rural landscape setting. Our master plan concept intentionally aims to reinforce this reputation to establish a strong ‘Unique Selling Point - USP’ for the University; it is therefore founded upon the creation of a high quality public realm, based upon a network of high quality green landscapes set within the framework of a consolidated campus ‘heart’.

As part of our master plan study, we have tried to identify, and show through a variety of precedents, the most appropriate urban forms from which to draw inspiration and to illustrate what the University is capable of becoming.

Our concept for the University campus therefore takes its precedents from the great estates that characterise and enhance the landscape of Kent, such as Sissinghurst Castle and Great Maytham Hall, where buildings and landscape combine in a complementary and harmonious way, and where there is a ready-made language of landscape typologies (from the very formal to informal) from which to choose - such as courts, quads, garden squares, formal gardens, informal gardens, walled gardens, kitchen gardens lawns, parklands, landscape pavilions and so on - allowing for the sometimes high volumes of students moving around the campus.

Key to the delivery of this master plan concept is the imperative to create a clear and coherent plan for the overall campus achieved through new development. Creation of an organised, attractive, high-quality public realm will be enabled by a reorganisation of the heart of the campus.

This approach will build upon Holford’s earlier plan by continuing to develop new buildings and public spaces between the original college buildings, and beyond into the landscape as and when appropriate, through a process of evolution and gradual urbanisation of the campus, whilst integrating the newer buildings that have been developed incrementally since the 1960’s, whilst protecting the superb views of historic Canterbury and, hopefully, creating new ones.

The master plan concept starts by establishing a simple grid of streets, spaces and places based around a main east-west route along the ridge-line, which will connect between the Whitstable Road and St Stephen’s Hill. In addition, a main north-south route will also be established along the ‘Crab and Winkle Way’, which connects between the City Centre and Tyler Hill Road in the northern land holdings of the campus.

It is interesting to note the coincidence between the size and site coverage of the current campus core with the original walled town of Canterbury to the south, the layout of which was also based upon a simple grid pattern which grew out of and around the two principal cross routes.

Links into the surrounding Parklands will emanate from these two principal routes, connecting the campus heart to various existing and new pavilions that utilise and enhance their location in the neighbouring green landscape.

Using this approach, we are able to establish a clear and simple connectivity throughout the whole campus and to begin describe a coherent master plan concept based around the 3 character areas of the campus.
THE CONCEPT MASTER PLAN

The Northern Land Holdings

The Campus Heart

The Parklands
The master plan concept illustrates a variety of plots to be developed as either buildings or as green spaces. It will be key to the success of the master plan concept that a correct balance is struck between the creation of buildings and the creation of public open space, and not all plots should necessarily be considered as building plots - they should instead provide locations for new hard landscaped or green spaces.

Within the various development plots that we have indicated on our concept drawings, an extensive mix of uses will be incorporated to include not only academic facilities, student housing and other related amenities, but also meeting spaces, leisure uses, shops, cafes and so on. A mix of uses in the campus heart will be of great benefit in creating activity and vibrancy throughout the public realm across a broad spectrum of the day/night and weekly cycle.

Each building plot will have a purpose that takes into consideration not only its location in the overall campus, but also its relationship to nearby spaces and amenities. For example, the new Campus Walk would be a great location for shops, cafes and other related uses and services as this route will help continue to generate the greatest footfall in the campus heart - in other words it will be the campus ‘high street’.

In harmony with this, we would anticipate that Jarman Square would be a lively and predominantly hard-landscaped space that could act as an occasional market square and gathering place for pop-up shops and cafes. This would be the place where festivals are celebrated, so we would imagine this as the place for the annual Christmas Tree and carol singers, Autumn Harvest festivals, wine and beer festivals etc. By comparison, Darwin Square might be predominantly ‘soft’ landscaped and much greener, and a much quieter space for outdoor eating and drinking.

To reinforce the variety of campus environments, our concept anticipates that new academic and student residential buildings will predominate in the heart of the campus, whereas we suggest a location for hotel and conferencing facilities outside the heart of the campus, in order to take advantage of an association with the University whilst maintaining a degree of independence to cater for the non-University market and to benefit from proximity to public transport routes.
6. APPLYING THE PRINCIPLES

1. The Campus Heart
2. The Parklands
3. The Northern Land Holdings
1. **THE CAMPUS HEART**
1. THE CAMPUS HEART

The Northern Land Holdings

The Campus Heart

The Parklands
We propose that the campus heart remains consistent with that of Holford’s original master plan for the campus, identified as the development along Giles Lane and University Road. This choice offers a very walk-able extent of campus and takes advantage of the existing roads already servicing the area.

As stated above, the core or ‘heart’ of the campus will be organised around a simple grid of streets, spaces and places, out of which are identified a pattern of building plots, which in turn are arranged around a new layout of squares, gardens and other public spaces which will form the new public realm.

A first step in this ‘space positive’ approach will be the development of two Gateway Squares along the primary east-west route. The first new square will be established at the junction of University Road and Giles Lane at the heart of the campus. The second new square will be located at the east end of Campus Walk at its junction the St Stephens Hill and this will form a new eastern pedestrian entrance to the campus.

These two squares will serve as new landmark spaces to organise and orientate within the campus, and provide a location for new landmark buildings at the ‘gateway’ to the heart of the campus.

Between those two spaces the ‘Campus Walk’ will serve as the main pedestrian way through the core. In addition, two secondary north-south routes will cross Campus Walk. A secondary network of east-west and north-south tertiary links will complete a grid supporting a very legible and pedestrian-dominant public realm throughout the campus.

The location of those routes will take care to align and link with existing routes to support journeys through the campus to and from its surroundings. Among these, the two new Gateway Squares and Campus Walk should be lined with shops, cafes, cultural and leisure buildings, student services and a variety of other active frontages.

In a complementary way, Library Walk should be considered as a priority location for University ‘Centres of Excellence’ and which reinforce and support the library as a centre of learning and privileged place for social interactions.

The master plan concept illustrates a variety of plots to be developed as either buildings or as green spaces. It will be key to the success of the master plan concept that a correct balance is struck between the creation of buildings and the creation of public open space, and not all plots should necessarily be considered as building plots - they should instead provide locations for new hard landscaped or green spaces.

Within the building plots, an extensive mix of uses should be incorporated to include not only academic facilities, student housing and other related amenities, but also meeting & conference venues, business & incubator spaces and even hotels, leisure and shops. Each plot should have a purpose that takes into consideration its location in the overall campus and its relationship to nearby spaces and amenities.

To illustrate this point, our concept anticipates that new academic and student residential buildings will predominate in the heart of the campus, whereas we suggest a location for hotel and conferencing facilities outside the heart, to take advantage of an association with the University whilst maintaining a degree of independence to cater for the non-University market, and to benefit from proximity to public transport routes.
To further reinforce the master plan concept, we have proposed that the open space to the south of the University library will be reinforced as a space where public events and gatherings can take place, and where students and staff can continue to take advantage of the incredible views over historic Canterbury. Appropriately, a complex of start-up business & incubator spaces are indicated in the northern part of the campus, where access to the University research community is strong but where road access is not in conflict with the University.

In parallel, the location of front doors will support the hierarchy of spaces. Facilities located around the Gateway Squares or along the Campus Walk will have their front door facing these spaces. Facilities located on secondary north-south routes will have their front door facing these rather than along tertiary links.

The servicing of the Campus Heart will be delivered through a well-defined network of routes shared by both pedestrian and service vehicles, and these service routes will be established in the most efficient to locations facilitate the management of the campus.

The intensification process will begin by developing the vacant ‘easy win’ spaces within the core to develop first as a matter of priority. Several of the existing buildings are reaching, or have reached, the end of their useful life, and additional opportunities for intensification will be enabled by the incremental relocation of car parking to the periphery.

In these ways, the master plan concept will enable the creation of the UK’s Best Garden Campus through the transformation and densification of the heart of the campus, and allow its development as a walk-able environment while offering clear and easy access to the site by motor vehicle.
A NEW VISION FOR THE **PUBLIC REALM**
Earlier in this report, we have set out a master plan concept to gradually consolidate and intensify the heart of the campus, and in the process to relocate the existing car parking to the perimeter of the campus core.

As we have described, this will create the potential for a more structured and coherent campus layout, as well as the opportunity to create a great variety of new spaces and places between buildings for the enjoyment of the whole University community.

By bringing a focus on the laying out of a wonderful new and enhanced public realm, we would be building on the long-established reputation of the County of Kent as the ‘Garden of England’ and creating the opportunity to distinguish the University as a campus of unparalleled landscape character.

What is more, by developing the right balance between built development and open space, the University has the potential to not only secure sufficient expansion space to suit its future anticipated needs, it also has the opportunity to build a reputation ‘The Best Garden Campus in the U.K.’.

Already one of the greenest campuses around, set in the most wonderful Parklands and surrounded by some of Kent’s most attractive countryside, the University would be giving itself the opportunity to create a clear and unique brand as a great place to be for potential new students and staff in an increasingly competitive market.

The key will be to create a green campus of great variety and diversity, and might include some or all of these:-

- Formal, ceremonial spaces
- Planting that frames views of Canterbury and the Cathedral
- Informal, relaxed spaces
- Quiet quadrangles
- Spaces for social interaction and debate (a ‘Speakers Corner’?)
- Spaces for outdoor gymnasia
- Spaces for children’s play
- Spaces for outdoor performances of drama and music
- Spaces for displaying art, which are ‘curated’ as an outdoor gallery
- Spaces for outdoor festivals, markets and entertainment
- Spaces for outdoor study and teaching spaces
- Eco-spaces where a diversity of flora and fauna could thrive
- Gardens of floral displays
- Productive’ gardens, such as allotments and orchards
- Planting that change with the seasons:
  - Trees which display ‘New England’ autumn colours to welcome students back after the summer
  - An avenue of cherry blossom to parade new graduates in Spring
  - Trees and shrubs decorated with lights to brighten the dark winter nights
- Spaces and courts for a wider variety of outdoor sports and games such as chess, bowls, croquet, pétanque, beach volleyball, and so on.
1. THE CAMPUS HEART

- ‘Tame’ the existing roads
- Relocate parking at the periphery
- Two new entrance squares
- Creation of a Campus Walk or ‘High Street’
- Create strong, defined pedestrian and cycle routes
- The pedestrian should be the ‘King of the Public Realm’
- The network of streets to follow existing building lines
- Strong links to surrounding context
- Create a clearly defined edge
- Plots are buildings or garden squares
- Front doors located on primary routes
- Servicing routes minimised

FOCUS UPON THE HEART OF THE CAMPUS
The first step establishes a focus for the first phase of the study; the area of focus is the campus centre, and home of the original campus, developing it into the campus heart. This area spans from Darwin College in the east to the Sports Centre in the west and from Woolf College in the north to Eliot and Rutherford Colleges in the south.
At the centre of the campus, we propose to intensify this area, giving the centre of campus definition as the heart of campus. This area is defined and connected by existing vehicular routes with Giles Lane running east to west whilst University Road and Parkwood Road help to link it to the rest of campus. St. Stephens Hill defines its eastern boundary.

As described earlier in the Masterplan Vision, the proposal will take the car parks which currently dominate the campus’ heart and push them to periphery of the heart if not completely out of it. This will create more room in the centre for building or spaces and places, helping to reinforce the area as the campus’ heart and enhancing its population and activity.
These two squares will serve as new landmark spaces to organise and orientate within the campus, and provide a location for new landmark buildings at the ‘gateway’ to the heart of the campus.

The next step is to connect these squares. This will not only connect the squares but unify the campus centre as a whole. This connection will be pedestrian dominated and takes precedent from places such as La Rambla in Barcelona, the Pantiles in Tunbridge Wells or even Canterbury High Street. To support the campus walk and continue its work of unifying the whole of the campus heart the next step is to develop two existing north-south routes; Library Road and Darwin Road. Extending and developing these will strengthen the links across the campus heart whilst extending the newly named Innovation Way further southwards will exploit and celebrate one of the strengths of the existing campus - its views of the city.
To strengthen the relationship and permeability created by these key walks across the campus heart is the development and extension of the existing route which runs east-west, sitting to the south side of the library.

The next phase of the concept masterplan is to enhance links with the rest of the campus and support the core walk that has already been developed through the campus heart. This is firstly done by creating two E-W routes which run from the eastern boundary of the campus, through the campus heart and out to the west, connecting to the rest of the campus.
These two east-west routes are supported by a further four north-south routes which will enhance the permeability of the core along the north-south axis.

The proposal, as well as enhancing links within the campus, links in with, and enhances connectivity to the areas around the campus and campus heart, connecting to Downs Road to the east, Canterbury to the south, Parkwood to the west and Whitstable to the north.
The previous 10 stages of the proposals development create plots, this design process means that the plots and connectivity proposed work together, harmoniously, serving a purpose to one another.

These plots will have varying uses, they are not just buildings but are instead a combination of buildings and spaces which are located in a now navigable and defined campus centre.
Some of the pedestrian walkways that were earlier identified can be shared surface areas, allowing for a simple servicing strategy that maximises efficiency and therefore minimises vehicular movement thorough the campus heart.

These streets also create high streets which the front doors to each plots can be located off, making the campus heart far more easily navigable and strengthening the mental map of the campus. In these ways, the master plan concept will enable the creation of the ‘UK’s Best Garden Campus’ through the transformation and intensification of the heart of the campus, and allow its development as a walk-able environment while offering clear and easy access to the site by motor vehicle.
1. THE CAMPUS HEART
1. THE CAMPUS **HEART**: THE PRINCIPLES APPLIED
1. THE CAMPUS HEART: CAPACITY IMPLICATIONS: EXISTING

- **Site area:** 6.7m sq ft
- **Built floorspace:** 2.65m sq ft
- **Committed and medium term projects:** 0.7m sq ft (net)
- **2,000 bed spaces:** 0.75m sq ft (gross)
- **In total:** 1.45m sq ft
Low density
33% uplift

At least +900,000 sq ft

i.e.

This can easily accommodate all of the committed and medium term projects (700,000 sq ft)
1. THE CAMPUS HEART: MEDIUM DENSITY

**Medium** density
66% uplift

+1,750,000 sq ft

i.e.

This can easily accommodate both the committed and medium term projects

AND

the planned 2,000 bed spaces
**Maximum density**  
100% uplift  

+2,650,000 sq ft  

i.e.  

This can accommodate almost twice the University’s current ambitions
2. THE PARKLANDS

The Northern Land Holdings

The Campus Heart

The Parklands
2. THE PARKLANDS

The Parklands - the green open space that surrounds the existing heart of the University - are a great asset in providing a green setting to the University and as a landscape demarcation from the City.

This green setting is also a major part of the University’s attractiveness to both students and academic staff. Unfortunately, use of the green landscape is at present limited to the open area to the south of the University library, the connecting footpaths and the sports pitches; external spaces could be a much greater asset to the University if they provided variety in appearance, visual amenity as well as year-round spaces for gathering and social interaction.

The Parklands are by no means devoid of buildings at present, and indeed many of these buildings add to the character of the Parklands. They are more dispersed within the campus and stand as satellites or pavilions within the open landscape. Most often, they contain uses which are not core to the University but which contain complementary uses such as the Innovation Centre, Chaucer College, maintenance facilities and sports pavilions. Very often the existing Parklands buildings are some of the most historic of all the campus buildings, such as Beverley Farmhouse, Hothe Court Farmhouse and Farmyard to the north of Parkwood, and the West and East Oast Houses nearby.

The master plan concept therefore proposes that the Parklands and the historic buildings within the University campus are preserved and enhanced as a complementary landscape asset around a more coherent and intensified campus core. However, the Parklands will also provide a location for the continued development of new buildings and other facilities as and when appropriate. Such buildings will be designed as ‘landscape buildings’ or ‘pavilions in the landscape’ which could include appropriately-designed functional commercial or academic buildings, as well as landscape components such as gazebos, mazes, observatories, open-air theatres and so on.
2. THE PARKLANDS
2. THE PARKLANDS

Parklands will be characterised by a significantly lower density of buildings than in the campus heart and a greater focus on open green landscape. The appropriateness of new buildings in the Parklands will be judged against whether or not the design and setting enhance the landscape character and personality of the Parklands.

New streets will emanate from Campus Walk (the east-west axial link) into the Parklands, in order to provide a network of communications between the campus heart and the pavilions in the Parklands landscape. This will reinforce the coherence of the new master plan and ensure that the principal routes are animated at all times, and attractive, safe routes for walking and cycling.

Stowe School in Buckinghamshire is a traditional example of a Parkland environment enhanced by pavilions situated within it.
As described above, the master plan concept promotes the reinforcement of three distinct parts of the overall University campus: the Campus Heart, the Parklands to south of the campus heart, and the Northern Land Holdings to the north. Built development within these three character areas will follow completely different rules and be physically separate from each other.

In developing the Northern Land Holdings, this physical separation will necessitate the creation of a new link between Tyler Hill Road and the Campus Heart. Although public roads (Whitstable Road and St Stephens Hill) already enable connectivity with Tyler Hill Road, these options are circuitous and prone to congestion at peak times of the day.

Three different ways to create a more convenient on-campus link are suggested below:-

1. The existing Crab & Winkle Way could be upgraded and widened from a pedestrian and cycle route to provide a route for vehicles,
2. The disused rail line which runs to the west of St Stephens Hill could be acquired and upgraded for reuse, and
3. A completely new and direct street could be created through the existing fields.

Of course, none of these need be considered as options, and all three routes might be constructed to enable good pedestrian, cycle and vehicular connectivity for University students, staff and visitors.

Such links could form part of a new ‘Park and Ride’ scheme, utilising land in the ownership of the University on both sides of Tyler Hill Road for open car parks. Such a scheme would not only release space for development or for new squares and gardens, but it would also enable a more eco-friendly pedestrian dominant environment in the Heart of the Campus.
2. THE PARKLANDS
A NEW PUBLIC LINK BETWEEN THE UNIVERSITY AND CANTERBURY  
‘THE UNIVERSITY RAMBLA’

As noted earlier in this report, the University of Kent enjoys an advantage over other Universities from the post-War era in enjoying a close physical proximity to its host City of Canterbury. The campus is located only ?? miles from the city centre, which makes it a very accessible for walking and cycling between the two destinations. Many students and staff who live in Canterbury already take advantage of this close proximity and walk to and from the University every day.

There is already a very well-established walking and cycling route between Canterbury and the University called the ‘Crab and Winkle Way’, which forms part of Sustrans Route 1, itself part of the national walking and cycling network. Further afield, this route connects the University and Canterbury City with Whitstable and beyond in the north and via Dover to the Sustainable Transport network in Europe.

Also along this route, between the city centre and the University, is Canterbury West rail station, which connects Canterbury with London via the high-speed rail line. Many University students, staff and visitors who use this station also choose to walk or cycle between campus and station along this route rather than negotiate the Whitstable Road that can become very congested at peak periods.

Although it is a great asset, the Crab and Winkle Way follows a slightly circuitous route through existing residential streets which some residents find noisy and disruptive, especially when used by students late at night. The route utilises dimly lit alleyways and a tunnel which are not overlooked and which are intimidating after dark. In addition, the shared route is often quite narrow, and fast moving cyclists (downhill at least) are often a hazard to pedestrians.

Interestingly, the Crab and Winkle Way takes its name from a (now disused) historic rail line that once connected Canterbury West station with Whitstable. The route of this disused rail line is still largely in evidence today as a tree-lined embankment, which runs in relatively straight line between the south side of the campus and Canterbury West station. This disused line provides a splendid Master Plan opportunity to provide a new and more direct alignment for the Crab and Winkle Way, which in turn would be more generous in width as a shared pedestrian and cycle route. If the land could be acquired to establish this route, it could in due course become a wonderful new tree-lined boulevard that could in turn provide a direct route for a sustainable public transport system or ‘people-mover’ between the University and the City. A new link to the north side of Canterbury Station, as well as a new station entrance here, would avoid the bottleneck of the existing pedestrian tunnel under the existing rail line.

2. THE PARKLANDS
3. THE NORTHERN LAND HOLDINGS

The Northern Land Holdings

The Campus Heart

The Parklands
The University estate also extends significantly to the north of the campus core, up to and beyond Tyler Hill Road. This land ownership has been assembled during recent years in order to secure the property interests of the University, and to provide potential expansion space for additional University facilities in future years. The land is currently utilised as farmland under short-term tenancies.

The concept master plan study has considered the potential contribution this area could make to the University Campus over the next 50 years.

The consolidation and intensification of the heart of the campus, on the ridge-line along which Giles Lane travels, is seen as fundamental to the growth of ‘place’ at the University of Kent. It will be an important first step in the continued evolution of the master plan. Dispersal of University facilities in the northern land holdings is therefore not considered to be a viable or desirable part of the growth of the University in the short to medium term.
3. THE NORTHERN LAND HOLDINGS
3. THE NORTHERN LAND HOLDINGS

However, our vision assumes that this land holding could present opportunities to assist in the growth of the University and in the development of Canterbury itself in two significant ways:

1. To provide space for car parking for staff, students and visitors to relieve the pressure on space in the heart of the campus. This might take the form of a ‘Park and Ride’ scheme in discreet parking areas in the northern land holdings, which would be connected to the heart of the campus by means of a shuttle bus service. This shuttle bus could either access the campus utilising the existing public roads (ie: Tyler Hill Road, Whitstable Road and St Stephen’s Hill), or take advantage of a new cross-campus route that could be created to link to Giles Lane and the new Campus Walk.

2. As a satellite development which might accommodate a commercial hub or a research and innovation campus which is linked to the University but not part of the core campus facilities. As described above, this satellite would be connected to the heart of the campus by means of a shuttle bus service and other ‘green’ transport links (e.g. cycle ways).
In the concept master plan, we have carefully considered the most appropriate place to create development in the northern land holdings at some future stage.

Once again, the geography of the land has played some part in our thinking; travelling north from the heart of the campus, the land falls away from the ridge line along which Giles Lane travels, into a small valley fed by the Sarre Penne stream, which flows from west to east through the existing fields. North of the stream, the land climbs again up to the next ridge-line. Like Giles Lane to the south, this higher ground provided a dry route along which another east-west connector was established historically between farming communities.

Tyler Hill Road connects the villages of Blean in the west and Tyler Hill in the east, and follows a winding route between the farm fields. Access to the northern land holdings is currently made along the combined public footpath and cycle route which connects Canterbury with Whitstable, and which forms part of the Sustrans National Cycle Route 1.

The green open space that constitutes the northern land holdings of the University is a considerable landscape asset in providing a green setting to the north of the University. We believe that this landscape setting should be retained as a distinct northern edge to the heart of the university campus.

However, like Giles Lane to the south, the ridge-line occupied by Tyler Hill Road does provide an opportunity to create a ‘disaggregated’ satellite development between Blean and Tyler Hill, which would exploit this more independent part of the campus for a linked commercial hub/research and innovation campus, but which would not join the two existing settlements. This location would not only take advantage of the transport connectivity provided by existing public roads, it could also be connected to the heart of the campus by a new cross-campus route or routes.
3. THE NORTHERN LAND HOLDINGS

Rural Business Clusters:
- Fast broadband
- Good Transport Links
The creation of high quality affordable development land linked to the University would create unrivalled opportunities for high value business growth in this part of Canterbury.

At the moment there is a gap in productivity between rural and urban areas, but recent research shows that there are an increasing number of business start-ups in rural areas and that entrepreneurs are now more likely to start a new business in a rural area than in a town or city.

The proximity to the University and good existing public transport links on the Whitstable Road means that access to Canterbury city centre is easy and access to HS1 a major attraction for start-ups.

Greater opportunity for parking would also prove an attraction for younger businesses needing an external focus and highly qualified staff.

In addition, the government and local authorities are investing £1.7bn into high speed broadband in the countryside, which will be available to 95% of the UK by 2017. Improved digital infrastructure would improve access to education, skills and new economic opportunities.

Digital connectivity could attract a major knowledge economy and business innovation cluster in this part of Kent similar to California’s Silicon Valley, and the UK’s own Cambridge Cluster.

It could produce some science linked innovation that would be complementary to the larger developments at Discovery Park, as it could provide flow-through businesses as well as other more locally focused high value start up opportunities.

This would not only benefit local communities - in terms of jobs and start up locations - but would also help to reinforce both the University’s and Canterbury’s sense of place and civic pride.

Faster broadband and better transport links could help the rural economy grow and use of technology means the environment does not have to be damaged - there could be a healthy environment combined with a healthy economy.

In order to realise this growth and development potential, new or different forms of funding would be required together with some rationalisation of land holdings.
3. THE NORTHERN LAND HOLDINGS
3. THE NORTHERN LAND HOLDINGS
7. IMPLEMENTATION OF THE VISION: ‘EARLY WINS’ PUBLIC REALM STRATEGY
THE FARRELL VISION

This Concept Masterplan Study has set out a unique Vision for the evolution of the University of Kent, to plan for the future in order to deliver another successful 50 years.

The Farrell Vision builds upon Holford’s original 1960’s masterplan concept for a University community that inhabits this distinctive hilltop location overlooking the historic City of Canterbury, and which benefits from dramatic views and a very green setting that infiltrates into the heart of the campus.

SUMMARY OF THE MASTERPLAN CONCEPT

In this, the University’s 50th anniversary year, the Farrell Vision has three main goals:

- To support of the University’s 2015 review of their Estates Strategy
- To create an overall plan for the future of the whole campus, as a template for growth and evolution for the next 50 years, and
- To take advantage of future plans for growth to bring a new focus upon creating a sense of place through a careful and considered ‘Space Positive’ approach to future development
IMPLEMENTATION OF THE VISION

Autumn signifies the new academic year.

Art in the new squares and spaces.

Gathering spaces in the campus heart.

Productive and healthy landscapes.

Lighting the campus in winter.

Spring signifies the conclusion of the academic year in the campus walk.
THE WAY FORWARD
In his book ‘Shaping London’, Sir Terry Farrell used his many decades of experience as an urban planner in London to engage with the form, shape and history of that city, and to highlight the many layers that inform it as a place, both natural and man-made. He developed these thoughts further in his more recent publication ‘The City as a Tangled Bank’, in which he drew inspiration from Darwin’s exploration into the grandeur of the complexities inherent in nature, and in which describes a parallel concept he calls ‘urbiculture’:

‘When working at an urban terrain, I take the view that everything is where it is for a reason. The architect-planner should be like a city-psychoanalyst with the city ‘on the couch’…to engage with evolution, layering and the everyday…what is the history of a place? Why is it here? What could it be? What does it tell you it wants to be…?’

As a fundamental principle underlying the new Vision therefore, we have described a masterplan concept for the University of Kent that advocates variety, complexity and diversity over uniformity, simplicity and homogeneity. As a result, the masterplan concept sets out a narrative for the campus of three quite different component parts, and to reinforce the differences between the Campus Heart, the University Parkland and the Northern Hub.

THE UK’S BEST GARDEN CAMPUS
By placing emphasis on the creation of better defined spaces between the new and existing buildings, this study describes the big opportunity for the University of Kent to evolve as the ‘UK’s Best Garden Campus’.

The Farrell Vision has taken an overview of the whole University campus, including the wider landholdings beyond the core of the campus, and sets out a direction for development of the three principal components of the campus.

IMPLEMENTATION OF THE VISION

- The Campus Heart
- The University Parkland
- The Northern Hub

In each case, the masterplan concept takes landscape as its starting point and advocates a ‘space positive’ approach to each character area of the masterplan, whilst at the same time developing the strengths and the individual characters of the three principal components of the campus.

In 1965, the original Holford masterplan had the difficult task of creating a University community out of agricultural land. Having successfully achieved that goal, the task for the Farrell team in 2015 was to build upon the success of the original plan and to create a template for the future in which the University campus is recognised and celebrated for its outstanding Sense of Place.

The masterplan concept not only provides a template for the development of more academic and residential accommodation through a more efficient and consolidated use of space, it also advocates the creation of spaces between buildings that are more coherently defined and that will further reinforce the landscape qualities of the University.

Amongst the greenest of all University campuses, the University of Kent enjoys a Parklands setting and is surrounded by some of Kent’s most attractive countryside. The Farrell Vision creates a clear and unique brand for the University as a great place to be for both students and staff, in an increasingly competitive market.
IMPLEMENTATION OF THE VISION
THE OPPORTUNITY FOR EARLY WINS

Having described a strong masterplan concept in the earlier part of this document, and having achieved ‘in principle’ support for those ideas from the University stakeholders, the next steps in the process of delivering the Vision will be to determine a programme of new interventions to transform the physical environment of the University.

Two areas within the masterplan concept suggest themselves as fitting opportunities for ‘early wins’:

1. The new Gateway Squares in the Campus Heart linked by the Campus Walk

2. A potential First Phase of the Northern Hub

Both opportunities are described in more detail in the following sections below.

We believe that there is a significant opportunity to begin to deliver the masterplan concept of the UK’s Best Garden Campus through the transformation of the Campus Heart.

As a first step in the implementation of the masterplan, we propose that the concept is developed in more detail to deliver the two new Gateway Squares and to complete the ‘Campus Walk’, the primary west-east route that will connect them.
1. THE CAMPUS HEART: COMPONENTS OF THE CONCEPT

The West Square

A new landmark space that will serve as a ‘front door’ from the West. This will be established at the junction of University Road and Giles Lane. This part of the campus already operates as a major arrival and departure point in the campus, but it is not well defined as the ‘Gateway Space’ the University deserves.

The brief for this space should be discussed and the programme agreed from the outset:

- This space could become the main ‘Gateway Square’.
- It will provide a location for new landmark buildings at the heart of the campus and a gathering space for the whole University.
- From this point within the campus, orientation should be clear and instinctive.
- All forms of public transport should arrive and depart from here. It should be pedestrian-dominant and largely vehicle-free.
- This space should be lively and fronted by active uses. It should have year-round a programme of events; annual festivals should be celebrated here and the space could be decorated to reflect the changing seasons and key points in the University calendar.
The East Square

- A second landmark space will become another gathering space to organise and orientate within the campus. Once again, the programme for this space is all-important:

- This second new square will be a major space located within the eastern part of the campus.

- It will be a new front door from St Stephens Hill.

- As this will be of secondary importance as an entrance square, the opportunity is greater in this location for formal and informal University gatherings within a fully pedestrianised space.

- Again, active frontages will be important, as well as a programme of concerts, films, festivals, markets and entertainments.
IMPLEMENTATION OF THE VISION

The Campus Walk

Between these two spaces, the Campus Walk should be reinforced as the primary east-west route through the heart of the campus.

- This ‘artery’ is already established as a busy, lively pedestrian-dominant route
- It would be more effective as a complete University ‘high-street’ between the two new Gateway Squares.
- The Campus Walk should be lined with shops, cafes, cultural and leisure buildings, student services and a variety of other active frontages and building entrances.
1. THE CAMPUS HEART: COMPONENTS OF THE CONCEPT
This process of placemaking and intensification within the Campus Heart would have several advantages:

- The impact of change would be most noticeable and most dramatic in the core of the campus.
- It would enable the creation of a strong ‘front door’ to the University
- It would begin to create a clear and legible mental map for the campus heart
- It would help create new development plots and ‘sweat’ the existing infrastructure
- It would create the setting for the proposed new Administrative and Student Services buildings.
- It would send out a strong signal of commitment to delivery of the masterplan Vision by the University to the outside world.

As we have described earlier in the report, creation of this set piece of places and spaces will provide the basis for a more structured and coherent campus layout. This part of the campus could become subject of a mini-masterplan study and implemented as a first phase of the masterplan.
IMPLEMENTATION OF THE VISION

2. THE FIRST PHASE OF THE NORTHERN HUB

Farrells Vision for the Northern Hub assumes that this land could contribute both to the evolution of the University as well as assist in the growth of wider Canterbury.

A second opportunity for early implementation of the Vision exists within the University’s land ownership in the Northern Hub, where it might be possible to create another first step toward the implementation of the concept for this part University:-

The Northern Hub: Blean Village

The parcel of University land in the north-west part of the campus adjacent to Blean Village could become a first phase of the Northern Hub.

Because of the proximity of this parcel of land to Blean Village, the use of this land may be more appropriate for the provision of housing than University facilities. This would be a good fit with the City’s need to provide more housing and the aspiration to grow the village.

This land could provide the opportunity for a high-quality residential development that would take advantage of the desirability of Blean Village as a place to live and the higher land values that this area generates. A development in this area might become a combination of high-end, high-value houses, family homes and affordable housing.

Development of this land adjacent to Blean Village could generate income to fund a second phase of the Northern Hub adjacent to Blean Church:-

The Northern Hub: Blean Church

In this area, our concept masterplan assumes the development of a Cricket Green and Pavilion immediately to the west of Blean Church, which could be a University facility shared with the residents of Blean Village. If this idea is acceptable to the City and to the Village, we might also be able to create another phase of housing between the new Cricket Green and Tyler Hill Road.

The introduction of further housing into this part of the masterplan might also provide funding for a pilot scheme for the first of the proposed University ‘innovation clusters’ to the south of the cricket green.
8. CONCLUSIONS AND THE WAY FORWARD
CONCLUSIONS AND RECOMMENDATIONS

Our concept master plan for the University of Kent is a blueprint for success. It builds upon the University’s powerful local identity, heritage, culture, and its sense of place to shape plans for future growth and investment.

The Victorians created successful places through inspired leadership, a clear vision and effective partnerships. The University of Kent now has an historic opportunity to capitalise upon its unique assets and significant investment in infrastructure to plan for growth and, in the process, to create a campus of even greater quality and character.

Our vision captures long term ambitions for Kent. It provides a strategic context for the many local endeavours that will bring it to fruition. This is not a statutory document and it is not intended to be prescriptive. It will be enriched further and shaped by subsequent conversations with Canterbury City Council, and with other stakeholders and the wider community.

The University has an opportunity to create a marvellous new ‘Garden Campus’, while rising to meet the challenges and ambitious targets of the 21st Century. Farrells concept master plan approach will significantly improve the capacity of the campus, support the potential of the University land holdings as well as its land value, nurture and enhance its renown as a ‘place’, and rise to new standards in cost efficiency and sustainability.

“Think long term, plan for the future, take many small steps and hold true to the Vision.”

Sir Terry Farrell 2014
To seize that opportunity we have the following recommendations:

- Create a diversity of **Green Landscapes of Value and Character**
- Identify the key areas of the Campus: **Heart, Parklands and Northern Hub**, each with its own identity and purpose
- **Intensify the heart of the campus** - consolidate rather than sprawl
- Begin to take a **Space Positive Approach to the Campus** - re-focus on the **spaces between the buildings** to create a variety of characterful places and spaces and high quality external environments
- Create a **clear and legible Mental Map**
- **Deliver a hierarchy of spaces**, supported by **Front Doors, Main Streets**, and the **Spaces and the Places** that enhance identity and character
- Create the **best campus on two legs** - Cars out, Feet In
- Strengthen the **physical, visual and intellectual links** with the City
- **Safeguard and enhance the views** of historic Canterbury
- Create a new Identity for the campus based upon public realm - the **Best Garden Campus in the UK**
- Create **Parklands** that can accommodate **low-rise appropriate development, and a green buffer** to the north and south of the Campus Heart, that will accommodate uses such as leisure, hospitality and community interaction
- Create a **Northern Hub** where **innovation and research** can be developed in collaboration with the University, which can **enhance local economic activity** and which can **promote links to wider developments in the County**
- Enable opportunities to work with the **City Council** and **Kent County** to **improve parking and transport linkages** in the area
- Link the **past, present and the future** as part of a new Campus Narrative
THE WAY FORWARD

As the way forward, we suggest a concentration of effort on the following steps:

1. SECURE THE SUPPORT OF THE UNIVERSITY STAKEHOLDERS
Such a support is necessary for the decision making process to continue and for the necessary resources to be invested in pursuit of the project.

2. SECURE THE SUPPORT OF THE CITY OF CANTERBURY
The development of a new approach to the expansion of the University is an opportunity to support a pro-active relationship and better understanding with local authorities.

3. ENSURE THE AGREED VISION IS WRITTEN IN THE LOCAL PLAN
Certainty is key for the delivery of this ambitious project. A positive relationship with local authorities and the agreement over the Vision as part of the Local Plan will ensure a more efficient planning process.

4. CONTINUE TO DEVELOP THE NEXT STAGES OF THE MASTER PLAN
At this stage, this work is a Vision aimed at inspiring and gathering stakeholders around a clear project.
This is a plan for the long-term and there is a long journey ahead before this vision can be realised.

**A. EARLY WINS**
Opportunities for projects that align with the master plan vision should be delivered early. Such projects will test the vision, help with the financing of its first stages and ultimately strengthen the case for the whole project by demonstrating the validity of the concept.

**B. A DETAILED MASTER PLAN**
In parallel to that first process, the concept will need to be tested and validated through developing a more detailed overall design along with the development of the business case.

**C. MASTER ARCHITECT**
To proceed, it will quickly become necessary to agree on a Master Architect appointment to conduct those studies and provide ongoing advice in the decision making process.

**D. ARCHITECTURE + ARCHITECTS**
As part of this mission, the time will come to design the architecture of the agreed building projects. In order to do so, architecture guidelines will need to be prepared for each project.

**E. IMPLEMENTATION AND PHASING PLAN**
Finally, the delivery of the master plan concept will require an implementation strategy, and a phasing plan will need to be defined and will need to take into account a variety of factors, including the uninterrupted running of the University activities, Financing, and construction management.
MASTER PLAN CONCEPT: THE BEST GARDEN CAMPUS IN THE UK
CONCLUSIONS AND RECOMMENDATIONS

1. **Intensify the heart** of the campus –
   Plan for **Growth, Flexibility and Competition**

2. **Take a Space Positive** approach to the Campus design:
   Create **Places and Spaces** that enhance **Identity and Character**

3. **Make the pedestrian the** **King of the Public Realm**

4. **Create a clear and legible** **Mental Map**

5. The **History of the campus** should be part of its **Future**

6. **Ensure the University is part of Canterbury’s evolution and growth**

7. **Strengthen the links between the Campus and the City**

8. **Plan to create the UK’s Best Garden Campus**
9. APPENDIX A: CREDITS FOR PHOTOS AND IMAGES
## APPENDIX A: CREDITS FOR PHOTOS AND IMAGES

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