

<b>York Cultural Quarter</b>				
<b>Development Plans</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>York Minster</b>	Completion of the Development stage of the Minster Master Programme. Construction of the masons' lodge.	Conservation of stone and glass in East Front together with work on the quires and clerestories. Construction of the Chapter House Yard temporary buildings. Development of interpretation scheme - manf 3D stations and AV programmes	Conservation of stone and glass in East Front together with work on the quires and clerestories. Development of the undercroft and South Transept Approach improvements. Improvements to the Chapter House Yard buildings. Interpretation development and installation within the Minster.	Conservation of stone and glass in East Front together with work on the quires and clerestories.
<b>York Theatre Royal</b>	Discussions with key partners, initial discussions with lead funders. Public consultation commissioned.	Appointment of Design Team, Public Consultation on design proposals. Detailed design proposals and planning applications. Submission of detailed funding applications.	Site work begin.	Handover of finished development, testing and full public launch
<b>York Art Gallery</b>	Development of the capital scheme to enhance facilities at the Gallery with a range of funders including Arts Council England together with applications for funding.		Secure funding for the capital scheme	
<b>The King's Manor</b>	No significant developments planned over the immediate or medium-term at the King's Manor.			

Development Plans	2008	2009	2010	2011
<b>1-9 St Leonard's Place (Rushbond plc)</b>		All timescales are indicative. Submission of plans to seek Planning Permission. Mixed use development to include luxury hotel, restaurants, retail, office and residential (town house and apartment) uses.		
<b>St Mary's Abbey Precinct</b>	Improved facilities at the Hospitium 2007-2008. Complete and open	Yorkshire Museum closes for refurbishment - the objective is realise its full potential in showing the Museum's collections of scientific specimens and archaeological artefacts in ways to challenge, excite and inspire.	Yorkshire Museum re-opens with four new galleries covering Roman, Medieval and prehistoric York together with an audio-visual history of the city.	The Museum Gardens capital project begins - to create a botanical garden which offers opportunities for learning, enjoyment and involvement for people in a safe and beautiful space in the heart of the city.
<b>York Central Library</b>	(Indicative) Development of Plans and discussions with key stakeholders.	(Indicative) Finalising of plans, consultation and planning applications. Transformations of the ground floor and creation of learning rooms.	Further building work dependent on funding.	

Development Plans	2008	2009	2010	2011
<b>National Railway Museum</b>	Phase 1, 2008-2012: Change perceptions of the NRM and develop, brand image, move into new audience markets, complete Phase 1 of the rebuild on site to create a dynamic new visitor experience with the Great Hall of the Museum. Preparing to welcome 1 million visitors to the NRM from 2012, remodelling the Great Hall and creating new hands on exhibitions keyed to provide learning opportunities for local students to become a key learning resource for all schools in the region, change people's perception of the Museum and develop a brand that articulates the Museum's ambitions, grow the proportion of visitors to York whose prime reason to visit the city is to come to the NRM, be a place of pride and instil a sense of ambition in York for local residents, position the Museum in readiness to progress to Phase 2 and 3 aligned to York North West and York's Cultural Gateway.			

<b>York Cultural Quarter</b>				
<b>Development Plans</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>York Minster</b>	Conservation of stone and glass in East Front together with work on the quires and clerestories.	Conservation of stone and glass in East Front together with work on the quires and clerestories.	Conservation of stone and glass in East Front together with work on the quires and clerestories.	Complete
<b>York Theatre Royal</b>	Complete	Complete	Complete	Complete
<b>York Art Gallery</b>	Expansion of the Art Gallery into the current City Archives space and create a new mezzanine gallery above the main gallery. A desire to create a rear entrance into the Gallery, linking into the Gardens - new pathways and a 'green route'	Capital project completes with improved facilities - exhibition space, café, shop, learning suite, storage, art library and toilets.	Complete	Complete
<b>The King's Manor</b>	No significant developments planned over the immediate or medium-term at the King's Manor			
<b>1-9 St Leonard's Place (Rushbond plc)</b>	St Leonard's Place development project starts.	St Leonard's Place development project completes		
<b>St Mary's Abbey Precinct</b>	York Art Gallery Capital Project begins	York Art Gallery Capital Project begins		
<b>York Central Library</b>	Further building work dependent on funding			

Development Plans	2012	2013	2014	2015
<p><b>National Railway Museum</b></p>	<p>Phase 2, 2012-2020: Dependent on the development of York North West. Creation of pedestrianised public realm with outdoor activities. A new Museum entrance within a Museum Plaza linked to the rear entrance of the railway station; development of high-quality eating and shopping experiences that become a destination in themselves.</p>		<p>Phase 3, 2012-2020: Dependent on the development of York North-West. Internal redevelopment of the visitor experience; a physical link via a new bridge over the East Coast Main line end the River Ouse to York's Cultural Gateway. New partnerships with hotel, conference and commercial exhibition space; develop high-quality eating and shopping experiences that become a destination in themselves.</p>	

<b>York Cultural Quarter</b>								
<b>Resources</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>York Minster</b>	Total development cost £1.4m	Total for implementation cost £17.5m - including East Front stonework £5.5m, Undercroft improvements £750k, Great East Window £1.75m, South Transept Approach £1m and Chapter House Yard works £650k						
<b>York Theatre Royal</b>	Improvements to existing theatre £1.2m	Link extension building £1.9m	Works to De Grey Rooms, professional fees, staff and other costs £1.9m	Complete	Complete	Complete	Complete	Complete
<b>York Art Gallery</b>		Significant costs - scaleable from £2m - £10m dependent on the size and features of the extension to the rear of the building. Ambitions lie at the upper end of this range however as this presents a rare opportunity to create a new, high - quality and unique public building for 21st Century York						
<b>The King's Manor</b>	No resources required as no developments planned for the building							
<b>St Leonard's Place</b>			Significant Investment - exact costings not available					
<b>St Mary's Abbey Precinct; Hospitium; Yorkshire Museum and Gardens</b>	Phase 1: Hospitium Development cost £450k. Complete	Phase II: Hospitium Development of the Yorkshire Museum £2m		Phase III: Development of the Museum Gardens £1m				

Resources	2008	2009	2010	2011	2012	2013	2014	2015
<b>York Central Library</b>	Initial development £100k, further funding will be required dependent on plans/ambitions for the building and service. External funding secured - but currently confidential.							
<b>National Railway Museum</b>		Overall cost of the project estimated to be £20m						

<b>York Cultural Quarter</b>								
<b>Sources</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>York Minster</b>	Heritage Lottery Fund, York Minster resources, City of York Council and private donations			Heritage Lottery Fund, York Minster resources, City of York Council and private donations				
<b>York Theatre Royal</b>	No information available at this stage							
<b>York Art Gallery</b>		Range of funders including Arts Council England			Range of funders including Arts Council England			
<b>The King's Manor</b>		None required						
<b>St Leonard's Place</b>			Private investment - undisclosed sources					
<b>St Mary's Abbey Precinct; Hospitium; Yorkshire Museum and Gardens</b>	Phase 1: Complete	Phase II: £1m has been secured to date. Other funding is being sought from Yorkshire Forward, Monument Trust and Renaissance in the Regions. Development of the Museum Gardens , £1m required in total.		Phase IV: Development of York Art Gallery £2m - £10m depending on scale. Funding from a number of funders including Arts Council England.				
<b>York Central Library</b>	£100k sourced initially, however, current budget constraints mean that development may be delayed until sources of funding can be secured.							



Sources	2008	2009	2010	2011	2012	2013	2014	2015
National Railway Museum		The NRM are fundraising from a mix of public & private sources toward £20m cost; including £7m bid to the HLF and discussions with Yorkshire Forward.						

<b>York Cultural Quarter</b>	
<b>Overall Development</b> (all dates are indicative)	
<b>2008</b>	Largely a development phase for the Cultural Quarter - with the Minster development stage of their programme complete, discussions underway within a number of stakeholders; York Theatre Royal, York Art Gallery and York Central Library. However, work has been completed on the Hospitium and the building is open, construction of the masons' lodge at the Minster is due to start and work begins to develop the range of facilities and exhibitions within existing buildings at the NRM.
<b>2009</b>	Over the next nine years, work will continue at York St John University (on the periphery of the Cultural Quarter as currently defined) to develop new space, adapt existing space and develop new courses and programmes to provide trained and educated people who will provide a key human element for the Cultural Quarter. At the Minster, while work continues to conserve the stonework and glass, temporary buildings are constructed in Chapter House Yard together with work beginning on the interpretative facilities. At York Theatre Royal, with a design team in place, consultation begins on proposals while planning and funding applications are drawn up. Similar work will be taking place across the road in St Leonard's Place as Rushbond plc make their plans for 1-9 St Leonard's known in detail. Work to finalise the designs for work at the Central Library take place together with consultation on proposals. The Yorkshire Museum closes for refurbishment while work continues on the first phase of developing exhibits and themes at the National Railway Museum.
<b>2010</b>	Work takes place at the Minster to improve access to both the South Transept and the Undercroft while the Chapter House Yard buildings are completed together with that of interpretative work inside the cathedral. Funding is expected to be secured for developments of the capital scheme at York Art Gallery while on the opposite side of the road at 1-9 St Leonard's Place developments should be settled and planning permission obtained for work to begin in 2012. The Yorkshire Museum reopens with four new galleries on York's history and way of life.
<b>2011</b>	Work continues at the Minster in conserving glass and stonework on the East Front as well as surrounding quire areas. Work is expected to be completed at the Theatre Royal together with testing and launch. York Art Gallery is expected to secure funding for their capital scheme and the development work on the Museum Gardens begins to restore the botanical gardens, secure volunteer and community participation, open up old vistas and new green routes.

<b>Overall Development</b> (all dates are indicative)	
<b>2012</b>	Work begins at York Art Gallery to expand into the City Archives space and to create new galleries both there and above the existing main gallery. Developments begin too, at the rear of the building to create a new entrance, improve public space and access together with facilities like additional space and a cafe. The work at 1-9 St Leonard's Place begins to create a key, mixed use building at the heart of the Quarter - with a boutique hotel, restaurants, retail and residential space. Work on Phase 2 of the NRM development work begins, the creation of a new pedestrianised public realm, new Museum entrance and the development of eating and shopping destinations set within a new plaza.
<b>2013</b>	While work continues on stone and glass conservation at the Minster, the work on York Art Gallery completes to improve facilities within the building; more galleries and exhibition space, a new café, shop, learning suite and art library. Work continues at 1-9 St Leonard's Place to develop a key, mixed-use building at the heart of the Cultural Quarter.
<b>2014</b>	Work begins to near completion on the East Front of the Minster while work is complete at York Theatre Royal and York Art Gallery. 1-9 St Leonard's Place development completes - providing a boutique hotel, retailing, restaurants and residential space (both apartments and town houses) - giving a major new facility at the heart of the Cultural Quarter. Phase 3 of work at the NRM, dependent on the development of York North West, begins. This work will link both the NRM and York North West with the heart of the city via a new pedestrian bridge, create new partnerships with hotel, conference and exhibition spaces and place the NRM and neighbouring restaurants and shops on the map as a destination in their own right.
<b>2015</b>	The Cultural Quarter is now largely complete in physical terms: it presents an entirely new perspective for the resident and visitor alike - a cultural and historical space, centred around St Mary's Abbey Precinct and the Abbey, stretching from NRM in the west to the Minster and York St John University to the North East with key buildings and facilities facing into it and linked by paths and green routes. With greatly improved facilities for both residents and visitors alike to enjoy the rich variety of culture that York is able to offer in improved and dedicated surroundings.

## **York Cultural Quarter**

### **York Minster**

The Dean and Chapter see the planned improvements to access at the South Transept as improving the Minster's links and attachments to the city - essentially as a gateway linking the church to the urban landscape. Moreover they see the Minster as providing not merely an important attraction but having a pivotal role in the economy of York - providing jobs and the opportunity for the development of important skills in many areas of preservation, development, interpretation and culture.

There are a number of improvements to the access planned at the Minster as part of their new south entrance. The most obvious of these are the new set of steps with improved access for wheelchair users; in a vesica shape - steps encircled on two steps by a ramp in stone. The ticket desks will move out of the Minster's south transept into two shops in Minster Gates as the public approach the cathedral and the ticket will then be checked in the Minster itself. There will also be a box office facility available at the Minster too.

There will be a temporary entrance at the West end of the Minster during construction in 2009, seen as less efficient but essential if works are to progress to schedule. Part of this work will be to improve disabled access to the undercroft - the area below the central crossing created by the programme to stabilise the central tower in the late 1960s and providing public access to the treasury, and the foundations of the present building and the earlier cathedral too.

The present programme of work to restore the glass and stone of the east window is progressing and while the glass is out for repair a colour representation printed by Hewlett Packard will be hung in its place. While the window is being worked upon by the Glazier's Trust there will be an opportunity to see the glazier's at work in Bedern via live screens in the Minster. A similar facility will explain the role of the masons and stonecarvers who work in the Minster Stoneyard in preserving the 800 year old cathedral.

The detail of the Minster's development programme is contained in a six volume bid to the Heritage Lottery Fund which centres on the themes of tourism enhancement through improved communication and interpretation and improved access to the building; particularly for those with a mobility disability.

**York Cultural Quarter****The King's Manor**

The King's Manor has a large and growing archaeological department and a medieval studies department - thus there is a footfall of some 400-500 students, academic and other staff in the building. There is no major expenditure or change of occupancy planned at King's Manor in the immediate or medium-term future (i.e. to 2015) so therefore no significant costs over and above maintenance and some internal changes of use.

There is sympathy from the King's Manor users for a throughway that is tempered by anxieties on the part of their security department about safety of users and property; petty theft is a significant problem as is small scale vandalism and occasionally other crimes. While security is an issue - e.g. the lane between King's Manor and the 1-9 St Leonard's Place building - this is an important opportunity for a more visible through route to the Museum Gardens and the city centre and the idea of a mutual security operation with all interested parties (City of York Council, York Museums' Trust, Theatre Royal and Rushbond plc) about the security implications of opening up routes in the St Mary's Abbey Precinct is being discussed. There is a need to balance security with the long standing desire for through routes and with an assumption that satisfactory solutions can be found to secure them.

**York Cultural Quarter****York Museum's Trust - York Art Gallery**

The overall objective which York Museums' Trust has set for the Art Gallery is to realise the potential of unused spaces in the building and improve access to the collection of designated fine and decorative art collections that are currently not on public display. The plan is to open more of it to view, involvement and enjoyment and physically connect the Gallery with the Abbey Precinct.

The project is to expand the Art Gallery into the space currently occupied by the City Archives, provide space for new galleries and particularly create a new mezzanine gallery above the existing main gallery. At the rear of the building there is a desire to extend the Gallery into the gardens and create a new entrance, provide a new entrance to the Precinct, linking with new pathways and a 'green' route. The extended space will provide accommodation for more displays and exhibitions including a contemporary programme as well as an improved cafe, shop, learning suite, storage, art library and toilets.

York Art Gallery, with a new rear entrance, will therefore become an integral part of the St Mary's Abbey Precinct with Exhibition Square being developed as an event space for the city.

In terms of timescale, the Museums' Trust will seek funding to develop the plan for York Art Gallery from a range of possible funders including Arts Council England in 2008-09 and secure funding from 2010. Arts Council England, for example, is committed to increasing funding to the visual arts across the country. The plan is to start the capital project in 2012 and complete in 2013.

**York Cultural Quarter****York Theatre Royal**

York Theatre Royal is working with York Conservation Trust on extensive plans for the development and expansion not only of its existing premises, but also into de Grey House and the de Grey Rooms - while they are already using the building to some extent, more space will become available when the relocation of the Visitor Information Centre (VIC) takes place in 2009.

It is proposed that there should be a connecting building between the theatre and de Grey House which will need to pay due respect to the importance of the existing theatre foyer. To make this connection possible, discussions are underway with NEDL to explore some of the difficulties presented by the electricity substation in the basement of de Grey House and the proposed relocation and upgrade.

York Theatre Royal has continuously evolved in response to the changing needs of audiences and the community with developments in recent years focussing increasingly on children, families and young people. Within the last 8 years the Theatre Royal has developed a new studio space to accommodate youth and community productions, created a vibrant youth theatre group for young people from 5 to 25, introduced a programme of theatre productions aimed specifically at children, and have initiated an extensive partnership with schools to support creative learning across all areas of the curriculum.

A good example of the Theatre working in collaboration with York's many cultural attractions and communities was the highly acclaimed production of the Railway Children, staged at the National Railway Museum which played to over 20,000 people in the Summer of 2008.

In addition to a striking new link building providing a single entrance to the theatre complex, the development will refurbish the de Grey Rooms (currently inaccessible to the public), creating new flexible rehearsal and performance space. This will provide facilities for better programme of activity with schools, enlarge the foyer to bring significant improvements for audiences front of house and allow the cafe bar area to move forward and providing the possible opportunity to glaze in the colonnade and move out on to the pavement should changes to the current level of vehicle traffic use take place.

**York Cultural Quarter****Rushbond plc: 1-9 St. Leonard's Place**

Rushbond plc acquired 1-9 St Leonard's Place and 2/4 Museum Street from the City of York Council, who continue to occupy the premises pending relocation.

Architects have been instructed to produce an initial scheme design. The scheme concept involves the reconfiguration and re-use of the existing buildings, the clearance of the low quality extension buildings and the development of a new building alongside. The new building element would offer an opportunity for an exciting new contemporary form of architecture to complement the refurbished historic buildings.

A mixed use development is envisaged to include a high quality luxury hotel together with restaurant, retail and office space as well as residential (town houses and apartments) uses with associated car parking. This would be significant development which would represent a major private sector led investment into the Cultural Quarter. It would add to the diversity of uses in this area and extend the hours of operation of the buildings into the evening times. A high quality luxury boutique style hotel would expand the range of hotel accommodation available within the City Walls. Additional restaurants would support and complement nearby attractions including the Art Gallery and Theatre Royal. There is an opportunity to provide space for retailers, particular seeking high quality and unique accommodation, as well as for office users, seeking a flagship office location. Residential uses can support the overall mix, add to the diversity of the total offer, and provide an appropriate use for this superb array of historic buildings.

A planning application is expected to be submitted in 2009/10 with redevelopment proposed for 2012 onwards.



**York Cultural Quarter****York Central Library**

The ambition is to transform York Central Library into an Explore Centre in partnership with Adult and Community Education in line with the Library Strategy (as detailed in 21st Century Learning:21st Century Libraries). The plan is to provide 6 Explore Centres across the city - the first opened in Acomb in February 2008 and the second in New Earswick July 2008.

The Transformation is planned in 3 phases:

1. Creation of a suite of learning rooms and transforming the layout of the ground floor including a new café. The library are currently working with the conservation officer and an architect to create a plan for this - taking into account the listed nature of the building. The aim is to demonstrate how the change will increase visitors and issues. Adult and Community Education are planning a series of learning programmes which includes ESOL and Skills for Life. This phase will also include a project with an external funder (which will last for 3 years) - so there will be additional funding coming in. Details of this are currently confidential.
2. A report will go to the Executive by the end of the year with recommendations for the future of the City Archives. One possibility is for the a move into the library although this would be dependent on capital investment and possibly a bid to the Heritage Lottery Fund.
3. Major building work to increase space - possibly through the addition of another wing upstairs - and complete the transformation. This phase would need approx £3m to £5m.

## **York Cultural Quarter**

### **York Museums' Trust: Museum Gardens, the Hospitium, St Mary's Abbey Precinct, York Art Gallery**

At present the buildings in St Mary's Abbey Precinct are disconnected, standing in isolation from one another with little interpretation of the buildings, landscape, trees and plants. Physical access to the site is limited and impossible in part for people with mobility difficulties and visitor facilities are poor or non-existent. A large section of the land behind York Art Gallery is physically inaccessible. The connection with the river is restricted owing to heavy tree canopy growth and large parts of the gardens are underused.

Visitors are currently unable to appreciate the 2000 years of history that is represented in the Precinct, its importance to the history of the city nor the role that it plays in the history of the country. There are many themes that could be developed that are currently unrealised - the Roman period, the medieval abbey and its community, the history of York, plants and trees, garden design and architecture are some of the themes which can be explored and interpreted.

In a wider context, the Precinct sits at the very heart of the city, including the National Railway Museum, the King's Manor, St Leonard's Place and Exhibition Square leading through to Dean's Park and York Minster. Within the Precinct itself the Yorkshire Museum is ideally placed to interpret the city's history as well as that of the region and the country through the collections and the built environment around it. While on a map the area of the Precinct can be clearly defined, on the ground form does not follow function and the various cultural institutions are seen as remote from one another - the meaning of the landscape is hard to understand and while there are fine views to be glimpsed, there is currently no overall sense of meaning to the landscape.

The ambition for the Precinct is to improve the urban realm and establish its identity and connectivity. This has evolved and developed through discussions within the Steering Group which include York Museums' Trust, the University of York, St Olave's Church, City of York Council and English Heritage with the two main stakeholders being the University and the Council. The involvement and support of the University of York is especially important because the King's Manor is situated within the Abbey Precinct.

The development of St Mary's Abbey Precinct is planned to take place in four phases:

Phase 1 - The Hospitium

Phase 2 - Reinventing the Yorkshire Museum

Phase 3 - The Museum Gardens

Phase 4 - York Art Gallery

These will need to develop concurrently between 2007 and 2013

## York Cultural Quarter

### **York Museums' Trust: Museum Gardens, the Hospitium, St Mary's Abbey Precinct, York Art Gallery continued...**

The work to develop the Hospitium is already complete and is the centre for York Museums' Trust Conference and Corporate Business. The income it provides will help towards the economic sustainability of the Trust and future investment in the development of St Mary's Abbey Precinct. Development of the building included installing a lift and internal stairs to the first floor, soundproofing, toilets, kitchens and offices. The project was completed in April 2008 and on budget of £450k.

Phase 2: Work to refurbish the Yorkshire Museum is scheduled to take place between 2009 and 2010 and aims to realise the Museum's full potential from its collections of scientific specimens and archaeological artefacts in a manner which will challenge, excite and inspire with a special focus on the Roman and Medieval periods. The Museum was established in 1830 and attracts 180,000 local residents each year as well as 70,000 visitors to the city. The ambition is to attract 200,000 visitors from a range of audiences to explore new galleries covering the city's Roman, Medieval and Pre-historic periods and an audio-visual presentation on the History of York in the Tempest Anderson Hall.

The development of the Museum Gardens in Phase 3 will seek to create a botanical garden offering opportunities for learning, enjoyment and involvement in a safe and attractive space in the heart of the city. The project will develop the garden which will extend from the historic Museum Gardens through to land behind York Art Gallery providing new gardens and public spaces. New pathways and green spaces and routes will be created with the gardens enhanced with new planting and interpretation with views re-established. An events programme will involve local people through an active volunteers scheme while events in the gardens will engage new audiences. The volunteers programme will be established in 2008 and consult local people in order to develop ideas and aspirations for the garden. A gardens manager has already been appointed to lead the project. Resources will be sought in 2009-2010 and the capital project is scheduled to begin in 2011.

Phase 4 seeks to develop the Art Gallery (more detail under the separate Art Gallery section) in such a way as to realise the potential of unused spaces and the designated fine and decorative arts collections that are not currently on display within York Art Gallery. The objective is to open more up for public display, involvement and enjoyment and physically connect the Gallery with the Precinct. There are plans to expand the Gallery into the space currently occupied by the City Archives, creating a new mezzanine gallery above the existing main gallery. There are plans to extend the Gallery into the gardens, create a new rear entrance linked to pathways and a new green route. This extra space will provide more displays and exhibitions including an improved cafe, shop, learning suite, art library and toilets. Exhibition Square is to be developed as an event space.

Resources will be sought from the Arts Council England amongst others in 2008-9 and secured from 2010. The capital project is planned to start in 2012 and be completed in 2013.

## **York Cultural Quarter**

### **National Railway Museum**

The National Railway Museum (NRM) which is part of the National Museum of Science and Industry, is the busiest museum outside of London and a considerable asset to both the city and regional economies. It costs around £6m to run each year with around £750,000 of that raised from internal trading. It directly employs 200 staff and 200 volunteers and indirectly supports 750 jobs in the wider economy, contributing overall £35m into the York economy each year. The NRM has a new vision of being a world class museum where people from all walks of life will chose to explore how railways help shape our world and seeks to be the North of England's premier heritage attraction, a dynamic 21st century experience with top class public facilities and the centrepiece of a new city centre quarter in York. Currently 800,000 people visit the museum each year and the ambition is to develop this to a steady 1,000,000 from 2012.

The short/medium strategy (2008-12) which will set the scene for later, more dramatic, developments to the Museum and its environs, is to change public perceptions and brand image, move into new markets and complete Phase 1 of the redisplay on site, creating a dynamic new visitor experience within the Great Hall of the Museum which aligns the Museum to the aspirations of the York North West project and assists with the desire there to forge strong routes and connections with the rest of the city.

The Great Hall project will combine new and improved facilities for visitors with more engaging displays - enabling visitors to explore the impact railways have had in forming their lives. The ambition is to increase visitor numbers to over 1m in 2012 which will stabilise to around a million over the following four years with a greater proportion of visitors being from outside the region and who elect to stay overnight in the city. A key element in changing public perceptions of the NRM is to change the on-site cultural offer and begin to redevelop the brand by becoming a story-led museum offering a diverse programme with the multiple interpretations audiences are seeking. The Museum's website will be redeveloped and the possibility of an on-site temporary exhibition space capable of taking international quality exhibitions will be explored.

The long term strategy (2012-2020) is for the Museum to become a core part of a new cultural and leisure quarter in the city, within a pedestrianised public realm and with green spaces providing outdoor activities. There will be a new entrance to the Museum with shopping and eating facilities sited within a new Museum Plaza. With the construction of a new bridge over the River Ouse and the East Coast Mainline, the museum will become linked with the railway station in one direction and the centre of York in the other. The immediate site development will include other improved facilities too, a new hotel, expanded conference facilities and commercial exhibition space.

The cost of this project is about £20 and the NRM are actively fundraising from a mix of public and private sources, including a £7m bid to the Heritage Lottery Fund, which has been submitted, and ongoing discussions with Yorkshire Forward.