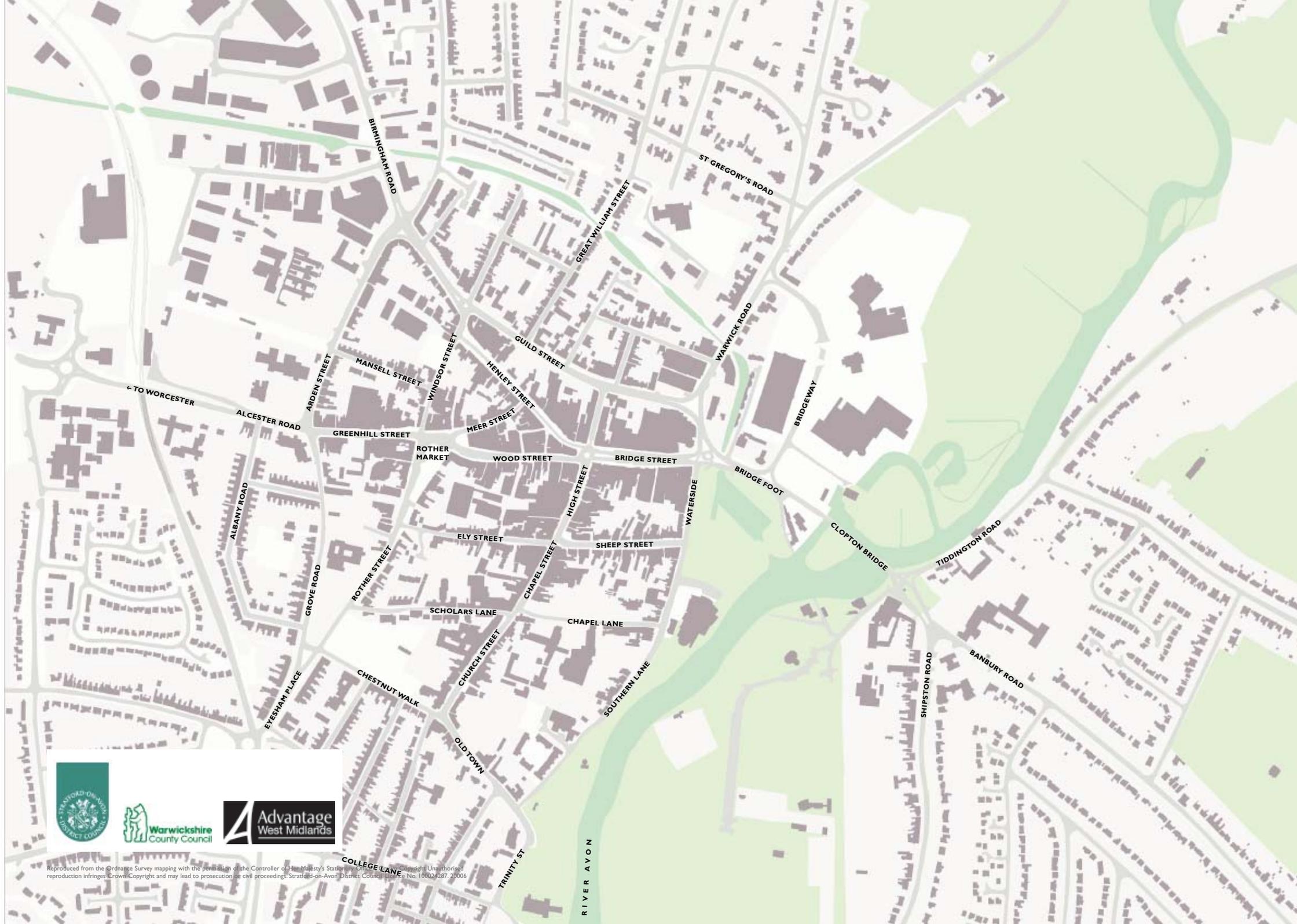




**Stratford-on-Avon District
Local Development Framework
Urban Design Framework for
Stratford-upon-Avon**





TO WORCESTER

BIRMINGHAM ROAD

ST GREGORY'S ROAD

GREAT WILLIAM STREET

WARWICK ROAD

ARDEN STREET

MANSELL STREET

WINDSOR STREET

GUILD STREET

HENLEY STREET

MEER STREET

BRIDGEWAY

ALCESTER ROAD

GREENHILL STREET

ROTHER MARKET

WOOD STREET

BRIDGE STREET

BRIDGE FOOT

ALBANY ROAD

GROVE ROAD

ROTHER STREET

ELY STREET

SHEEP STREET

WATERSIDE

HIGH STREET

CLOPTON BRIDGE

TIDDINGTON ROAD

SCHOLARS LANE

CHAPEL LANE

ETESHAM PLACE

CHESTNUT WALK

CHURCH STREET

SOUTHERN LANE

SHIPSTON ROAD

BANBURY ROAD



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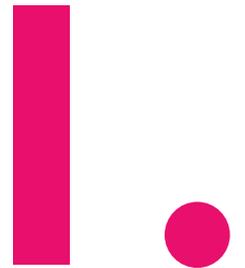
Project Team

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I. A World Class town



1.1 An Urban Design Framework for Stratford-upon-Avon

This section explains the need for the Stratford-upon-Avon Urban Design Framework in the context of the challenges and opportunities the town currently faces

Introduction

Stratford-upon-Avon is changing. The aspiration for Stratford to become a world class town creates a need for physical change to accommodate new facilities and create a better environment to realise the potential of Stratford's outstanding historic assets. This Urban Design Framework will be a significant tool in achieving a step change in the quality of Stratford-upon-Avon's environment. The Framework has been conceived under the World Class Stratford initiative and will be vital in achieving the aspirations of the local community.

An Urban Design Framework

The Urban Design Framework seeks to translate the World Class Vision, adopted by the people of Stratford, into physical and spatial projects which, taken together, will transform the town.

There are three principal parts to the Framework – a movement strategy, a landscape and public realm strategy and a development strategy.



I.1 An Urban Design Framework for Stratford-upon-Avon

World Class Stratford context

The Urban Design Framework (UDF) has been produced through a partnership approach under the World Class Stratford initiative. It has been steered by the World Class Stratford Strategy Group whose members include Stratford-on-Avon District Council, Warwickshire County Council, Advantage West Midlands and Stratford Town Management Partnership, working in conjunction with Stratford Town Trust, Stratford Society, Shakespeare Birthplace Trust and the Royal Shakespeare Company.

The UDF project represents the second phase of the World Class Strategy Group's work. Phase I is currently underway and involves the transformation of the public realm around the Royal Shakespeare Company's theatres.

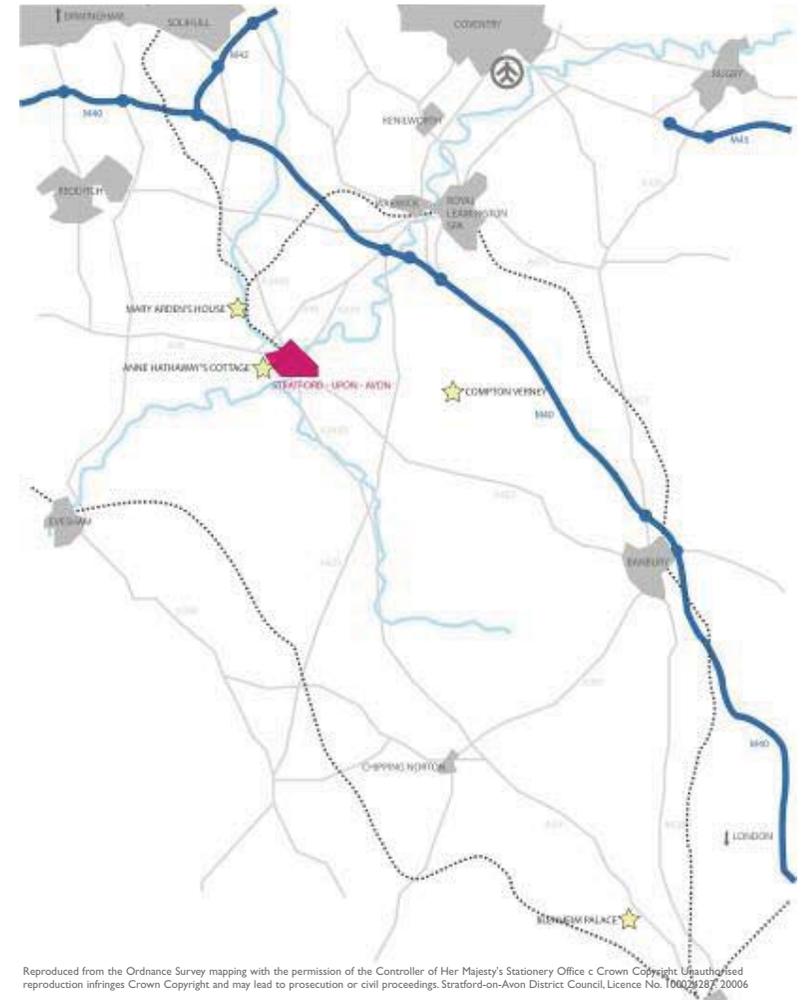
A significant amount of public consultation and engagement with local stakeholders has been instrumental in developing and refining the UDF and the World Class Stratford Strategy Group would like to thank all those who provided their comments and valuable input.

Stratford-upon-Avon

Stratford-upon-Avon has a world famous reputation founded primarily on its Shakespearian legacy. It is one of the country's top tourist destinations and attracts millions of visitors every year. Despite this, Stratford-upon-Avon remains a relatively small town with a resident population of around 25,000 people.

Stratford is located in the West Midlands Region, to the south west of Warwick and Leamington Spa. The M40 motorway passes to the north and east of the town, providing access to London and to the north via Birmingham. Stratford town centre is located at the confluence of the A439 (from Warwick), the A422 (to Banbury) and the A3400 (between Birmingham and Shipston). Stratford has a rail station which is located at the end of a line providing access to Birmingham and London.

Stratford is a medieval town with much of its historic fabric intact. However, the high volume of tourists it attracts places a huge burden on the town's infrastructure.



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Stratford-upon-Avon's regional context and location

I.2 Role of the Framework

This section outlines the status and role of the Urban Design Framework

Role of the Urban Design Framework

The Framework provides a strategy for delivering change over the next 20 years. The Framework's terms of reference are taken from the 2020 Vision for Stratford-upon-Avon developed in consultation with local people. The objectives which this embodies are set out on the following page.

The Urban Design Framework (UDF) sets out design principles to govern spatial change in Stratford-upon-Avon. It answers questions such as:

- What type of development should occur and where?
- Which areas need to be enhanced?
- Which land uses should be introduced?
- What infrastructure improvements are necessary?

It will be used by planners, developers and the community to guide planning

and design decisions, providing clarity and certainty.

Status of the Framework

This document has been adopted as a Supplementary Planning Document, and as such will be a key material consideration in future changes in the town.

Given its supplementary status, the Framework largely limits itself to those aspects which can be addressed by the existing policy framework set out in the Stratford-on-Avon District Local Plan Review.

The Local Plan was adopted in July 2006, and work is now underway to produce the Local Development Framework which will eventually replace it. This part of the UDF has been prepared as an SPD under the relevant Town and Country Planning (Local Development) (England) Regulations 2004. This requires the undertaking of a



Local stakeholders involved in active consultation

I.2 Role of the Framework

Sustainability Appraisal and a significant amount of informal and formal consultation.

The policies supplemented by this document are identified at relevant points throughout. Most particularly, the document is intended to assist the control of development on key identified sites.

Under Policy EF.3 the Bridgeway area and riverfront corridor are identified as an Area of Restraint. The guidance in the UDF for the Bridgeway area promotes change that reflects the spirit of the Area of Restraint policy.

Redevelopment of the Bridgeway area represents the most important opportunity Stratford currently has. A new policy framework may therefore be required to manage and enable this transition. It may be that the appropriate vehicle to take the UDF forward is by way of an Area Action Plan for the town centre and the Bridgeway area specifically.

Document structure

The document is divided into the following sections:

- A World Class town
- A context for evolution
- Movement strategy
- Landscape and public realm strategy
- Development strategy
- Tourism and events
- Benefits

A separate implementation plan has been prepared which supplements this document.

The 2020 Vision for Stratford-upon-Avon

The objectives of the Vision are to ensure Stratford-upon-Avon provides an excellent quality of life and a healthy economic environment for its residents, businesses and visitors by:

- Facilitating the development of Stratford-upon-Avon as a centre of excellence for a range of functions, including education, culture, leisure and tourism;
- Ensuring Stratford-upon-Avon remains as one of the country's pre-eminent cultural destinations by improving the quality and variety of the visitor experience to world-class standards;
- Ensuring that Stratford-upon-Avon meets the challenge to be the most significant and rewarding place for experiencing Shakespeare's legacy and genius;
- Affirming the perception of Stratford-upon-Avon's unique qualities and attractiveness by seeking to achieve World Heritage Site status;
- Improving the ways we conserve, interpret and present Stratford-upon-Avon's historical, architectural and landscape heritage;
- Identifying and maintaining a strong sense of place and local distinctiveness in all new development;
- Ensuring an adequate supply of affordable housing;
- Identifying how to co-ordinate new developments and public spaces to create a distinctive whole, integrated with the existing fabric of the town;
- Identifying suitable development that is sustainable, mixed-use, distinctive, high quality, attractive and reduces the need to travel.
- Improving the publicly accessible areas and connectivity within Stratford in order to enhance the visitor experience and create an environment that will support business growth and job creation within Stratford.
- Working with partners to;
 - improve traffic movement in and around town, and
 - create an effective public transport interchange for the town.

1.3 Why is a Framework needed?

The past few decades have seen a number of factors come to the fore which has brought the town towards a crucial point at which change must happen to ensure long term sustainability

Introduction

Before considering the scale of change which the Framework suggests, it is important to outline why such significant development is required.

Local people are well aware of the environmental quality and transport issues which have progressed to a point where they are negatively affecting everyone's enjoyment of the town. The key issues for which action is required are outlined, against which the main causes and drivers are set.

Key issues facing Stratford-upon-Avon

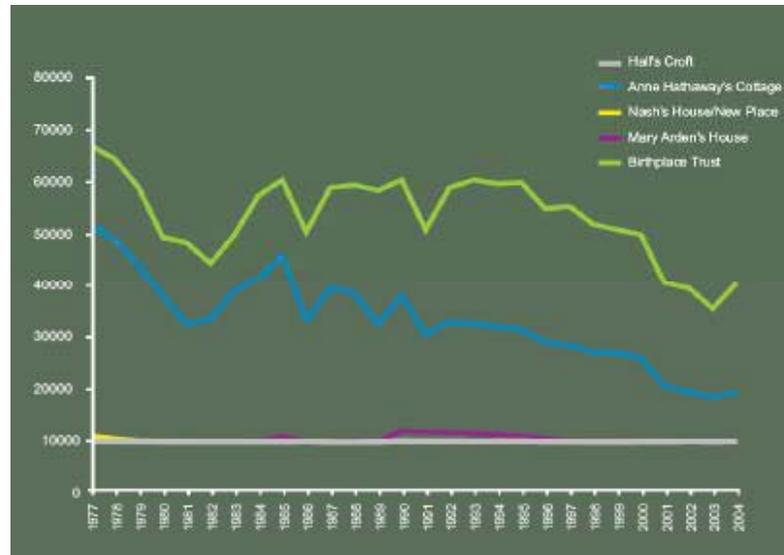
- Declining visitor numbers;
- Short visitor stays and low spend;
- Reduced resident satisfaction;
- Ageing population and lack of employment opportunities to retain young people and graduates;
- House prices are high meaning many cannot afford to live in the District;
- Central congestion;

- A poor pedestrian environment;
- Significant volumes of heavy vehicles using Clopton Bridge;
- Large volumes of cross-town traffic;
- Intrusive on-street car parking in the town centre;
- Low usage of the Park and Ride;
- Buses using Wood/Bridge Street as an "open air" bus garage; and
- Visitor coaches driving through the town centre to give instant views.

Main causes and drivers

Global

- Changing lifestyles where people have more leisure time and greater disposable income to spend on leisure activities and holidays;
- Evolving tourist industry with a wider and higher quality offer;
- Natural resources are being depleted forcing a switch to lower consumption rates and more sustainable practices;



Visits to Birthplace properties 1977 - 2004

I.3 Why is a Framework needed?

and

- Pressure to change lifestyles and industry to address the causes and impacts of climate change.

National and Regional

- Retail competition from other centres in the region is winning customers from Stratford;
- High-level movement strategies stress the need to develop more sustainable movement patterns; and
- Nationally, there are higher expectations with respect to environmental quality.

Local

- Stratford-upon-Avon was built around Clopton Bridge which today still provides the main east-west vehicular link between the town centre and Bridgetown;
- There has been limited major development or investment in visitor infrastructure;
- An imbalance in the location of car parks around Stratford means there is no short stay car parking on the Trinity Mead side of the town;
- There are no significant restrictions on bus parking and waiting and on coaches travelling through the town centre;
- There is a lack of an up-to-date parking strategy; and
- There has been limited investment in the town centre environment over recent decades.



In terms of visitors to Stratford over the next fifteen years, there needs to be a recognition that an ageing healthier population now has an extra lifetime to work, play and learn. Niche activities and personal fulfilment will be key drivers of tourism and leisure activity. Different structures of visiting, broader than simply the nuclear family or couples, with generational groups and multiple friends will require alternative accommodation types, products, pricing and marketing. A warmer climate will have an impact upon the length of the visitor season and the extension of the visitor day into the early evening, potentially drawing more visitors, or extended activity within the visit to Stratford.

Tourism businesses and destinations will need to clearly differentiate their product offer, tailoring themselves to optimise the town's specific attraction over other destination types.

Fundamentally this is at two ends of the spectrum – passive, reflective, well-being focused on space and an inspirational location; alternatively activity through greater participatory and event based products.

All these opportunities will clearly also be pursued by other competing destinations within the region, country and worldwide. To achieve greatest success within Stratford, clear marketing offers and quality appropriate products and infrastructure will need to be invested in.

I.4 World Class vision

The Vision which underpins the Framework is to establish Stratford as a World Class town - that is “a town, both to live in and to visit, which is as good as the best in Europe and beyond”

The Urban Design Framework is a spatial strategy and as such has three key components:

- 1. Movement Strategy** – providing a sustainable movement strategy for the town of Stratford-upon-Avon which draws on the County Council’s Local Transport Plan (LTP). The Strategy will seek to establish strategic and pragmatic guidance to key movement objectives facing the town in the short and long term future. In doing so, it will inform the LTP Stratford Transport (STS) Review which is now underway.
- 2. Public Realm Strategy** – providing an overview of how Stratford’s streets and public spaces should be improved in a co-ordinated way.
- 3. Development Strategy** – providing a comprehensive and integrated strategy to help bring forward key sites in the town for redevelopment.

Together, these three elements will steer the town towards a prosperous future and help deliver a world class environment befitting a world famous town.



Looking to the future of Stratford - telescopes provided an interactive tool for public consultation

I.4 World Class vision

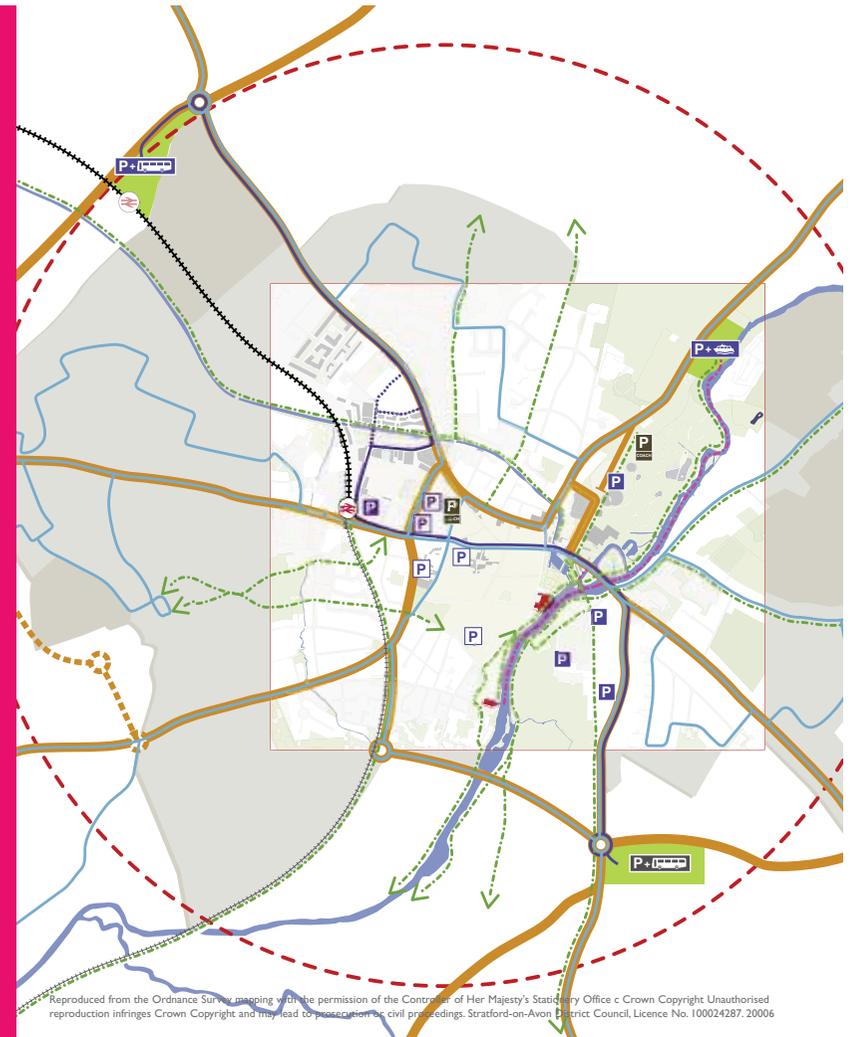
Movement Strategy overview

The vision underpinning the UDF Movement Strategy is to establish a sustainable, self-contained movement pattern which strongly supports walking and cycling. Stratford should develop a reputation for encouraging sustainable transport to rival places such as York, Cambridge and Oxford.

The two key objectives of the movement strategy are:

- To promote walking and cycling above other modes of transport for the benefit of residents and visitors; and
- Enhance the arrival experience to Stratford, ensuring all visitors can enjoy a smooth delivery to the town centre with legible and easy links to attractions and visitor infrastructure.

In addition, scope for new river crossings to ease vehicular congestion has been considered. In doing so, it will inform the Local Transport Plan Stratford Transport Strategy (STS) Review which is now underway.



For detailed plan please see p. 37

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I.4 World Class vision

Public realm strategy overview

The vision underpinning the public realm strategy for the UDF is one of a cohesive, legible and inspiring public space network. The design of streets and public spaces should use a simple consistent pallet of high quality materials with a contemporary feel which will provide a pleasing contrast to Stratford's historic fabric.

The underlying objectives were to identify the essential functions of individual streets, how they are used, who are the people using them and what the form of a typical space of each type is. This information has then been interpreted to guide a series of design criteria determining materials to be used, the form of the streets and the relationship between pedestrian and traffic.



I.4 World Class vision

Development strategy overview

Stratford's economic profile reveals a town with an established economy, but one which is seeing limited growth prospects and increasing competition as a result of lack of investment. Visitor numbers are declining and there is a need to reinforce the existing economy on which the town relies. There is clear opportunity to strengthen the economy through new developments on strategic sites, investment in the town's physical infrastructure, and enhancements to both the quality and range of the key economic offer – the tourist sector. Economic diversification is also required, but will need to be addressed sensitively so as not to upset the delicate character that underpins Stratford's attraction to both investors and visitors.

There are some key elements which comprise the economic rationale supporting the Development Strategy:

- Diversify Stratford's brand to broaden the range of the town's attractions, lengthen visitor stay and increase expenditure and attract a wider profile of visitors and investors;
- Support the evening economy with a small number of additional high class operators;
- Enhance the quality of hotel offer in the town and conference facilities, in part through redevelopment and refurbishment of existing facilities; and
- Encourage additional high quality comparison and convenience retail in the town centre to address existing qualitative and quantitative deficiencies;

For detailed plan please see p. 105



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1.5 The approach

At the heart of the Urban Design Framework is a masterplan for central Stratford which builds on existing assets and identifies a wide range of opportunities

A focus for the Framework

To deliver the movement, public realm and development strategies, a masterplan has been developed to articulate the changes required in central Stratford. This provides the main focus for the guidance in the Framework. Importantly, however, the Framework addresses the whole town of Stratford and therefore also provides guidance on changes that should occur outside the central areas.

A simple concept as a basis for change

Behind the Framework and masterplan is a simple concept. The intention is to use the town's existing assets as the building blocks from which the town centre should be completed and established as a cohesive heart.

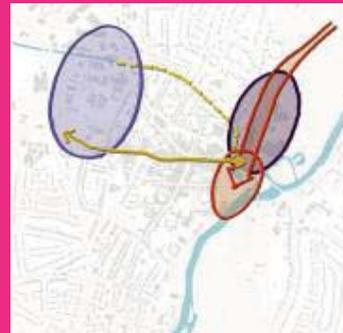
1. Existing assets

The existing town centre benefits from a wonderful riverside environment which provides a genuinely world class context for the town. The town itself retains its historic street pattern and the many timber framed buildings reveal its late medieval heritage. The river corridor, the historic town centre and the relationship between them are the town's major environmental assets. The canal presents an opportunity for improved linkage to the wider hinterland and several key canal side sites have potential for improvement. The railway station suffers from poor linkage with the town centre and this needs to be improved.



2. Primary opportunities

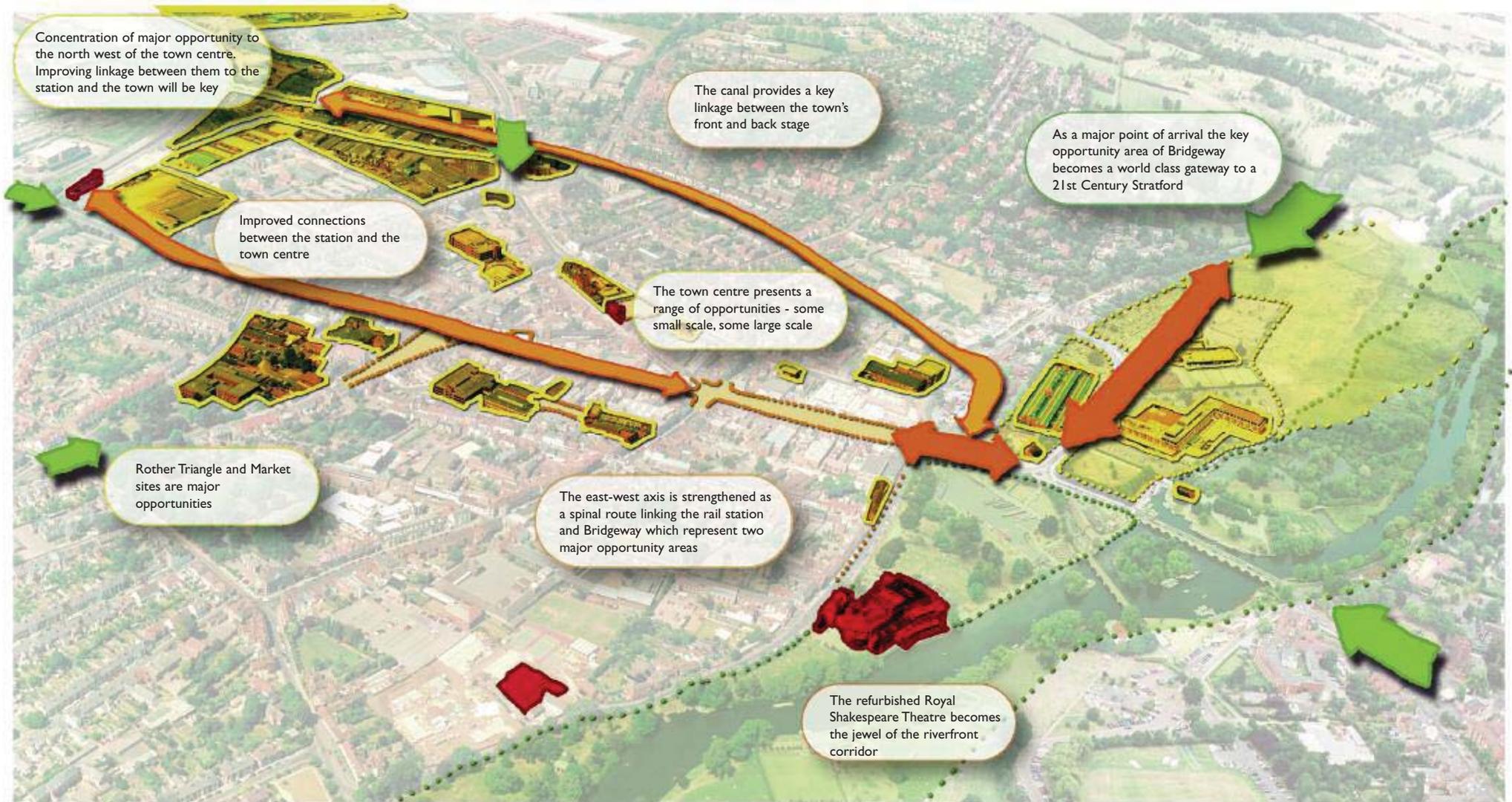
This plan summarises some of the strategic objectives of the UDF. The challenge and opportunity is therefore twofold. Firstly, there is a need to provide much improved linkage from the Bridgefoot area and the adjacent meadows to Bancroft Gardens and the RSC theatre. This should be complemented by improved linkages to the station and canal area. Much will depend on the successful redevelopment of the Cattle Market site and the coming forward of canal side sites in the Birmingham Road area, which will result in a more coherent and complete town centre which manages the needs of residents and visitors.



3. The complete works

This plan shows the core characteristics of the existing town centre, the emerging development opportunities and their relative distribution and the strategic priorities for the UDF. The focus is on completing what is currently considered to be an incomplete town, based on an overall outline framework which falls directly from the urban design analysis undertaken. This framework is developed in the following section which provides a brief summary of the main issues and opportunities.





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Framework concept illustrating broad elements of the movement, public realm and development strategies for central Stratford, illustrating the main locations for change



2.A context for evolution

2.

2.1 Evolution of a great town

Stratford is a town of arguably unrivalled English history. From Roman and medieval beginnings to a Shakespearean legacy

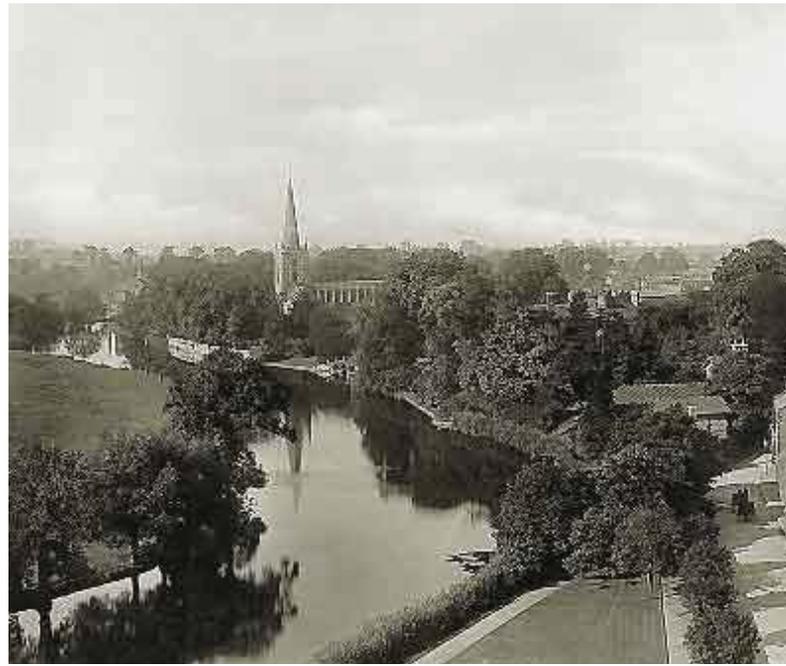
Early beginnings

Stratford-upon-Avon has a long and famous history. The first record of settlement at Stratford-upon-Avon was in Neolithic times. It was a prosperous agricultural area and was densely populated by farming communities. By AD 691 the first village had emerged in the Old Town area and centred around a church building and associated estate. This village continued to grow throughout the following centuries.

A New Town

Stratford-upon-Avon first emerged as a major settlement in the early medieval period around 1196, when a charter was issued for a New Town to be established to the north of the Old Town. It remains a rare (and largely intact) example of a medieval planned new town. The key factors determining the shape and form of Stratford's new town development were firstly the alignment of the River Avon and its associated gravel terraces and secondly

Alcester Road which was a Roman road linking Alcester and Shipston. It is also these two characteristics that give Stratford its name (straet from the Roman road and ford from the Avon crossing). The plan of the town was conceived as a grid of intersecting streets – four or five east-west streets and three north-south. The Roman road was the main economic focus and therefore main street of the town (what is now Bridge Street, Wood Street and Alcester Road). The distorted grid resulted from the angle of gravel terraces created by the river which forced the north-south streets to run at a non-perpendicular angle to the Roman road. In addition, it was not possible to have equal blocks on either side of the Roman road as the road was too close the northern edge of the gravel terrace, so all the street blocks were located to the south of the road. Birmingham Road was established along the angle of the northern extent of the gravel terrace,



Historic photograph looking south along the River Avon (courtesy of Stratford Records Office)

2.1 Evolution of a great town

and for this reason Henley Street departs from the grid pattern.

Changing times

By the mid-16th Century, Stratford was home to 2,000 residents, including William Shakespeare who was born there in 1564. In the latter part of the 16th Century the town's previously healthy economy declined as a result of a crisis in the wool trade.

In addition, Stratford suffered two serious fires in the late 16th Century which caused extensive damage. As both fires occurred on Sundays many thought they were a sign of punishment for the residents' lack of Sabbath observance. It is thought that over 200 houses were destroyed, estimated to amount to £12,000 worth of damage.

The 1594 fire destroyed many buildings in High Street, Chapel Street and Henley Street, whilst the 1595 fire was focused primarily on Bridge Street and Sheep Street. Additional fires in 1612 and 1641 caused further damage particularly to Bridge Street.

Civil War at the end of the 17th Century caused further damage to Stratford's physical form. The Town Hall and the Clopton Bridge suffered significant damage during this time.

The Stratford-upon-Avon Canal was completed between 1812 and 1816 and formed an important infrastructure route up until the late 19th Century. It was at this point that the railway

connection to Stratford was complete and emergence of rail transport out-competed water-based transport to and from the town.

Shakespearean recovery

The first celebrations of Shakespearean drama in Stratford occurred in the 1760s when David Garrick organised a three day event of parades and speeches. This event and the guests who attended successfully placed Stratford at the centre of attention on an international level.

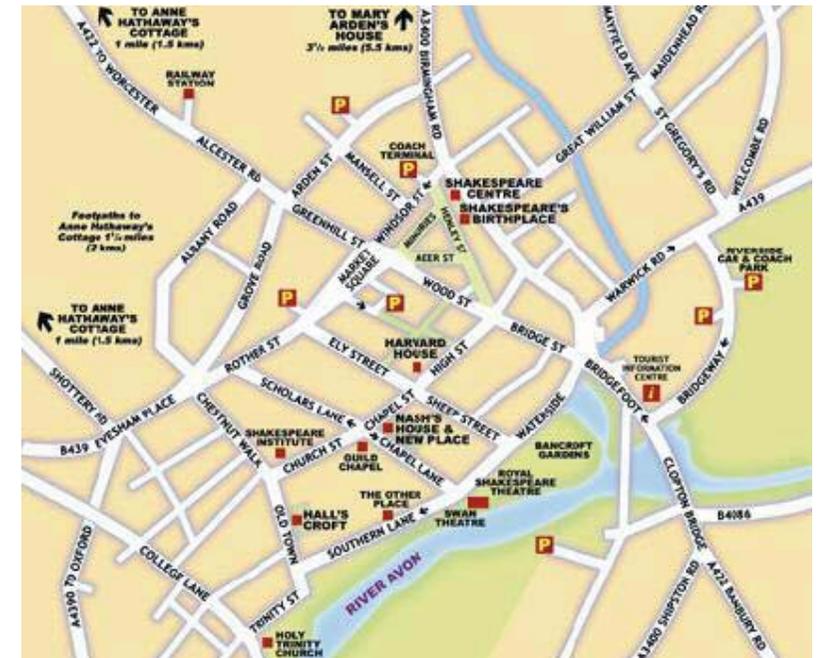
The town's economy began to feel real benefit once infrastructure improvements were made in the early 19th Century which allowed a greater number of visitors to experience the town's Shakespearean legacy.

Since then, tourism has become the key driver in Stratford's economy and its development. However, with around 25,000 inhabitants, Stratford must also operate as a significant market town serving both the District and the wider area.

Shakespeare's Stratford Today

A wealth of sites and visitor attractions associated with Shakespeare remain intact today and form the basis of the tourism industry. Some key elements are:

- Shakespeare Birthplace and the Shakespeare Centre;
- Holy Trinity Church;
- Anne Hathaway's Cottage;
- Mary Arden's House;
- Nash's House and New Place;
- Harvard House;
- Hall's Croft;
- Shakespeare's School (Guild Hall);
- Shakespeare Institute;
- Royal Shakespeare Theatre and Swan Theatre; and
- The Other Place.



Visitor attractions associated with Shakespeare (Courtesy of the Shakespeare Birthplace Trust)

2.2 Strategic context

This section considers Stratford's role in the wider context and policy drivers that will enhance its status.

National strategy and policy

A series of national policy documents and strategies set out the clear sustainability agenda for planning in the UK. The *Sustainable Communities Plan* and *Planning Policy Statement 1: Sustainable Communities* together form a policy framework for the UDF. Some of the central objectives embodied by these documents include:

- High quality design;
- Sustainable principles and neighbourhoods;
- Local transport infrastructure as integral to development;
- Pleasant environments in which to work and live;
- Quality of life - green and open spaces; and
- Reinforce unique character.

Other relevant national planning context is provided in the range of

current PPGs and PPSs including PPS3 Housing, PPS6 Shopping and Town Centres, PPG13 Transport, PPG15 Planning and the Historic Environment, the Good Practice Guide on Planning for Tourism published in May 2006 and PPS25 Development and Flood Risk.

Regional strategy and policy

The *West Midlands Regional Spatial Strategy* (RSS) seeks to ensure that the West Midlands becomes an “economically successful, outward looking, and adaptable region, rich in culture and environment.” The RSS sets the regional planning framework to which Stratford must respond. Importantly, the RSS sets district housing targets for the next planning period which will need to be incorporated into the development strategy of the UDF.

The RSS is currently being revised to cover the period up to 2026. This

revision will take into account, amongst other things, the latest regional projections of household growth. The Regional Planning Body published a consultation document on Spatial Options in January 2007. This document emphasises that the aims of the existing RSS, which seek the achievement of Urban and Rural Renaissance by stemming the outward flow of people from the Major Urban Areas, will continue to underpin the revision of the RSS. On this basis, increased projections of household growth may not necessarily translate into higher rates of residential development in rural districts such as Stratford-on-Avon.

Delivering Advantage, the Regional Economic Strategy, seeks to achieve the following vision, that “the West Midlands is recognised as a world-class region in which to invest, work, learn, visit and live and the most successful in creating wealth to benefit all of its people”. The

Strategy recognises the importance of tourism as one of the region's major economic drivers, and sets out the need to maximise the potential of renowned venues such as Stratford-upon-Avon.

Advantage West Midlands (AWM) produced a Regional Visitor Economy Strategy in 2004. A key feature of the Strategy is the need to create successful, sustainable destinations. It identifies the need to focus on key destinations and visitor gateways. AWM is currently seeking to develop a comprehensive Regional Tourism Strategy aimed at enhancing the tourism offer in the West Midlands region. The West Midlands currently commands the highest proportion of the British tourism market, at 16%, and is keen both to preserve and build on this position through the development of “an innovative vision and deliverable strategy for tourism development.” Key to this is the development of a readily identifiable, positive brand for the

2.2 Strategic context

region, reflecting the diverse range of attractions and experiences on offer.

Local policy

The *Stratford-on-Avon District Local Plan Review*, adopted in July 2006, provides the local policy framework for the UDF. The overall goal of the Local Plan is 'to make a positive contribution to the UK's Sustainable Development Strategy by meeting the social and economic needs of communities throughout Stratford-on-Avon District whilst maintaining effective protection and enhancement of the environment and ensuring the prudent use of natural resources.'

For the purposes of the Local Plan, three core aims are identified:

- to protect and enhance the District's valuable environmental features and resources;
- to promote effective ways of improving the character and quality of the District; and
- to provide for the needs of the District's residents, businesses and visitors.

There are some central policies in the Local Plan which have a strong influence on the location of development. In particular the Area of Restraint policy, in part reflects the status of the river corridor as functional floodplain. Figure 2.1 illustrates the coverage of the

floodplain across Stratford. Development should not take place in the floodplain to avoid any increase in flood risk and ensure development is not located in vulnerable areas. The Environment Agency stipulates that a Strategic Flood Risk Assessment will be required to guide development in relation to the floodplain and this will need to be undertaken to steer development in areas affected by the floodplain.

A Waterfront Masterplan was adopted as Supplementary Planning Guidance in 2002 and sets out a public realm focused strategy for the riverfront corridor. The Masterplan splits the Waterfront into four areas and sets out proposals for each. Overarching objectives are also outlined and include:

- to make minimal changes to achieve maximum benefit;
- to highlight and make the best of existing features;
- to enhance the distinct but interrelated areas within the waterfront area;
- to conceive the area as primarily of benefit for those on foot;
- to integrate Bridgeway into the town as a street;
- to enhance the continuity of the wider waterfront area as a green corridor; and

- to use development opportunities to reinforce the definition, character and activity of the public spaces.

The objectives of the emerging Warwickshire Transport Strategy for Stratford-upon-Avon are:

- to reduce the level of traffic growth;
- to improve the environment of the historic core;
- to improve safety for all road users;

- to reduce the impact of transport on the environment; and
- to widen travel choice by seeking a transport system that promotes a fairer, more inclusive society.



Figure 2.1 Topography and floodplain

2.3 Town profile

Central Stratford-upon-Avon can be divided into three distinct areas. These have been used to structure the location and level of change expected

To maximise the ease with which the opportunities and strategy can be addressed the Framework divides central Stratford-upon-Avon into three distinct areas. Each area has a distinctly different context and therefore different issues and opportunities. The three areas are:

- Bridgeway and the riverfront corridor;
- Town centre; and
- Canal and station area.

In addition to these three areas, the Framework considers the full extent of the town, notably the corridors of entry and the transport network as a whole.

Bridgeway and the riverfront corridor

The River Avon corridor forms an important landscape feature on the eastern side of the town. This area evokes a more rural character and atmosphere and provides a striking link between town and country.



Town centre

The historic town centre provides a focus for activity. It represents the historic core of the town and comprises a townscape dominated by listed buildings.



Canal and station area

The town centre fringe to the north west has an industrial heritage and a significantly different, more gritty, character; dominated by large warehouse buildings and vehicular traffic.



2.3 Town profile



Three underlying character areas of central Stratford and key words associated with the elements they contain

Relevant Local Plan policies are:
EF.3 - Areas of Restraint
EF.13 - Conservation Areas
PR.7 - Flood Defence
SUA.A - Waterfront Area
SUA.11 - Royal Shakespeare Company

2.4 Bridgeway and the riverfront corridor

Bridgeway area, dominated by the gyratory, fast moving traffic and large, isolated, unfriendly buildings, represents a great opportunity for Stratford-upon-Avon. It has wonderful river access but this unique asset is unrealised. The Bridgeway area is comparable in size to the historic town centre, but benefits from none of the latter's variety, activity, character, life or spirit

Objectives

- To strengthen the relationship between town and country – making the asset of the river a key focus of the area;
- To establish strong linkage between Bridge Street and the Bridgeway area;
- To create a cohesive waterside environment encompassing both banks, facilitating a range of uses to enhance waterside activity;
- To establish a 21st Century World Class gateway to the town; and
- To reduce the impact of vehicular traffic movements, minimising the need for movements where possible.

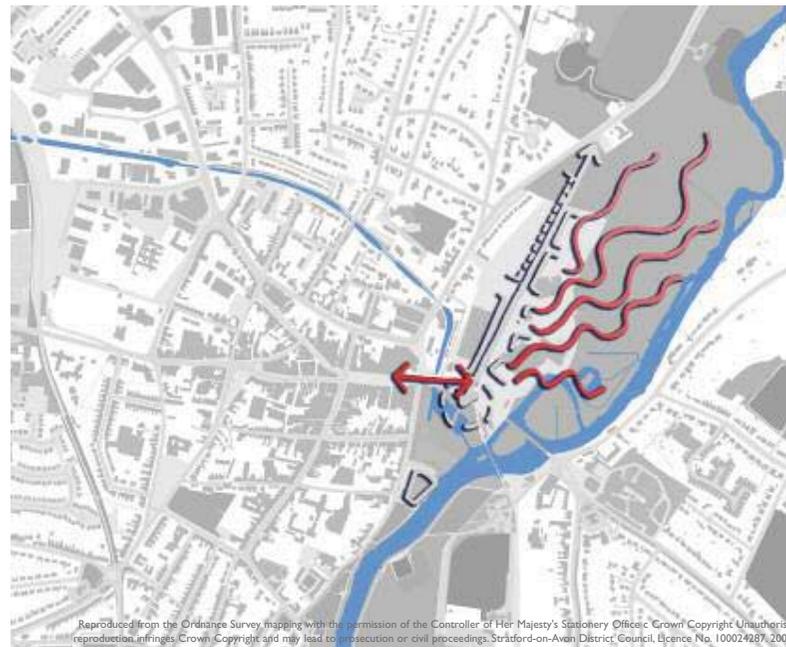
Planning context

The Local Plan designates the Waterfront area as an Action Area, for which a Masterplan has been prepared. The Masterplan seeks to achieve the following objectives:

- a. To create a world class public realm which complements any possible future development of the Royal Shakespeare Company's theatres and landholdings;
- b. To accommodate the needs of those who use the area and travel through it; and
- c. To improve the character and quality of the physical environment.

The entire riverfront corridor is identified as an Area of Restraint. The overriding intention of Areas of Restraint (AoRs) is to protect their inherently open character because of the valuable contribution they make to the character of the town.

It is not intended to restrict all forms of development within these areas, but development should be limited to that which is ancillary. Exceptional circumstances may arise whereby proposals in Areas of Restraint for more



Bridgeway area concept: Creating a legible environment with strong connections to the river

2.4 Bridgeway and the riverfront corridor

substantial forms of development could occur. To allow this, development must have demonstrable benefits and contribute significantly to meeting Local Plan objectives.

Consultation findings

Local stakeholders identified the riverfront area as a major asset of the town, and in most cases waterside areas such as Bancroft Gardens were thought to be the most attractive parts of the town. Equally the Bridgeway area was thought to be the worst area of Stratford. Key issues which were highlighted included:

- Gyratory as a poor environment;
- Holiday Inn as an eyesore; and
- The need for more waterside activity.

There was a strong feeling that the degradational impact of traffic around the gyratory and Clopton Bridge must be addressed.



Clopton Bridge crossing the River Avon (from Bancroft Gardens)

Relevant Local Plan policies are:
EF.13 Conservation Areas
SUA.6 - Town centre uses
SUA.7 - Ground floor town centre uses
SUA.10 - Town centre residential development

2.5 Town centre

The core of the town centre benefits from a character rich in history and an urban fabric that is largely intact. However, the public realm has suffered from years of neglect and now provides a poor setting for the high quality buildings and wealth of activities it is home to

Objectives

- To provide an appropriately high quality setting for the town centre's historic fabric;
- To establish a strong sense of pedestrian priority within a legible public realm network;
- To knit areas of low quality back into the town centre core through sensitive intervention;
- To reduce the congestion experienced within the town centre through both a town-wide movement strategy and town centre design interventions; and
- To enhance and broaden the visitor offer and encourage longer stays through establishment of a strong evening economy focused on cultural and leisure activities.

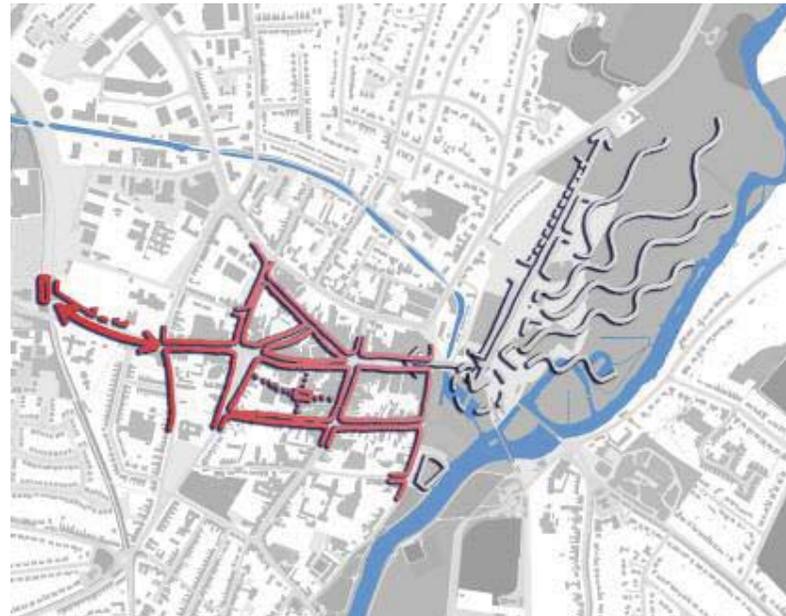
Planning context

Stratford-upon-Avon town centre contains unique examples of late

medieval architecture and urban development, which are the inspiration behind many visits to the town. It is of great importance that this asset is properly conserved and maintained, whilst allowing some leverage to accommodate the needs of a town in the 21st century, which is also seeking to provide a world class visitor experience for its growing tourist industry.

The Stratford-on-Avon Local Plan contains policies SUA.6-10, which all relate specifically to the town centre. These policies seek to preserve commercial uses, and in particular retail uses, in the town centre. However, the Plan seeks to secure additional residential development in the town centre, adding to activity there.

The historical importance of much of the town centre is reflected by its designation as a Conservation Area (Local Plan policies EF.12-14). This



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Town Centre concept: Re-knitting the historic fabric together in an outstanding setting

2.5 Town Centre

requires all new development to adopt a careful design solution that can be shown to either preserve or enhance the surrounding townscape. The close-knit urban grain of much of the town centre also encourages new development to prioritise access for pedestrians and cyclists, thus aiding the reduction of car dependency in the town.

Consultation findings

The town centre is treasured by many and the need to focus primarily on environmental enhancements was emphasised by consultees. Issues raised included:

- The need to respect the town's history, culture and landscape through design;
- The need for an effective public transport system;
- The demand for safe and attractive publicly accessible areas for all;
- The importance of delivering a high quality experience for all visitors to Stratford;
- The need to address the transport problems experienced in the town centre; and
- The need to review the current parking strategy.



Important historic buildings in Stratford-upon-Avon

Relevant Local Plan policies are:
STR.3 - Industrial development
COM.16 - Retention of employment sites
SUA.1-L - Site-specific proposals
SUA.3 - Environmental enhancement

2.6 Canal and station area

The Stratford-upon-Avon canal opens west of Birmingham Road and many industrial/warehousing sites benefit from canal frontage. Whilst the area does not yet benefit from much activity or sense of place, the area does present an opportunity to complement the retail and tourist attractions of the town with the establishment of a new, gritty, creative and exciting canal quarter reflecting the true spirit of Shakespeare

Objectives

- To regenerate the industrial area around the canal and the station to provide fitting gateways to the town from the north and west;
- To create stronger links between Stratford's backstage and the town centre – reducing the fringe characteristics currently experienced;
- To establish a new role for the area as a contrast to the current visitor and activity offer; and
- To enhance the role of the canal as a link between the more gritty, industrial area and the town centre and riverside.

Planning context

Key objectives of the Local Plan include satisfying both employment and housing needs as well as providing leisure opportunities. Each of these objectives are relevant to the primarily industrial area on the edge of the town centre.

The Local Plan promotes the retention of sites in employment uses and supports the expansion of firms in their established locations where appropriate. Proposals SUA.1-L all relate to sites within this wide area stretching from the Cattle Market site adjacent to the rail station across to the Maybird Centre site on Birmingham Road. Mixed-use developments are promoted across all these sites with preference for businesses and industrial uses, residential and non-food retail warehousing uses and associated activities.

Consultation findings

Consultation with local stakeholders highlighted the following priorities of relevance to this area:

- The delivery of an effective public transport system for the town establishing the rail station as a key interchange;
- Securing and enhancing the local



Canal and station area concept: Renewal of Stratford's backstage

2.6 Canal and station area

- economy;
- Establishing environments which achieve a balance between the needs of pedestrians and the motor car;
- The canal represents a hidden asset of the town which is undervalued and underutilised;
- The need to address long-term issues such as the potential extension of the railway line;
- The need to consider educational opportunities;
- The need to investigate ways of facilitating business incubation; and
- The need for affordable housing.



Stratford rail station

2.7 Overarching Design Framework

A town-wide perspective for an overarching framework

The Urban Design Framework applies at both a town-wide level and a more detailed town centre level. The key framework diagram opposite provides a town-wide perspective of the UDF. The principal objectives of the framework are as follows:

1. **Improve links to and through the town** – the quality of the arrival experience to the town is central to creating a good first impression for the millions of visitors who visit the town and take advantage of its attractions. There is a need to direct improvements towards key gateways to improve this experience. Movement through the town is also an issue and an efficient and sustainable movement network is essential for the social, environmental and economic health of the town. An integrated approach to public transport, walking and cycling and parking is therefore required. The UDF includes a movement strategy

which seeks to achieve the following;

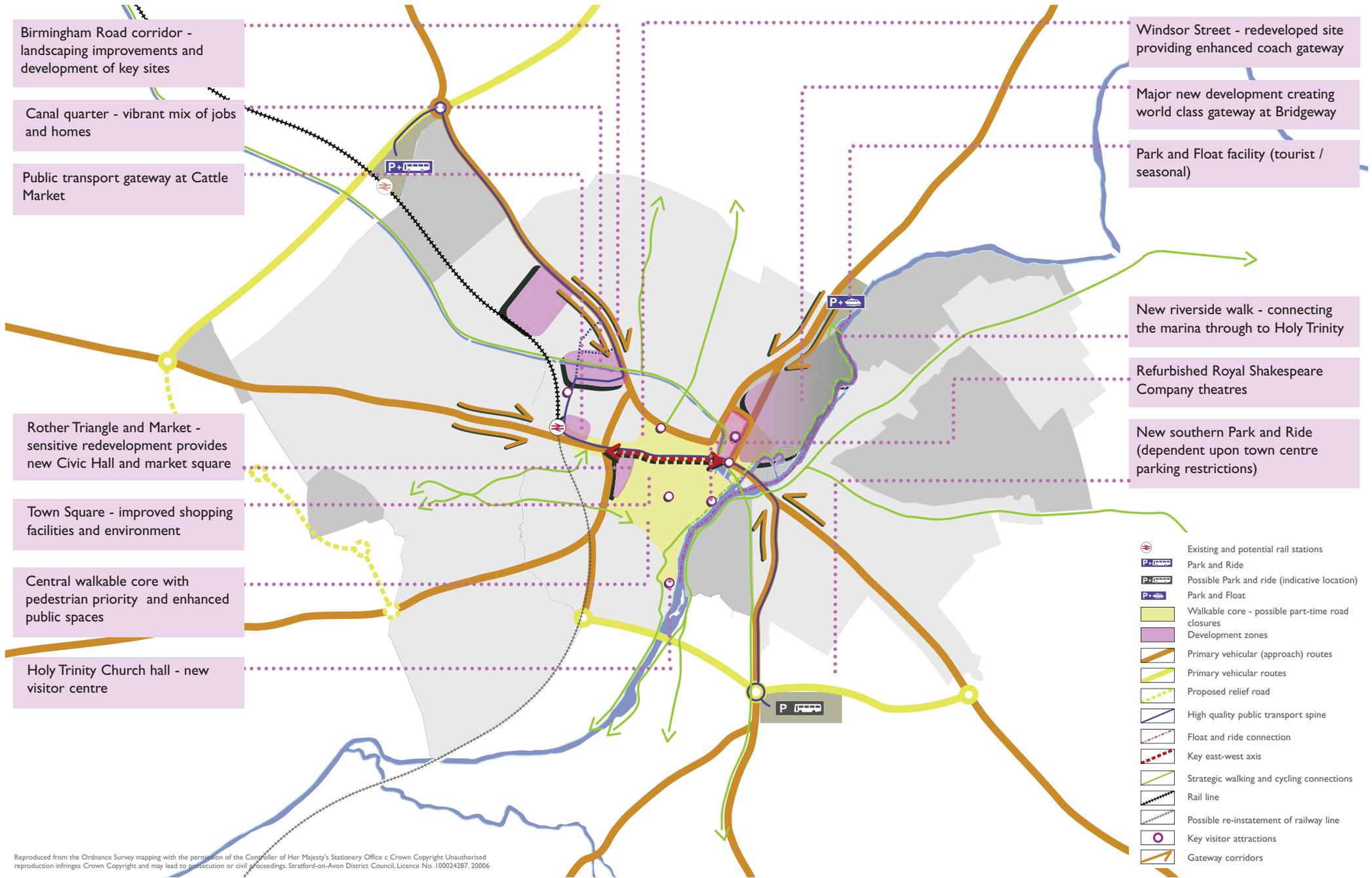
- To promote walking and cycling above other modes of transport;
 - To enhance the arrival experience to Stratford; and
 - To consider the scope for new river crossings to ease vehicular congestion.
2. **Improve Stratford's environmental quality** – the environmental quality of the town centre, its streets and key public spaces, has suffered from a lack of investment. The central axis between Stratford Station to Clopton Bridge links many of the principal streets and spaces in the town. A phased programme of public realm improvements which focuses on this central spine is proposed where the highest quality materials are used. Central streets within this walkable core should be reorganised to give priority for walking and public transport. A public realm strategy and

proposals for the town and for key sites is an integral part of the UDF.

3. **Promote key sites for major change** – the major opportunities for change lie either side of the core town centre. The opportunities presented by these sites are explored in the Development Strategy which is the most substantive part of the UDF. The Bridgeway area falls between the town and the river and can therefore play a major role in improving links between the two. The area is the main point of arrival for most visitors to the town and radical transformation is required to ensure the area's unique opportunities are realised. Other key sites included in the development strategy are:
- Cattle Market site, the redevelopment of which should include a high quality public transport interchange;
 - Canal Quarter which has the potential to develop into a thriving

area for small businesses and new residents;

- Rother Triangle and Market, including the redevelopment of the magistrates court site; and
 - Town Square, where there is scope for significant intensification and improvement of the retail offer.
4. **Ensure long term sustainability** – the global challenges of resource management and climate change need to be addressed at a local level. High quality sustainable development is a necessity, as well as functional landscape and public realm which actively manages natural resources. The creation of substantial wetlands adjacent to Bridgeway is the centrepiece of achieving these objectives and managing flood risk in the future and will play a major role in enabling the improvements to the Bridgeway area promoted in the UDF.



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Key framework diagram

watch
that
pigeon

right
we're on
our last
lap now



3. Movement strategy

3.

Relevant Local Plan policies are:

SUA.4 - Park and Ride

SUA.5 - Pedestrian priority

COM.9 - Walking and cycling

COM.10 - Parking

COM.11 - Traffic management

3.1 Context and core elements

Sustainability should be the guiding principle in decisions about components of the transport infrastructure

Context

There are many international examples of world class transport systems. These systems are highly developed with public transport infrastructure such as trains, light rail, trams and buses comprising the core of the networks. There is a vital link between the scale and quality of the transport infrastructure and the scale of the city. Extensive and high quality transport systems are supported by populations in the millions. The challenge for Stratford-upon-Avon in aspiring to be World Class is how as a town it can deliver a high quality transport system with a resident population of only 25,000, albeit with a significant daytime visitor population.

There are examples of cities in the UK where innovative and bold transport strategies have been implemented. York with a population of 181,000 has in recent years implemented extensive improvements to the bus network in tandem with park and ride facilities. In

2005, 18% of all journeys to the city centre were on a bus. In peak hours this percentage increases to 23% with cycling comprising 6%. Cambridge with a population of 108,000 is another example of a town that has strongly supported sustainable modes with cycling now accounting for 25% of work journeys. Both these cities are major tourist destinations, like Stratford-upon-Avon, but crucially both have supportive parking policies which encourage use of Park and Ride for long stay parking.

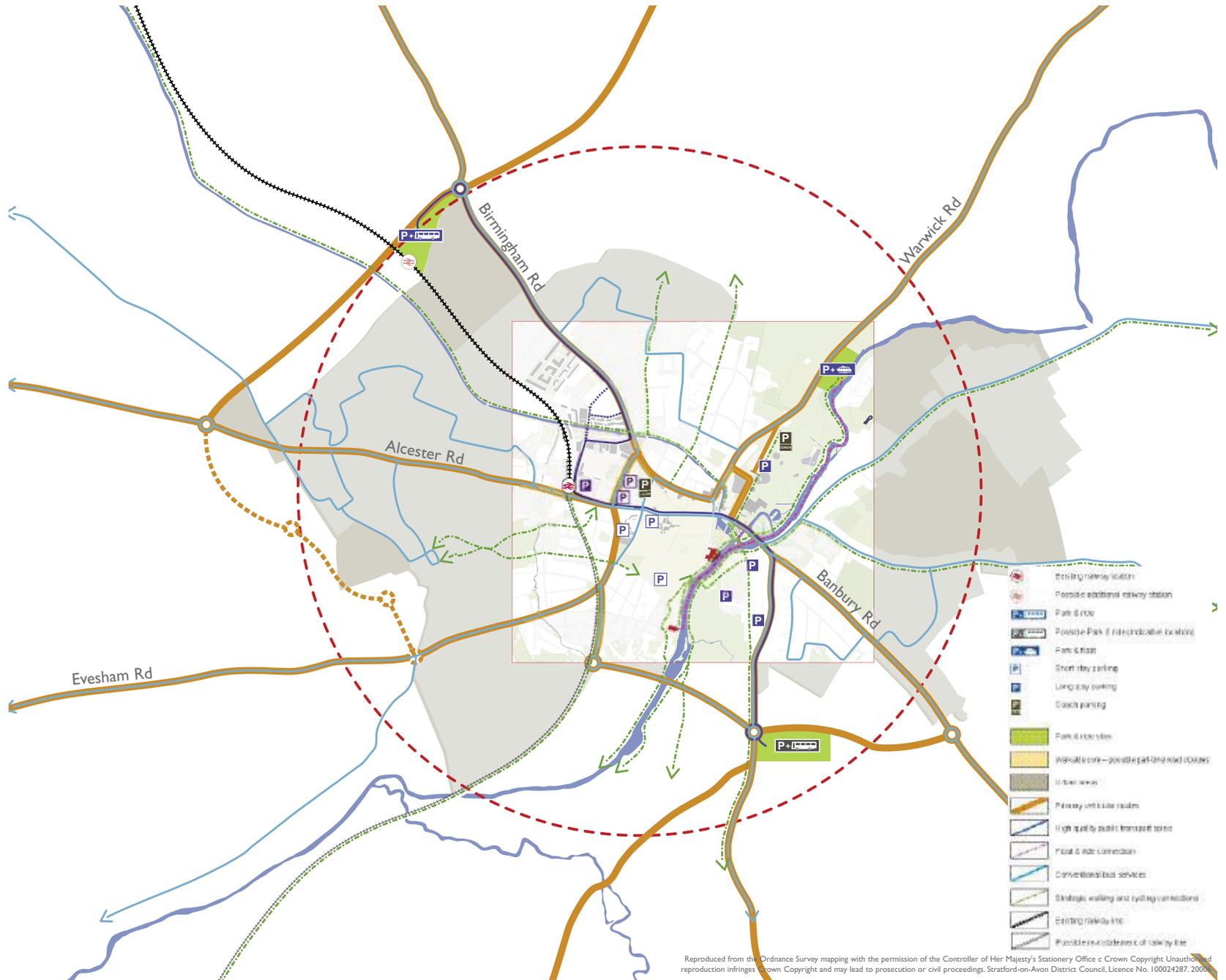
An issue to emerge from the transport analysis for Stratford is the relationship between people's place of work and home. Fifty percent of those in employment live less than 5km from their place of work. In contrast, just over 23% of people either walk or cycle to work (source: 2001 census). The traffic data also indicates that 34% of trips within the morning peak hour are internal to Stratford, the equivalent of 3,850 vehicle movements.

There are many reasons why an individual would choose to use a car instead of walking or cycling such as convenience, comfort, the need to undertake other activities before or after work and a lack of storage/shower facilities at their place of work. However, these issues aside, the relatively compact physical scale of Stratford and the proximity of residents to employment opportunities points towards the potential to increase the proportion of walking and cycling journeys in Stratford.

The transport system for Stratford needs to serve a number of users. It needs to support the daily requirements of residents travelling for the purposes of work, education, shopping and leisure. This applies to those people who live within the urban area of Stratford and those in the rural hinterland surrounding the town. It also needs to accommodate the daily influx of visitors attracted to the Shakespearean heritage of the town - the numerous houses and buildings linked to

Shakespeare and the Royal Shakespeare Company theatres. Furthermore, the requirements of businesses in terms of the movement of goods and services needs to be met.

Fundamental to the movement strategy for Stratford is the proposition that the need for sustainability should be the guiding principle in decisions about components of the transport infrastructure. For Stratford to be truly World Class there is a compelling argument for it to fulfil its sustainability potential in terms of economy, environment and social fabric. Transport and movement are an integral element in achieving this objective. The aspiration for Stratford should be to develop a reputation for encouraging sustainable travel to rival places such as York, Cambridge and Oxford. Whilst these places are larger than Stratford, they nonetheless provide examples of what can be achieved with the right strategies and supporting measures.



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Figure 3.1 Overarching Movement Strategy

Core elements

It is proposed that the core elements of the movement strategy for Stratford will comprise the following:

- An extensive high quality walking and cycling network throughout the town. The desire is to create an everyday walking and cycling culture.
- A public transport system that is fast, safe, attractive, reliable and efficient. There is a desire to create a step change in the perception of public transport as a mode of travel, which would increase the level of patronage.
- Residential, business and educational areas around the town that have an environment that encourages walking and cycling. Consideration should be given to implementing 20mph speed limits in these areas where appropriate.
- A walkable core, mainly centred on the historic part of the town, that contains some streets that for much of the day are car free. In designing the public realm the needs of pedestrians, cyclists and public transport should come above those of the motor car.
- A road network that has a level of capacity that allows Stratford to function in terms of movement of people, goods and services. Some changes and additions to the road network are envisaged, but significant road building is not. Any schemes will need to be

Consultation findings

The following provides a summary of the movement issues highlighted via public stakeholder consultation:

- The delivery of an effective public transport system for the town;
- A transport plan that provides a balance between the needs of pedestrians and the motor car;
- Significant local concern relating to general traffic volumes in the town centre and more specifically the heavy traffic and environmental capacity related to Clopton bridge;
- The need for a new road bridge over the River Avon;
- Divided opinion on whether a ring road around Stratford is needed, but a clear message that the status of such a proposal should be made clear;
- The demand for safe and attractive publicly accessible areas for all;
- The need to address the transport problems experienced in the town as a result of both domestic and visitor traffic;
- The need to review the current parking strategy and to acknowledge the wide reaching impacts of any new strategy with respect to opportunities;
- Divided opinion on whether the provision of parking should be further decreased in the town centre to support Park and Ride facilities;
- The potential re-opening of the River Avon navigation to Warwick; and
- Concern as to whether a new pedestrian footbridge across the River is required.

The following summarises the movement suggestions put forward via consultation:

- Consolidate the historic street network with contemporary traffic demands;
- Ban traffic in central Stratford upon Avon;
- Close the gyratory and Clopton Bridge to traffic;
- Remove on-street parking in the town centre;
- Provide a new road bridge alongside Clopton Bridge;
- Establish an integrated bus/train interchange at the Cattle Market site - although divided opinion about the nature of such an interchange;
- Establish a new Park and Ride on the south bank of the river and town;
- Enhance public transport provision to help reduce traffic volumes in the centre;
- Provide a river bus service from the Park & Float;
- Establish a new rapid transit tram system from the railway station to Bridgetown via the town centre and Clopton Bridge;
- Introduce an inner or outer relief road around the town which would divert traffic away from the town centre and allow for a degree of pedestrianisation;
- Pedestrianise the town centre area, waterfront, and Clopton Bridge;
- Establish a new pedestrian and cycle route along the river bank;
- Establish a new visitor and coach car park which would allow for a rebalance in terms of visitor gateways to the town; and
- Introduce a new traffic management scheme which prioritises residents over visitors.

thoroughly assessed and justified. Roads should be designed and laid out to balance the needs of all road users.

- Short stay parking provision on the edge of the walkable core. Limited long stay (more than 2 hours) parking provision in the town but significant provision at park and ride sites on the urban edge of Stratford. A pricing strategy that encourages use of park and ride facilities for long stay parking.

The key elements of the proposed movement strategy are illustrated schematically on Figure 3.1.

The movement strategy will require further refinement and development in the coming years and will need to be consistent with the County Local Transport Plan (LTP). However, it is considered that the strategy is consistent with achieving the LTP's shared priorities of delivering accessibility, tackling congestion, improving air quality and making roads safer.



3.2 Walking

Stratford's core has great potential to become a high quality pedestrian environment

Introduction

Stratford has a compact historical core and offers great potential for a high quality pedestrian environment. Everyone visiting and spending time in Stratford will at some time be a pedestrian and the quality of their experience as pedestrians will be key to their enjoyment of visiting the town. Some street improvements have been completed in recent years such as in Henley Street but there remains a lot of potential for future projects.

Giving attention and priority to the needs of pedestrians in the movement strategy will be one way to encourage reduced car usage, particularly as around half of the resident population lives within a 15 minute walking distance of the town. An increased level of walking will boost retail, tourism and the evening economy and bring the town one step closer to achieving a sustainable and vibrant town centre.

The walkable core

The Urban Design Framework proposes that a walkable or pedestrian priority core should be created in the town. This will extend southwards to embrace Holy Trinity Church, northwards to include part of the Bridgeway area and westwards to link with the station (see Figure 3.2 on p. 43). Within the core the needs of pedestrian, cyclists and public transport will be given a higher priority than vehicles. The walkable core will significantly help the vitality of the town centre in several respects. It will create a pedestrian friendly environment within which the historic townscape of Stratford can be better appreciated. It will also support diversity in both social and age structure and support the local retail and evening economy.

The concept of a walkable core combined with the much needed public realm improvements and increased space for pedestrians will have implications for traffic that currently uses the town

centre. These are likely to include:

- The closure of some streets to all vehicles except buses for much of the day. [See Vehicular Movement section for more details];
- A reduction in the level of on street car parking in order to free up space for pedestrians;
- A zone within the walkable core that restricts access for heavy goods vehicles of a certain size/weight. This would effectively prevent servicing activity within the core commercial hours, for example between 11:00am and 4:00pm or 7:00pm;
- Banning of coaches from some streets within the walkable core for all or part of the day;
- Curbing of vehicle speeds to 20mph, largely through self enforcing physical public realm measures; and
- Traffic management measures to prevent 'rat running'.

Further study is required to investigate the movement, economic and social implications of implementing the concept of a walkable core (the movement implications will be examined during the STS Review). Further study would establish the boundaries of the core together with the traffic management measures that would be used. The study should also consider the potential for phasing the implementation of the walkable core and how this could best be managed, as well as establish a clear strategy for providing for less mobile users such as those with wheelchairs. Consultation with residents and the business community will be a vital element of taking forward this proposal.

Outer links

Up to 50% of Stratford's population live within a 15 minute walking distance of the town centre and 20% within 10 minutes of the walkable core.

3.2 Walking

Improving and strengthening both the radial and peripheral links will be vital in encouraging residents to walk rather than drive. There are a good number of existing radial links and particular attention needs to be given to the locations where these routes meet the edge of the walkable core. The nature of the core will result in more traffic passing around the edge and therefore creating high quality, accessible crossings of these busy roads will be vital. The requirements for these crossings should include:

- The provision of wide crossings;
- Direct, straight across crossings rather than staggered crossings;
- Crossings positioned and aligned to reflect the major pedestrian desire line; and
- Measures to slow vehicles on the approaches to crossing points.

Peripheral movement is particularly difficult in the western part of the town due to the barriers created by the railway and canal. There are existing County Council proposals to create a new pedestrian and cycle route linking the Birmingham Road with the Masons Road area and the principle of this is supported. This Framework recommends that the existing proposal be amended or complemented by an additional new crossing of the canal to the east of the railway line. There are significant constraints associated with

such a proposal, not least the current use of land on the south side of the canal. It is therefore included as a potential option.

A new pedestrian bridge over the railway further to the west at Bishopton is proposed and is supported by this movement strategy. This would link residential and employment areas on both sides of the railway.

River Avon pedestrian and cycle bridge

The majority of visitors experience Stratford as pedestrians and the focus must be set on easy accessibility to key destinations. Currently, the accessibility of Holy Trinity Church is limited and poorly defined, with the majority of visitors entering the town at the Bridgeway area and then walking along Waterside.

The potential for a new pedestrian and cycle bridge across the Avon just to the south of the existing foot ferry is seen as a positive move. The bridge would be strategically important in improving the level of pedestrian/cycle connection and permeability between the east and west banks of the Avon. Currently this movement is concentrated at the Tramway bridge. The proposed bridge would provide traffic-free pedestrian and cycle access for work, education, shopping and leisure trips into the town for residents south of the River Avon.

A new bridge would increase the route

options for visitors parked at the Recreation Ground, providing a more direct connection to the Courtyard Theatre and Holy Trinity Church. A new bridge would create a circular route encouraging visitors and residents alike to explore and enjoy the gardens and open spaces on both sides of the Avon to the south of the Royal Shakespeare Theatre. The bridge would also provide an even wider circular route allowing visitors to pass through the town centre via the Old Town and Church Street. It is considered that the bridge would have significant benefits for residents and visitors in increasing accessibility to the southern part of the town.

Given the sensitive location, the design of the bridge would need to respect the vistas of the Church and complement the overall environment and setting of the River Avon.

Further to the south of the town is Lucy's Mill Bridge directly adjacent to the Seven Meadows road crossing of the Avon. This existing bridge currently provides poor access for disabled people and those with pushchairs. It will continue to be an important part of the town's walking network but as part of a more rural recreational route.



3.3 Cycling

Stratford has the potential to be a great place for cyclists. Increasing cycling will reduce congestion and improve the environment, as well as providing health benefits

The town's compact nature and the mainly flat topography encourages cycling, although the existing levels for work journeys are slightly below the average for Warwickshire and England. Unfortunately, the current level of congestion on key radial routes and lack of facilities for cyclists severely limit the attractiveness of cycling for many. Stratford has the potential to be a great place for cyclists and cycling is a key element of the movement strategy that will help to target congestion and make the town a better place for people. In this vein, the foot and cycle bridge proposed by Warwickshire County Council would provide an attractive traffic-free and strategically important link for cyclists. It seems particularly appropriate that cycling is encouraged given the association of the town with bike manufacture through Pashley Cycles.

There are two key types of cycling that should be regarded in the planning, day

to day commuting and local usage, and recreational longer distance touring routes that can be seen as tourism related. Currently there are two completed National Cycle Network routes in Warwickshire that pass through Stratford. Opportunities should be made to encourage touring visitors, whether they be local sub-regional day visitors, or tourists from farther afield passing through covering longer distances. The linkage of the revitalised town centre with safe routes, cycle friendly facilities (including bed and breakfast accommodation for those touring) and promotion are important to this market.

The principles of the LTP Cycling Strategy should be applied where possible in Stratford to promote the right environment for cyclists.

The majority of the population lives within a 10 minute cycling distance of the town centre. Improvements to

conditions for cyclists should be targeted within the boundaries and should focus on the following aspects:

- Radial connections
- Entrances and crossings
- Parking
- The Canal
- Awareness and education.

The existing radial roads leading into the town are historic routes and represent the principal points of access to the town. Cycling improvements on these routes should be cycle lanes where traffic flows are sufficiently high and there is the physical space and advanced stop lines at signal controlled junctions. The LTP already contains proposals for cycle routes on Birmingham Road and possible improvements on Tiddington Road.

Key to the success of the radial routes will be the connections into the city centre, where the provision of toucan crossings and cycle priority at large

junctions is essential. This is a problem at many of the junctions on the Birmingham Road for example. Improvements to these junctions should focus on legible and simple layouts that are safe and easy to use for all road users.

Within the walkable core there will be the need to provide secure cycle parking at strategic locations. Potential locations include Rother Market, Waterside and Henley Street. Parking facilities should be safe in terms of crime and vandalism, easy to access and ideally provide protection against the rain.

The County Council will shortly be considering proposals to permit cycling in Henley Street during the hours when it is closed to other vehicular traffic, for a trial period of six months. This proposal is designed to link with a cycle route which is currently under construction on Birmingham Road to provide a complete traffic-free route for cyclists accessing the town centre from

3.3 Cycling

the north and west of Stratford. The proposed trial in Henley Street where pedestrians and cyclists share the same space represents a relatively new approach in the UK, but is relatively well established in other parts of Europe. If the Henley Street trial is implemented, the County Council is proposing to undertake before and after monitoring to assess its impact. If successful, the same approach may be considered for other streets in the town.

In the western part of the town peripheral movement is particularly difficult due to the barriers created by the railway and canal. There are existing County Council proposals to create a new pedestrian and cycle route linking the Birmingham Road with the Masons Road area and the principle of this is supported. This Framework recommends that the existing proposal be amended to make use of a proposed new vehicular crossing of the canal to the east of the railway line (although significant constraints exist).

The canal forms part of the National Cycle Network but the route transfers to local roads before the canal passes the railway into the town. The towpath is too narrow to accommodate cyclists and the bridges do not have sufficient headroom. It is therefore not feasible to include the canal as a cycle route. The constraints therefore define this as a desirable but more long term project to be progressed in partnership with British Waterways.



Figure 3.2 Walking and Cycling Strategy

3.4 Buses

Bus services in Stratford must be an integral and core element of the movement strategy. Buses have a significant role to play in achieving a socially balanced strategy, notably in an ageing society and as an important alternative to cars and cycling

A contemporary approach to bus services must be adopted to make them a user friendly choice of transport for all residents but especially meeting the needs of people without access to a car. For visitors to Stratford, buses offer the potential for easy access to the town without further overstraining the limited road capacity.

Stratford is relatively well served in terms of the physical distribution of services across the town. The LTP Bus Strategy proposes 10 minute frequencies for core urban services between the hours of 6:00am and 7:00pm. Achieving these frequencies on core routes as well as improving frequencies on other routes is a vital element of the movement strategy. It should however be acknowledged that to support these frequencies the population of the town needs to use buses as an alternative to the private car.

Quality Bus Partnerships

A well established strategy for improving bus services are Quality Bus Partnerships (QBP) which are an agreement entered into voluntarily by the transport authority and bus operator which have the objective of increasing reliability, frequency and accessibility. Proposals are already in place to implement QBP's on inter-urban bus services linking Stratford with other main towns in Warwickshire.

In order for bus services to be a real and attractive alternative to the private car it is important that they drop and collect passengers in the heart of the town centre. This therefore becomes the area where services terminate and commence and because of this there are streets within the town centre that are subject to several buses waiting at any one time. Detailed design proposals would need to ensure there is no conflict between buses and pedestrians. As part of implementing the walkable core it is recommended that the District and County councils enter

into discussions with the bus operators about alternatives outside of the walkable core where buses could wait in order for service frequencies to be regulated. However, it should be recognised that such a proposal might have implications for service frequencies or result in the bus operator having to purchase and resource additional vehicles to maintain existing frequencies.

Public transport spine

A key proposal for raising the profile and patronage of bus services in Stratford is a new high quality public transport spine. The existing Park and Ride service would form the basis of the public transport spine connecting the Bishopton site with the historic town centre. This new route would avoid congestion and queuing vehicles from the Arden Street/ Birmingham Road junction. If the southern Park and Ride is established the spine could be extended to encompass

this facility.

To achieve the step change in terms of perception of buses in the town it will be important to use the highest quality, low emission, state-of-the-art vehicles with frequencies of 10 minutes or less.

The size of Stratford's population has already been referred to in terms of the challenge of achieving a high quality transport system. The visitors to the town will be an important market sector to target in terms of the use of the transport spine and are likely to be vital customers if the high frequency service is to be achieved. Use of the transport spine will of course be of benefit for visitors but will also benefit those from the surrounding rural areas who work or shop in the town.

Rail / bus interchange

As part of the redevelopment of the Cattle Market site it is proposed to create

3.4 Buses

a new bus/rail interchange on the forecourt to the station interchange. The intention is that initially the current route of the Park and Ride bus service would be altered so that it would use Birmingham Road and Western Road to access the new interchange and provide a high frequency link to the town centre. In time this would be replaced by the high quality public transport spine service that could use a new link across the canal (see section on Vehicular Movement) providing an even better link to the town centre. It is expected that almost all conventional bus services operating along Birmingham Road would be re-routed to serve the interchange. The interchange will provide provision for bus layover, thereby relieving the current situation of congestion on Bridge Street and Wood Street. To ensure the interchange facilitates efficient bus use a turn around facility should be accommodated via the station car park.

In addition to the interchange it will also be important to create strong pedestrian links to and from Alcester Road so that rail passengers can easily access bus services on this road.

Park and Ride

Park and Ride is one of the most important elements of the movement strategy for Stratford. In time there should be a significant removal of long stay car parking in the town itself with Park and Ride becoming the primary provision

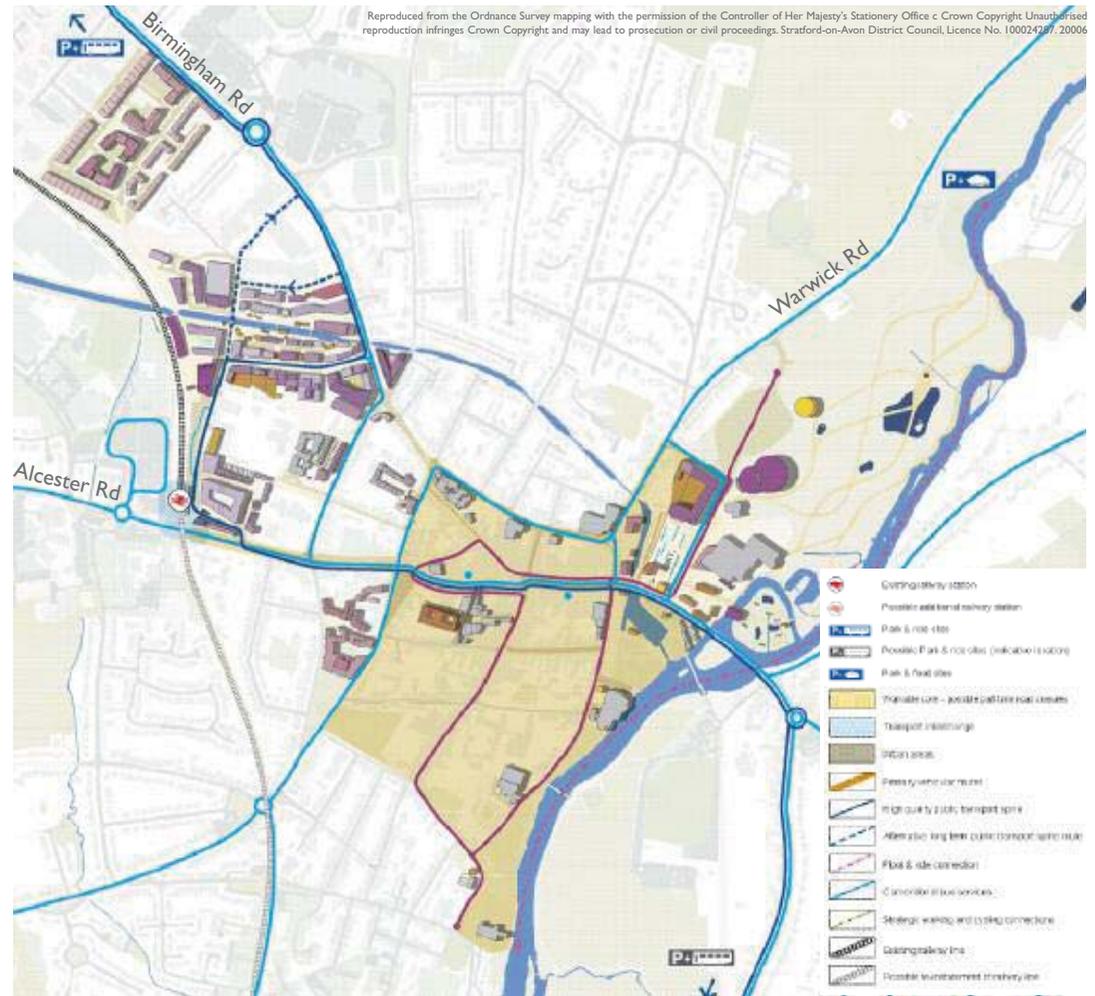


Figure 3.3 Public transport strategy

for commuters, visitors and tourists. A comprehensive strategy for communicating the benefits and attractiveness of Park and Ride needs to be in place supported by complementary measures in the town such as an appropriate short stay parking tariff. Co-operation and partnership between the County and District Councils is required if the benefits of Park and Ride are to be realised.

The recently opened Park and Ride off Bishopton Lane near to the roundabout with the A46(T) and the A3400 Birmingham Road has 725 parking bays. Car parking is free and bus fares for a return trip are currently £1.30 per person. Buses run every 10-15 minutes between 8am and 7pm.

There is scope for improving the patronage of the Park and Ride facility and the County Council is marketing the facility generally and working specifically with local employers to encourage more

commuters to use the service.

The need for a future Park and Ride to the south of the town on the Shipston Road has been identified. This site will be progressed subject to the successful operation of the Bishopton facility. The wider the coverage of Park and Ride the better the benefits for the town and this further highlights the need to achieve a significant increase in the patronage of the Bishopton site. This will enable the southern site to be progressed.

In addition to expanding the Park and Ride facilities available, an aspiration should be to extend operating hours to enable and encourage visitors staying later in the evening to use the park and ride. Consideration could be given to extending hours of operation when town centre parking policy has been developed to support substantially increased usage of the park and ride.

Mini tram

In early 2003 a trial of a mini tram system was undertaken in Stratford. The Mini tram is an electrically powered road going vehicle that offers the characteristics normally associated with light rail through the flexibility and cost effectiveness of automotive technology. The Mini tram is a state of the art, pollution free people mover designed to operate in town centres. The vehicle trialled is available in a number of widths and lengths and depending on the configuration used can carry between 30 and 90 passengers.

During the trial 1400 people used the Mini tram with a 98% positive response rate. In addition County Councillors supported the view that the Mini tram as a new form of public transport would have a future in Stratford.

As part of the movement strategy it is recommended that the feasibility of implementing a Mini tram system in Stratford be investigated. A feasibility

study would need to investigate issues such as routing, financial viability and possible sources of funding for subsidising the service.

As an initial idea it is suggested that the Mini tram could be used as a shuttle service between the main points of arrival in Stratford and the main attractions. A possible route could be Bridgeway Area-Bancroft Gardens-RST-Holy Trinity Church-High Street-Wood Street-Rother Market-Henley Street-Bridge Street-Bridgeway Area.

It should be recognised that any Mini tram system in the town is likely to be a complementary rather than a fundamental element of the movement strategy. The objectives for the system should be about adding to the tourism offer as well as raising the profile of Stratford as a town that is committed to sustainable transport and a high quality pedestrian environment. The mini tram would need to be developed within the context of existing commitments in the LTP.



3.5 Rail

Similar to bus services, rail services must play an integrated role in the movement strategy for Stratford. It should be easy to change from rail to other modes such as bus, car or bike. There should be no barriers in terms of time and space but a well organised, compact interchange, including coordinated bus and rail timetables.

With the redevelopment of the Cattle Market site, the Steam Centre of the Birmingham Railway Museum Trust and the proposals for the Western Road area, there is an opportunity to achieve a high quality bus/rail interchange facility with much improved pedestrian and cycle links, particularly to the north.

For many visitors, the railway station is their first and last experience of Stratford. The redevelopment of the Cattle Market site has the potential to deliver an improvement in the public realm immediately in front of the station. In terms of the station building itself, the facilities are rather poor and would benefit from an upgrading.

In terms of frequency and journey times, Stratford is poorly served both in relation to Birmingham and London. It is hoped that an enhancement of services on the Shakespeare Line to Birmingham will be secured in the future. The aspiration should be to

work with the Department for Transport, Network Rail, and train operating companies to also secure an improvement to Leamington and beyond to London.

Beside the direct station environment, the access to the education hub on Alcester Road and the link into the town are unpleasant because of high and at times, fast traffic flows. Both routes require improvement but within the physical constraints of the Alcester Road corridor and Arden Street junction.

Reinstating the Stratford – Honeybourne line

There is some debate within the Stratford community about the potential for reinstating the Stratford to Honeybourne railway line. The consultation highlighted the potential reinstatement as a public aspiration. It is suggested that such a reinstatement

should be considered as a long term aim of the Urban Design Framework. The following paragraphs provide an overview of the issue as background for this section.

Six miles of track are missing between Stratford and Long Marston. From Honeybourne the line is active, with links to Oxford, London and Worcester. There is also the potential to achieve a link to Cheltenham.

The route of the old railway line still exists with the majority converted into a cycleway/pedestrian route. A short section within the town centre has been converted into a highway.

A study was undertaken in 1996 for the County and District Councils investigating the feasibility of reinstating the Stratford – Honeybourne Line. This study concluded that it would be physically feasible to reinstate the rail link although there would be some major environmental and traffic effects

within the town itself. The likely effects would include:

- An increase in the level of noise and vibration experienced by a substantial number of residential properties;
- The re-modelling of the Evesham Place roundabout and the resulting queuing of traffic during peak times;
- The cycle way alongside Seven Meadows Rd and the footpath linking Sandfield Rd to Evesham Place would have to be removed, severing the cycling and pedestrian network of Stratford; and
- The significant financial costs and the need to balance this against the feasibility and need for the scheme.

The study also concluded that although there might be a case for establishing a tourist/heritage service between Stratford Racecourse and Honeybourne, there was no case for re-establishing a

3.5 Rail

passenger service on the Honeybourne link.

It has to be accepted that the study is now ten years old and the wider political and environmental context has changed. Whilst it is not possible as part of the movement strategy to recommend that reinstatement of the link be actively pursued, consideration should be given to investigating the viability of this proposal at some point in the future. Concerning this proposal, the LTP states that unless there are local benefits to the scheme, it is unlikely the County Council would be able to support such a proposal if it were to be promoted in the future by the Department for Transport or the rail industry. A key obstacle is the need for either a new level crossing (features which Network Rail are phasing out) or a tunnel or viaduct which would be of significant cost.

Stratford Parkway

A new rail station, Stratford Parkway, is proposed adjacent to the Park and Ride site on the Stratford/Birmingham and Stratford/Leamington/London line. The West Midlands Route Utilisation Strategy (July 2005) recommends improved frequencies between Birmingham and Stratford-upon-Avon, which it is hoped will be secured in the future. Possible improvements to the London service are also being

investigated. Improvements to rail services will assist in supporting the viability of a new Parkway station at Bishopton.

It is considered that the new Parkway station will be of limited benefit to the town's population. It is likely to be of benefit to those in the surrounding rural area who currently use Warwick Parkway and would find a Parkway station at Stratford nearer to travel to. This of course needs to be balanced with relative train journey times to various destinations. Whilst measures to encourage more rail use should be encouraged care should be taken with a new Parkway station to ensure that it does not affect the viability of the town railway station. It should be noted, however, that the establishment of Warwick Parkway has not had a noticeable effect on overall use of Warwick station.



3.6 Other tourist transportation

Developing the existing transport infrastructure which specifically serves visitors to Stratford will be an important component of delivering a world class visitor destination. In addition to those modes already addressed in this chapter, this section addresses the management of tourist coaches and arrival modes specifically

Park and Float

Stratford has the opportunity to use the Avon, one of the town's great assets, to add another tourist attraction to its portfolio. A park and float facility could be introduced on the Avon to the north of the town, where the river is relatively close to Warwick Road. This would take visitors to the town centre with stops on key destinations such as Bancroft Gardens and Holy Trinity Church. This would be a fantastic and enjoyable way to arrive in Stratford besides being another dimension of the movement strategy for the town.

A feasibility study for this proposal would need to be undertaken. It is possible that this type of service would only operate from Spring to Autumn. The proposal would need to be a private sector venture.

Coaches

There are two main coach parking facilities within Stratford; at Windsor Street and the Riverside car park next to the Leisure Centre.

Discussions have been held with the Birthplace Trust about the Windsor Street facility. There can be up to fourteen coaches waiting at the facility or on Windsor Street during busy periods and a number of alternative options for accommodating this demand for parking have been considered. However, it has been concluded that the current arrangements with coaches dropping off and waiting at Windsor Street should not be changed. There is though the scope for reviewing the layout of the coach park and the buildings on the site with a view to creating a frontage onto the street that would screen the parked coaches.

The Riverside car park to the north of the leisure centre has allocated spaces

for up to around sixty coaches. This is the main coach parking facility within Stratford and is the main point of arrival in Stratford for coach parties. Many people who arrive by coach use the information facilities within the leisure centre before walking on to the town itself.

Providing parking for up to sixty coaches is a challenge due to the space required. Nonetheless alternatives have been considered including re-configuring the current Bridgefoot multi-storey car park to accommodate coaches. It has been concluded that the current Riverside area remains the best location for coach parking for a number of reasons including the strength of the links to the Warwick Road and beyond to the M40.

In terms of improving the sense of arrival for coach visitors the proposals for the Bridgeway area will radically change the urban quality of this area of

the town. There are also proposals for linking this facility with a proposed intra-town Mini tram shuttle service (see p.46) that will be of benefit for the less mobile visitor. In relation to the visual impact of the parked coaches the proposals will achieve a high quality landscaped coach park adjacent to the Wetlands area.

In addition to the dropping off and picking up of coach passengers at Riverside and Windsor Street there is also a need for coaches to access the historic part of the town to:

- Drop off/pick up passengers at hotels;
- Drop off/pick up passengers at tourist sites; and
- Conduct a moving tour of the historic sites.

Coaches by their very nature are large vehicles and can be intimidating for

3.6 Other tourist transportation

pedestrians. It is therefore proposed that a ban on coaches is implemented on some streets within the town for all or part of the day. However, it is recognised that for practical reasons coaches do need to access some parts of the town, so any ban must be part of a comprehensive management strategy for coaches in Stratford that rationalises movement and pick up/drop off points.



3.7 Vehicular movement

There are a number of opportunities to reduce the pressure placed on Stratford town centre as a result of the volume of traffic currently passing through it

A good proportion of the road network within Stratford was developed before the advent of the car and therefore many of the streets struggle to cope with the level of traffic using them.

There are also aspects of the structure of Stratford that result in congestion hotspots e.g. Clopton Bridge and Arden Street. This results in negative impacts such as congestion, driver frustration and a low grade environment for pedestrians and cyclists.

Ring Road

It has been suggested that the solution to Stratford's traffic issues would be a ring road or orbital and a number of options have been considered over the last 10-15 years. This is a public aspiration which was strongly articulated in the consultation. However, as this document is a Supplementary Planning Document it cannot consider such a significant

proposal which at present has limited planning policy framework in place to enable it. The following paragraphs provide an overview of the issue as background for this section.

The Stratford-upon-Avon Traffic Study (1991/92) identified a number of schemes that could reduce traffic congestion in the town centre. These schemes have been included in various versions of the Local Plan and been subject to scrutiny at Public Inquiry.

Within recent years the notion of a ring road for Stratford has been proposed by the local business community in the town. The proposal is for a route that runs from the A46 Wildmoor Roundabout in the west around the southern edge of the town and continuing north to join the A439 Warwick Road in the vicinity of Oxstalls Farm. This proposed route incorporates sections of road that are complete, established schemes and new schemes.

The proposed Stratford Western Relief Road (SWRR) runs between the A46 at Wildmoor Roundabout and the B439 Evesham Road and is included in the current Local Plan. The purpose of this scheme is to act as a relief road reducing traffic levels in the town and to provide access to 660 new houses to the west of Shottery. The scheme would also provide access to coach/car parks at Anne Hathaway's Cottage. The proposal could only go ahead if it was funded by residential development on the associated site at Shottery. Decisions on the release of this site will need to be taken by the District Council through the Local Development Framework. The potential implementation of the SWRR funded by development therefore remains uncertain.

The Racecourse link would essentially form the missing link between the SWRR and the Southern Relief Road (SRR) (Seven Meadows Road and Trinity

Way). The scheme would run south from Evesham Road to the west of the Racecourse before picking up the line of the disused railway line and continuing north east to join Seven Meadows Road, a length of just over 2km. If implemented this scheme would remove east-west traffic that currently uses Evesham Road and the north-south leg of Seven Meadows Road.

The Southern Relief Road between Seven Meadows Road and the A422 Banbury Road is a recently completed scheme. The most recently completed section is the eastern extension that was opened in August 2004. Traffic data shows that since August 2004 flows into Stratford have decreased by only 1%. Flows on Clopton Bridge have however decreased by 4%.

3.7 Vehicular movement

The Ring Road project includes a previously unconsidered scheme that would effectively form an eastern relief road for Stratford. This would start at the eastern end of the SRR and create a link to the south of Tiddington. From this point the route would skirt around the eastern edge of Tiddington before crossing the River Avon on a new structure and joining the A439 Warwick Road in the vicinity of Oxstalls Farm. The total length of the route would be just under 5km. If implemented this link would form a useful function for through traffic moving north south and vice versa on the eastern side of Stratford. It would also be of use for trips to/from the north and originating/terminating in Tiddington and Bridgetown areas. This link would certainly have some effect in reducing traffic flows on Clopton Bridge and the Bridgeway gyratory.

Overall, the notion of a Ring Road for Stratford seems sensible particularly in terms of taking some traffic out of the town centre. However, it is a significant undertaking comprising just over 9km of new highway with an estimated preliminary construction cost in the region of £40-45m. This cost is based on information for the SWRR.

An economic case has been made for the SWRR road although in part this is supported by trips associated with new housing west of Shottery. In terms of the Racecourse Link it is likely that this

road would attract slightly lower traffic flows than on the SWRR and may only have marginal journey time savings compared to the existing SWRR to SRR route via Evesham Road. In relation to the Eastern Relief Road section of the Ring Road it is not easy to predict the number of vehicles that would be attracted to this route without undertaking some preliminary traffic modelling. However, based on 2001 information for vehicle movements it is estimated that flows could be around half of those expected on the SWRR. No assessment has been made as to the likely economic benefits arising from this level of traffic although it is clear that the estimated flows are well within the capacity of a 7.3m carriageway even projecting flows 15-20 years into the future and therefore it is unlikely that this section of the ring road could be justified economically.

In terms of national, regional and local transportation policy there has over the last 15 years been a significant shift away from the traditional approach of 'predict and provide' for highway infrastructure. Innovative transport solutions are now required with an emphasis on demand management measures (such as road pricing) with parallel support for encouraging a shift towards use of sustainable modes of transport (walking, cycling and public transport). The vast majority of future funding through the Government's Transport Innovation

Fund will require this approach to be taken. It is therefore extremely unlikely that central government will be able to fund highway schemes such as the Ring Road.

An alternative is that the Ring Road is funded through Planning Gain Supplement from developers as is proposed for the SWRR. However, this is dependent on the quantum of the new housing allocation for Stratford at the regional level and how specific sites are identified at the Local Plan level. This is outside the scope of the UDF for Stratford.

Highway schemes such as the Ring Road are subject to an Environmental Assessment at various stages during the development of the design. This has been undertaken for the SWRR and a similar assessment would be needed for the Racecourse Link and the Eastern Relief Road. The economic benefits of a highway scheme need to be balanced with the potential environmental dis-benefits.

As part of an on going review of transport schemes in the town by WCC, the feasibility of a ring road could be investigated. This would need to include traffic modeling to estimate the numbers of vehicles that would be attracted to the route and hence the associated economic benefits.



3.7 Vehicular movement

River Avon crossing

The Clopton Bridge crossing of the River Avon is the most heavily used section of road within Stratford. It has been suggested that the town would benefit from an additional crossing of the Avon, further to the north that would link in with a re-configured street network in the Bridgefoot area (see below).

A new bridge would effectively double traffic capacity across the River Avon and would form a link between the Warwick Road and Shipston Road via Tiddington Road. The existing Clopton Bridge would continue to be used forming a link between the Birmingham Road/Guild Street and Shipston Road.

Whilst the capacity across the river would be increased it is not considered that overall capacity would be increased due to constraints elsewhere. In particular the traffic using the two crossings would converge/diverge at Tiddington Road and Shipston Road requiring a significant upgrading of this junction. There are also major challenges in constructing a new bridge to cope with the long term flood levels and in this context achieving a new connection to the Tiddington Road. Overall it is concluded that, at this early stage, there is not a convincing argument for an additional river crossing in terms of the benefits that would be achieved. However, more feasibility work could be undertaken to investigate

the benefits further and this should be done through the LTP Stratford Transport Strategy review.

Bridgeway/Bridgefoot Warwick Road Gyratory

The Bridgeway area of Stratford is characterised by large buildings such as the multi-storey car park and leisure centre together with a one way gyratory system that connects with Clopton Bridge.

The design framework for this area of the town proposes significant changes to the urban structure and uses located within this area. A key objective of the design framework is to create a network of active streets that are able to accommodate the needs of all road users and support a range of uses in the buildings that front the streets. To assist in achieving this objective it is proposed that the current one way system be converted to two way working and a new link road is constructed from the current Leisure Centre site to Warwick Road. The proposed new network could remove many of the circuitous and lengthy routes that many vehicles make and provide a more flexible and permeable structure for this area of the town.

A preliminary traffic assessment of the proposals has been undertaken and from this preliminary junction layouts have been produced. A key issue

identified in this assessment has been the need for minor widening of Warwick Road carriageway between Guild Street and Bridgeway in order to accommodate two traffic lanes in the northbound direction. This widening may be difficult and would have to take place within the limits of the current highway boundary, but would require some narrowing of the footways on either side.

In order to achieve the vision for the Bridgeway area a change in people's movement habits and behaviour will be required. A significant shift towards sustainable transport modes away from car usage will be needed if the environment created is to be enjoyed by pedestrians. A full transport assessment will be required to consider the traffic requirements and impacts to realise the vision.

Partial streets closures

Henley Street and Meer Street are already subject to partial closure to vehicles during the daytime. As part of the movement strategy the scope for partial closure of other streets has been investigated. The streets considered for partial closure are Bridgefoot (between Clopton Bridge and Bridge Street), Bridge Street, High Street and Waterside (south of Sheep Street).

A preliminary traffic assessment of these proposals has been undertaken

assuming closure of the streets to general traffic between the hours of 11am and 4pm and a two way street network in the Bridgefoot area as previously described. The conclusions of the assessment are as follows:

- With Bridgefoot closed, traffic flows within the historic part of the town would be relatively unchanged, as vehicles on Bridge Street and Waterside would still be able to access Warwick Road.
- With Bridgefoot, Bridge Street and High Street closed, flows on Union Street would increase markedly. Traffic on Guild Street would also start to approach levels experienced in the peak hours.
- With Bridgefoot, Bridge Street, High Street and Waterside closed flows on Union Street would increase markedly. Traffic on Guild Street would also start to approach levels experienced in the peak hours. Flows on Sheep Street would also increase significantly.

There is clearly scope for road closures within the town and it is recommended that this be investigated further in conjunction with more detailed traffic modelling work. Greater public acceptability of the need to change personal travel behaviour, and willingness to do so, will be required to reduce the scale of the impacts of

3.7 Vehicular movement

closures and traffic re-routing, particularly increased congestion and worsening air pollution.

Canal Quarter Connections

The existing light industrial area to the south of the canal and east of the railway line is accessed from Birmingham Road via Western Road. Currently, access is often hampered by congestion at the Birmingham Road/Arden Street junction.

The design framework for the area proposes a new quarter both north and south of the canal. This would have a mix of residential, employment and cultural uses and as part of this a new north south road link is proposed across the canal linking Western Road with Maybrook Road. This new street would be for use by buses, cyclists and pedestrians and would create a much more permeable network in this area of the town.

Currently, the southern extent of Western Road ends at the northern boundary of the railway car park. Whilst it is proposed to open this up and create a bus route through into the new interchange at the rail station this would not be for use by general traffic. This would prevent a north south route being created as an alternative to Arden Street.

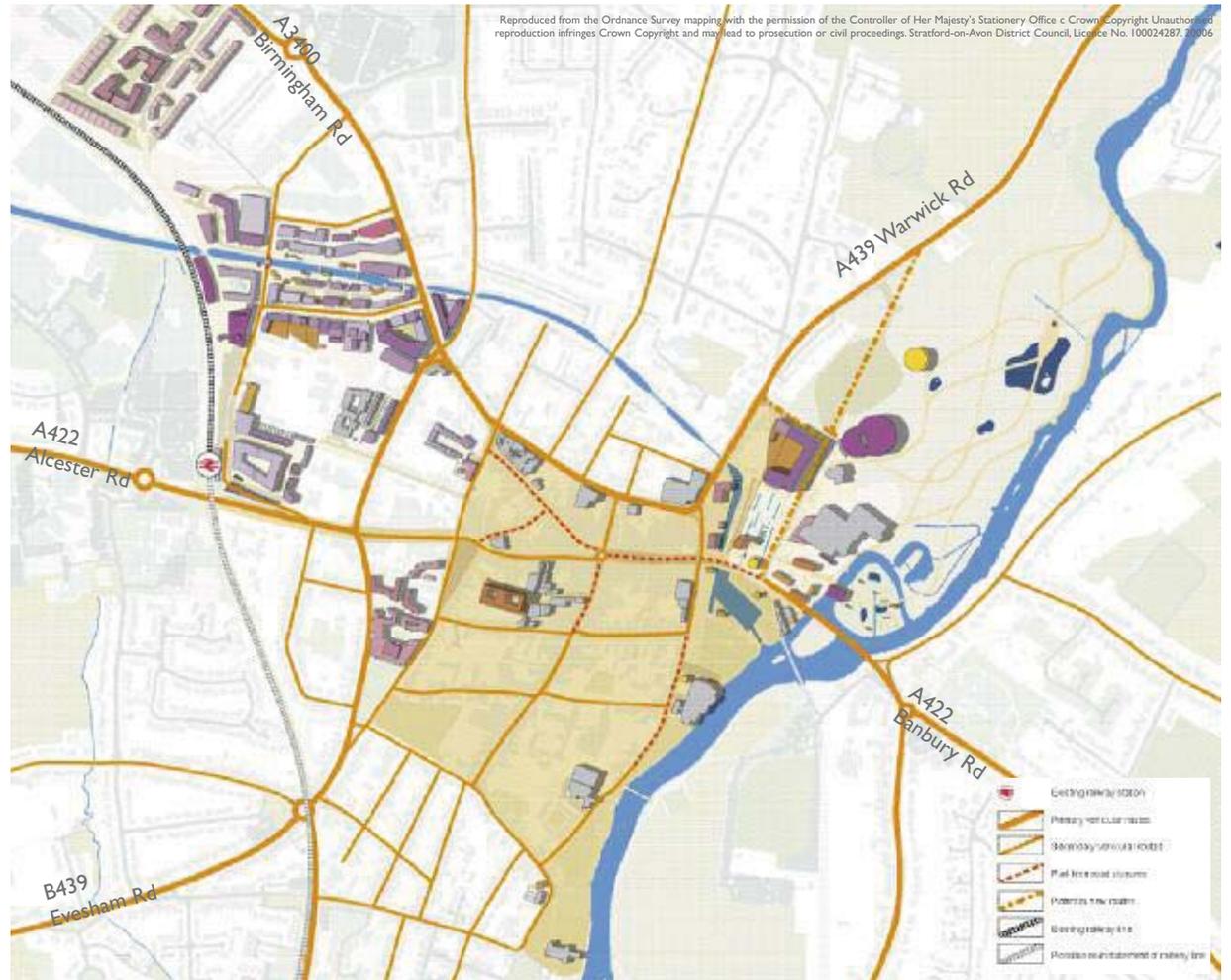


Figure 3.4 Vehicular movement strategy

3.7 Vehicular movement

Urban Traffic Management and Control

Stratford has implemented an Urban Traffic Management Control System that provides a real time information system for car parks and a route advisory system. As the movement strategy for Stratford develops this will require updating to reflect the new conditions. Linking of the UTMC to the Bishopton Park and Ride site is already planned and this will give the facility for activating variable message signs on the approaches to Stratford and encourage use of the Park and Ride.

Car Clubs

Car Clubs are a relatively new innovation in the UK but are more common in other European cities, with good results. Under Car Club scheme, members would have access to a car in their neighbourhood to make journeys for which a car is essential, whilst discouraging unnecessary use. The potential for Car Clubs in Stratford should be investigated. Car Clubs could be located in places such as Shottery, Rother Market, the train station and the new canal quarter.

Traffic Calming Measures

Feedback received suggests that in some residential areas traffic speeds are excessive and there are associated safety issues given the narrow street widths and pedestrian flows.

Consideration should be given to introducing 20mph zones combined with traffic calming measures. Any traffic calming measures in the more historic parts of Stratford such as the Old Town and Shottery would need to be of the highest quality in terms of design and detailing.

Heavy Goods Vehicles

There is some concern amongst the local community regarding the number of heavy goods vehicles passing through the town and in particular using Clopton Bridge.

Whilst there are no known load carrying capacity issues with Clopton Bridge the restricted dimensions of the crossing result in passing HGVs creating an unpleasant environment for pedestrians. There would certainly be some environmental benefits arising from the removal of HGVs from Clopton Bridge and their removal would reduce the risk of structural damage. An alternative route does exist to the south and west and it is recommended that further investigation be undertaken into signing this as an HGV route. It is considered that initially this would be the preferred approach rather than the use of a ban that potentially could be unenforceable. It should be noted that signing an HGV route to the south and west would in all likelihood result in negative impacts to

properties fronting this route and this needs to be balanced with the positive impacts at Clopton Bridge.

As part of the proposals for the walkable core it is proposed that a zone be established within which access for heavy goods vehicles of a certain size/weight is restricted. This would effectively prevent servicing activity within the core commercial hours, for example between 11:00am and 4:00pm.



3.8 Parking

Parking is important for customer convenience and economic health, but it is also important to get the balance between long and short stay parking right, and to ensure that car parks are appropriately located

Introduction

The level of public and private car parking in Stratford town centre will have a major influence on how successful the movement strategy is in delivering sustainable transport objectives and achieving the aspiration for a high quality environment. However, there is a balance to be struck in delivering a sustainable transport solution whilst ensuring that an appropriate level of car parking is provided to maintain the vitality of the town in terms of a place to work and visit.

Key to achieving an appropriate parking solution for Stratford will be the County and District Councils working in partnership. Car parking policies should be reviewed to provide a coordinated approach which addresses all forms of parking including the Park and Ride services.

There is on going debate within the local

community regarding the parking situation in Stratford. Coming out of this debate there are some issues to be addressed including:

- The relative costs of long stay parking in the town centre and at the Bishopton Park and Ride;
- The policy of issuing season tickets for long stay parking;
- The relative costs of long stay and short stay parking. For a four hour stay it costs less to park in a long stay car park than in a short stay car park;
- The pricing structure for short stay parking and in particular the sharp increase in cost between 3 hour and 4 hour stays;
- The physical distribution of short and long stay car parks and the relative distances to the town centre;
- The physical distribution of short and long stay car parks and their proximity to radial approach roads; and

- The relative costs of parking in Stratford compared to other nearby competing centres such as Leamington Spa.

In the short term a detailed car parking strategy will need to be developed by the County and District Councils and as Stratford grows there will need to be regular reviews of the strategy and the results of changes to parking to ensure that a balance between what are often competing objectives is being achieved. This movement strategy starts to set out some of the key components of the parking strategy. A key component of the strategy for parking will be pricing tariff. This will need to be determined within the context of competing towns, but will need to incentivise long stay parking at the Park and Ride. In addition, a review of the signage to car parks should form part of the parking strategy to ensure effective working.

On street parking

Within the walking core on-street-parking should be reduced as much as possible. The current level of on street parking is visually intrusive and has a negative effect on the general experience of being in Stratford. It should be recognised that the majority of retail and commerce in the town centre is leisure and souvenir shopping and other business services, for which direct car access to shops or commercial properties is required. Some space will need to be allocated on streets for loading, but with restricted hours of operation as well as disabled parking.

Short stay parking

Stratford has around 1,260 regularly available short stay car parking spaces in the town centre. Subject to development of a parking strategy and modelling work it is proposed that the level of short stay car parking be

3.8 Parking

increased to around 1600 spaces and provided as follows:

- Bridgefoot – 650 spaces;
- Windsor Street – 243 spaces;
- Mansell Street – 120 spaces;
- Rother Street NCP – 245 spaces;
- Swan's Nest Lane – 26 spaces;
- Sports Club – 139 spaces; and
- Recreation Ground – 180 spaces.

It should be noted that the increase in short stay parking has come from the reallocation of long stay parking to short stay parking.

To reduce traffic all the short-term parking is located on the edge or just inside the walking core provided in off street parking facilities only. This will have a major effect to reduce congestion by cars circling the streets searching for a free on-street-parking bay and provides better control and advisory by UTMC system.

Long term parking

The level of long stay car parking in the town centre is currently around 1670 spaces. Subject to development of a parking strategy and modelling work it is proposed that the level of long stay car parking be reduced significantly to 800 spaces and provided as follows:

- Riverside – 400 spaces;
- Recreation Ground – 200 spaces; and

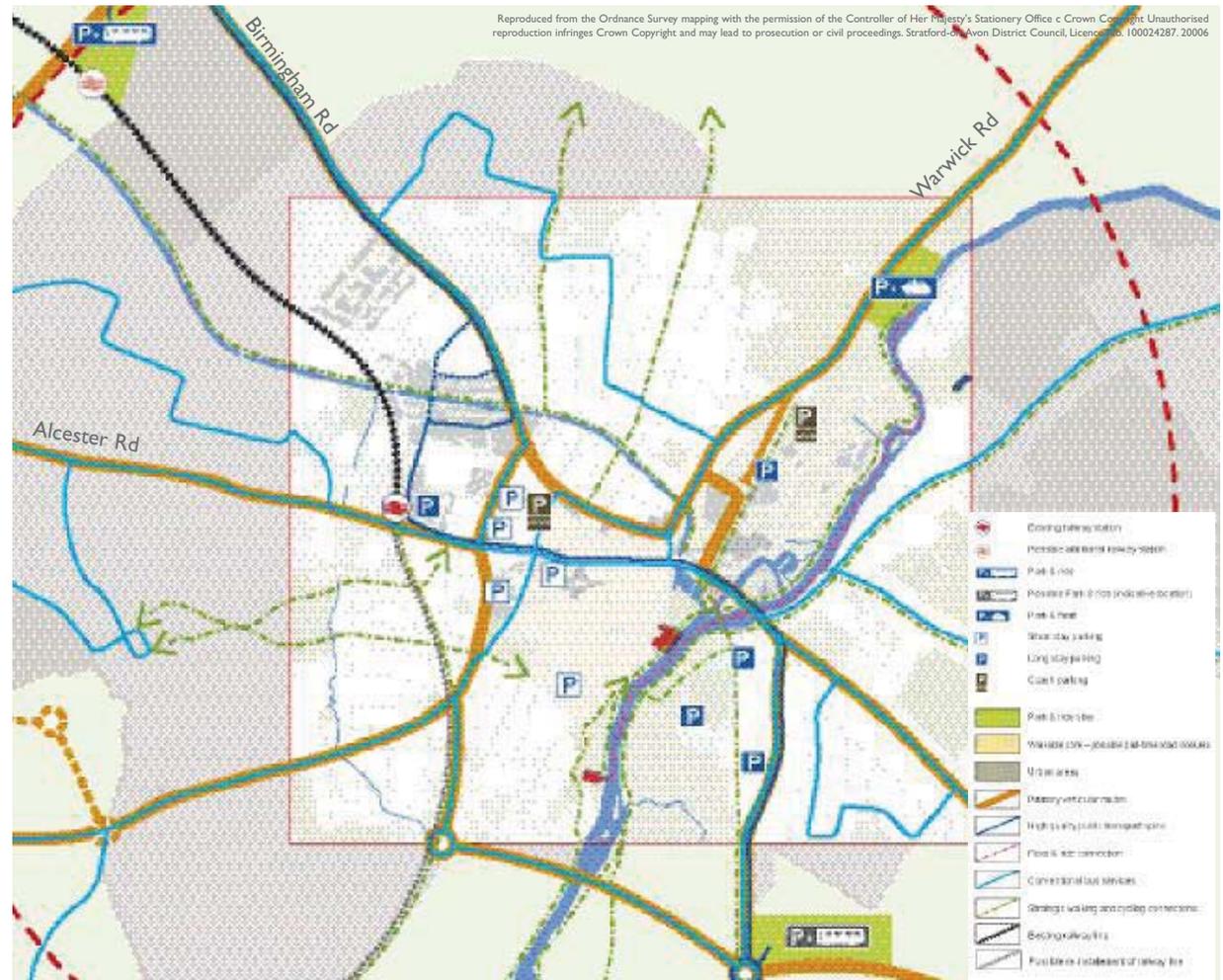


Figure 3.5 Town-wide Parking Strategy

- Cattle Market – 140 spaces (please see Cattle Market section in Development Strategy chapter).

The reduction in long term parking in the centre would be consistent with moving this parking to the edge of town at Park and Ride sites. Long term parking would be located well outside the walkable core and some distance from the core retail and commercial area.

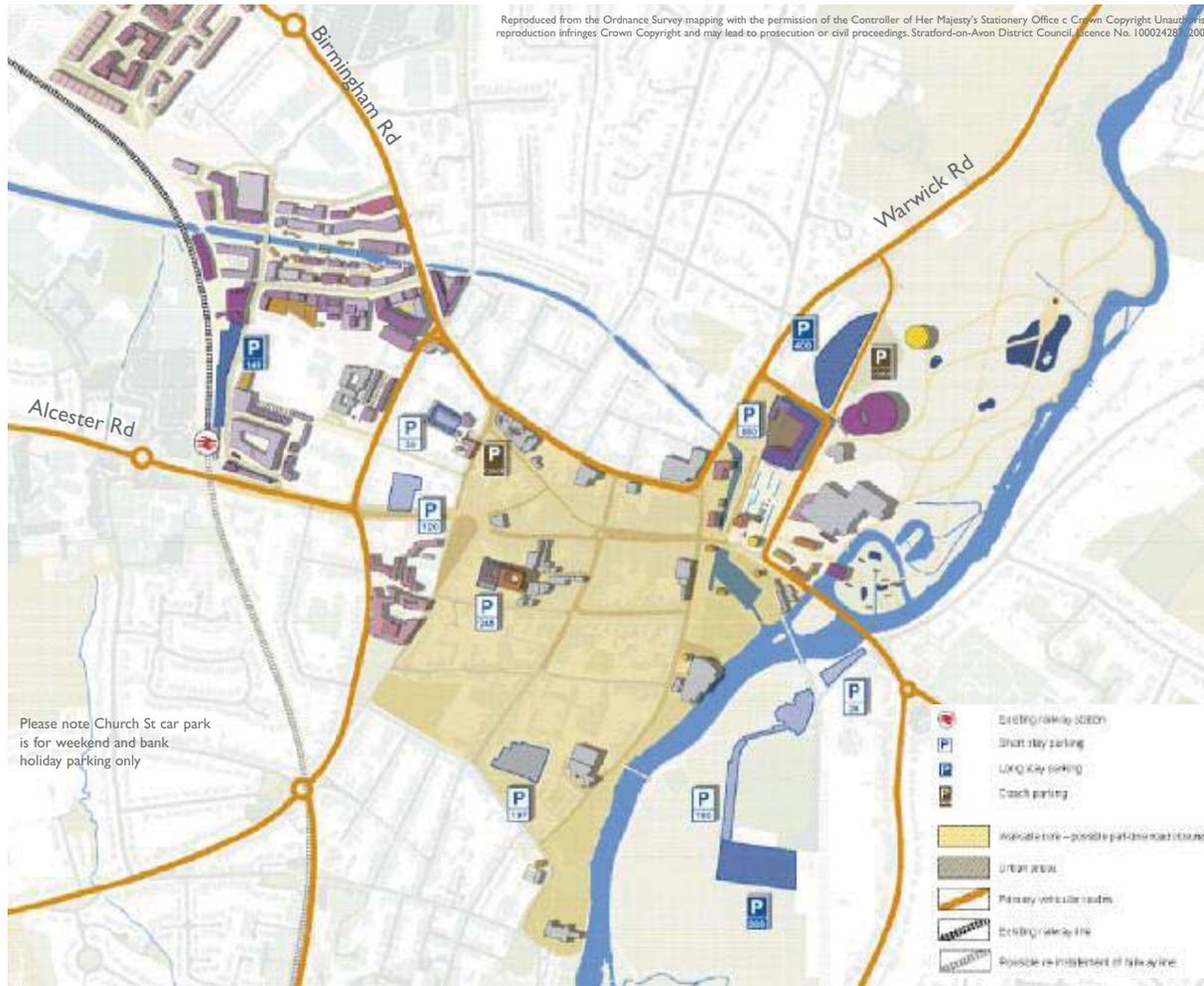


Figure 3.6 Central Parking Strategy



Bridgeway - looking west up Bridge Street



4. Landscape and public realm strategy

4.

4.1 Landscape context and vision

An exceptional network of public spaces and routes which set Stratford in the environment it deserves

Broad landscape vision

The landscape and public realm strategy is intended to operate as an additional layer of detail that relates to the development strategy in Section 5.

The design approach to Stratford-upon-Avon is one of a contemporary feel that is simple and bold in its form providing an appropriate setting for the many high quality facades that adorn the streets.

Planning context

Local Plan policy ensures the protection of valuable landscape and spaces in and around Stratford-upon-Avon. Any development associated with the landscape and public realm network should protect and enhance existing features. The creation of new high quality spaces and routes is encouraged as part of developments, with a view to establishing attractive environments for walking and cycling.

The role of the landscape and public realm in providing an attractive setting for the town is strongly highlighted in the Local Plan. A series of guidance documents have been produced which outline how local character should be reflected in the design of developments and public realm improvements, including the District Design Guide, the Town Design Statement and Landscape Guidelines.

Landscape character and context

In terms of landscape character, the following conclusions can be drawn:

- A strong distinctive landscape corridor is located along the river which moves through the town; and
- The edge of Stratford is well defined with a bold transition from town into countryside.

In terms of the landscape designations, the following points are of relevance when considering opportunities:

- The Green Belt is intact and provides a strong setting for the town on the north side;
- There are opportunities for extension of community woodlands;
- The built up boundary is well defined; and
- The Areas of Restraint running through the centre of the town and to the west are functioning well.

Relevant Local Plan policies are:

PR.1 Landscape and Settlement Character

PR.2 Green Belt

EF.2 Special Landscape Areas

EF.3 Areas of Restraint

EF.4 Historic Landscapes

EF.5 Parks and Gardens of Historic Interest

EF.6-7A Nature Conservation and Geology

EF.9-10 Trees and woodlands

SUA.1 Town setting

SUA.2 Town character

SUA.3 Environmental Enhancement

DEV.2 Landscaping

SPG Landscape Guidelines and District Design Guide

The topographical and hydrological key issues are:

- Stratford-upon-Avon lies partially in the flood plain of the River Avon and is partially contained by Bordon Hill to the south and Temple Hill in the north;
- There are opportunities to gain views of the town from these areas of high ground; and
- The River Avon provides an opportunity for improved linkages and connections.

The following points should be considered with respect to the landscape network:

- The River Avon and its environs provide the most significant green wedge that makes its way into the centre of Stratford-upon-Avon;
- There are a number of landscape links. There are also suggestions of other required links or links that

4.1 Landscape context and vision

exist which are very weak;

- There are few green spaces within the town centre; and
- There is a strong network of walking links in Stratford but there are a number of missing links that would benefit this network, in particular a well developed river edge route.

The planting around the town has the following main characteristics:

- Blocks of vegetation around the edge of Stratford are disjointed and there may be opportunities to strengthen them;
- There is a distinct lack of vegetation blocks that penetrate the town centre along with a lack of street trees; and
- Significant woodland blocks correlate strongly with higher ground.

Consultation findings

The following provides a summary of the landscape and public realm issues highlighted via public stakeholder consultation:

- The need to respect the town's history, culture and landscape through design was thought to be one of the most important priorities.
- The establishment of safe and attractive publicly accessible areas for all.
- The delivery of a high quality experience for all visitors to Stratford.
- The need for general environmental enhancement schemes.
- The potential for waterfront, river-related development and link creation.
- The need to consider the demand for a pedestrian footbridge across the River Avon.
- Too much signage and street clutter.
- Existing public spaces lack focus e.g. Cornmarket Square.
- Poor gateways to the town e.g. Birmingham Road, and the need for a strong concept and guidance to steer change on key routes into the town.
- Underutilised landscape resources such as the meadows area, better access to the river could be accommodated.
- The town's streets have no buzz - need a cultural presence and a sense of things happening and lots to do.
- The quality and state of pavements is poor – particularly Ely Street and High Street.
- Main roads need more trees as they are currently stark and unappealing.
- Too much litter and graffiti.
- No public access along river – access under Clopton Bridge.
- Canal is a hidden asset but towpath needs a better surface and hard and soft landscaping with seating areas to create an accessible urban 'oasis'.
- The lack of a real river promenade to enjoy the waterside.
- The lifetime cost of materials should be considered including their maintenance and management costs.
- The extent of shared space proposals in the town should be considered carefully to avoid pedestrian and vehicular traffic conflict.

4.1.2 Town-wide strategy

A high quality public realm is intimately linked to the surrounding landscape and therefore the first step in the strategy is to address the point of transition between the rural landscape and the urban town

Introduction

The first step of the landscape and public realm strategy has a town-wide focus. The intention is to address the overall landscape and public realm quality of the town and its environs, providing particular focus on points of entry into the town.

Rural-urban interface

The town edge is well-defined, being surrounded by an open pastoral landscape of fields with occasional blocks of woodland confined mainly to higher ground. It is bounded by the Welcombe Hills in the north and Bordon Hill in the west which afford views across the town.

The River Avon provides the most significant opportunity to reinforce strong open areas allowing the countryside to penetrate the urban realm. A hierarchy of public routes exist with public rights of way which

connect the town to the country such as Monarch's Way. The quality of these routes varies considerably and opportunities should be sought to enhance the experience in terms of landscape and visual amenity.

Ongoing initiatives

Much work continues to be done to improve the environmental quality of the town and its key streets and public spaces. The Town Centre Health Check, its Action Plan and follow on Renaissance initiative have sought to address head on issues such as the need for a coordinated approach to way-finding and signage in the town, improvements to Cornmarket Square and restoration of High Street shop fronts.

A key project is the redesign of the Bancroft Gardens and Recreation Ground which is being actioned under the World Class Stratford banner.



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Figure 4.1 Extent of town-wide strategy



Aerial image illustrating the dominance of the river corridor through Stratford-upon-Avon

4.2 Gateways

Important initial messages are sent out about the town upon entry via the gateways and approach corridors

Gateway locations and approach road improvements

The adjacent plan identifies the main approaches into Stratford-upon-Avon. First impressions are formed whilst travelling along these corridors to the town centre. They are roads that merit a strong visual identity and high quality design treatment.

The plan shows the extent of these approach corridors and their relationship as lines of transition between gateways and the thresholds to the public realm. Gateways are seen as the beginning of transition between the rural and the urban environment. They are deemed as the arrival points on the outskirts of the town.

Passing through these points would lead to an initial sense of entry to the approach corridor. From here, improvements such as tree planting, lighting and paving materials would lead a visitor or resident on a positive

experience to the thresholds which mark the beginning of public realm works noted in section 4.4.

Corridor Treatments

Public Art

In general this would play a key role in defining the main gateways to the built up part of town. As these are located mainly on the outskirts of the town at roundabouts, their form should take advantage of the large scale that is available. They should also take advantage of the visual dynamics of moving around roundabouts and through large junctions.

Public Art would have other functions within the approach corridors. It could be combined in a signage strategy that highlights routes for recreational walks that cross the corridors.

Surfacing

The approach corridors identified are

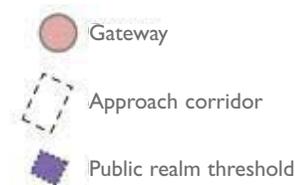


Figure 4.2 Public realm framework - Gateway locations and approach corridors

4.2 Gateways



opportunities to use distinctive surfacing treatments to highlight the transition from the rural into the urban environment. A distinctively coloured surface material with a particular texture would begin at the gateways and create a continuous experience to the threshold of the public realm. There may be an opportunity for minimising road markings which some studies show can help to increase driver awareness and reduce speeds, and thus reduce accidents.

Points where recreational paths cross the approach corridors require attention and a change in surfacing treatment would warn both pedestrians and drivers of a possible conflict. These points are identified on the following plans as pedestrian signage crossing points.

Lighting

As with planting, lighting is important in providing emphasis to the rural and urban characters. A unified, coherent language of columns with variations that relate to the urban or rural characters would be appropriate. Lighting levels, feature lighting and lighting colour should be combined with a public art approach to create distinctive corridors.

Signage

Generally signage should be kept to a minimum throughout the approach corridors. Good design combined with wayfinding principles would help to

direct people. Rationalising of existing signage and reducing the clutter would add to the legibility of the streets. Where possible, attempts should be made to combine required street furniture and signage along with lighting.

Planting Approach

The approach corridors mark a transition from rural to urban and the planting approach would aim to emphasise these characters. Woodland planting would be used to screen unsightly views and create a more interesting road edge in the rural areas and formal tree planting along the road edge would create a more urban street character appropriate in the town.

Within the more rural areas of the transition corridors, soft verges would be appropriate, being replaced with kerb edges as one moves into the town.

Planting would have an important function in defining weak edges to vacant plots of land or where carparks are adjacent to roads. Tree planting or hedging could be used to mask unsightly industrial or retail facades and strengthen the linear character of a street.

The Timothy Bridge Road area is a good example of how well planned mature landscaping can help mitigate poor quality building frontages.

Approach Corridor

This is the area from the gateway point to the public realm threshold. The linear corridor is deemed to warrant specific treatment to provide a positive sense of arrival into the town.

Gateway Points

This is identified as the main arrival into the town of Stratford Upon Avon. They are centred mainly at roundabouts and provide opportunities for lighting and art work to create a positive sense of arrival.

Intermediate focal Points

Along Birmingham Road, an intermediate focal point has been identified. This mini roundabout provides an opportunity to create an event of interest along the corridor.

Pedestrian Route / Pedestrian Crossing Point

These are specific quality recreational pedestrian routes that stem from and cross the approach corridors. Where they cross, there is an opportunity to mark them with signage and a change of surfacing material.

Development Site

On Birmingham Road key development sites have been identified. These are points that this Corridor Guidance will have special relevance for, as they represent new edges and frontages.

Public Realm Thresholds

These signify the end of approach corridors and the beginning of the public realm proposals for the core area. This is looked at in greater detail in other areas of the document.

4.2.1 Birmingham Road

Birmingham Road is one of the main approaches from the north into Stratford-upon-Avon

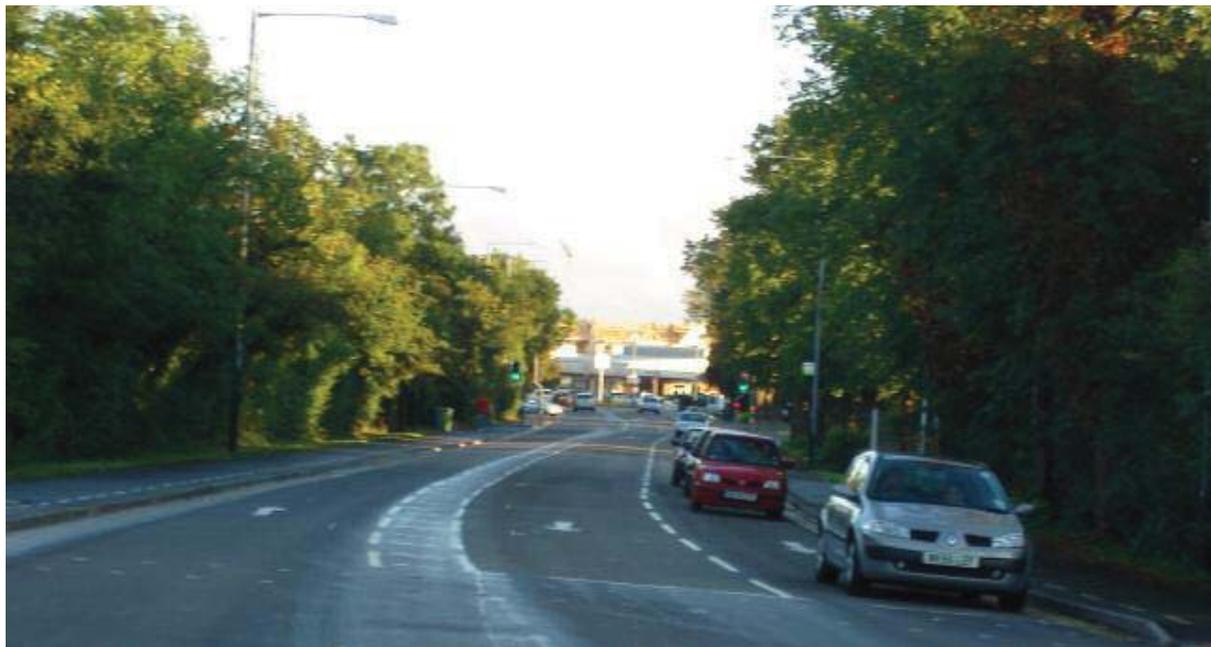
Analysis

An approach corridor has been identified from the Bishopton Roundabout travelling to the Birmingham Road/Arden Street Junction signalling the beginning of the proposed town centre public realm work.

This corridor begins with a rural character and there is a sense of transition into the town with movement through residential development and industrial estates.

Crossing the corridor, there is a recreational path. There is also an intermediate focal point in the form of a small roundabout.

This approach corridor lacks strong edge definition in relation to the new residential properties and the industrial estates.



View south along upper section of Birmingham Road



Strong green structure on approach



NC Joseph development site

- KEY
- Gateway point
 - Approach corridor
 - Pedestrian route
 - Pedestrian signage/crossing point
 - Public realm threshold
 - Rural Character
 - Urban Character
 - Development Site
 - Large scale retail units
 - Intermediate focal point
 - Key tree planting locations
 - Weak street frontage



Arden Street junction - before and after



Figure 4.3 Public realm strategy for Birmingham Road

4.2.1 Birmingham Road

This illustrative sketches show a small area of Birmingham road and the constituent parts of environmental improvements. These elements would aim to improve the overall feel of this main route into the town.

They consist of semi-mature tree planting where space is available. Species such as Hornbeam, (*Carpinus betulus*) or Small Leaved Lime, (*Tilia cordata*), would create an avenue effect and also have wildlife value.

Where possible footways should be widened to improve pedestrian movement. They would be surfaced with high quality paving such as large unit natural stone.

Lay-bys and road junctions would be paved in small unit pavers, reducing large expanses of asphalt and able to withstand traffic over-run.

300mm wide natural stone kerbs would be used both as up-stand and flush kerbs. This extremely durable material would create a quality character to the corridor.

Back of footways would be finished in either concrete kerbs or edging. Planting such as hedging or shrubs would, where possible, be used to create a strong edge and more street like character.

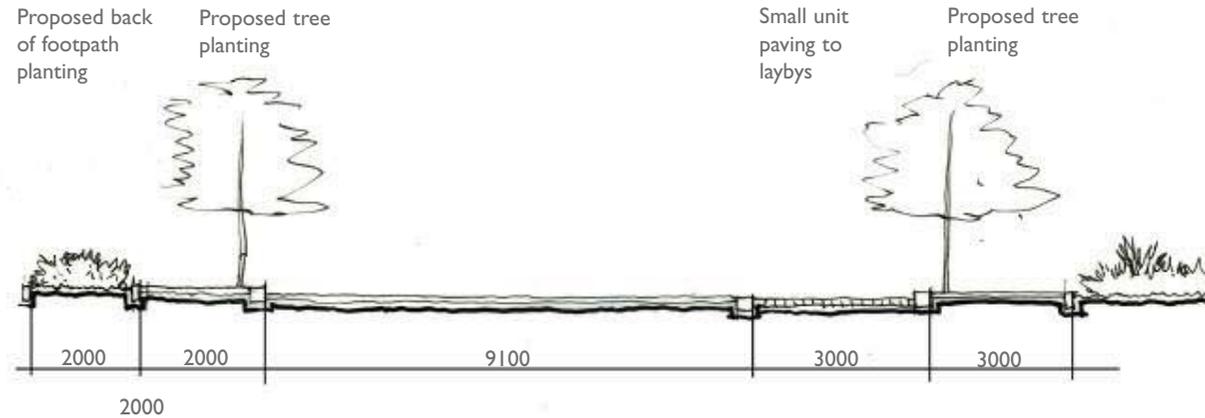


Figure 4.4 Proposed Birmingham Road indicative section

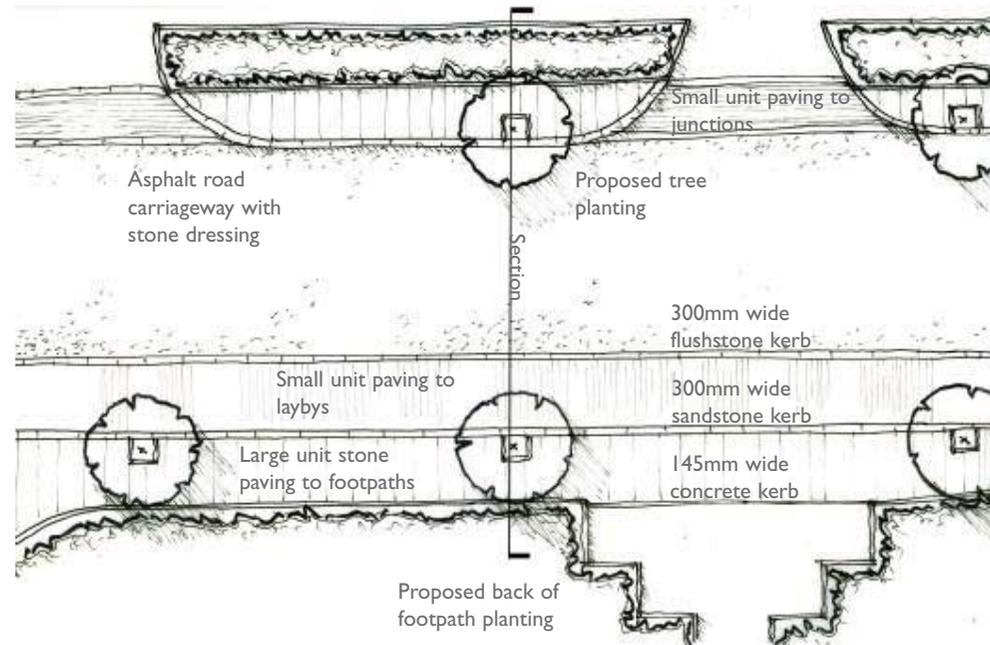


Figure 4.5 Proposed Birmingham Road layout plan

4.2.2 Warwick Road



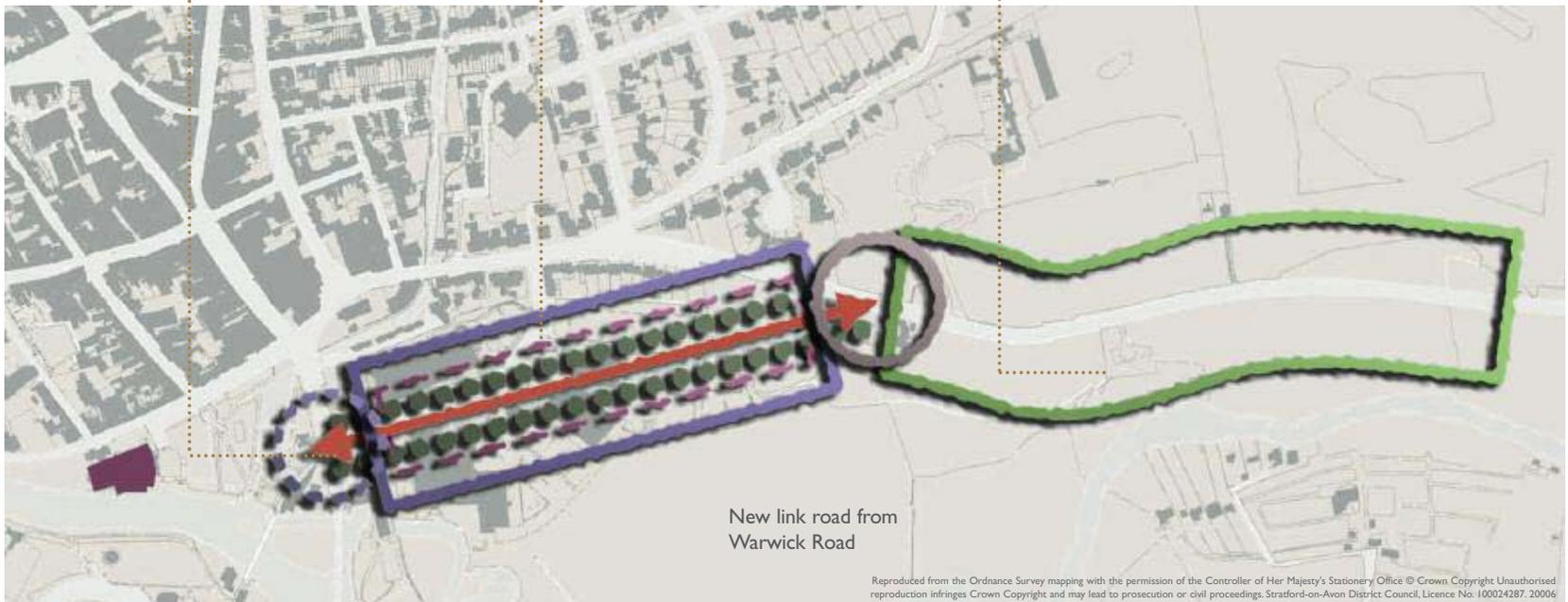
Existing view north along Bridgeway



Existing view south along Bridgeway



Existing view north from picnic site



Analysis

It is proposed to create a new access road from Warwick Road that leads directly into the Bridgeway area to provide access to the existing leisure centre site and car park.

This new road access could create a focal gateway at a point that is also the transition from country into town.

Warwick Road itself benefits from a

mature woodland character. It successfully delivers visitors and residents to the town centre. The turn onto Bridgeway makes a dramatic change of character. A key priority for the UDF is the improvement of this key gateway to the town.

Figure 4.6 Public realm strategy for Warwick Road

4.2.3 Shipston Road



Opportunities for tree planting



Tree-lined section



One of many pedestrian paths



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- KEY
- Gateway point
 - Approach corridor
 - Pedestrian route
 - Pedestrian signage/crossing point
 - Public realm threshold
 - Rural Character
 - Urban Character
 - Key tree planting locations

Analysis

Shipton Road is the main road into Stratford-upon-Avon from the south. There is a sense of approach that begins at the Shipton/Trinity Way Roundabout. At this point there is a rural character that through the approach corridor changes to a more urban feel. This corridor leads to the Clopton Bridge Junction and the beginning of the public realm plan.

The corridor itself is open at the roundabout and moves through well-structured streets with residential characters. There is a lack of trees to the edges of the streets.

A number of recreational walks arrive at or move along side this road.

Figure 4.7 Public realm strategy for Shipston Road

4.2.4 Evesham Road



Maintain open views towards town centre



Strong green structure to be enhanced



Opportunities for tree planting

- KEY
- Gateway point
 - Approach corridor
 - Pedestrian route
 - Pedestrian signage/crossing point
 - Public realm threshold
 - Rural Character
 - Urban Character
 - Key tree planting locations
 - River corridor



Analysis

This road approaches Stratford-upon-Avon from the south west. The approach corridor begins where the town meets the countryside and stretches towards the junction of Grove Road and Evesham Place. This point is the threshold of the public realm plan.

The road itself provides extensive views over the town from Bordon Hill and at this high point it has a strong well-wooded countryside character. Moving down the

hill takes one into the town where rows of residential properties bring with it a more urban character. This point also lends itself as a point of entry into the town, a gateway location. It is a point of transition and is also traversed by a recreational pedestrian route.

There is a lack of tree planting within the more urban stretch of this approach corridor. Notable features include Shotton Brook and landmark buildings.

Figure 4.8 Public realm strategy for Evesham Road

4.2.5 Alcester Road

Alcester Road represents the old Roman Road and prime access point into the town from the west

Analysis

This is the main approach from the west into Stratford-upon-Avon. Moving from the strong rural character, the road arrives at Wildmoor Roundabout signalling a point of transition into the town. This roundabout lends itself to the function of a gateway and should be treated with strong iconic art work.

Moving through some new residential properties one arrives at a secondary roundabout which also highlights the sense of arrival. A recreational pedestrian pathway joins the approach corridor and should be dealt with appropriately. At the end of the approach corridor, the threshold of the public realm plan, there is the Cattle Market development site. This site is important in strategic terms because it marks the arrival into the town centre and its edges should be carefully treated.

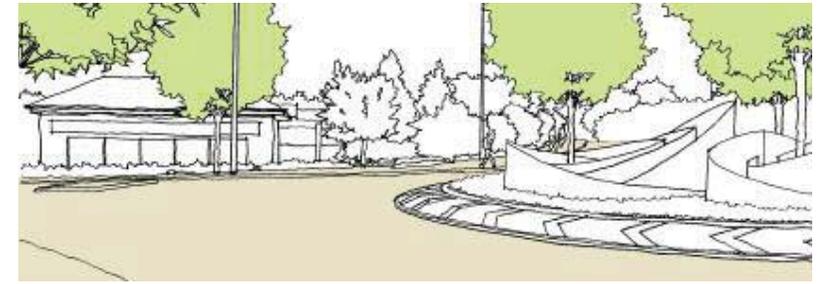


View looking east along Alcester Road

4.2.5 Alcester Road



Existing situation suggests opportunities for tree planting



Artist's impression of opportunity

- KEY
- Gateway point
 - Approach corridor
 - Pedestrian route
 - Pedestrian signage/crossing point
 - Public realm threshold
 - Rural Character
 - Urban Character



Residential approach to the town (existing)



Artist's impression of opportunity (after)



One of many pedestrian paths

Figure 4.9 Public realm strategy for Alcester Road

4.2.6 Pedestrian walkability

Opportunities exist to enhance pedestrian links throughout the town, helping to support walking and cycling as an attractive alternative for accessing the town centre

Pedestrian walkability

Both within the town centre and its immediate surrounds there are many routes for both cyclists and pedestrians. There are however improvements and additional infrastructure that have been identified that would create a series of highly walkable/cycleable routes that are circular and recreational.

The existing walkway along the River Avon should be made a priority due to its recreational value. Additional wetland paths would be required. Every effort should be made to provide a direct pedestrian route beneath Clopton Bridge, thereby linking the RSC and Bancroft Gardens to Stratford marina and the Bridgeway area.



Work to existing footpath

Work to existing footways may include signage, resurfacing etc.



New footpath required

Where there are obvious missing links between footpaths, these could be added



Additional infrastructure

In certain instances additional infrastructure such as pedestrian bridges may be needed



Roadside path improvements

Where there are existing paths which follow roads, these may benefit from tree planting or footways



Rationalise existing convoluted routes

Within the centre of the town some convoluted routes may require rationalisation



Improvements to riverside walk

The existing walkway along the river should be made a priority due to its recreational excellence



Wetland paths

Additional wetlands poaths would be required

Actions required to enhance pedestrian walkability (see adjacent opportunities plan for locations)

4.2.6 Pedestrian walkability



Barriers to pedestrian movement at canal



Barriers to pedestrian movement at riverside



Work required to existing footways



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Figure 4.10 Pedestrian walkability opportunities

4.3 Central area strategy

The quality of streets and public spaces is central to the experience of being in Stratford. The aim is to create beautiful, distinctive streets and spaces, employing the best quality materials, which are free from clutter.

Aims

This strategy is intended as a guide to the future development of Stratford-upon-Avon's public realm.

The objectives are to identify the function of individual streets, squares and character areas of the town and to identify how both vehicles and pedestrians interact and use these spaces. This information is then used to determine how the area should be treated in terms of function, materials etc.

Suggestions on how a typical street or area may look is also included.

The design approach

Stratford-upon-Avon is a town benefiting from a compact urban grain and high quality historic facades. A response to these qualities requires restraint. A clear simple treatment that is both functional, contemporary and long lasting would be essential. In this vein, the choice of materials should be informed by a cost-benefit assessment which factors in the reduced cost of maintenance for higher cost high quality materials.

Running central to the design approach is the aim to declutter the public realm. Over time streets tend to collect street furniture, signage and other infrastructure. The design of the renewed public realm will rationalise these elements and attempt to combine, remove or conceal them into the streetscape.



Aerial photograph showing central Stratford

4.3 Central area strategy

A typological approach

The figure on this page provides an overview of the public realm strategy for the central area of Stratford. To a large extent, the strategy is contained by the identification of central area thresholds through which all visitors, residents and those working in the town pass. Within this central area, a hierarchy of routes and spaces is established and 'types' of spaces identified, as follows:

- Thresholds;
- Street routes;
- Shared surfaces;
- Civic spaces with traffic movement;
- Lanes;
- Canalside; and
- Wetland routes.

There is one additional critical component of the public realm strategy for the central area of the town which is the approach taken to lighting in the town. A lighting strategy should sit alongside the Urban Design Framework and provide a toolkit for the public and private sectors to take coordinated approach to the lighting of gateways, thresholds, key routes, spaces, buildings, landscapes, structures and monuments.

The following sections provide guidance on how each of these types of spaces should be enhanced. Each section gives general principles and ideas for interventions and provides additional detail on materials that would be appropriate.

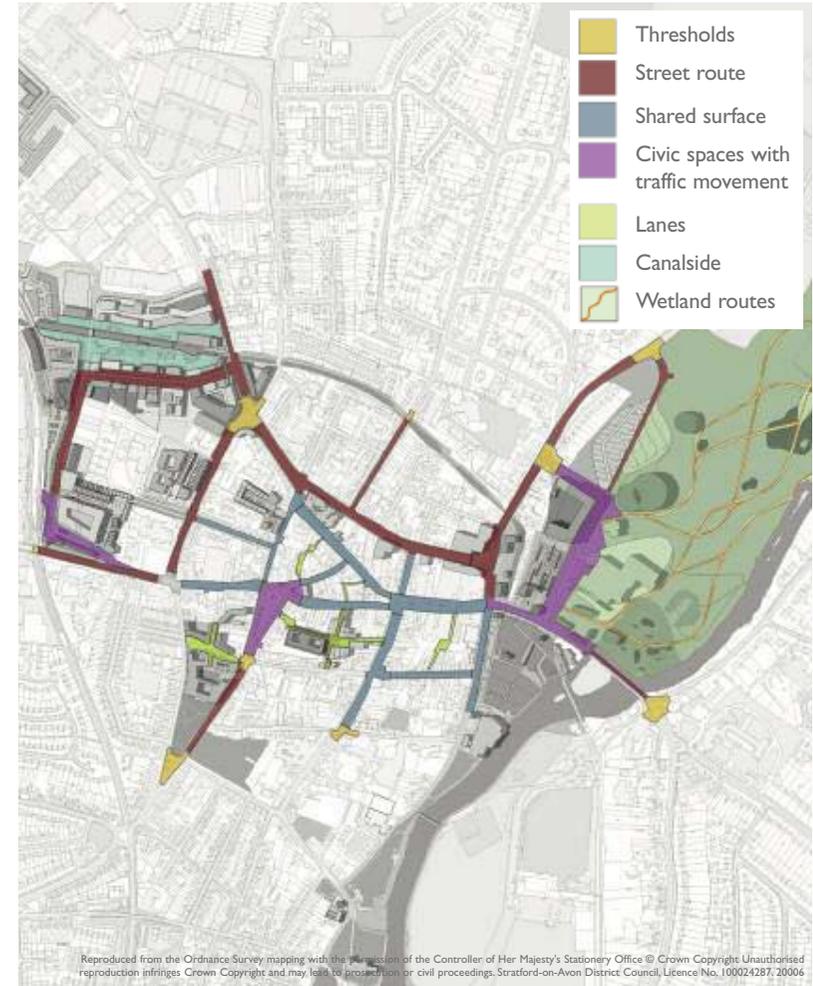


Figure 4.1 | Central area public realm overview

4.4 Thresholds

Thresholds are points of change and arrival that indicate to both pedestrian and traffic that they are moving into a place that is different. These points act as gateways with an emphasis on interchange and transition. For example from traditional highway to pedestrian dominated public realm.

Key points of opportunity for introducing shared surface routes and spaces are:

- Alcester Road railway bridge;
- Birmingham Road / Arden Street junction;
- Evesham Place;
- Rother Street / Ely Street junction;
- Church Street / Chapel Street junction;
- Warwick Road and Bridgeway junctions; and
- Eastern end of Clopton Bridge

The routes that traffic takes through these areas should be clearly defined using level and surface material changes in the carriageway.



Threshold point at Birmingham Road/Arden St



Figure 4.12 Threshold opportunities

4.4 Thresholds

Materials

Pavements

Treated in high quality and durable slabs (e.g. granite) with a contrasting size to the carriageway. This will provide visual clues to pedestrians as to safe areas where they have priority.

Carriage ways

Treated similarly to pavements with subtle variations in unit size to accommodate traffic weight more successfully. Integral to carriageway design would be traffic calming methods, e.g. speed tables.

Kerb edges

Flush granite units where required providing subtle transition between carriageway and pavement.



Figure 4.13 Public realm strategy option for the threshold at Arden Street / Birmingham Road junction looking north east

4.5 Street routes

These are corridors of movement for both traffic and pedestrians. They have to accommodate both equally and create positive first impressions on entry to Stratford-upon-Avon.

Key points of opportunity for enhancing the way street route corridors perform are:

- Alcester Road;
- Arden Street;
- Western Road;
- Birmingham Road;
- Guild Street;
- Great William Street;
- Warwick Road;
- Clopton Bridge; and
- Rother Street.

Public realm interventions in and around these street types should seek a balance between the needs of pedestrians and vehicles. This balance should be translated through the sensitive partition of the street for different uses. The volumes of all types of traffic should be assessed and the streets re-designed to accommodate these proportionally.



Street route example in Cork, Ireland



Figure 4.14 Street route opportunities

4.5 Street routes

Materials

Pavements

Dense natural stone paving slabs such as granite should be used for the main surfacing. They may benefit from widening where possible to accommodate pedestrian flows. Back of pavements are important edges that provide the form of the street. Where this is weak or poorly defined, some form of definition may be appropriate, such as hedging or walling.

Carriageway

High quality surfacing e.g. black bitumen laid to a high specification will accommodate high traffic flows and provide a cost effective surfacing.

Kerb edges

Kerbs should provide effective separation of vehicular and pedestrian traffic (e.g. granite upstand kerbs). Granite lengths could provide a high quality hard wearing edge.

Tree planting

Tree planting at even centres will, over time, create an avenue effect. This will enhance the intention of a positive gateway into Stratford. Opportunities for tree planting should be explored.



Kensington High Street, London



Kensington High Street, London



Westgate Centre, Oxford



Fig 4.15 Public realm option for Alcester Rd



Figure 4.16 Public realm strategy option for the threshold on Rother Street - looking north

4.6 Shared surfaces

Shared surfaces indicate both pedestrian priority and act as a form of traffic calming. Thus improvements to the public realm reduce the dominance of traffic, provide appropriate yet subtle settings for the buildings. They will be constructed to a high quality in terms of materials and design. These streets are focused mainly within the historic core of Stratford.

Key points of opportunity for introducing shared surface routes and spaces are:

- Windsor Street;
- Mansell Street;
- Greenhill Street;
- Henley Street;
- Meer Street;
- Wood Street;
- Bridge Street;
- High Street and Chapel Street;
- Sheep Street; and
- Waterside.

The routes that traffic takes through these areas should be loosely defined using surfacing lighting, bollards or the alignment of street furniture. Definition of traffic routes may also be by means of changes in surface materials.



Shared surface at Tower Bridge, London



Figure 4.17 Shared surface opportunities

4.6 Shared surfaces

Materials

Pavements

Treated in high quality slabs (e.g. granite or york stone) with a contrasting size to the carriageway. Providing visual clues to pedestrians as to safe areas.

Carriageways

Treated similarly to pavements with subtle variations in unit size to accommodate traffic weight and movement.

Kerb edges

Flush granite units where required providing subtle transition between carriageway and pavement.



Shared surface example in Lille, France

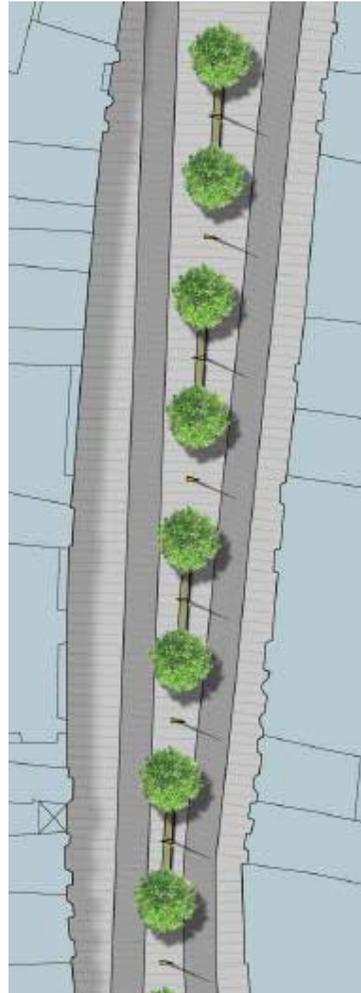


Fig 4.18 Public realm option for Bridge St

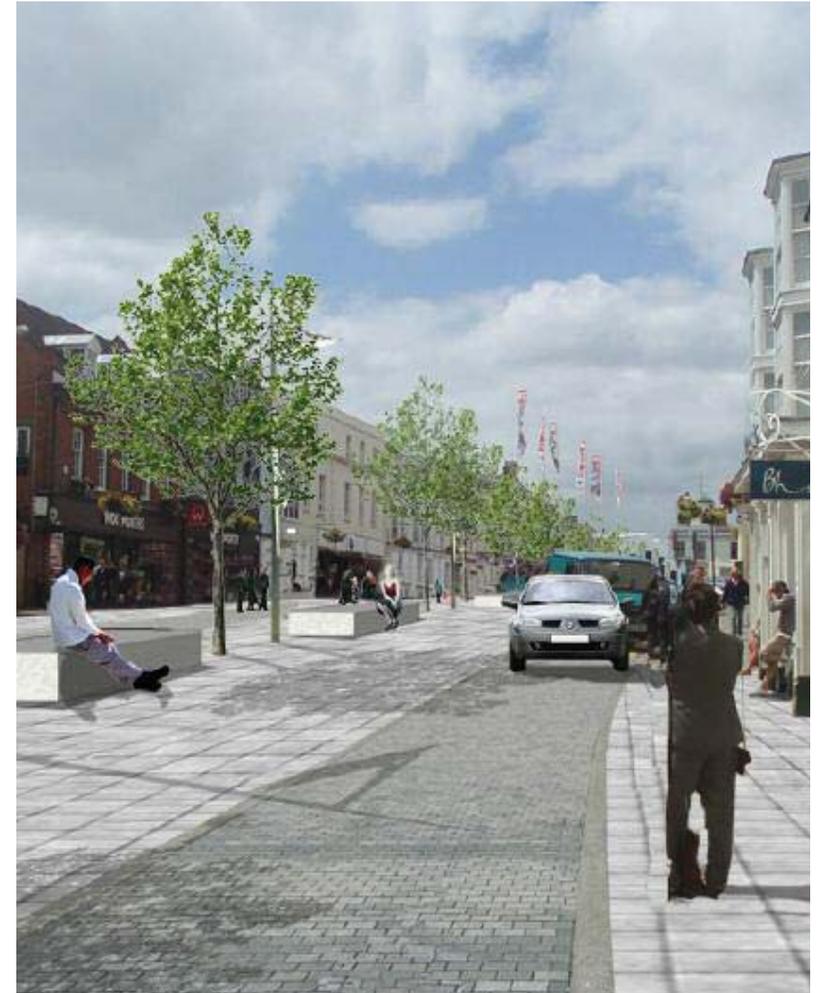


Figure 4.19 Public realm strategy option for Bridge Street - looking west

4.7 Civic spaces

Civic spaces have an emphasis on the pedestrian. They are spaces that are laid out in a way that says to vehicles entering, 'this is a pedestrian area move carefully'. They are the focus for the local community.

The route that traffic takes through civic spaces should be defined using means other than kerbs such as surfacing materials, surface lighting, tree planting or the alignment of street furniture. Bollards are only used where absolutely necessary as the intention is to avoid over cluttering the streetscape. These are areas that function as spaces where people can meet - social spaces, where events such as street performances, festivals and markets happen.

The ability of these spaces to accommodate these functions will be an integral part of their design. They should accommodate infrastructure to provide power, lighting and space for events.

From an analysis of the existing town centre public realm, qualities were identified that are important to creating a liveable, people orientated town. These qualities such as comfort, safety and clarity should be positively incorporated into these public spaces.



Bollards provide subtle definition in Barcelona



Fig 4.20 Public realm option for Rother Mkt



Figure 4.21 Civic space opportunities: Station Approach, Rother Market and Bridgeway

4.7 Civic spaces

Materials

Pavements

Treated in natural stone slabs in large units

Carriageways

Treated similarly to pavements with subtle variations in unit size to accommodate traffic weight more successfully.

Kerb edges

Flush granite units where required.



Shared space surfacing in Malmo Alfreds Torv



Shared space in Bologna, Italy



Figure 4.22 Public realm strategy option for Rother Market looking south-east from the southern end of Windsor Street

4.8 Lanes

Lanes are small scale intimate streets that are part of the historic core of Stratford. They are primarily pedestrian orientated with occasional vehicles.

Key points of opportunity for enhancing the quality and accessibility of lanes are:

- Rother Triangle;
- Town Square;
- The Minories; and
- Shrieves Walk.

Public realm interventions in and around these street types should maximise their enjoyment for pedestrians. Design should accentuate their intimacy through delicate interventions and the sensitive choice of materials.



Example of surface treatment to lane - Belfast



Figure 4.23 'Lane' opportunities

4.8 Lanes

Materials

Pavements

Treated in small unit sawn cut paving for the main surfacing, a contrasting linear unit through the centre of the lanes would function as a historical reference and an orientating feature. Edges which are often irregular will be treated with small unit cobbles.

Courtyards

Treated as open spaces that accommodate public movement and interaction. Where appropriate, seating and specimen tree planting may be provided.

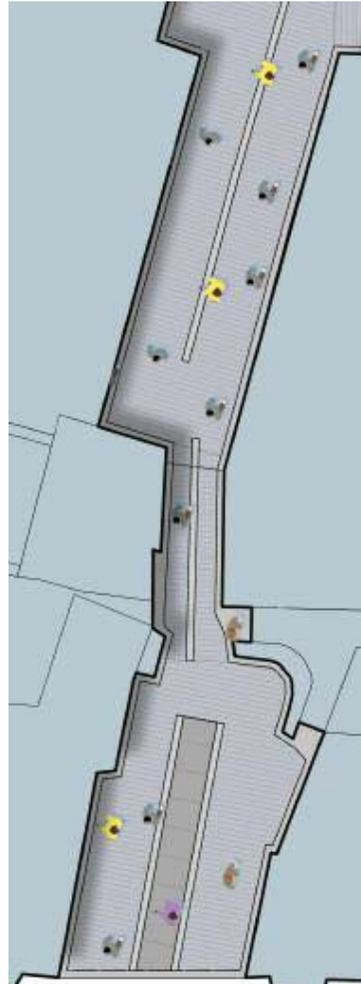


Fig 4.24 Public realm approach for lanes

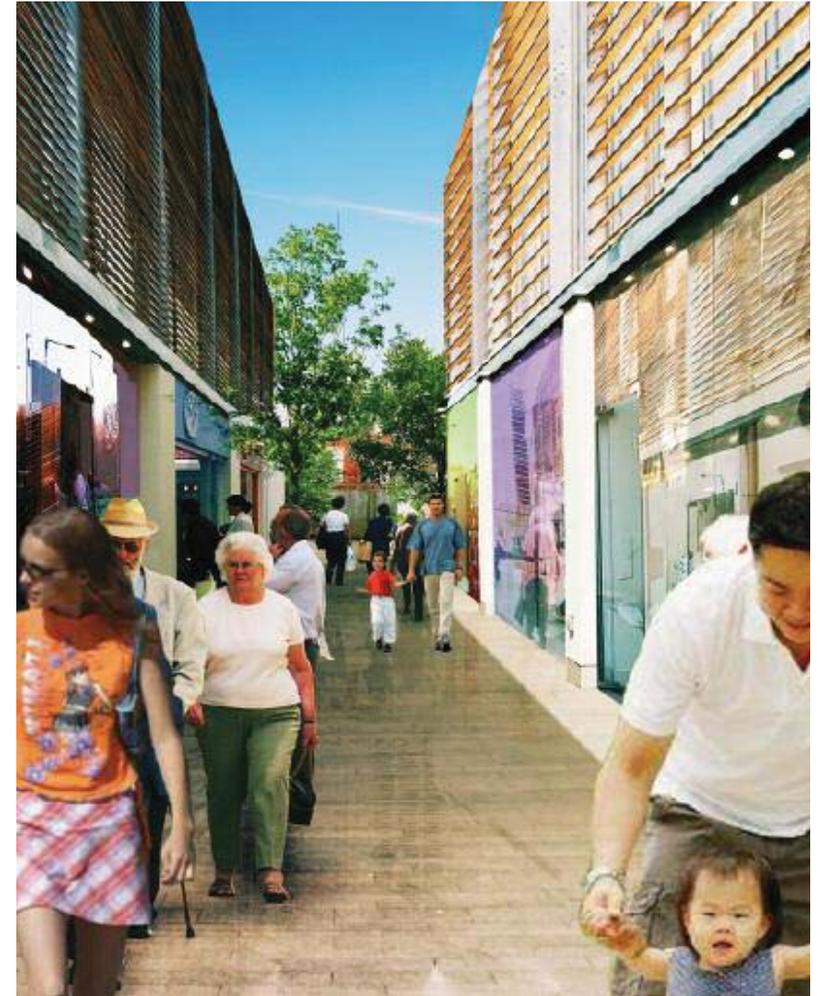


Figure 4.25 Public realm option for town square - looking west towards the multi-storey car park

4.9 Canalside spaces

Waterside environments are assets to be enjoyed. Stratford's canalside spaces are currently under-utilised, but have great potential to become world class public spaces

Canal side

The canal side should be enhanced as a series of public spaces with private properties overlooking them. There should be pedestrian movement along both sides of the canal and the private property should have easy and direct access to the water's edge.

It should be an area of distinct character with a design approach that has a contemporary feel but also draws on the rich ecological, historical and industrial influences that has shaped this water body.

The foot path should be retained and enhanced, as appropriate, to encourage pedestrian movement along a strong green corridor between the town and the surrounding countryside would thus be established.

The walkway should allow people to appreciate the ecological, historical and industrial characteristics of the area, with possible opportunities for interpretation material on route.



Existing canal context



Figure 4.26 Canalside space

4.9 Canalside spaces

Materials

Public spaces

Areas will be created next to the water's edge with copses of clear stem trees and high quality surfacing that enhance the experience of the canal.

Pavements

The canal side is treated with a bound gravel surface such as sealed gravel or hoggin.

Canal edge

Heavy stone granite edging that clearly defines the water's edge and is able to withstand the impacts associated with canal boats.

Edging to path

Treated with a flush granite kerb.



Gainsborough Studios, Hackney, London



Orestad North Copenhagen

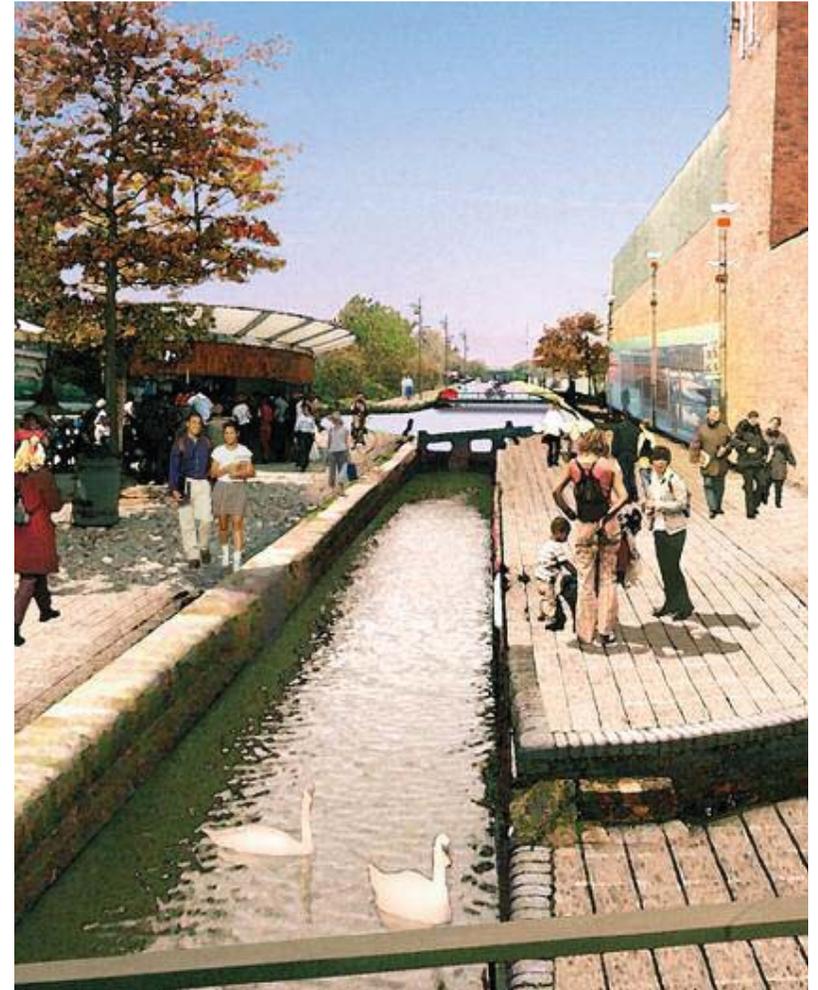


Figure 4.27 Public realm strategy for canal quarter

4.10 Wetlands

Limited opportunities for enjoyment of Stratford's riverfront exist. The potential for the wilder areas of the riverside to provide for environmental function and public space enjoyment could be facilitated through the creation of managed wetlands. This section should be read alongside section 5.4.1 in the Development Strategy

Wetlands

Based around the Warwick Road Lands, west of the River Avon, is an opportunity to create a wetlands centre based around ecological and sustainable principles. This would consist of:

1. Grassland meadows managed to increase biodiversity.
2. New wetland area with water from the River Avon flowing through a series of managed lakes and ponds.
3. Transition zone between 21st century Stratford and 'natural' Stratford made up of reed beds, grasses, wetland planting and bio purification of surface water.
4. Blocks of tree planting as a buffer to infrastructure and buildings.
5. Links to wider landscape.
6. Swale/ha-ha adjacent to hotel as a defensible edge and to collect run-off.
7. Water purification reed beds.

Flood mitigation

The creation of a wetlands area will play a critical role in enabling land in the wider Bridgeway area to come forward for development. The whole of the area falls within the flood plain of the Avon and the creation of a wetlands area will provide an essential flood mitigation measure which will allow the objectives for the Bridgeway area as set out in the UDF to be met.

The Environment Agency will be the key partner in agreeing the how the area can be used to deliver improvements in the overall ecological quality of the town, whilst enabling sustainable patterns of development to take place on adjacent land. Much more detailed and specialist work will be required in order to more fully understand the implications of the creation of a wetlands area and reach agreement on how the landscape can be changed. The impact on the river flow will be an important consideration.



Figure 4.28 Wetlands area and routes

4.10 Wetlands

The management of Canada Geese is a known issue in the town and the creation of a wetlands area has raised concerns during the consultation stage that more birds will be attracted to the area. Discussions will be required with the Environment Agency and other stakeholder groups such as the RSPB on how this issue can be best dealt with.

Eco-tourism

The UDF proposes a wetlands visitor centre as part of the wetlands proposal. The wetlands area should become a tourist attraction in its own right and should assist in diversifying the Stratford brand and help contribute to the town's wider economy. Global warming and an ever increasing awareness of environmental issues will support the creation of new markets in tourism. Stratford is well placed to exploit such an opportunity.

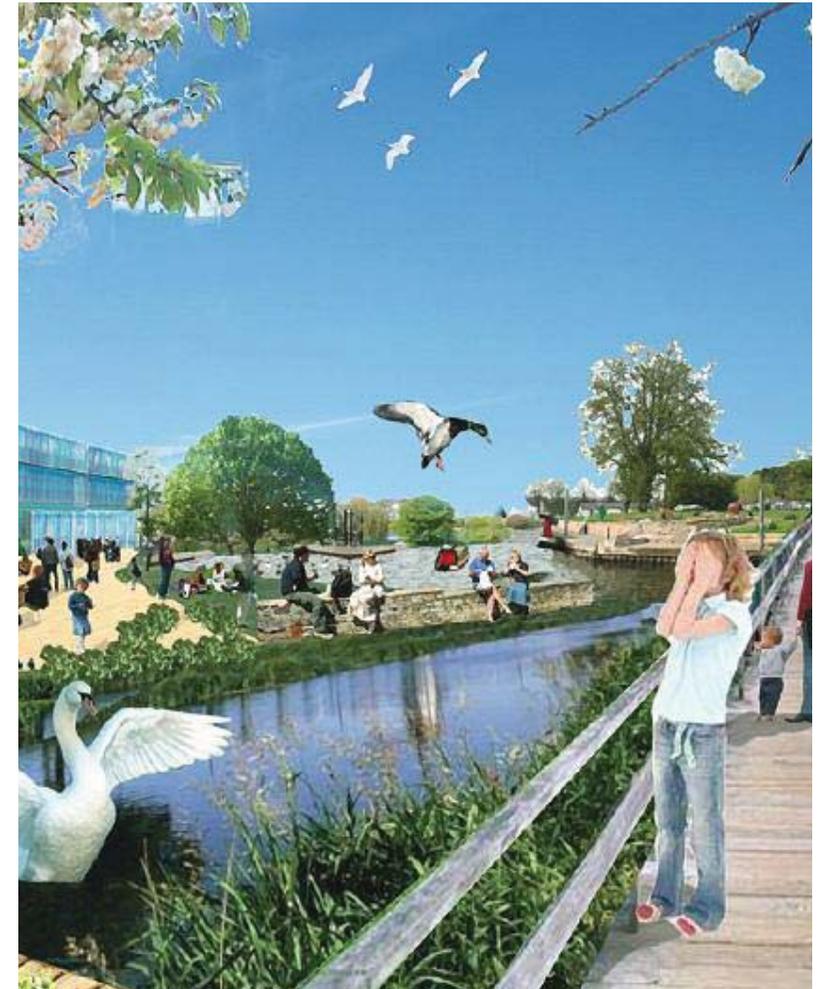


Figure 4.29 Public realm strategy for Warwick Road lands

4.1 | Lighting strategy

Based around the central theme of 'revealing waters', the preparation of a lighting strategy for World Class Stratford presents the opportunity for adding a new sort of drama to Stratford's key streets and public spaces

Lighting strategy - Revealing Waters

A lighting strategy has been prepared alongside the UDF and can be viewed as an annex to this document

The strategy investigates the following aspects:

- Special Sensitivity
- Nighttime Stratford: Existing
- Nighttime Stratford: A Vision
- The Stratford Vernacular
- Light Based Public Artworks
- Tramway Bridge
- Base Layer - Town Wide Strategy
- Waterside Spaces, Meadows and Parks
- Bancroft Gardens
- Shared Surfaces and Streets
- Street and Nodes
- Bridgeway
- Canal Quarter and Bridges
- Concept Lighting Strategy

Through the simple theme of water, inspired by the River Avon, river meadows and canal walks, important public routes and spaces can contribute delight, safety and environmental sensitivity in Stratford's night time experience.



Figure 4.30 Artist's impression of a new approach to Stratford-upon-Avon train station

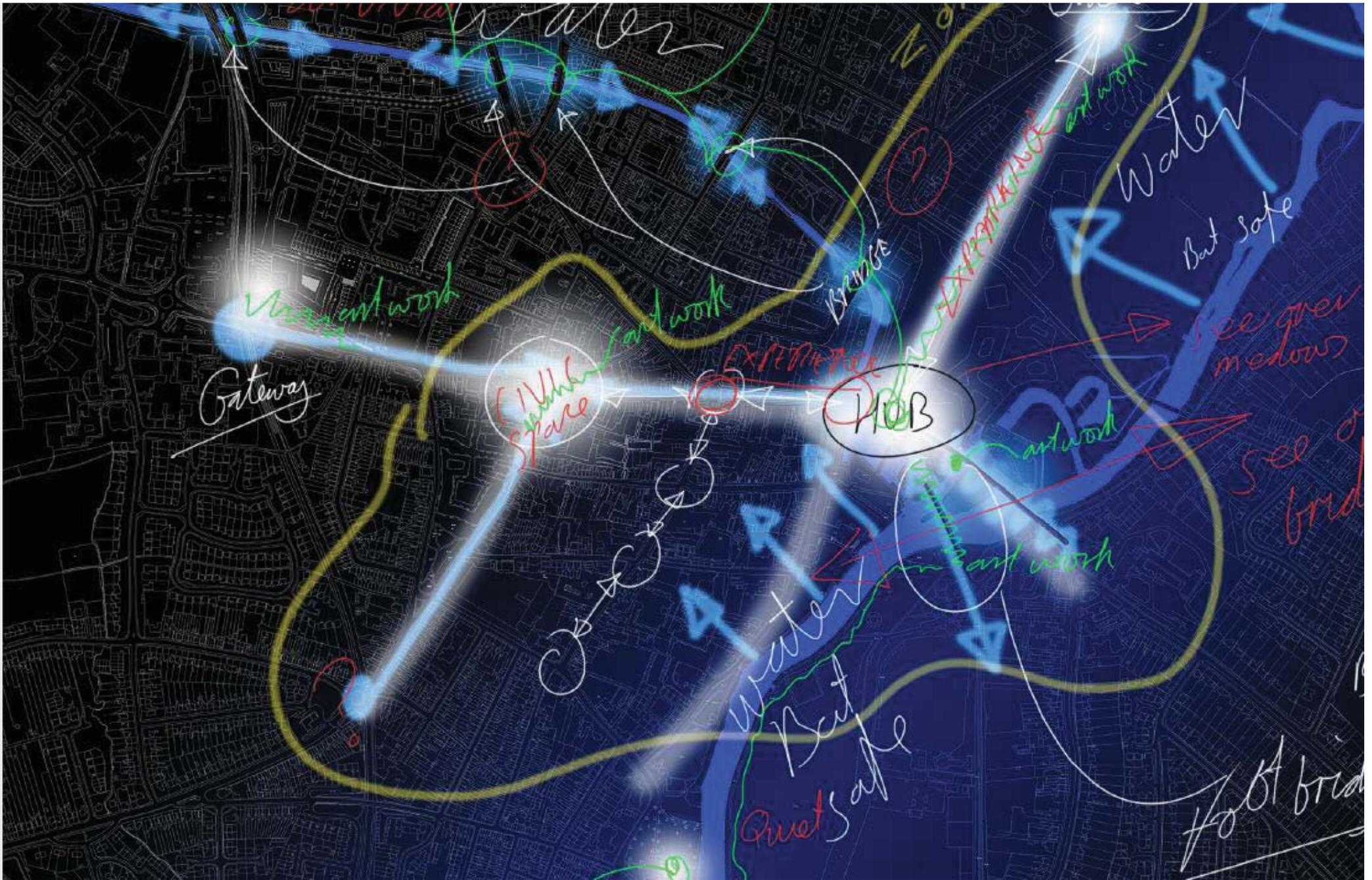


Figure 4.31 Lighting strategy - concept plan

Source: Nayan Kulkarni of NK Projects



5. Development Strategy

5.

5.1 Development context

Despite a strong retail offer and world famous attractions, the town is suffering from increased competition. A balanced approach of building on existing assets and diversification provides an optimistic context for the future

Economic rationale

Stratford's economic profile reveals a town with an established economy, but one which is seeing limited growth prospects and increasing competition as a result of lack of investment. Visitor numbers are declining and there is a need to reinforce the existing economy on which the town relies. There is clear opportunity to strengthen the economy through new developments on strategic sites, investment in the town's physical infrastructure, and enhancements to both the quality and range of the key economic offer – the tourist sector. Economic diversification is also required, but will need to be addressed sensitively so as not to upset the delicate character that underpins Stratford's attraction both to investors and visitors. There are some forms of diversification that would be inappropriate. Stratford must seek to evolve whilst retaining its unique charm.

There are some key elements which comprise the economic rationale

supporting the UDF development strategy:

- Diversify Stratford's brand to broaden the range of the town's attractions, lengthen visitor stay, increase expenditure and attract a wider profile of visitors and investors;
- Support the evening economy with a small number of additional high class operators;
- Enhance the quality of the hotel offer in the town with associated conference facilities, in part through redevelopment and refurbishment of existing facilities;
- Encourage additional high quality comparison and convenience retail in the town centre to address existing qualitative and quantitative deficiencies; and
- Support the financial delivery of the proposals whilst addressing housing need.

Retail overview

With the possible exception of the recent Town Square application, which does not provide significant major amounts of new floorspace, there is no new retail development currently planned for Stratford town centre. This impacts adversely on the potential for expanding the town's retail offer, as the low vacancy levels and the lack of large suitable units will prevent many new retailers from moving into Stratford.

Stratford-upon-Avon attracts a high number of visitors both locally and nationally. The town has a reputation as a specialist and up-market retail centre and is home to national retailers such as Jaeger and Gant who would not usually have a presence in such a relatively small town. The town also has a number of up-market independent retailers which further differentiate its retail offer from the surrounding towns. Nevertheless, Stratford has recently seen its position fall in the GOAD National Retail Rankings.

The Council's retail consultants (Colliers CRE) have produced a 1997 Retail Study (and a 2003 update) which specifically highlight that there is potential for additional convenience floorspace, of over 2,000 sq m additional net sales by 2011. Although there have been extensions planned/built to the Tesco and Morrisons stores, Stratford's convenience retail offer remains weak, especially as the relatively small Somerfield store is the only store in, or within easy walking distance of, the town centre. Importantly, there is a concentration of food retail in the west of the town.

There is a substantial quantitative need for additional high street comparison floorspace (over 14,000 sq m net up to 2011, according to Colliers CRE).

There is a particular lack of large units typically currently required by national multiple retailers, which is a constraint

5.1 Development context

upon the expansion/enhancement of the retail offer. Town Square is the only (relatively) modern shopping development, but it has an unusual, and relatively low quality tenant mix at present, which does not fully meet the needs of key fashion retailers or many shoppers.

Given that Stratford-upon-Avon has a strong fashion/specialist/non-food profile, the overall priorities are:-

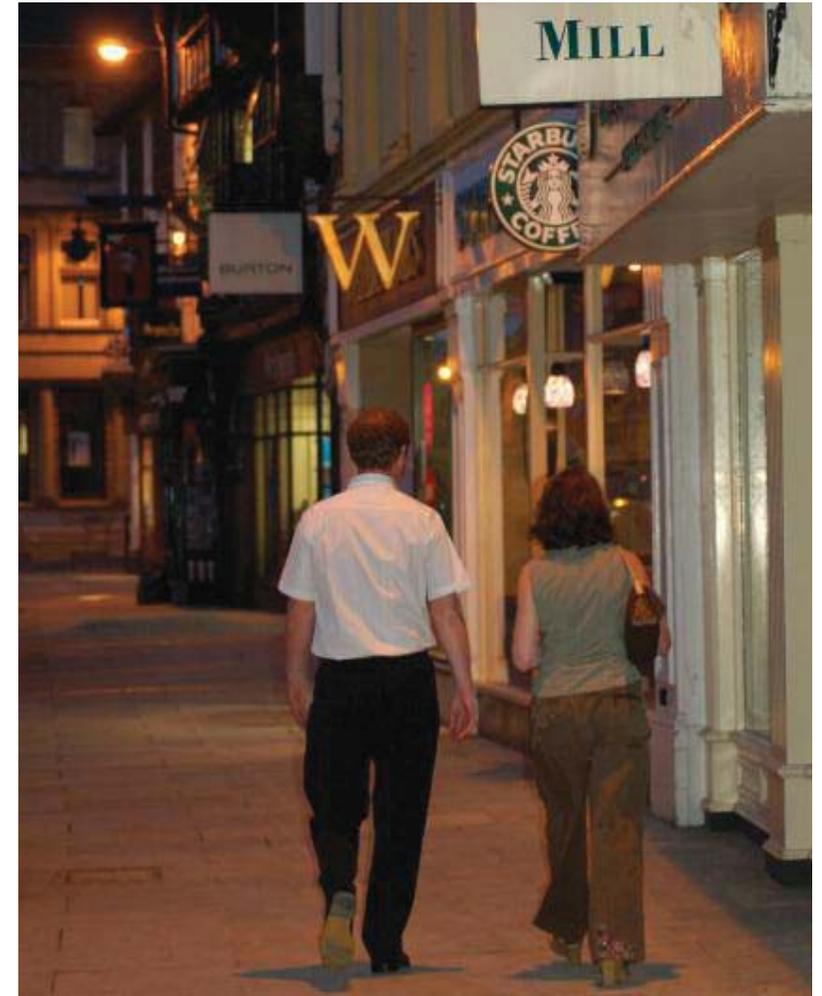
- a) To create further opportunities for such fashion retailers in the heart of the town centre, ideally in and around the Town Square shopping centre;
- b) To balance new town centre non-food development with improved opportunities for food and other car-borne shopping; and
- c) To create a better balance of edge of centre food retailing stores, which are currently concentrated to the west and will therefore generate significant levels of cross-town local traffic.

New retail development will play an important part in delivering benefit and improvement to local people, particularly through improving the quality of the convenience offer.

Retail development in locations that are attractive to the market and suitable in planning terms has the scope to play a very significant role in assisting in the viability of major redevelopment proposals. Therefore, retail uses may

have wider regenerative benefits for Stratford which need to be considered in the context of the UDF.

Without the benefits of a detailed sequential site search, there appears to be a quite distinct shortage of sites that would be suitable in meeting any identified retail need within the existing town centre. Edge of centre sites, including those in the Bridgeway area and in the context of seeking to improve the pedestrian connections between the Bridgeway area and the town centre, may need to be considered for retail uses in the longer term. Not identifying suitable central or edge of centre sites runs the risk of supporting the possibility of further out of centre retailing being allowed.



Stratford High Street by night

5.1 Development context

Employment / commercial overview

The following key messages have emerged in relation to the employment sector in Stratford-upon-Avon:

- The office sector in the town is relatively small, with primarily local businesses in the area;
- The new office development on Bridgeway represents the only recent office development in central Stratford;
- Most units are small, secondhand space;
- Out of town business parks are increasingly popular with local businesses and have the majority of new office space in Stratford. Timothy's Bridge Road is emerging as an important business location with some of the largest local employers located here;
- Demand for office space in Stratford is reasonably strong, but local agents advise that there is a constant level of vacancies indicating that there is not a high level of unfulfilled demand. Recent additions should leave limited capacity for further new development, although the fact that these are being undertaken speculatively is indicative of a degree of confidence in the local market;
- Stratford is not a major industrial/manufacturing location; and

- Stratford has little in the way of readily available good quality employment sites.

Residential overview

An analysis of the residential market in Stratford-upon-Avon generates the following key messages:

- Residential property in Stratford-upon-Avon is relatively expensive, with some large period properties which command particularly high sales values;
- The large number of new developments in the town is leading to reduced sales rates, however developers still wish to undertake similar schemes; and
- There is high demand for town centre properties, and a lack of apartments, which could highlight a potential development opportunity.
- The Joint Housing Assessment for South Warwickshire has highlighted a substantial need for more affordable housing in Stratford-upon-Avon.
- The District Council's Housing Advisory Panel has identified a need to provide specialised accommodation and support for young and single homeless people.

The scope for addressing these needs within any of the opportunity sites identified in section 5.3 of this SPD will be explored in other LDF documents.

Leisure overview

As an established tourist destination, Stratford has a number of significant leisure attractions. These are predominantly linked to Shakespeare, and include the three theatres run by the Royal Shakespeare Company; The Royal Shakespeare Theatre and The Swan Theatre. The recently completed Courtyard Theatre will temporarily seat 1,000 people while The Royal Shakespeare Theatre undergoes radical redevelopment. Shakespeare's Birthplace on Henley Street is the most popular visitor attraction and is the prime initial destination in Stratford for most tourists. Other attractions include Anne Hathaway's Cottage on the outskirts of Stratford, the Holy Trinity Church where Shakespeare and Anne Hathaway are buried and the Guild Chapel and gardens on Chapel Street. Two museums currently operate: the 'Shakespeare' provides a visual journey through Shakespeare's life and 'The Falstaff Experience' is based on the history of Stratford itself. In addition, the Birthplace Trust has proposals to develop a Museum of Stratford. The Bancroft Gardens on the riverside in Stratford also provide an important leisure facility for tourists in the summer months.

Overall the town has a well developed leisure sector, but could perhaps benefit from one or two key lettings to up-market restaurant operators. Demand

for space in Stratford has been identified from appropriate operators, as well as demand for a cinema and health and fitness uses.

The town lacks suitable leisure and social facilities for young people. Renewal or relocation of the current community leisure centre will offer opportunities for improvements which should contribute to this need.

As proposals are progressed additional opportunities should also be found to provide free or affordable places for young people to socialise in a safe and dry environment.

Hotel overview

Analysis of Stratford's hotel market supports the following key conclusions:

- Stratford-upon-Avon is unusually well supplied with upper-scale hotels, predominantly three and four star hotels in the town centre;
- The market operates below the national average, as a consequence of the possible over-supply of upper-scale hotels; and
- There is evidence of real demand from budget and mid-market hotel operators to develop new hotels in Stratford-upon-Avon, either purpose-built or from the conversion of existing buildings.

There is a strong sense that the centre of Stratford should be home to a 5 star hotel.

5.1 Development context

Birmingham and the West Midlands are currently without a 5 star property whereas in the South West there are two, both based in Bath. With one or two possible exceptions, which have been developed over many years, all of the 5 star hotels in England are located in, or very close to, prime corporate locations where international companies are able to support room sales at the tariff levels required. In addition all are located close to significant centres of population.

Perhaps the most surprising fact is the number of British cities that are unable to support 5 Star hotels. This list includes Birmingham, Leeds, Newcastle, Bristol, Gloucester/ Cheltenham, Liverpool and Nottingham. It is also interesting to note that none of the 5 Star hotels listed has a strong conference/ exhibition led trade. Whilst all cater for this market, it is generally of secondary importance. This is partly because it is difficult to provide 5 star quality to high numbers of people at the same time, partly due to demand from this market being unwilling to pay the level of tariff required and partly because conferences generate a different ambience to that normally associated with a 5 star hotel.

The development of a further 4 star conference hotel on the site of the current leisure centre will require careful review. There has to be a sound rationale for any such development and

given the facilities and scale of meeting space at the existing Holiday Inn it is difficult to see what this could be if the development were to be large enough to make an economic difference to the town.

However, there is a clear aspiration for a 5 star hotel within Stratford town centre held by many stakeholders. The existing Holiday Inn is unappealing to a younger, high spending market and is not conducive to longer stays. Therefore the re-provision of this key central hotel in a form more aligned with the objectives for Stratford's tourism economy must remain an option which is considered. The delivery of this option will be driven more by specific investor interest as opposed to traditional spatial planning.

Conference Facility Overview

While Stratford has a number of hotels and venues supporting meetings and events throughout the year, there may be the opportunity for future investment in the conference sector.

Currently, the following facilities are provided in Stratford:

- The largest hotel, the Holiday Inn, can accommodate meetings for up to 450 delegates, with back projection facilities, and offers a total of 12 meeting rooms including a training centre.

- The remaining hotels offer much smaller facilities, with the maximum capacity at an alternative venue being 150, theatre style.
- The Shakespeare Centre also offers facilities including the Queen Elizabeth Hall.

There is some initial evidence to suggest that Stratford could be a suitable location for a successful new venue.

- Between 19% (2003) and 22% (2004) of all rooms sold in town centre hotels are used by delegates attending residential conferences and meetings.
- These hotels offer a total of 688 rooms and achieve an average annual occupancy of approximately 75%.
- This indicates that approximately 42,000 conference delegate nights are spent in Stratford each year.

A comparison of conference delegate rates at local hotels and others within the wider West Midlands region, shows that rates in Stratford are higher than in other immediate locations. This further indicates that Stratford is viewed as a suitable venue by conference organisers. Local hotel operators claim that this higher rate demand results from Stratford's higher national profile and is a venue that offers interesting activity packages for both delegates and their spouses.



Existing Holiday Inn hotel

5.2 Development principles

Underpinning the detailed development opportunities are some key development principles

Range of approaches

The three areas of central Stratford have distinctly different requirements in terms of future development.

The Bridgeway area is the focus for major new development within a vision to dramatically enhance this gateway and connection point between the town and the riverside.

In the Town Centre development is envisaged to be of a much smaller scale. With minor interventions to address gaps in the urban fabric or poor performing areas.

The industrial area around the station and the canal will be the second major focus for change. A re-working of the layout of this area, with a key objectives to establish a stronger built form, will ensure the area experiences a renaissance and becomes an integrated part of the town.

General principles

The District Design Guide and the Town Design Statement provide a strong steer on the type and quality of design demanded in Stratford. The following overarching principles provide a general guide on what should be expected of development:

- A high quality of design and architecture befitting an international destination and historic market town;
- An urban form which complements the existing urban grain and street network;
- Development which engenders a sense of place and strong links to existing local character;
- Development design which minimises impact on the environment and responds in an innovative manner to global environmental challenges; and
- Development layout which maximises linkages and positively contributes to

the wider public realm and landscape network.

Relevant Local Plan policies are:

PR.1 - Landscape settlement and character

PR.5 - Resource protection

PR.6 - Renewable energy

DEV.1 - Development layout

DEV.8 - Energy conservation

STR.2 - Housing provision

STR.4 - Previously developed land

COM.19 - Retail development

COM.21 - Visitor accommodation

COM.22 - Visitor attractions



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Figure 5.1 Development strategy

5.3 Opportunity sites

Stratford-upon-Avon contains a number of under-utilised sites in strategic locations. It is extremely important that clear guidance is set out for these sites to ensure that their potential to become thriving, world class areas is realised.

Key opportunities in Stratford

In the context of the movement and public realm strategies, key sites in Stratford emerge that form the most tangible elements of the new vision for World Class Stratford. Taken individually, these represent some of the most significant redevelopment sites in the town, and provide the structure for a development strategy that presents a unique opportunity to radically transform the fortunes of the town.

Being able to take a close look at each of these sites in the context of a coordinated strategy through the preparation of the UDF has significant benefits. Such an approach is able to take account not only of the positive force exerted by redevelopment of the sites in isolation, but is also able to tune, channel and ultimately exploit the forces between these sites. This enables the strategy, through its implementation, to add value to the social, economic and environmental health of Stratford which

is very definitely in the public interest. It will assist the Council in improving the quality of its services, the preparation of funding bids for external funding and will enable the town to compete more effectively at a regional, national and international level.

The key development sites which come together to form this development strategy are, with reference to their geographical locations in the town as outlined above; as follows:

Bridgeway and the river corridor

- The Bridgeway area to the north-east of the historic core of the town comprising a series of individual development sites
- Holy Trinity Church Hall site on Old Town

Town centre

- Town Square Shopping Centre site
- Rother Triangle and Market site
- Windsor Street car park site

Canal and station area

- Cattle Market and Arden Street sites
- Western Road / canal quarter
- NC Joseph site and Birmingham Road corridor

The emergence of a strategy

The development strategy that follows seeks to provide a strong steer on a preferred form of development on each of the key sites. The development strategy sets out the following for each opportunity area/site:

1. Objectives which seek to articulate the driving force behind the need for change in each specific area/site;
2. A brief review of the planning policy context within which the strategy has been evolved and developed. Typically it is these policies which the strategy for each site seeks to supplement;
3. A summary of the key components/features of the strategy for each opportunity area/site which provide some of the principles against which development proposals for these sites will be considered;
4. These components/features are

5.3 Opportunity sites

themselves then supplemented by a range of site specific principles in relation to the development strategy plan for each opportunity area/site.

For the Bridgeway, Rother Triangle and Canal Quarter areas, principles relating to the treatment of their respective public realm networks are also detailed.

Interpretation of proposals

The UDF provides a clear steer on the principles that should be applied to the redevelopment of a number of key identified opportunity sites. In doing so, a fair degree of flexibility is left in how these principles are applied. The onus will be on developers to demonstrate an understanding and appreciation of the spirit and content of the UDF when seeking approval for development proposals in the town. Whilst key sites are identified and development guidance provided for them, the UDF covers the town as a whole and development proposals on other sites should embrace the vision and spirit of the Framework.



Figure 5.2 Some of the opportunity sites where development options have been considered during the preparation of the UDF

5.4.1 Bridgeway area

A new 21st century gateway to Stratford

Introduction

The Bridgeway area is Stratford's largest, most significant and important opportunity area. Falling entirely within the River Avon floodplain, flood mitigation issues will play an absolutely central role in enabling the area to fulfil its potential. A close working relationship with the Environment Agency will be critical in meeting the area's objectives.

Changes to the local movement network release a number of opportunity sites. These opportunity sites present a wide range of possibilities and opportunities.

Objectives

- To provide a world class gateway to 21st Century Stratford-upon-Avon;
- To radically improve the connection between town and river;
- To attract more visitors by contributing to the town's key attractions;
- To reduce impact of vehicles on the local environment;
- To improve pedestrian connections to Bridge Street and the town centre;
- To provide new hi-tech visitor and welcome centre; and
- To create an environment befitting a world class town.

Policy context

A Waterfront Masterplan was adopted by the Council in 2002 and seeks the re-energisation of the area to create a high

quality public realm, which properly accommodates the needs of all user groups, increases accessibility, and creates well-defined streets and spaces. Local Plan Proposal SUA.AA directs the implementation of the Waterfront Masterplan and its objectives.

Development on the Waterfront will have to consider the constraints imposed as a result of the Area of Restraint designation on a significant proportion of the land. Local Plan Policy EF.3 states that development in areas of restraint should not harm the openness of the area, and should be ancillary to existing land uses.

Local Plan Policy SUA.12 encourages the provision of a conference venue, either purpose-built or in association with an existing facility, in the urban area of Stratford-upon-Avon. The area lies within the Stratford Conservation Area and Policy EF.13 which requires new development to protect and enhance character. Policy EF.14 ensures the preservation of buildings listed as being of special architectural or historic interest, and their settings. A small number of listed buildings exist within and adjacent to the Bridgeway area which should be retained.

Relevant Local Plan policies are:

EF.3 - Areas of Restraint

EF.13 - Conservation Areas

COM.23 - Water-based recreation

SUA.12 - Conference centre

SUA.14 - Community facilities

SUA.15 - Leisure Centre

DEV.7 - Sustainable drainage

SUA.AA - Waterfront Area

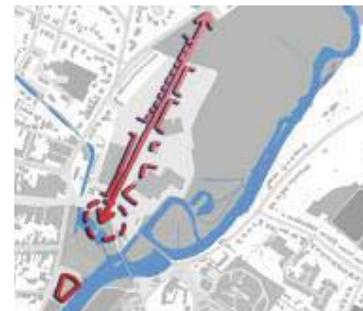


Fig 5.3 Enhanced legibility and sense of arrival

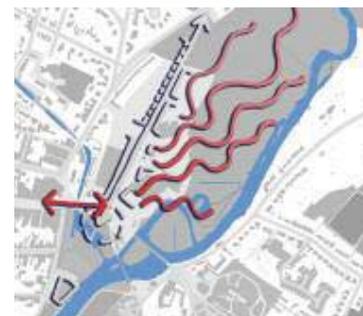


Fig 5.4 Enhanced connections to river and Bridge St

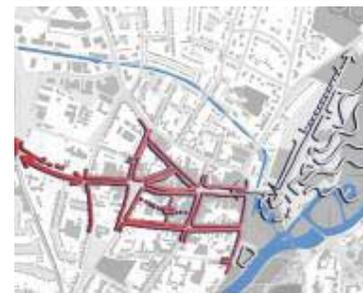


Fig 5.5 Integration with town centre

5.4.1 Bridgeway area

Key components

The key components for Bridgeway are:

- i. **Major new cultural attraction:** Best located on the site of the existing leisure centre, the area has the opportunity to provide a major new cultural attraction for the town which would diversify Stratford's tourist offer. The building would play a major role in defining a new gateway for Stratford and would be accessed via a new access road directly off Warwick Road. The building would be a strong architectural statement, elegant in design and would embrace the sustainable development agenda in response to its environmentally sensitive location. The facility would play an important role in providing activity and enclosure to a radically improved Bridgeway which would remain the main axis in to the town centre. The building would be in a newly landscaped setting fostering links with the adjacent river corridor. Detailed work on the business case for such a facility is required to ensure range, type and size of the facility is viable in the long term.
- ii. **New access road and landscaped parking:** A new access road will feed directly off Warwick Road providing access to the new major visitor facility and improved and landscaped long-stay coach and car parking facilities serving those arriving to the town from the M40. Notionally, it is envisaged that coaches will park on the east of the new access road and cars on the west. Surface car parking spaces on this site are likely to be required in the short to medium term as improvements are made to the landscaping of the Recreation Ground area and the Bridgeway car park is redeveloped. However, in the longer term, and subject to a favourable new planning policy framework, this site may have redevelopment potential, possibly with a mix of hotel and residential uses providing activity and enclosure.
- iii. **Wetlands area and new visitor centre:** The area between the already developed land at Bridgeway and the Avon river channel is a major but underutilised natural resource in very close proximity to the town centre. In order for a more intensive pattern of development to emerge across the Bridgeway area over the medium to long term, this area will play a critical role in enabling previously developed land to come forward. The whole area falls within the Avon's floodplain and is liable to flood. The creation of a new managed wetlands area could relieve the area of its existing flood risk whilst providing a new low-key visitor attraction in itself which would further diversify the town's tourist offer. A new Wetlands Visitor Centre would provide an architecturally significant and sensitively designed tourist/educational centre with real community benefit.
- iv. **Mixed use redevelopment of Bridgeway MSCP:** The site of the existing multi-storey car park emerges as a key development site in realising a new vision for the Bridgeway area. It is proposed that this large site is redeveloped in order to ensure more effective use is made of the land. A new multi-storey car park is proposed which would continue to play a key role in serving the parking needs of the RSC and Shopmobility. The car park would be screened by commercial/retail development on the ground floor providing activity and enclosure to a radically improved Bridgeway. It is envisaged that the building would be a maximum of four-five storeys, with suitable upper floor uses which could include offices and potentially some residential uses. Access and egress to and from the car park would be gained from the site's northern boundary to ensure traffic arriving from the north does not need to enter the town centre.
- v. **New formal gardens:** Immediately to the south of the redeveloped mixed use car park development, there is a major opportunity to provide a formally landscaped garden to complement other important key open spaces in the town. The space would be enclosed to the north by south facing commercial café/bar uses which would spill out into the new space. To the south a revamped Pen and Parchment pub and adjacent warehouses would provide active enclosure.
- vi. **New tourist welcome centre:** It is proposed that a new, architecturally striking, welcome and information centre would replace the existing Tourist Information Centre. The site proposed for this new facility marks the cross section of the town's key axes. The new building, whilst modest, should be a modern architectural jewel.



Fig 5.6 Existing Bridgeway movement structure

5.4.1 Bridgeway area

The proposal for Bridgeway is to establish the area as a focus for the town with a new cultural venue and major landscape improvements

Development components

- Wetlands area and associated wetlands visitor centre between development and the river
- New access only road off Warwick Road
- Landscaped coach and car parking
- Major new cultural attraction on site of existing leisure centre (an appropriate alternative site will need to be found for the current leisure centre)
- Mixed use redevelopment of the Bridgefoot MSCP
- Two-way traffic flows throughout
- Refurbished and extended Holiday Inn hotel
- New tourist welcome centre replacing existing Information Centre
- New 'lanes' to marina with small shops and bar units
- Refurbished Royal Shakespeare and Swan Theatres



Public realm components

- Transition zone between 21st Century Stratford and 'natural' Stratford (reed beds, grasses, wetland planting, bio purification of surface water)
- Links to wider landscape
- Grassland meadows and waterbodies managed to enhance biodiversity
- Links to canal re-established and used to enhance access to the town
- New formal gardens
- Part-time closure of Bridgefoot, Bridge Street, High Street and Waterside to vehicles
- Swan Reserve is maintained and potentially enhanced in conjunction with exploring educational opportunities
- Nature-inspired adventure playground
- Revitalised Bancroft Gardens and Recreation Ground

Figure 5.7 Bridgeway development and public realm strategy

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5.4.1 Bridgeway area

Implementation

Given the extent of the proposals for the area, there will need to be a more detailed planning document produced to guide the comprehensive redevelopment of the area.

Furthermore, the approach taken has acknowledged the Area of Restraint designation and has kept within the spirit of Policy EF.13 in the Local Plan.

It is envisaged that a more detailed planning document will be required in the form of a Development Plan Document. A Strategic Flood Risk Assessment will also be required to inform development proposals.

As part of further work a full assessment of the transport impacts will need to take place. In order to achieve the vision proposed a change in people's movement habits and behaviour will be required. A significant shift towards sustainable transport modes away from car usage will be needed if the environment created within the Bridgeway area is to be enjoyed by pedestrians. Should this step change not be feasible a transport study will need to consider whether a new vehicular crossing over the River Avon would be required to divert traffic and therefore achieve the desired objectives for pedestrian movement within the Bridgeway area.



Figure 5.8 Artist's impression of how the Bridgeway area could look

5.4.1 Bridgeway area - landscape led approach

The existing meadows will play a major role in enabling the vision for Bridgeway to come forward. This section should be read in conjunction with section 4.10 of the Public Realm Strategy

Based around the Warwick Road Lands west of the River Avon is an opportunity to create a wetlands centre based around ecological and sustainable principles. This would consist of:

1. Grassland meadows managed to increase biodiversity;
2. New wetland area with water from the river Avon flowing through a series of managed lakes and ponds;
3. Transition zone between 21st century Stratford and 'natural' Stratford made up of reed beds, grasses, wetland planting and bio purification of surface water;
4. Blocks of tree planting as a buffer to infrastructure and buildings; and
5. Links to wider landscape.

Landscape principles

The following principles should lead the design of the public realm and landscape:

- Physical and visual links - connections to the river should be optimised through new physical routes and viewing corridors supported through the building and landscape infrastructure.
- Pedestrian links - a network of pedestrian routes should provide radial and circular links throughout the landscape.
- Drainage - a 'greenprint' should provide the essential environmental infrastructure required to mimic the natural hydrology system which underpins the area.



Figure 5.9 Potential view from site of existing Leisure Centre towards Royal Shakespeare Theatre



5.4.1 Bridgeway area

Materials

Pavements

A bound gravel surface would be appropriate within the wetlands area. It has a less formal feel emphasizing the natural, informal paths winding their way through the wetland character.

Carriageways

These should be kept to a minimum within the wetlands area to reduce disturbance from traffic noise. Where they are essential for maintenance etc, a bound gravel or stone with a traffic grade sub base would be appropriate.

Edgings

These would be treated wooden edges where retention of the surrounding surface is required. Where possible, no strongly defined edges may be appropriate with path edges formed by the surrounding vegetation.



Figure 5.10 Potential view from marina over wetlands

Relevant Local Plan policies are:

SUA.14 - Community facilities

COM.22 - Visitor attractions

5.4.2 Holy Trinity Church

A proper welcome for an international destination

Introduction

Holy Trinity Church is one of the most visited in the country and is a key point on the Stratford tourist circuit. Despite its popularity, there are no facilities for visitors at this location.

Objectives

- To enhance the visitor welcome and orientation available at Holy Trinity Church;
- To minimise the need for new building structures; and
- To provide a focus for activity around the church.

Policy context

The Area of Restraint policy covers the entire waterfront area and therefore envelopes Holy Trinity Church and its surroundings.

Local Plan policy encourages the creation of visitor attractions where they do not have a negative impact on traffic congestion and movement infrastructure.

Key components

The Holy Trinity Church Parish Centre site is well placed to serve the many thousands of visitors the Church receives each year. In this area of Old Town, there are few amenities to support these visitors and the community centre site presents a wonderful opportunity in this regard.

The key issue is how the form of the development could contribute positively to the experience of the site.

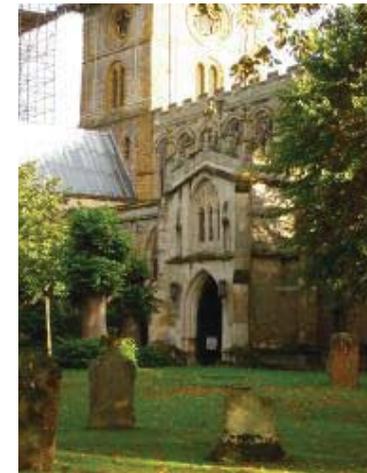


Fig 5.11 Public realm strategy for Holy Trinity



Top: Holy Trinity Church, Bottom: Existing Parish Centre

5.4.2 Holy Trinity Church

Key components of the development strategy for the Church Hall site include:

- i. **Visitor Centre** – Holy Trinity Church is not currently served by a reception or visitor centre, despite being one of the most visited churches in the country. A visitor centre could significantly enhance visitors' experience and understanding of the Church's importance. The centre could encompass a café and shop to provide a much needed amenity in this area.
- ii. **Church Hall** – The existing church hall should be re-provided to meet the Church's requirements and be flexible to offer an additional community space for potential future needs.
- iii. **New housing** – a small number of new residential units could be accommodated on the site and would financially support the community and visitor focused facilities.

The church has been developing ideas to accommodate a new visitor facility within the church itself which could be a short-term option. In addition, the two churches (Holy Trinity and United Reform Church) have investigated a joint scheme which could potentially provide a larger developable site. This should be pursued and the potential additional benefits assessed.

Development principles

Purpose built, flexible visitor facility easily accessible from adjacent gardens. Opportunity for an exceptional if modest urban intervention.

Housing development on part of the site may assist in enabling development, providing active frontage to Old Town.

Any development of the site should not hinder pedestrian and vehicular movement along the road given this is already heavily constrained at this point.

The design of a new visitor facility should capitalise on views across green spaces to and from the site and ensure a strong visual and physical connection between the church and the facility building.



Figure 5.12 Development strategy for Holy Trinity Church area

5.5.1 Rother Triangle and Market

A re-configured civic quarter and market square

Objectives

- To re-develop civic uses located on the site to provide more public-focused facilities in attractive accessible buildings;
- To re-landscape Rother Market as one of the town's principal open spaces;
- To open up the space within the Rother Triangle block to create a new route between Ely Street and Wellesbourne Grove;
- To establish active uses around the edge of the block, supporting activity on Rother Market, Greenhill Street and Grove Road; and
- To provide high quality frontage to Firs Garden.

Development and design principles to achieve these objectives are set out on the facing page.

Policy context

The Rother Triangle and Market are located within the town centre and the Stratford-upon-Avon Conservation Area. Policy EF.13 directs that development proposals which do not preserve or enhance the character or appearance of a Conservation Area or its setting will not be permitted.

Policy COM.19 states that major retail activities should be directed towards the town centre.

The Local Plan encourages the provision of visitor attractions and community facilities to meet the needs of the tourism economy and local residents.

Policy SUA.10 encourages the creation of dwellings in the town centre stating that residential uses will be sought as an integral part of development proposals within the town centre.

The Local Plan and Town Design Statement stress the importance of a high quality public realm, both in terms of supporting local character and providing for pedestrian movement and activity.

Local Plan Policy SUA.8 directs particular attention to improving the appearance and function of secondary shopping areas in the town centre such as Greenhill Street.

Key components

Key components of the development strategy for Rother Triangle include:

- Civic Hall replacement** - a new purpose built replacement Civic Hall and Arts Centre at the southern end of the site with direct aspect over Firs Garden. This would encompass a main theatre and secondary performance space, a series of function rooms and gallery space as well as ample backstage and administrative spaces;
- New route across the site** - a new pedestrian and service access route across the site between Rother Market and Grove Road should help open up the site to new uses and support activity in this area. This route will also help ensure the area is more effectively integrated into the town;
- Quality frontage to Rother Market** - the redevelopment of the site of the Civic Hall building and redevelopment of other frontage on to Rother Market should be of the highest quality and encourage a good level of activity to support the Rother Market as a key public space. Appropriate uses would include retail, cafés and restaurants.
- Enhanced frontage and enclosure for Firs Garden** - new buildings should have a suitably grand public frontage on to Firs Gardens; and

Relevant Local Plan policies are:

COM.19 - New large-scale retail development

SUA.8 - Secondary shopping areas

Policy SUA.14 - Retention of existing shops and services and provision of new community facilities

SUA.2 - Town character

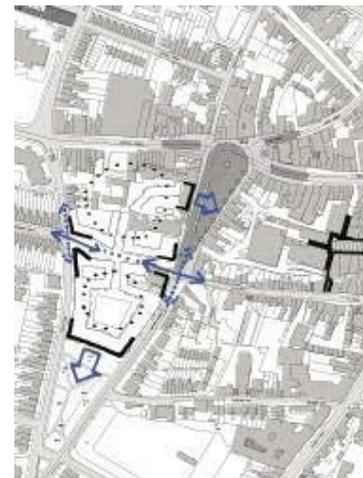


Fig 5.13 New positive edges - early concepts

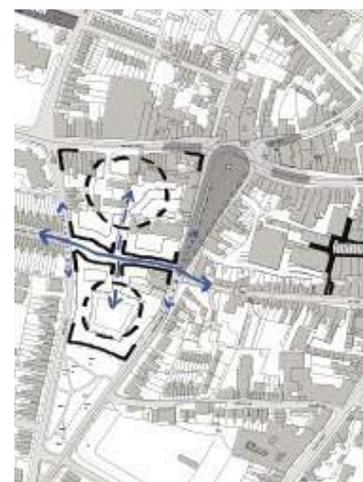


Fig 5.14 New east-west link - early concepts

5.5.1 Rother Triangle and Market

- v. New mixed residential development - as part of the land use mix, residential development at upper (and in some cases ground) levels should be sensitively incorporated to support vitality and viability.

The development strategy illustrates a potential layout of built development on the Rother Triangle. An alternative layout would be acceptable providing it meets the objectives for the site and responds positively to the development principles set out and put forward.

Development principles

Redevelopment should create new routes through the site - better linking the eastern and western sides of this area

New buildings should positively address surrounding streets and spaces, providing frontage and enclosure

New Civic Hall facility established overlooking gardens

A courtyard style form would ensure the civic style and atmosphere of the existing situation is retained

Investigate scope for opening gardens up to limited public use to offset any loss of open space

Consider scope for extension to Shakespeare Institute facility to accommodate conference facility at Mason Croft.



Figure 5.15 Development Strategy for Rother Triangle

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5.5.1 Rother Triangle and Market

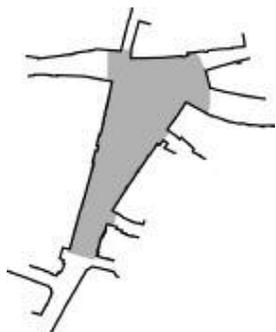
Public realm strategy - Rother Market

Strong building frontage and street edges will provide a context for the enhancement of the Rother Market space.

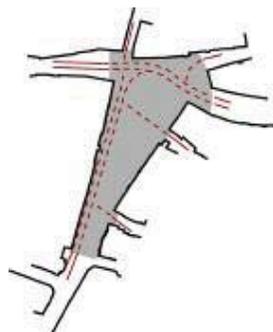
Key routes should emphasise desire lines from surrounding streets and allow for vehicular access and movement across the space.



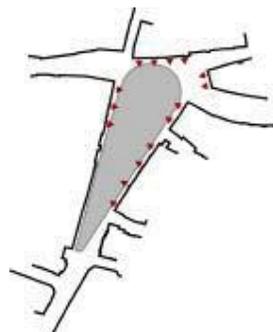
Create one clear legible space



Vehicular traffic routes subtly define the Market Square as a space



Active street frontage frames the enhanced space and provides opportunity for edge activity to spill into the space.

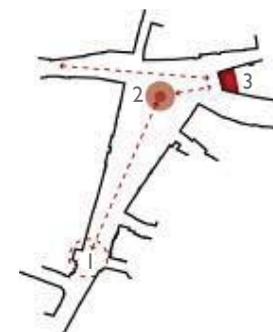


The existing American Fountain should become the focus for the space created



Strong visual connections between key landmarks

1. Gateway to Market space
2. Existing clock tower as a focus
3. Potential landmark building



5.5.1 Rother Triangle and Market



Figure 5.16 Public realm strategy for Rother Market

5.5.2 Windsor Street

An integrated visitor gateway and positive addition to the town centre

Objectives

- To create frontage to street through mixed use development;
- To retain coach facility in the short – medium term;
- To enhance pedestrian environment and links across Windsor Street; and
- To promote the long term opportunity for development of car park for residential and parking with creation of possible new link to Arden Street.

Development and design principles to achieve these objectives are set out on the opposite page.

Policy context

The Windsor Street car park and coach facility is covered by a site specific development policy in the Local Plan. Proposal SUA.N dictates the site is allocated for mixed use development. The uses deemed acceptable are financial and professional services and offices, residential and retention of a coach terminal.

The policy's supporting text advocates the need to:

- create a high quality design which is appropriate to the position of the site within a Conservation Area;
- incorporate a vehicular access into the site which is compatible with coach movements;
- minimise the impact of development

on adjacent residential properties; and

- undertake an archaeological evaluation of the site.

Policy SUA.6 also covers Windsor Street itself, and suggests that the redevelopment of property along the street for retail and other forms of commercial use will be supported subject to the character of the area being maintained.

Key components

Key components of the development strategy for the Windsor Street site include:

- Enhanced coach facility** – Provision for short stay coaches is an important consideration for the tourism economy of the town. In the short term this will remain an important site for coach drop-off. Enhanced welcome and orientation facilities could significantly improve this necessary gateway for visitors. Any changes to current arrangements must be informed by a full understanding of the operational requirements.
- New commercial and residential uses** – Windsor Street suffers from a lack of enclosure, but provides an important pedestrian link between Henley Street and Rother Street. A new building with commercial space

Relevant Local Plan policies are:
SUA.N - Land off Windsor Street
SUA.6 - Town centre streets (retail development)

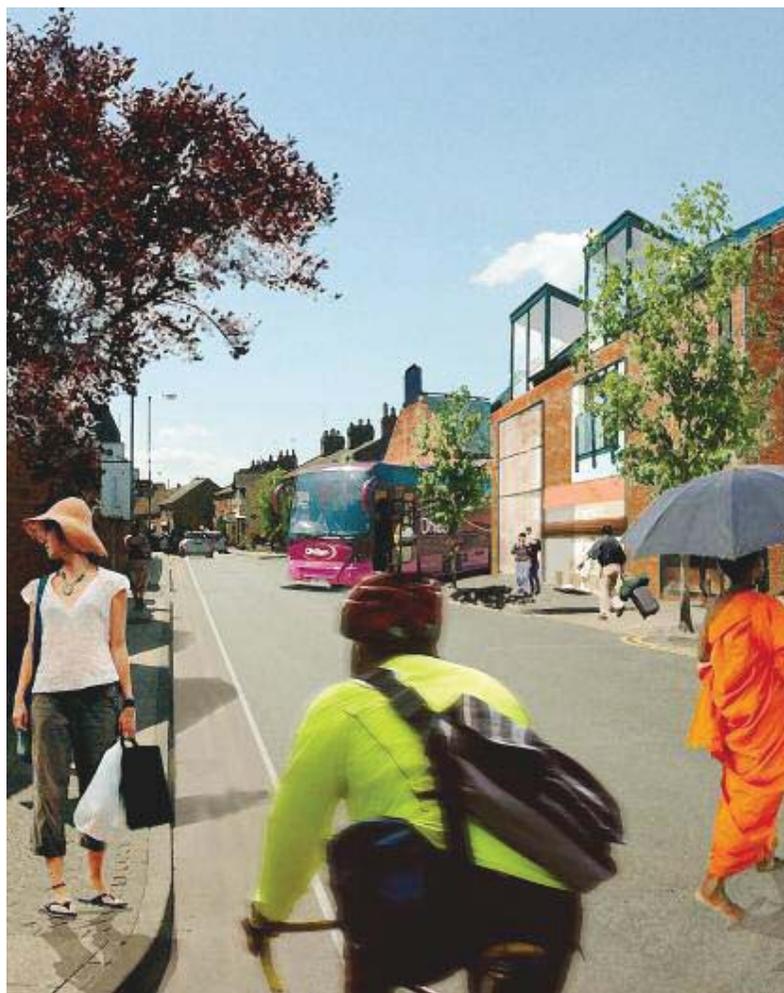


Figure 5.17 Example illustration for redeveloped Windsor Street site

5.5.2 Windsor Street

at ground floor level and residential above would add activity and screen the coach drop-off facility.

- iii. In the longer term, a more comprehensive approach is encouraged. The multi-storey car park and adjacent coach park could be redeveloped to retain the coach facility but enable a comprehensive mixed use development. New medium sized retail units would occupy the site of the existing coach facility with offices or residential uses above. The car park site could reprovide the coach facility at ground floor level and provide residential uses above which would be served by a landscaped deck providing private amenity.

Long term objectives to increase visitor dwell time through reducing opportunities for short stay (c. 30mins) coaches should inform development decisions.

Development principles

Opportunity to redevelop multi-storey car park with residential courtyard development at first floor raised level with potential pedestrian link through to Arden Street.

Limited stay (30mins) coach parking at ground level

Entrance archway to reconfigured coach drop-off providing enhanced visitor gateway to the town with associated orientation infrastructure in the form of information displays and signage.

Provision of street frontage along Windsor Street repairs existing gap in building line along western side of the street (ground level retail or commercial use and residential above).



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Figure 5.18 Development and public realm strategy for Windsor Street car park and coach terminal

5.5.3 Town Square

A revitalised new retail quarter - one of the key sites in the town and perhaps the largest single retail development opportunity

Objectives

- To respect existing form and structure which is sound;
- To enhance gateways and entrances to Town Square to integrate it better into retail routes and the town centre experience i.e. retain current access points from surrounding streets;
- To provide significant increases in total retail floorspace in a range of unit sizes, potentially with use of upper floors;
- In the long term and if the opportunity for comprehensive change occurs, to redevelop the centre to create a 'Theatre of Shopping' – a multi tiered courtyard shopping centre;
- Enhance the public realm throughout the site to create a high quality public space and associated routes; and
- Facilitate temporary activities within the public realm to enhance activity.

Town Square represents a key site in meeting identified comparison retail need.

Development and design principles to achieve these objectives are set out on the facing page.

Local Plan policy (Policy COM.19) dictates that major retail activities should be directed towards the town centre.

Local Plan Policy SUA.8 directs particular attention to improving the appearance and function of secondary shopping areas in the town centre, of which Town Square can be considered one.

Key components

Town Square was highlighted as an area which currently provides a poor shopping experience in comparison to the rest of the town centre.

Of particular consideration for this site is the role it plays in the broader retail strategy. The site could be the focus for meeting the demand for new comparison goods floorspace, which would require the re-location of existing convenience uses to elsewhere in the town. Alternatively, a more comprehensive approach could see re-provision of convenience floorspace alongside significant increases in comparison floorspace. Related to this, a review of the long term need for short stay parking in this part of the town centre must be addressed.

There is an opportunity to provide a sustainable mix of retail unit sizes to complement the offer of the main town centre shopping streets.

Relevant Local Plan policies are:

COM.19 - New large-scale retail development

SUA.8 - Secondary shopping areas

Key components of the development strategy for Town Square include:

- Comprehensive redevelopment of western end of Town Square** to provide a significant increase in retail floorspace provision in a wide variety of unit sizes;
- New retail provision** – attracting new retail occupiers into the development through the enhancement of existing units at ground (and possibly upper) floor level;
- Enhanced public realm for the centre** - establishing a high quality square at the heart of the development through re-surfacing and new street furniture;
- Where appropriate **new residential units at upper floors** - redevelopment of the western section of the site creates

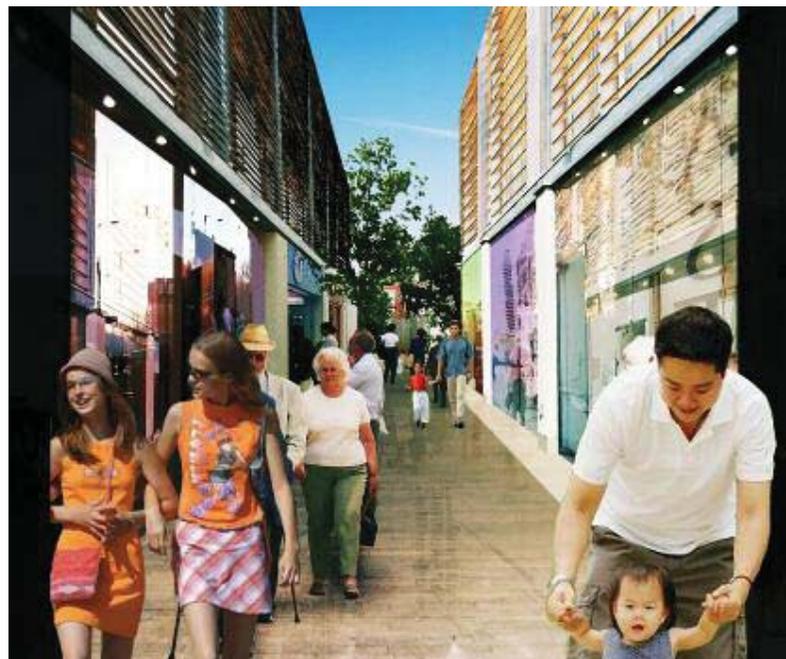


Figure 5.19 Example illustration of new route through to Rother Market

5.5.3 Town Square

opportunity to include residential apartments at upper floors with communal green space / courtyards. Conversion of existing upper floors should also be investigated; and

- v. Review of letting and management strategy for the centre - to ensure enhanced vitality and viability.



Fig 5.20 Example illustration of new public square

Development principles

Broad retention of existing structures and form which provides logical and workable layout.

Enhanced entrance points from surrounding streets to ensure Town Square is experienced as part of retail shopping circuit as opposed to supplementary.

Re-designed public square should form the heart of the centre, with active edges on all sides and high quality furniture

Redevelopment of the existing multi-storey car park and Somerfield site to provide enhanced retail and rationalised parking facilities as well as improved linkage to Rother Market.



Figure 5.21 Development and public realm strategy for Town Square

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Relevant Local Plan policies are:

SUA.I - Cattle Market

SUA.J - Land off Arden Street

5.6.1 Cattle Market and Arden Street

A World Class gateway and public transport interchange for a sustainable Stratford

Objectives:

- To provide a new public transport interchange incorporating new park and ride stop;
- To establish a clear and direct link between the station and the town centre;
- To establish direct links north via Western Road;
- To provide new commercial uses on axis connecting to the town centre; and
- To provide a new mixed and high quality residential development.

Policy context

Local Plan Proposal SUA.I provides a site-specific allocation for the development of the Cattle Market site. It states that the site should be developed for a mixed use development and the provision of a bus/rail interchange. The development should incorporate residential and employment uses together with commuter parking for rail users. Possible additional uses are suggested as commercial leisure and small-scale commercial outlets.

An additional Local Plan Proposal (SUA.J) addresses the Arden Street car park site. The policy identifies the site for mixed use development incorporating residential and employment uses.

A planning brief has been prepared for the site which supplements Proposal

SUA.I. The guidance contained here updates that contained in the Brief.

Key components

Key components of the development strategy for the Cattle Market and Arden Street sites include:

- High quality public transport interchange** - enabling fluid transition between rail and foot, rail and cycle and rail and bus (where appropriate) as well as interchange between bus routes. The interchange should be highly legible and help to attract people to use public transport. As part of the overall interchange a number of bus layover spaces should be provided to remove the need for such layover on the town centre streets;
- New residential community** - this highly sustainable location offers the opportunity to develop a new residential community adjacent to the town centre with low parking requirements;
- Commercial and employment space** - commercial and employment uses should be introduced to establish a suitably active and public frontage along the Station Approach and to create links to Western Road and the Canal Quarter; and
- Minor retail** - associated with the public transport interchange.



Top: Existing station entrance and car park, Bottom: Existing Station Approach

5.6.1 Cattle Market and Arden Street

Planning History

Planning permission was granted at appeal in May 2007 for the redevelopment of the Cattle Market site. It should be noted that the layout and form of this consented scheme differs from that shown in the UDF, and whilst this planning permission remains extant the site can be developed as permitted. If, however, the site comes forward again and the design and layout of the site is revisited, the Council would welcome the opportunity to work closely with the developers to secure a consent for the site which more closely reflects the layout and form of development promoted here.



Figure 5.2 Example illustration of new Station Approach

5.6.1 Cattle Market and Arden Street

Movement and public transport interchange

The primary role of the Cattle Market site should be as an exceptional public transport interchange. The movement strategy for the Cattle Market site and the surrounding area is set out in the diagram below.

In the long term, Park and Ride buses could be routed via a new canal crossing facilitating more direct access to Birmingham Road and opening up land on the northern side of the canal

In the short term, all buses should access the site from Alcester Road to Birmingham Road via Western Road.

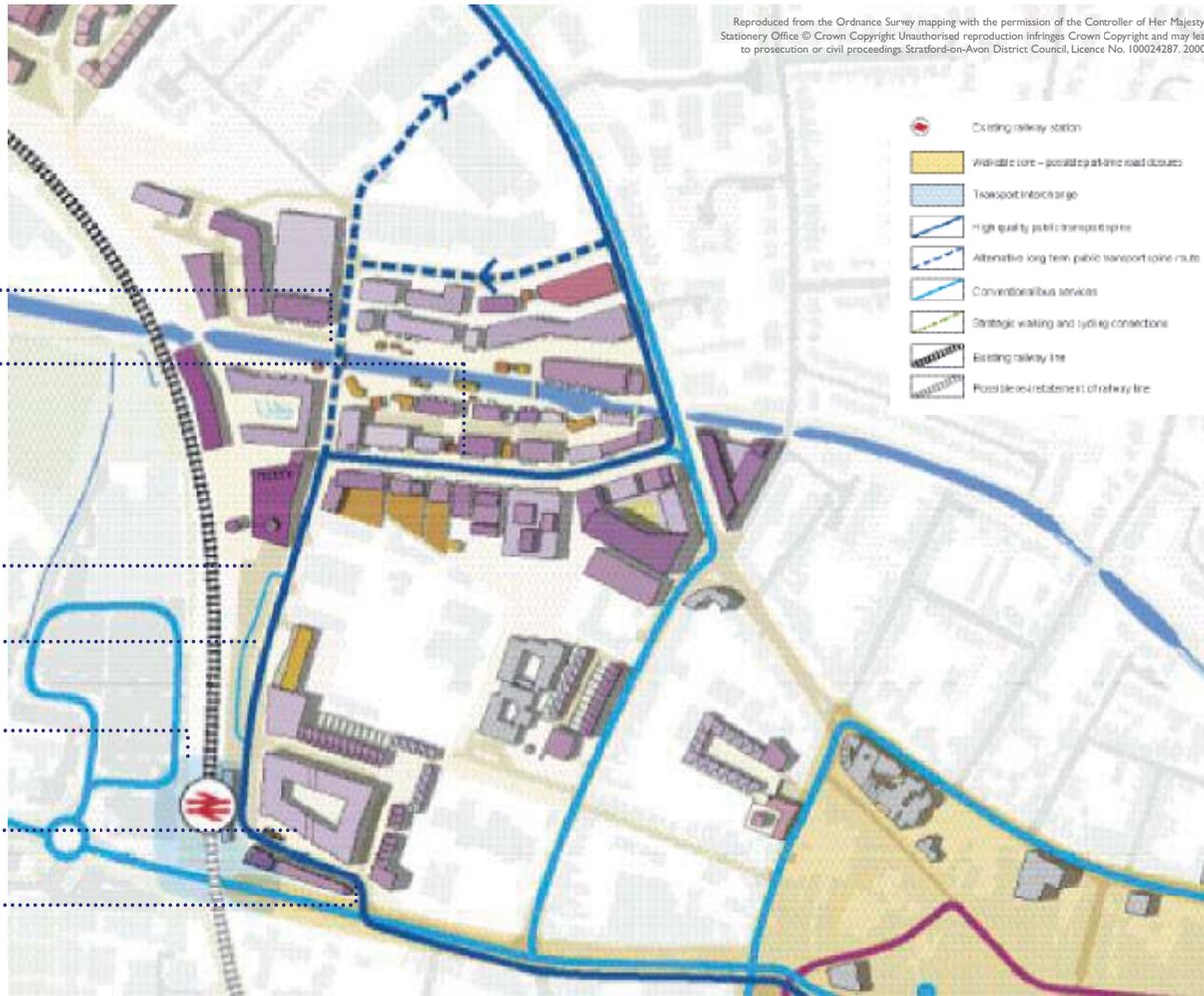
140 commuter parking spaces with a turn around facility which would be required to make the long term Park and Ride route feasible (this could result in a reduced number of parking spaces)

Capacity for convenient bus waiting and layover should be accommodated and the interchange be flexible to increased demand in the future

Transport interchange should facilitate easy access between transport modes and incorporate bus stops on the Alcester Road bridge

Additional future capacity for bus interchange is integrated into the design through the creation of a large area of public realm on the axial route

A simple junction should be provided to accommodate bus routes through junction improvement on Alcester Road



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Figure 5.23 Movement strategy for Cattle Market

5.6.1 Cattle Market and Arden Street



Place Kleber, Strasbourg



Citroen steps, Paris

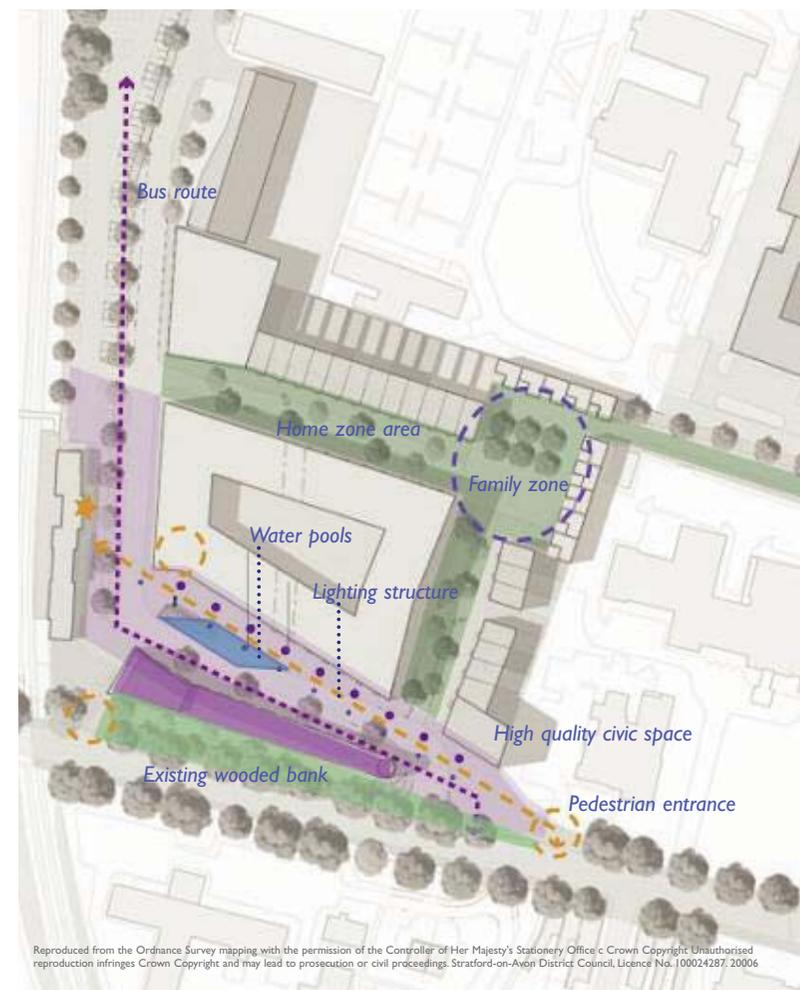


Water feature in Lille

Public realm strategy

The following design principles should direct the public realm strategy adopted for the Cattle Market site's redevelopment:

- Establish clear distinction between public and private space;
- Create clear hierarchy of high quality public spaces/routes;
- Create new square outside station entrance as new gateway to the town;
- Ensure public open space is overlooked;
- If retained, enhance role and quality of landscaped bank;
- Development should present building fronts on to the public realm and conceal backs;
- Provide pedestrian/cycle route to Arden Street on the Mansell Street axis; and
- Ensure secondary route benefits from overlooking to establish safe and attractive link.



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Figure 5.24 Public realm strategy for Cattle Market

5.6.1 Cattle Market and Arden Street

Development principles

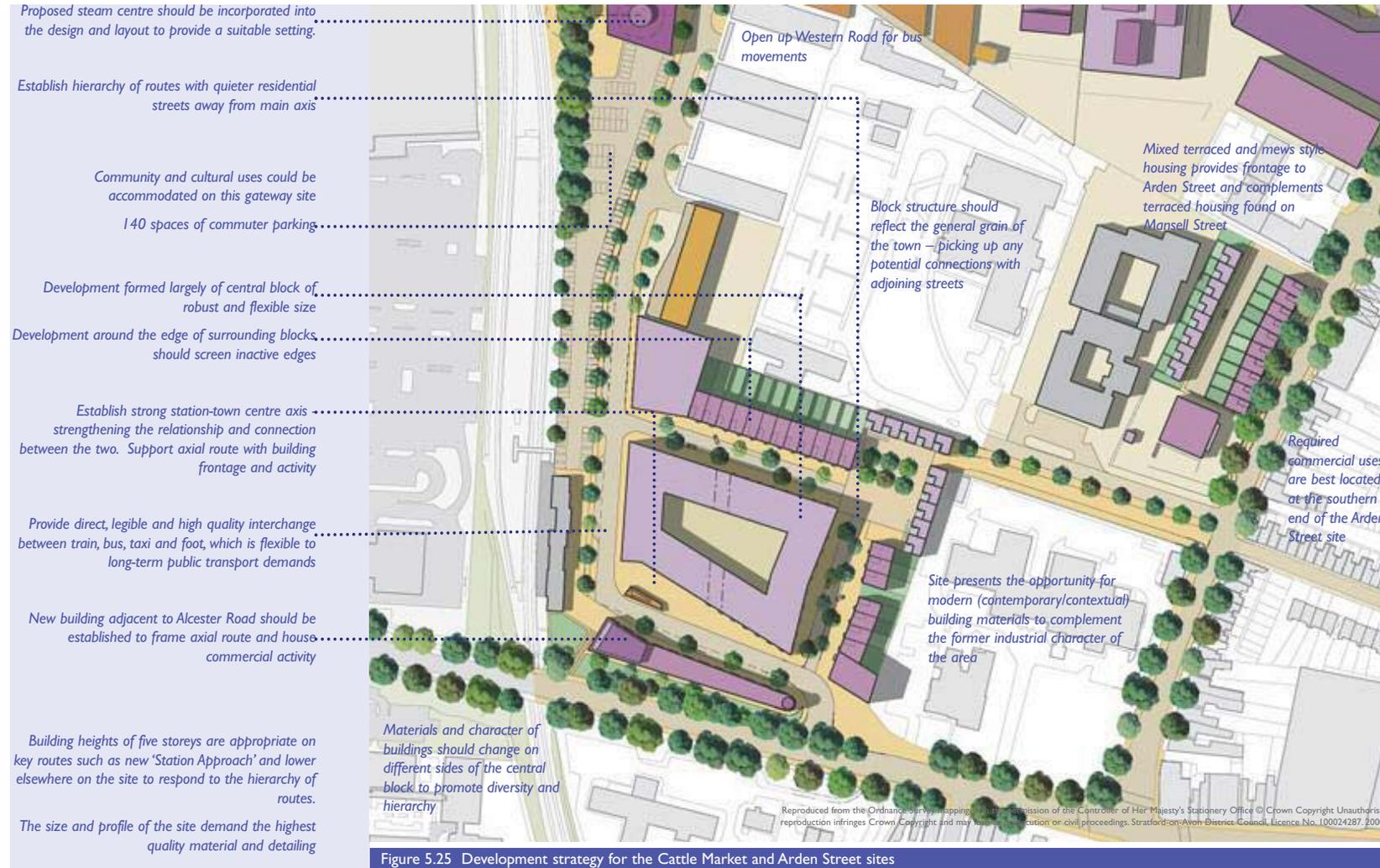


Figure 5.25 Development strategy for the Cattle Market and Arden Street sites



Figure 5.26 The Cattle Market presents a major opportunity for brownfield

5.6.2 Canal quarter

A front of house development for Stratford's back stage

Introduction

The canal quarter presents a major opportunity for a new focus of commercial activity in a pleasant canal side setting.

Objectives:

- To create a mixed use and vibrant new canal quarter for the town;
- To provide a new canal crossing to connect Birmingham Road to the Station as part of a sustainable movement strategy;
- To create live/work uses with canal frontage; and
- To create stronger draw and link between Stratford's backstage and the town centre.

Development and design principles to achieve these objectives are set out in Figure 5.30.

Policy context

The canal side areas are generally identified for employment use. Policy PR.10 identifies a protected route between the rail station and the NC Joseph site. This link should be accommodated through any development of the site.

Policy STR.4 supports redevelopment of industrial land for employment uses.

Policy SUA.K allocates land between Arden Street/ Birmingham Road/ Western Road for residential uses.

Key components

Key components of the development strategy for the Canal quarter include:

- Employment space** - re-provision of existing employment uses within mixed use development alongside new employment activities such as creative industries;
- New residential community** - upper levels of development blocks should accommodate residential apartments offering affordable and accessible housing close to the town centre;
- Re-development of existing commercial space on Western Road** - re-provision of car showrooms and other existing uses in a form that creates a much stronger edge to the street; and
- Live-work units** - this location offers interesting opportunities to explore live-work elements.
- New canal crossing** for pedestrians,



Potential alignment of new link

Relevant Local Plan policies are:

SUA.K - Land between Arden Street, Birmingham Road and Western Road

STR.4 - Industrial land

PR.10 - Safeguarded land

SUA.3 - Environmental enhancement



Figures 5.27 and 5.28 New environments around the Kendal building (top) and Western Road (bottom)

5.6.2 Canal quarter

cycles and potentially buses to radically improve connectivity to the station and help bring forward wider regeneration of the area.

The layout illustrated in Figure 5.30 shows an example of how the above components could be arranged within a well structured framework. Land ownership is likely to be a major factor in how the area is developed, but individual design schemes should seek to respond positively to the essence of the proposed layout and the associated development principles.

The new canal crossing proposed for bus, pedestrian and cycle use would significantly enhance linkages through the area and help to support regeneration on the northern side of the canal. However, funding sources will need to be assessed to inform delivery. This element is therefore shown as a longer term option.

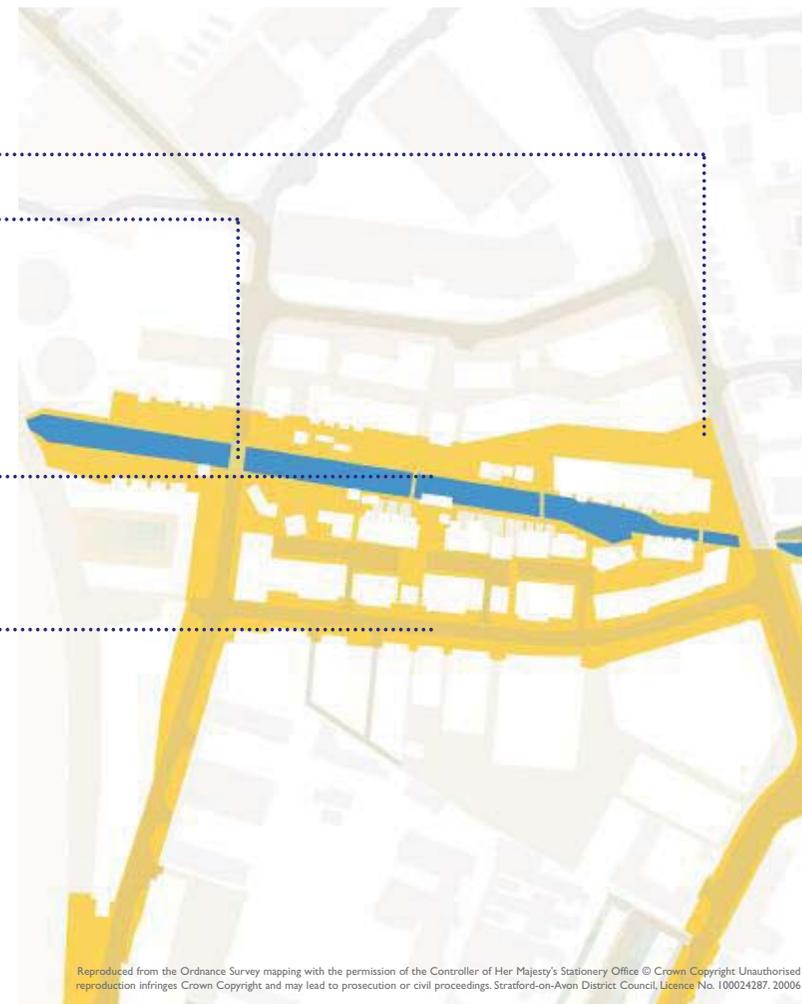
Public realm principles

Easy access to canal side from Birmingham Road

New bus, pedestrian and cycle crossing provides good quality link between Birmingham Road and Station Interchange

New canal side environment with lighting and new footbridge crossings. Generous pedestrian space on north side of canal

Remodelled and widened Western Road retaining car dealerships and other employment uses



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Figure 5.29 Public realm strategy for Canal Quarter

5.6.2 Canal quarter

Development principles

Existing industrial and warehousing area should be redeveloped and refurbished to accommodate a mix of uses, with active frontages along the canal side. Employment and cultural uses should be accommodated within this mix.

Canal-side space should provide high quality public realm which makes best use of the waterside and south-facing context.

Canal-side development to the south of the canal should provide a positive transition between waterside activity and industrial uses. This north facing development strip would be ideal for live-work units which favour this aspect.

Western Road route should be subject to landscape and layout improvements to better cater for pedestrian and bus needs as a priority.

Redevelopment of existing structures along Western Road to facilitate a mixed use environment with employment uses and ground and (possibly) first floor level and residential above.

Long term opportunities to redevelop additional buildings to improve the appearance of important gateway to the town centre.



Figure 5.30 Development strategy for Canal quarter

5.6.2 Canal quarter



Photos showing land on north side of the canal



Birmingham Road / Arden Street junction

5.6.3 NC Joseph site

Piecing together development on a gateway corridor

Objectives

- To establish robust development block sizes capable of accommodating a range of uses over time;
- To create strong frontage to Birmingham Road;
- To encourage improvements to the public realm and tree planting;
- To establish mixed use development of site including commercial and residential uses; and
- To provide direct pedestrian and cycle link south across the canal towards the station.

Policy context

The NC Joseph site is not covered by a site specific proposal policy, but as a significant gateway site it should be considered for mixed use development.

Policy PR.10.7 identifies a protected route between the rail station and the NC Joseph site. This link should be accommodated through any development of the site.



The site represents a significant opportunity for mixed use development which has partially begun

5.6.3 NC Joseph site

Key components

The principal issue for the site's redevelopment relates to the nature and balance of the mix of uses. The urban form should be flexible to accommodate a variety of uses. A hotel on the Birmingham Road frontage is another land use option for the site which could assist in providing an active commercial frontage to this key arrival corridor. This is a large site and may be suitable for a variety of uses including community and leisure.

Key components of the development strategy for the NC Joseph site could include:

- i. **Employment and leisure space** - the site's predominant uses will encompass employment space lining the existing industrial surroundings of the site;
- ii. **New pedestrian and cycle connection** to rail station via the canal; and
- iii. **New residential community** - part of the site has already been developed for housing and there may be some limited potential for further residential uses;

Development principles

Site development should ensure strong frontage on to Birmingham Road with associated landscape improvements to enhance this gateway corridor

The layout of the site should ensure the creation of robust development blocks and strong edges to neighbouring blocks

Potential access to Council depot site

Development adjacent to railway creates a complete edge to the site

Pedestrian and cycle route enables direct connection to the canal and station

Site should be redeveloped as a mixed use scheme including business and residential uses



Figure 5.31 Development and public realm strategy for NC Joseph site



6. Tourism and events

6.

6.1 Tourism strategy

The Urban Design Framework has a key role to play in ensuring the long term sustainability of the tourism economy in Stratford-upon-Avon. All stakeholders need to share the same understanding of 'world class'.

The role of the Urban Design Framework in developing and managing tourism

Stratford-upon-Avon is identified in the West Midlands Visitor Economy Strategy as a leading destination and visitor gateway. Tourism is an important part of the Stratford economy. One of the roles for the World Class Stratford Urban Development Framework (UDF) is to deliver an excellent experience for the estimated 3.5 million visitors who come to Stratford every year. So its approach and outputs must be integrated with the destination marketing of visitors.

South Warwickshire Tourism is responsible for attracting visitors to Stratford and the wider area (destination marketing) and for delivering visitor services and information to visitors on arrival. The UDF is about delivering a quality experience for visitors during their stay, principally through the development of new attractions and the design of the public realm. As such it has

a key role to play in the long term economic sustainability of tourism and its management. So it is important that the delivery of the UDF involves South Warwickshire Tourism to ensure a joined up approach to meeting the needs of visitors and maximising the potential of the visitor economy.

The UDF is about a long term vision for Stratford-upon-Avon. However tourism is already an important part of the local economy and needs to be well managed now. So the short to medium term planning and actions of South Warwickshire Tourism are important here too.

The vision for Stratford presents opportunities to evolve into new visitor markets, to encourage more repeat visits and to extend the length of stay. However product development will not deliver these new markets automatically. Destination marketing will need to evolve to reflect new opportunities and

to target new markets. Timing is key. The marketing message must match the visitor experience. So it will be important to ensure all stakeholders share the same understanding of 'world class' and together consider at what stage the town is ready to market Stratford as 'world class' to prospective visitors.

Building a framework for tourism

This section of the UDF sets out key considerations for building a recommended framework for tourism to ensure the opportunities and needs of the sector are firmly set within the World Class Stratford Urban Design Framework from 2006 to 2020.

It identifies key issues, many previously rehearsed, but still relevant here for the successful evolution of Stratford-upon-Avon into an exemplar World Class visitor destination. It also sets out the process needed to ensure that the

physical enhancements linked to improved economic performance set out in the plans for a World Class Stratford take into account visitor needs and provide for them.

There are already several plans and documents that map out strategic tourism development, management and marketing for Stratford and the wider Warwickshire area. It is important not to duplicate these.

The framework approach should be built on the principles of integrated destination development and management. It is intended to dovetail with the plans and activities of South Warwickshire Tourism and to complement them. In particular it endorses and builds on the stepping stone work of the Stratford Tourism Challenge Action Plan 2006-10 being co-ordinated by South Warwickshire Tourism.

6.1 Tourism strategy

The Tourism Challenge Action Plan and its delivery group seek:

- To address the specific issues and opportunities affecting the visitor economy in Stratford-upon-Avon town centre arising from the waterfront redevelopment between 2006 and 2010;
- To protect existing visitor markets, advise on new products and events, introduce new visitor management measures and create a coherent internal partnership and communication channel; and
- To provide a stepping stone for the visitor economy to the World Class Stratford vision in 2010 and beyond.

The Challenge Action Plan identifies four themes, or 'Keys to Success' that Stratford needs in order to support and strengthen its tourism during the Challenge period and beyond:

- 1: Market focus – and 'smarter' marketing;
- 2: Strategic product development;
- 3: Excellent visitor management; and
- 4: Coherent 'internal' partnership.

The Action Plan and the work of the Challenge group will finish in 2010. The UDF should buy into these keys to success and build on them during the life of the Challenge Action Plan and beyond.

Aims and Objectives

The aim of the framework for tourism is to increase the economic and social benefit of tourism in Stratford as part of the broader overall economic regeneration and quality of life improvements. Specifically:

- To re-position Stratford-upon-Avon as a 'must visit' premier quality destination;
- To improve the town's environment and core areas of visitor activity, increasing its attractiveness;
- To encourage investment in the town's tourism products, whilst maintaining the quality of environment for residents and visitors; and
- Increasing the length of stay and achieving higher levels of occupancy with a year-round visitor season.

This will be achieved through:

- The provision of an integrated approach to destination management, minimising duplication of activity and ensuring joined up planning and delivery of town-wide activities;
- Developing appropriate markets, bringing high value returns to tourism businesses;
- Energising new and innovative marketing activity; and
- Supporting tourism employment with high quality jobs.



Birthplace Trust and Shakespeare Centre on Henley Street

6.1 Tourism strategy

Integrated destination management

A World Class Stratford should be underpinned by the principles of integrated destination management. For destination management to be sustainable it needs to address all the economic, social and environmental issues of that particular area. It recognises that the community, visitors and businesses all make demands on a destination which need to be met. If this is done correctly, then visitors are satisfied and come again, the local community benefits from a good quality of life and businesses are prosperous. This approach is implicit within the UDF but it will be important for Stratford to ensure delivery mechanisms are in place to deliver the principles.

There is a very strong relationship between tourism and the wider visitor economy and the quality of public places, recreational facilities and transport infrastructure. High quality public realm and related infrastructure and assets are vital to the tourism sector, but also benefit local residents and support efforts to secure inward investment.

The tourism sector is dominated by sole traders, the self-employed and small enterprises. Individually, businesses can only respond effectively in a limited manner to trends and changing visitor expectations. Entrepreneurship and creativity need to be better supported for the benefit of the destination and

wider sub-region. There is an important role for the public sector to work with the industry in order to improve business prospects and to raise the quality of service. Additionally, the leading attractions, notably the Shakespeare Birthplace Trust and the Royal Shakespeare Theatre have a crucial role to play, as the largest 'paid entry' attractions drawing visitors. Their forward plans for developing not only the sites, but the relationship with the surrounding environment are linked to integrated destination management.

The town plays a key strategic role as a gateway to visit the broader West Midlands region. Stratford has a potential showcasing role for regional destinations and attractions and should then act to disperse visitors to the region's mix of contemporary and traditional cities and towns, as well as countryside. This includes making more of the strategic links by rail into Birmingham and neighbouring towns.

What will the market look like in 2020?

The World Class Stratford Urban Development Framework (UDF) is a long term initiative, so it needs to take a long term view about how the marketplace will have changed and what impact this will have on the sort of people visiting Stratford to ensure plans remain on track with visitor market

needs over time. Future forecasting and trends analysis will help this process.

At present, the majority of visitors to Stratford-upon-Avon are day visitors spending 2-3 hours in the town, many being coach borne touring groups. Although smaller in volume, the spend of overnight overseas visitors' contributes significantly to the value of tourism to the town. However, with changing patterns of visiting behaviour, group dynamics and new places to explore, can it be assumed that these markets will still be as dominant in 2020? Or will other market segments emerge and prove more valuable?

Will the coach visitor of 2020 still seek the brief gratification offered by a short visit to the key sites, or, as future forecasts suggest, look for more of an immersive experience-based visit that seeks out the distinctive? In the future what other attractions, destinations and activities will Stratford be competing with to maintain the day visitor market that is important for the sustainability of much of the retail sector in the town?

Short breaks are already polarised. The European city break is led by cultural activities and major events and partly driven by cheap flights and accommodation-led weekend packages throughout Europe. Conversely, the countryside offers opportunities for rejuvenation and relaxation to counter what is perceived as the more stressful

lifestyle of today. So the historic town of Stratford needs to carve a niche within the short break marketplace. Longer term trends do not suggest that this pattern of short-breaks is set to change.

In the future, the emerging economies in eastern Europe, China and India will present huge opportunities to tap into new markets but research is needed to understand the needs and wants of these visitors.

The Tourism Challenge Action Plan will be undertaking detailed research and analysis to identify target visitor markets and their characteristics. This research should look at how the needs and expectations of identified target markets will evolve between now and 2020. It also needs to reflect on how World Class Stratford will appeal to different markets in the future. The UDF needs to take on board the findings and recommendations of this process to help refine its plans and delivery approach.

Prioritising the markets according to their value to Stratford

Different markets bring different opportunities, benefits and needs. So the impact of different markets needs to be factored in. A key question is the nature of:

VISITOR Volume vs. SEGMENT Value vs. PRODUCT Quality

6.1 Tourism strategy

What does Stratford-upon-Avon aspire to; more visitors or different market segments that have higher spend potential and how will choices about markets impact on the visitor experience? As is well known from decades of experience, increasing visitor numbers brings multiple challenges in terms of the logistics of moving people around, congestion at peak times and a subsequent strain on the product and environment which can impact on presentation, management and visitor service. Ultimately, it is value rather than volume that delivers the best return on investment for all stakeholders. This may be value from repeat trips of loyal markets and/or targeting markets with higher per head spend.

The ideal is to increase visitor spend but achieving this relates in part to the nature and quality of the total visitor experience. Visitors will stay longer, spend more and come again if the environment is conducive to do so. The range of proposed investment and animation suggests that the UDF could help achieve several key movements in length of visitor stay and spend by:

- Encouraging those on a short 2 hour tour to make a full day visit to explore more widely and so increase per head spend; and
- Developing Stratford as a touring base for Warwickshire and the

Cotswolds benefiting the evening economy and the tourism accommodation sector including encouraging investment in existing business and potentially creating demand for more accommodation over time.

The UDF proposals include the development of new cultural facilities and attractions – a Visual Arts Centre on Bridgeway, a new Wetland Centre, the Steam Railway Centre, Civic Hall events and conference centre, and a possible cultural facility in the Canal Quarter. These are put forward in the context of the radical improvements planned for the RSC and the new temporary theatre, as well as investment by the Birthplace Trust in new visitor components, including a possible museum of Stratford and the presentation of the town's wider story. The markets for these facilities vary, with some likely to have strong appeal to a local catchment and others offering potential to draw on new markets from further afield. Within the 'World Class' banner, not all new products will necessarily be 'world class' in their market appeal, however, it is essential they are 'world class' in terms of design, management and service to contribute to the Stratford-upon-Avon brand. Given the strength of the Shakespeare branding, Stratford will need to plan carefully how the marketing will be undertaken for each facility and their



Stratford High Street

6.1 Tourism strategy

collective impact.

The Stratford 'World Class' brand

It will be important that stakeholders work together to clearly define what is meant by 'World Class' and the specific attributes attached to the statement. This is important to ensure that consistent messages go out in the marketplace. Stakeholders need to agree where, to whom and how 'World Class' becomes adopted and used for different marketing purposes.

It will also be important to consider how the contemporary and forward looking values being attached to World Class Stratford will sit alongside the town's aspirations to become a World Heritage Site. The two can complement each other but consistent marketing messages and a clear vision of how heritage and contemporary will work side by side is important.

Over the forthcoming decade, investment in the town, led by the Royal Shakespeare Company, the Shakespeare Birthplace Trust and the public sector should deliver additional private sector investment into property, quality, and presentation. Renewed confidence and innovation within businesses will contribute to making the 'World Class' title a success. So it is important to ensure 'World Class' is clearly understood and communicated from

the outset.

The South Warwickshire Tourism Corporate Plan 2006-2009 identifies a longer term objective of developing around the "World Class Stratford" brand a "World Class South Warwickshire" identity. In order to get to this position, the sub-region, spearheaded by Stratford-upon-Avon will develop;

- A 5 year place making strategy – building on the core components of the visitor economy, regeneration and investment, and lifelong learning. For tourism this includes a key focus on infrastructure, environment, attractions and resources in the town and surroundings
- A 5 year destination marketing plan – to raise the profile proactively and campaign on behalf of the sub-region, actively promoting the world class brands and products

These actions should link in with the integrated destination management approach.

Making more of events and festivals

Stratford-upon-Avon has to broaden its offer beyond Shakespeare to reach out to new markets and to compete more effectively in the domestic and overseas heritage town marketplace. One strong opportunity is to capitalise on the reputation of the town for its richness

of arts and events. In benchmarking with other British and European destinations, Stratford should aspire to year round event town status. Shakespeare is the launch pad, but the revitalised street and waterside environment could become home to events and festivals that focus on a range of themes throughout the year, animating the whole town as in Bath, Cheltenham Spa, Lucerne and Bayreuth.

The Stratford Tourism Challenge aims to raise the profile of events during 2007-10. This should utilise a variety of environments, not least the popular public space around the riverside that will be refurbished during the Challenge period. The UDF has factored improved open air public spaces into its design of the public realm to add to Stratford's vitality over time.

Business and Conference Tourism

The investment in the present facilities generating and providing business tourism, both within the town centre and out of town is allied with the positioning of the town as a business tourism destination. Despite Stratford's small size and limited range of local businesses to attract significant business tourism, the distinctive character of the town and its world wide reputation, as well as proximity to Birmingham and national transport network will continue to offer the opportunity for meetings,

conferences and non-leisure based visits. Investment in new facilities will evolve as the market grows through the rejuvenation of the town and its reputation.

Tourism and visitor management

The UDF incorporates public realm enhancements that will build on many years of strong visitor management in Stratford. Stratford was at the forefront of visitor management in the 1980s and needs to regain that cutting edge approach. There is a hierarchy, well rehearsed elsewhere, as to how to improve and manage the visitor into and around the town. Key considerations include:

Transport, welcome and sense of arrival

- A welcoming image of the town and its qualities. Along key routes, at the railway station, main car parks, coach drop off point;
- Ensuring that visitor needs are factored into the proposed alterations to traffic routes in the town;
- Updated pedestrian and highway signing that deliver carefully considered routes for visitors aimed to enhance the welcome and minimise congestion; and
- To ensure orientation and other facilities at the point of arrival to

6.1 Tourism strategy

ensure the visitors reach their final destination quickly and safely and to reinforce a sense of welcome.

Visitor movement around the town

- Design the public realm such that it manages flows of visitors from points of entry – car parks, coach parks, railway station – to and around the town through key locations;
- Plan for pinch points and areas of congestion around key honeypot locations;
- Consider distances from coach parks etc. for some older visitors to the key locations; and
- Identifying the key areas for visiting around the town; heritage, retail, cultural, recreational/family 'zones', etc.

Visitor information

- Provision of contemporary visitor-focused information in close association with South Warwickshire Tourism, not only at the replacement Tourist Information Centre facility, but across the town
- Plan for integrated digital information available on-demand via mobile telephones, portable data/pod based, and kiosk style etc. across the town.

Bringing stakeholders together

The UDF sets out a physical vision for a world class Stratford that will attract visitors to Stratford in the future. It creates part of the experience visitors will come to enjoy. South Warwickshire Tourism activity focuses on the marketing and visitor services aspects of delivering the visitor experience. Enabling integrated destination management requires these two complementary functions to work together. The evolving sub-regional Destination Management Partnership and its primary activities need to address the specific Stratford priorities that will deliver an integrated destination. The District Council will consider establishing a Tourism Steering Group to oversee the development of World Class Stratford that brings together these and other organisations involved in specifically delivering the visitor experience. A key function of this group will be:

- To develop a tourism framework plan that embraces the principles of integrated destination management;
- To identify and agree responsibilities for delivery across the stakeholders; and
- To set up a report back structure to ensure good communication of information and to monitor progress on delivery of agreed actions.

In a period of significant development



Holiday Inn hotel, Bridgeway

6.1 Tourism strategy

and change, it is important to ensure a streamlined approach to delivery and to minimise the number of action plans and delivery structures. So it may be appropriate for the Tourism Steering Group to be a part of an existing or planned group. What is key is ensuring the membership embraces the correct mix of representatives and that the remit and outputs are clearly defined.

Critical success factors

It is estimated that around 3.5 million people visit Stratford each year, in the region of 1 million more than visited a decade ago. However, while visitor numbers may have increased, there is a concern that more recently the number of visitors are dropping and per head spend and length of stay may have changed as well. Better and more detailed regular research specifically for the town is needed to determine exactly what the market segments look like, what they want, how many visitors are coming now, their characteristics, patterns of visit and spend. This will act as the baseline for measuring change and impact.

The objective is:

- to increase the value not the numbers of visitors
- to increase the percentage of visitors staying overnight as a proportion of all visitors

In the early years of developing a World Class Stratford, the efforts will focus on maintaining and stabilising the visitor numbers and spend during the period of major building and transition c.2006-2010. Post-completion of the major Theatre and Waterside/Bridgefoot projects, the objective will be to regain any number losses and to then increase length of stay and spend.

Several other factors should be monitored to judge how well the visitor economy has risen to the opportunities set by the World Class challenge over the next decade or so:

- Retention of existing target markets and the attraction of new visitor markets
- Customer satisfaction exceeding expectation
- Effectiveness of partnerships delivering integrated town-centre management
- Increases in business survival, profitability and confidence levels
- The balance of resident/business/visitor support and buy-in of the 're-launched' Stratford-upon-Avon
- The increase in positive media coverage of Stratford-upon-Avon for tourism, inward investment and as a place to live.

These critical success factors build on those set out in South Warwickshire

Tourism's Tourism Challenge Action Plan that are built around market focus, strategic product development and excellent visitor management.



Visitor sightseeing tour on Old Town

6.2 Events and festivals

Events and festivals provide a valuable opportunity to diversify Stratford's visitor base and to raise its profile throughout the year

Introduction

One of the considerations for developing Stratford-upon-Avon's 'character' as part of the World Class initiative is to build a culture of events and animation throughout the year. These need not all be based around Shakespeare or literature, already some other events take place, such as the International Flute Festival and Poetry Festival.

The value of arts festivals to the economy

A significant piece of research and guidance was undertaken in 2005 for Arts Council England (West Midlands) building on the adoption of festivals and events as key components of local distinctiveness within the West Midlands Visitor Economy Strategy. To help realise the potential of arts festivals to the visitor economy, it is necessary to develop strategies, even for the higher

profile and relatively better-funded festivals, in order to fulfill their cultural tourism potential.

The research identified that arts festivals exist for three primary reasons:

- "as a celebration of the arts and culture. They exist for artistic and creative celebration, either of an artform, a celebration of an artist or group of artists or some other form of cultural icon. They also provide special and additional opportunities to present artistic work which wouldn't otherwise be available in a locality;
- as an amenity for a locality or a community, a contributor to improved quality of life; and
- as an attraction to attract visitors to, and raise the profile and reputation of an area."

Key findings of the report are that:

- "The Festivals offer depth and interest to a destination mix. The live performance element – particularly out on the streets – creates a buzz, a holiday atmosphere. They can animate otherwise sleepy, rather dull, places and leave visitors with a strong and positive impression. Because festivals are about collective celebration, they give visitors an insight into local life and culture. They offer something distinctively different via interesting and eclectic programmes, concentrated into intense periods – a valuable marketing commodity in the quest for competitive differential advantage.
- festivals and events are good at bringing people together and 'showing off the best of the place', projecting a vibrant, alive, and happening image, beyond the simple allure of interesting bricks and

mortar

- festivals can play a role in raising destination profile through press coverage, positive word of mouth and presenting a diverse, culturally rich, live offering that complements mainstream fixed attractions
- festivals and events are good for local people, engendering local pride, sense of community and collective endeavour."

Festivals, as they become established, and those that aim at more than simply being a local community event, tend to generate high levels of loyalty and repeat visits. "Develop a critical mass of festivals and cultural events within a particular destination that together could make a significant impact on destination perceptions and the local visitor economy."

There is a strong feeling that to

6.2 Events and festivals

maximize festivals, there is a need for a joined-up marketing approach linking arts (festival directors) and non-arts visitor attractions via destination marketing partnerships in order to gain more benefits to the visitor economy, for example, transport, catering and accommodation packages.

These factors are all appropriate to Stratford-upon-Avon, building upon the existing events throughout the year, and making more of a town wide base for presenting animation. Taking culture outside the theatre or museum and presenting it in a public open space, on an annually programmed basis can add to the town's reputation for arts, and broaden the spectrum beyond Shakespeare.

Identifying good practice in festival towns

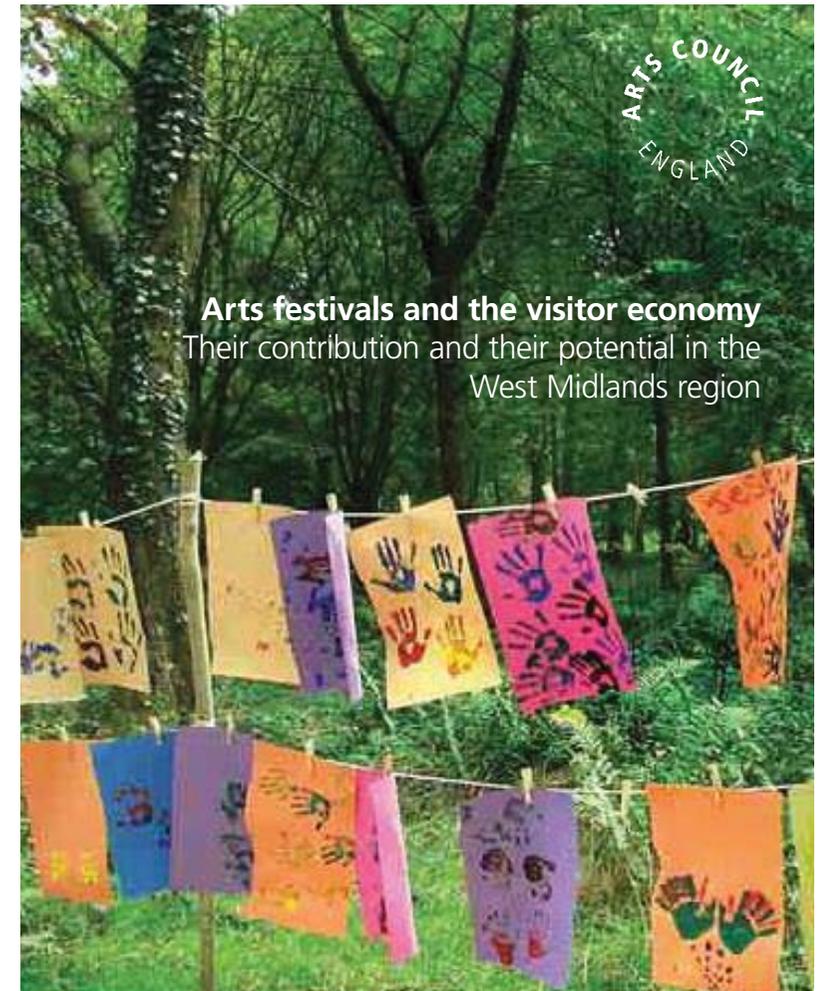
Based upon suggested cultural towns to benchmark, and other researched online, this section provides some brief insight into how a number of towns across Britain Europe have built an identity as 'festival town', a place of activity and constant 'buzz' throughout the year. The examples range from small UK market towns of under 10,000 population, not necessarily perceived as mainstream visitor destinations (e.g. Aldeburgh and Upton-on-Severn) to German and Swiss towns of up to c.100,000 population.

A key factor to note is the breadth of activities, the events and festivals are not usually more of the same type of arts throughout the year. Some are based on the distinctive character of the town or geography (e.g. Water Festival At Upton, Light and Water Festival at Kassel). Others are 'imported' events – jazz, blues, sports, etc – maybe for a weekend, or others for a week or more.

But the key is to be promoting major flagship events, along with a regular programme throughout the year. Some towns appear to run virtually all year round events – for instance Cheltenham has 13 major festivals, some decades old, and others not all home grown. New events have developed as a confidence in the town has attracted outside promoters to use the reputation of the towns for their own newer festival. These help to draw people in from further afield.

The importance of famous people associated with the destination cannot be under-estimated; Bayreuth and Wagner, Aldeburgh and Britten. However, other places such as Galway and Lucerne have well developed arts, cinema, music and other form of festivals that do not associate with a unique personality.

Stratford has less total number of 'festival' based events through the year, as opposed to the constant drip feed of



Arts festivals and the visitor economy
Their contribution and their potential in the
West Midlands region

Arts festivals and the visitor economy in the West Midlands report (Arts Council)

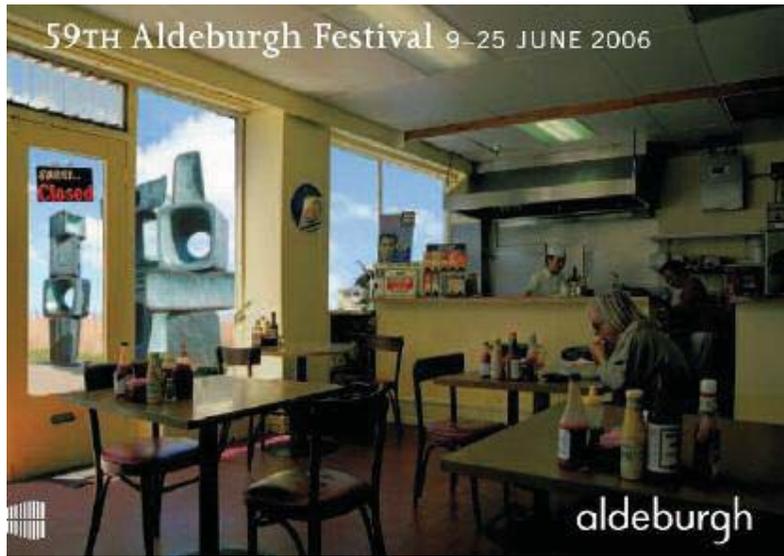
6.2 Events and festivals

music and plays within the theatres and other venues. However, the events are relatively high profile, but arguably not high enough, as the focus lies more with the RSC seasons and the internal nature of performances within buildings, rather than town wide varied programming activity.

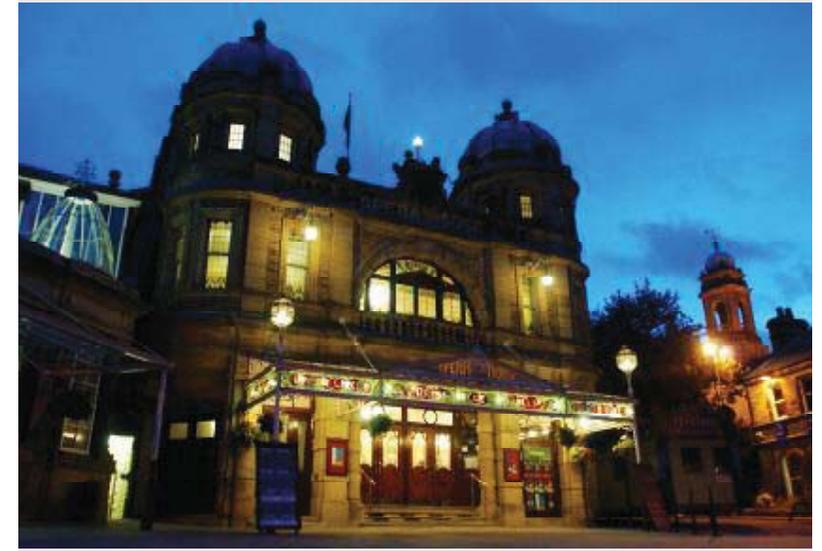
Future planning of an annual range of events and festivals can contribute to Stratford's reputation as an artistic and literary town.

Local young people need to be engaged in the development of events and festivals to ensure activities are suitable for them and that they provide opportunities for their involvement.

Town	Events	Notes
Stratford-upon-Avon (Population 25,000)	Shakespeare Birthday Celebrations 20-23 April	Annual event focused on the Bard's birthday, with town-wide activity
	The Complete Works Festival April 2006-April 2007	Unique one-off programming over 12 months of the full Shakespeare collection of works.
	Stratford-upon-Avon Poetry Festival 28 June - 27 August	The festival comprises a mix of established and contemporary poets reading their own work as well as known actors often from the Royal Shakespeare Company. More a series of weekly events over two weeks than a continuous festival.
	English Music Festival June	Annual event focussed on English Music / Orchestra of the Swan
	Stratford-upon-Avon International Flute Festival 21 July - 5 August	Last year's Festival began with a unique choral weekend led by world-famous composer John Rutter.
	Mop Fair and Stratford Races 13-14 October	Regular annual local Autumn fair.
Aldeburgh (Population 3,000)	Aldeburgh Festival, 9-25 June Additional Spring, Autumn and Winter Seasons and Festivals	The festival began in 1948 to provide a British venue for fine British operas. The seasonal programming brings the small town to life, however, the focus is on the venue rather than the town.
Bath (Population 90,000)	Series of festivals including: Bath Literature Festival 4-12 March Bath International Music Festival 19 May - 4 June	Bath Festivals Trust was created in 1993 to develop Bath as a Festivals City.
Kassel, Germany (Population 194,000)	Series of festivals including: Light and Water Festival, Summer Documenta, 8-13 November	In addition to its palaces, parks and museums, Kassel is home to Documenta, one of the world's largest exhibitions of contemporary art, a survey of international contemporary art now held every 5 years
Lucerne, Switzerland (Population 63,000)	Series of festivals including: Lucerne Carnival, 23 Feb - 1 March Internationale Musikfestwochen, August - September	Lucerne has titled itself 'Festival City'. The two biggest festivals come from opposite ends of the cultural spectrum. February's carnival features the biggest celebrations in the country, with six days and nights of raucous partying. In early Autumn, the city also plays host to one of Europe's prestigious classical music festivals.



Aldeburgh festival



Buxton festival



Lucerne Culture and Convention Centre



Herkules, Kassel



7. Benefits

7.

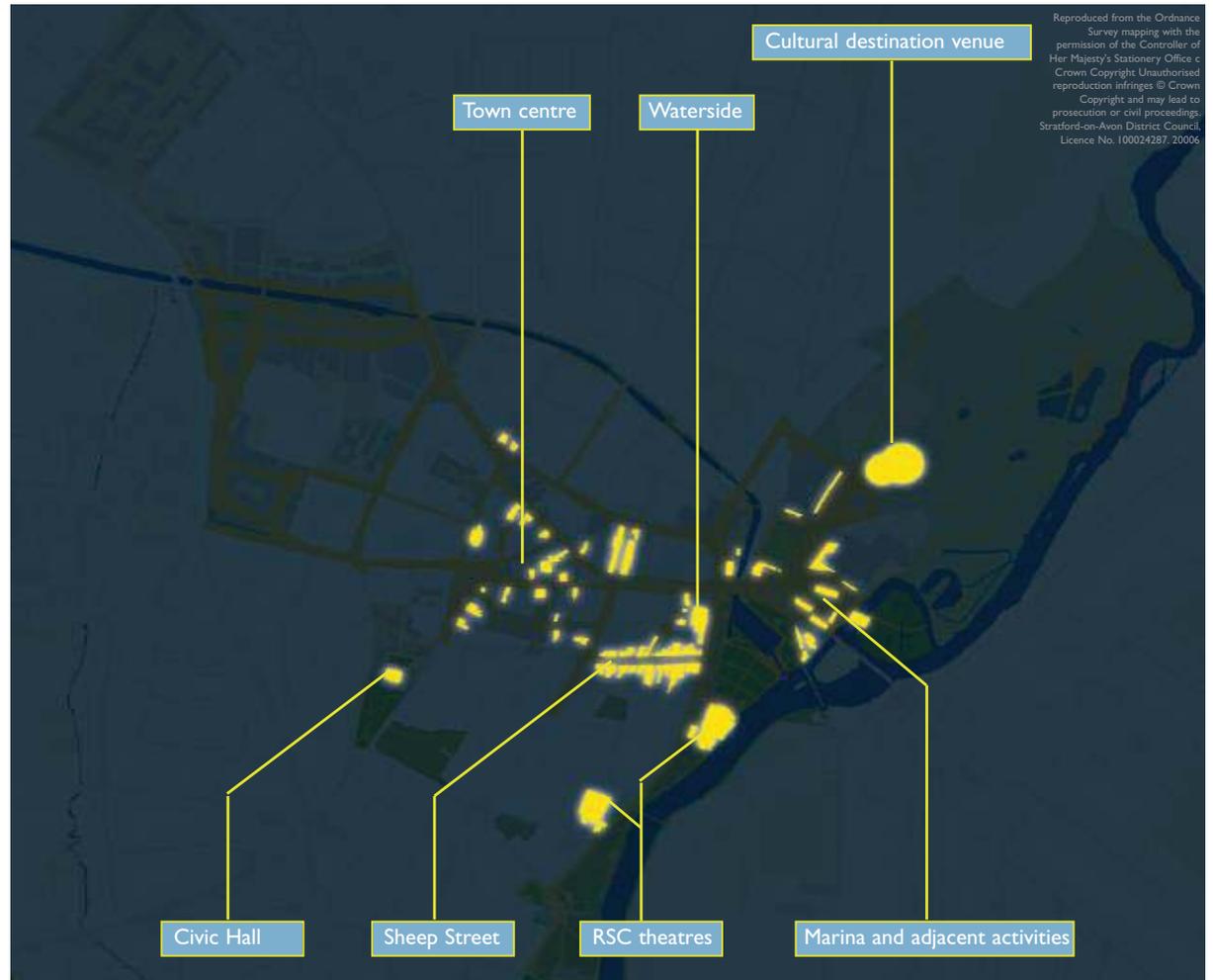
7.1 Physical benefits

The Framework provides a basis for significant physical change and additions within Stratford. New provision will be made in terms of public space, community facilities and housing, retail offer, visitor amenities, local business opportunities and educational facilities.

7.1.1 Evening economy

Establishing Stratford as an evening destination as well as daytime place will be instrumental in securing a sustainable town

1. Major new cultural attraction - the new destination venue will provide an alternative venue for large scale events and programmes complementing that already provided.
2. Marina and adjacent activities - new buildings associated with the marina and those adjacent to them have potential to provide a new place for eating and drinking in the evening and will help to support Cox's Yard to create a strong cluster of waterside evening venues.
3. RSC theatres - the refurbished theatres will have a renewed attraction and will breathe new life into the waterside area during the evening hours.
4. Waterside - redeveloping a series of poor quality buildings on Waterside will enable new eating and drinking activities to be inserted along the new promenade to complement the theatre activities.
5. Sheep Street - as Stratford's existing focus for restaurants, this area should be supported and help to establish a thriving restaurant scene.
7. Town centre - a pepper potting of evening activities are located across the town centre, further uses should be encouraged particularly around Bridge Street and Rother Market.
8. New Civic Hall - a new redeveloped Civic Hall in the setting of Firs Garden will add a strong anchor to evening activities in the west of the town centre supporting further activities around Rother Market.

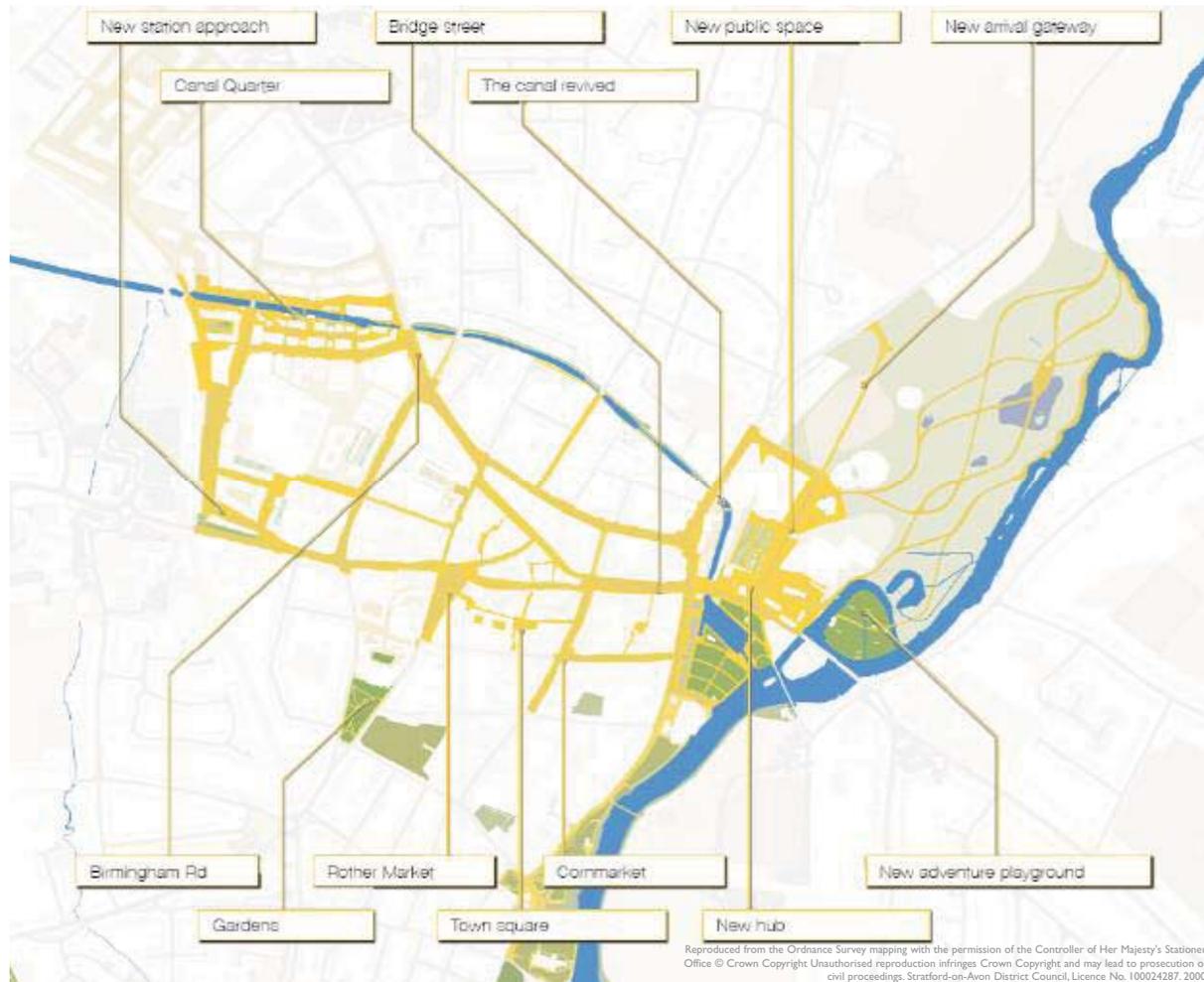


Evening economy:

7.1.2 Public space

The role of high quality public spaces as the backbone of Stratford's renaissance cannot be underestimated

1. New arrival gateway with new public space leading into town, passing through the rejuvenated Bridgeway area.
2. New hub: tourist information and visitor centre, refurbished hotel and existing listed buildings within hard urban space with new formal garden to north.
3. Potential new adventure playground: nature-inspired play and exploration area, tree walks and routes in amongst waterways to the wetlands.
4. Bridge Street: an urban space of European quality. An 'outdoor room' where events can happen or people can gather, unhindered by traffic.
5. Rother Market: the perfect market square where priority is given to pedestrians over cars.
6. Town Square: a new revitalised urban space – something unique for Stratford, pulling together its network of charming lanes and alleyways.
7. Station Approach: a new urban space for orientation and interchange; making the five minute walk to or from the Town Centre seem closer; setting the tone for the town.
8. Gardens: A handsome gateway space with a new Civic Hall as frontage. Potential also exists for the establishment of limited public access to the open space at Mason Croft.
10. Canal Quarter: a new canal side cluster with towpaths on both sides, cafes, loft apartments and creative businesses. A new outlet for the buzzing industrial roots of the canal.
11. Birmingham Rd: a new arrival experience; a well-made street with fine trees and excellent landscaping, street furniture and public art.
12. The canal revived at its eastern junction with the Avon: potential new routes between Bridgeway and the town centre; new canal side outlets for food and drink.
13. Cornmarket: Improvements to an intimate and important place for meeting and people watching.

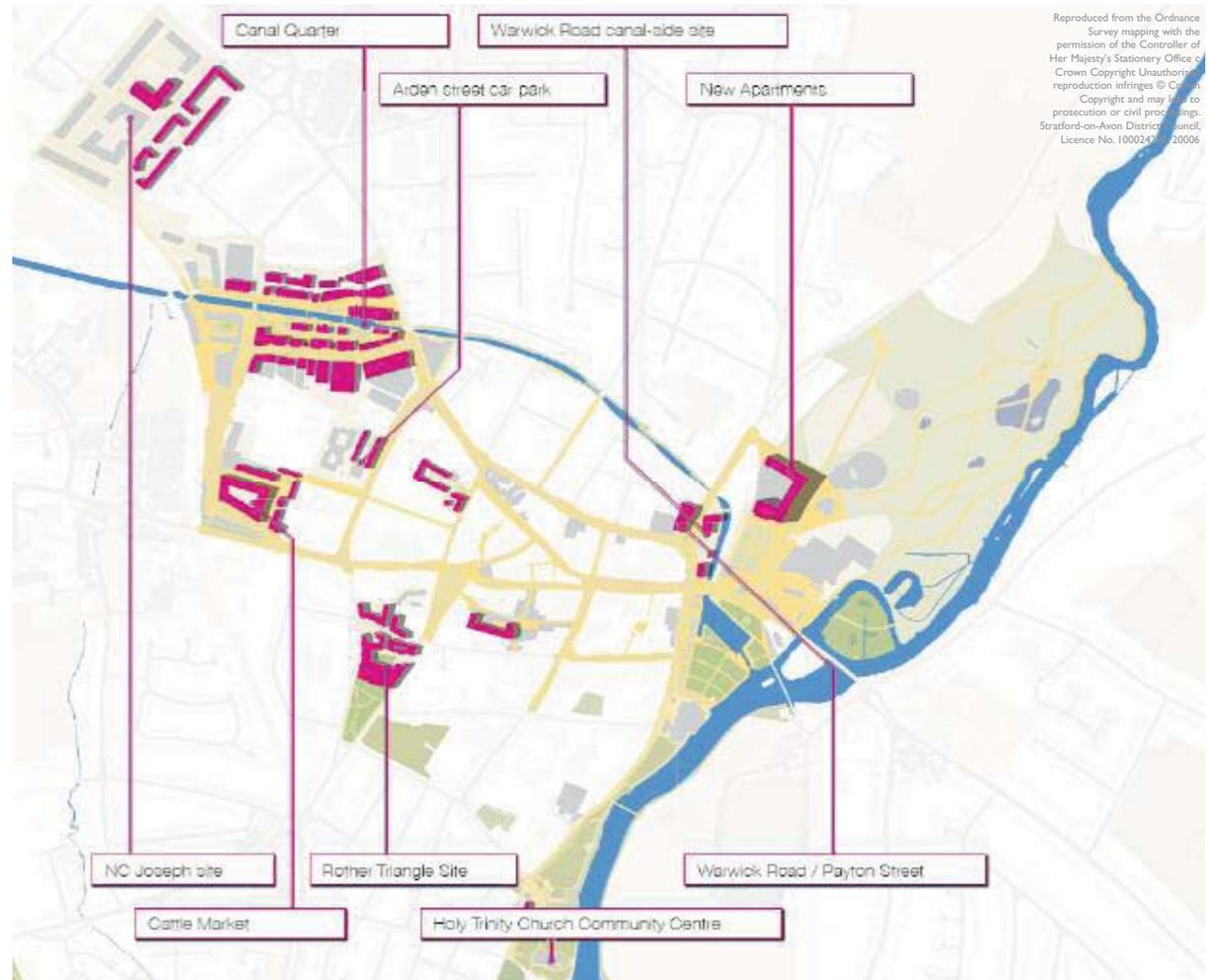


Public space: an enhanced asset for the town

7.1.3 Dwell

Stratford must first and foremost function as a fantastic place to live

1. New apartments: The remodeling/ redevelopment of the multi-storey car park presents a potential opportunity to provide high specification loft apartments.
2. Warwick Road canal-side site: Junction improvements will release land to the south of the Red Lion pub, presenting the opportunity for a new high quality mixed use development, benefiting from a canal side setting.
3. Rother Triangle: With the relocation of the Civic Hall to the south of Rother Triangle, the site presents an opportunity for a high quality mixed use development, suitable for hotel, leisure and residential uses.
4. Cattle Market: The site has potential for a high density and mixed tenure residential development of flats and houses.
5. The Arden Street Car Park: The site presents an opportunity for a mixed use residential-led scheme of predominantly houses which would provide strong frontage and activity to Arden St.
6. Canal Quarter: The Canal Quarter has the potential to provide a vibrant mix of uses including a mix of residential accommodation. A rejuvenated canal provides a wonderful amenity and focus for activity.
7. NC Joseph site: A major and large scale redevelopment opportunity for a genuinely mixed use scheme. Residential uses are already playing a part in the comprehensive redevelopment of the site which will also include a new hotel fronting Birmingham Road.
8. Holy Trinity Church Community Centre site: The site represents an opportunity to capitalise on the fact that the Church is the most visited in the country, yet has no visitor centre or café. New housing on this site could assist in facilitating a viable redevelopment.

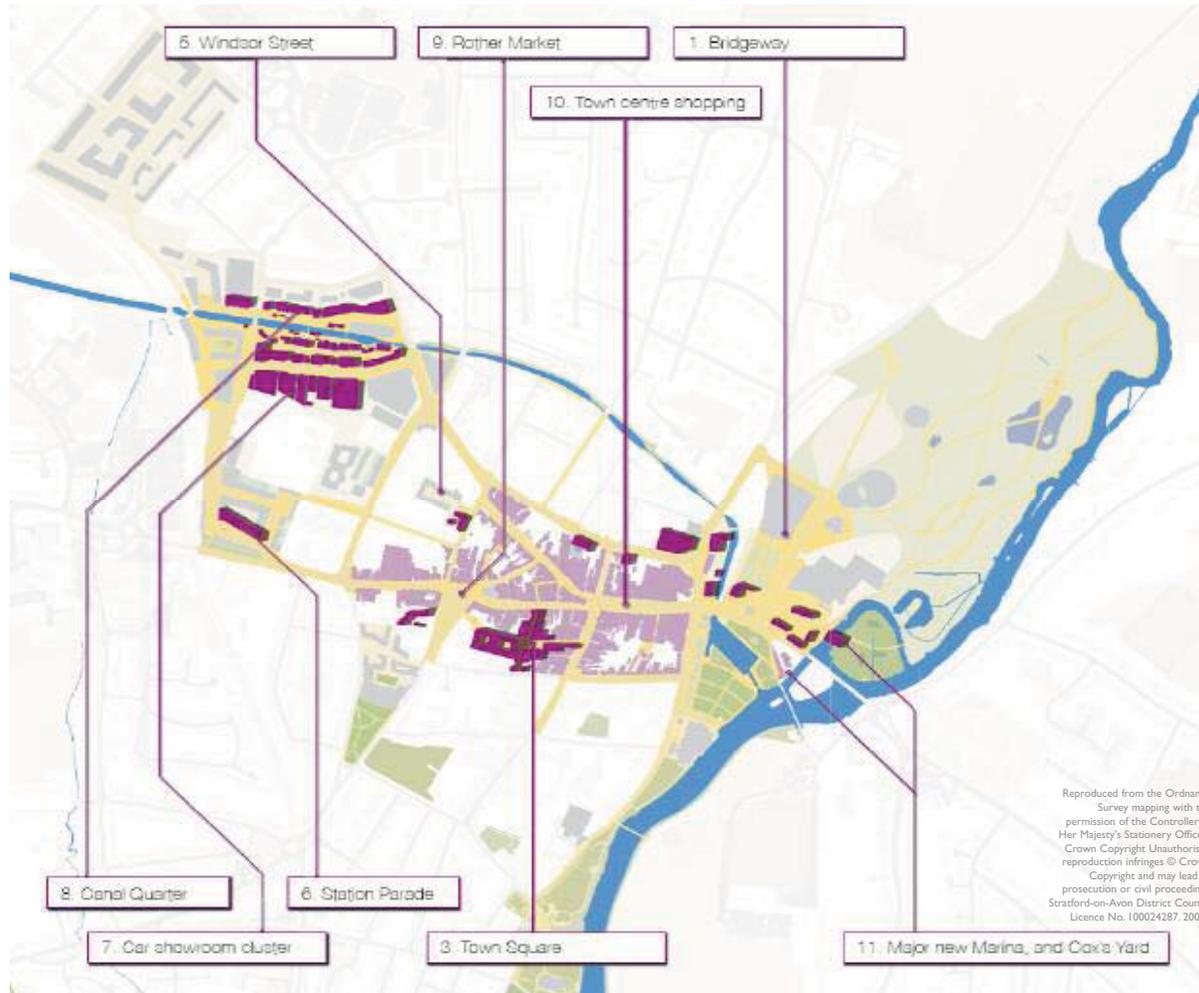


Dwell: providing first class facilities for the existing local community and new homes for future residents

7.1.4 Spend

Stratford's reputation as a major retail destination must be re-captured through the integration of new floorspace and major improvements to the shopping environment

1. Bridgeway: Some limited opportunities for retail and food and drink uses associated with the new cultural destination venue.
2. Town Square: The town's major shopping centre has significant scope for improvement.
3. Rother Triangle: The existing Civic Hall site also has potential to be redeveloped as a major store, perhaps in combination with residential.
4. Windsor Street: New frontage building could accommodate ground floor retail units.
5. Station Parade: A welcoming strip of new local amenity shops could line the main route to and from the station.
6. Car showroom cluster: Consolidated and refreshed, with greater intensity of use including apartments above commercial units.
7. Canal Quarter: High density living with some potential for cafes, bars and arts uses along the canal side and ground floor level.
8. Rother Market: The original town market place retained and improved by landscaping and highways control.
9. Town Centre shopping: Retained, refreshed and reinforced by ongoing attention to the shopping environment, the retail mix and the quality of landscape, street furniture and paving.
10. New Marina building and Cox's Yard: to form a strong retail / food and drink cluster on the water's edge with new crossings

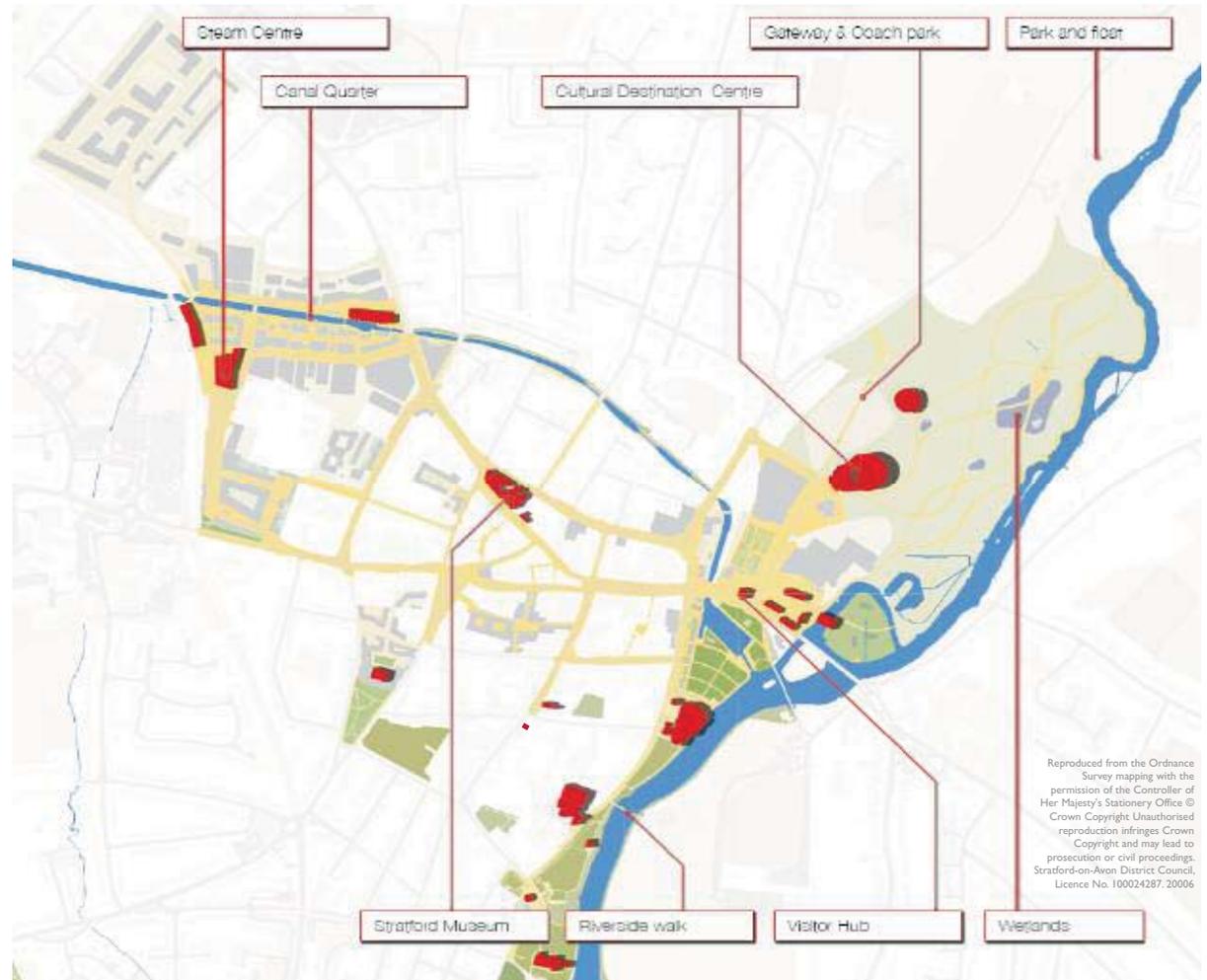


Spend: a revitalised retail and leisure experience

7.1.5 Visit

The provision of World Class attractions and activities is central to achieving a step change in income from visitors and the associated benefits this will bring

1. Cultrual destination venue: A major new venue at the heart of the Bridgeway redevelopment.
2. Visitor hub: A new state-of-the-art tourist information/visitor centre sits at the apex between the town and the river.
3. Gateway and coach park: New landscaped coach park marks a major point of arrival for many of the town's visitors.
4. Wetlands: A managed new wetlands centre will provide an ecologically focused visitor attraction to radically improve the town's relationship with the River Avon., an educational resource.
6. Park and Float: Providing a relaxing alternative approach and reducing the number of cars entering the town, this service would link with a proposed new mooring at Holy Trinity Church with stops at Bancroft Gardens and the hotel north of Clopton Bridge.
7. Riverside Walk: A new walk providing a link between Holy Trinity Church, the RSC, Bancroft Gardens, Cox's Yard, the Marina and the Wetlands area beyond.
8. RSC: A radically improved Theatre with new thrust stage following significant investment.
9. Stratford Museum: The Birthplace Trust expansion providing access to historic records and modern interpretation of the town's history.
10. King Edward VI Heritage Centre: Shakespeare's school is opened up to visitors.
11. Civic Hall: A new Civic Hall on the Magistrate's Court site providing the town with a fully accessible performance space of the highest quality. This could be achieved via a joint venture between the Town Trust and the Council.
12. Steam Centre: A long standing aspiration finally comes to fruition, providing a family visitor attraction to complement the town's Shakespearian draws.
13. Canal Quarter: a new creative quarter emerging from the town's industrial past. New workshops and studios provide interest to a much improved canal-side walk.

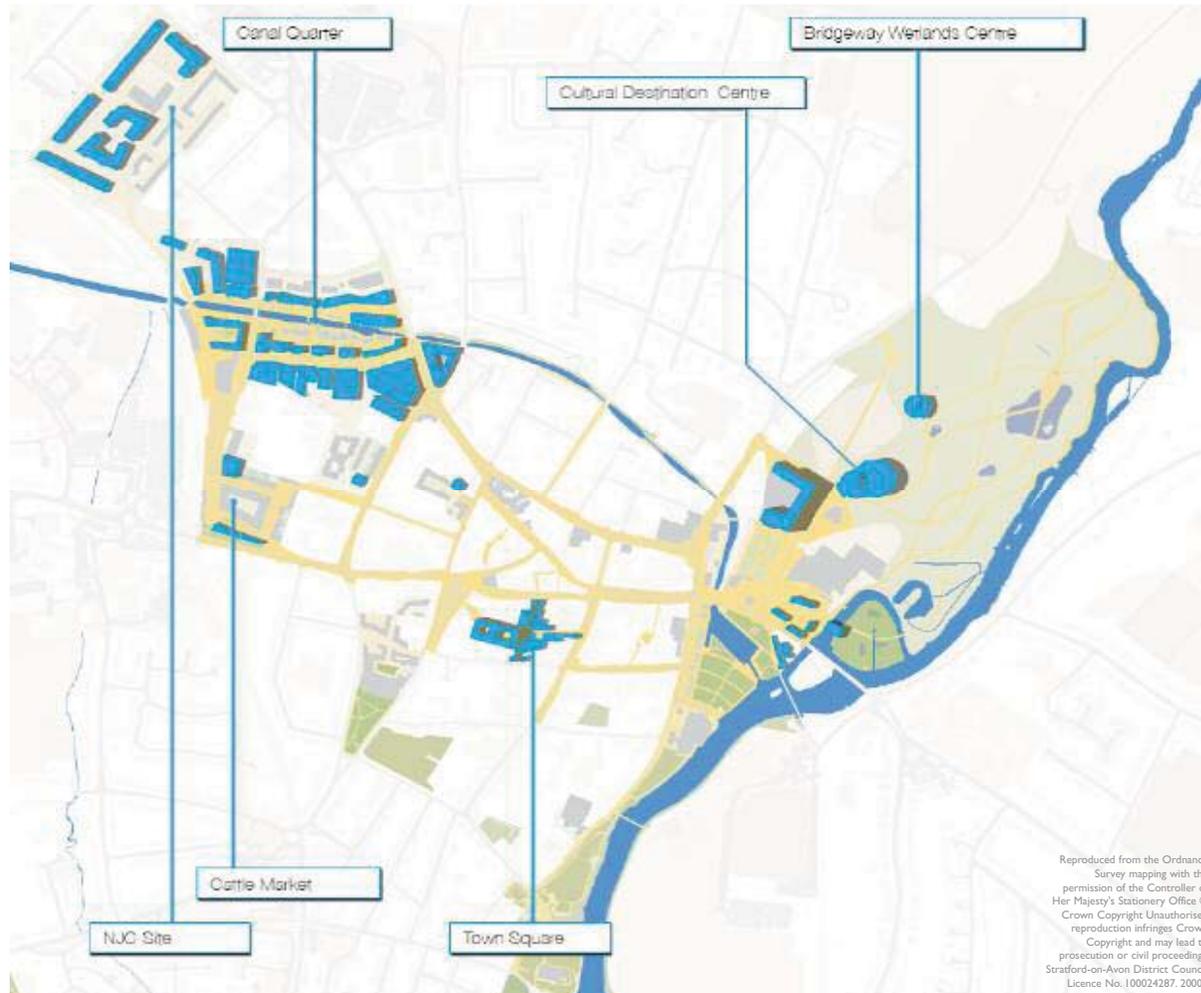


Visit: a network of attractions encompassing well-established Shakespearian venues and new additions to diversify the offer

7.1.6 Work

Stratford should trade on its international reputation to support business development and the long-term establishment of a strong and diverse economy

1. Canal Quarter: New jobs created and existing jobs retained in mixed use redevelopment of this industrial area
2. NCJ site: Employment and hotel uses would be suitable on this large site alongside new residential development. A strong commercial frontage to Birmingham Road is a major priority.
3. Bridgeway: Radical change would create a new extension to the town centre. Employment opportunities will exist in the new cultural destination venue and wetlands centre.
4. Town Square: More intensive retail uses will create new employment opportunities and attract inward investment
5. Cattle Market: New commercial uses on the principal routes around the site including offices and retail uses will create new jobs.

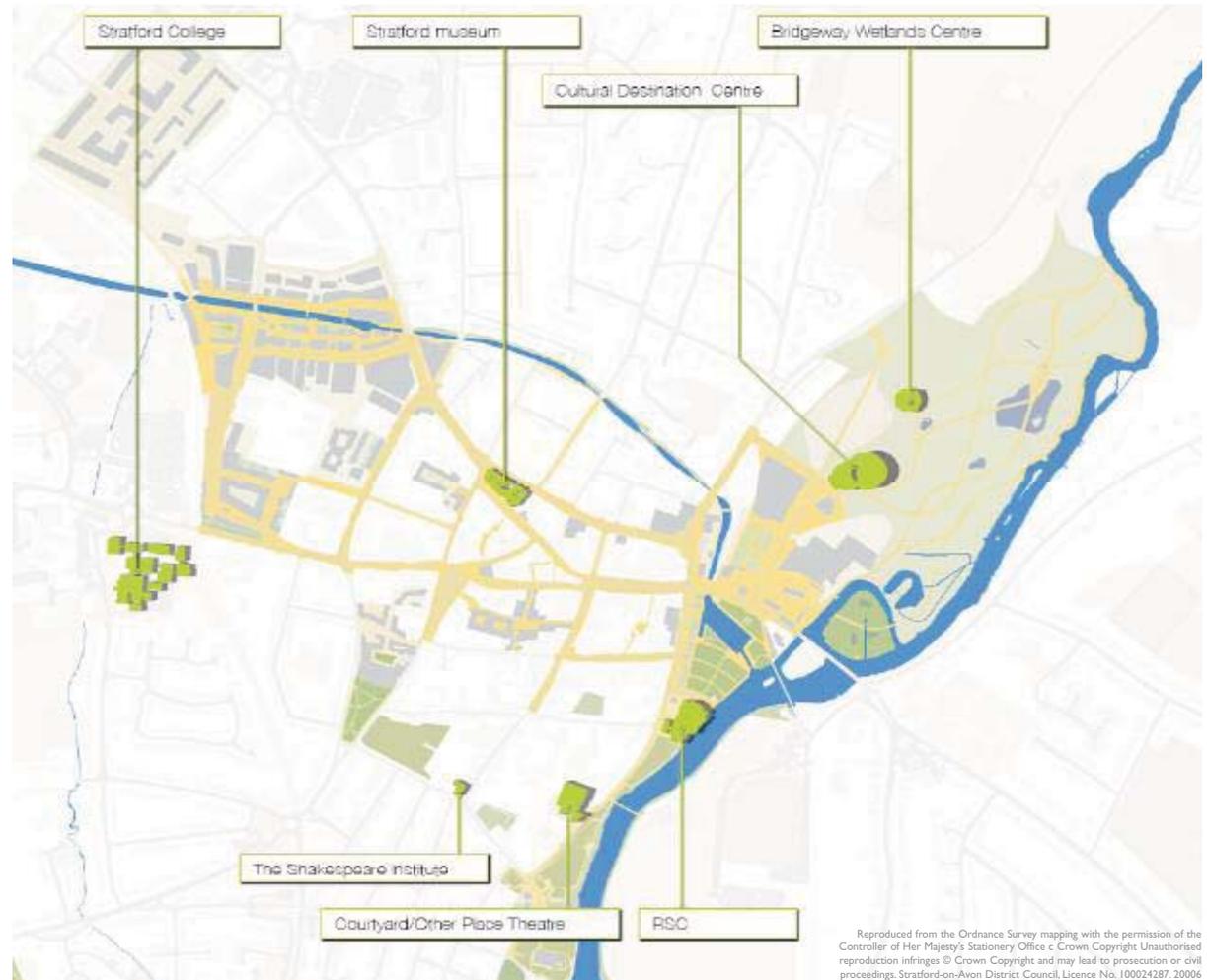


Work: diversifying employment opportunities

7.1.7 Learn

A first class literary legacy provides a strong basis for Stratford to become an educational destination of choice and a centre of excellence

- 1 The Stratford Centre: Already providing an extensive educational programme, their extended site to the apex with Guild Street/Windsor Street roundabout will provide a Stratford Museum which will be a new major educational resource for the town.
- 2 RSC: The new theatre provides scope for building on the RSC's already extensive educational programme - a major learning resource for the town, region and country.
- 3 Courtyard/Other Place Theatre: Although envisaged as a temporary measure the Courtyard Theatre has the potential to provide a valuable educational legacy.
- 4 Stratford College: The town's principal educational establishment - recent investments raise the potential for collaborative ventures to enhance the town's educational portfolio.
- 5 The Wetlands Centre: The Wetlands Centre itself will be a major ecological learning resource for the region but will also benefit from a dedicated visitor / interpretation centre.
- 6 The Shakespeare Institute: The Institute has identified a major opportunity to expand their educational facilities. This has potential to raise the town's regional, national and international standing as a centre of literary learning. Mason Croft is a sensitive site but may provide the right location for this expansion. Associated opportunities may also exist for limited public access to the adjacent gardens.



Learn: building on a unique educational reputation

7.2 User benefits

The physical development and change outlined in the Framework will have implications for all those who experience Stratford. Qualitative and quantitative benefits to local people, business and visitors are likely to be significant.

Stratford's local people

The focus of the UDF is to make a Stratford a much better place. This will primarily benefit local people on a day-to-day basis.

The popularity of Stratford as a place to live and work will have benefits for existing and future residents. Any potential increases in property prices which may disadvantage local people should be addressed through the high provision of affordable housing. The proposals presented in the Development Strategy (Section 5) have the potential to deliver additional housing development which could contribute towards the District's requirements for future housing growth. In the short to medium term, however, the realisation of this potential will be affected by the restrictions imposed by the Managing Housing Supply Supplementary Planning Document (November 2006). This restricts further house building in the District

because current requirements have been met.

Stratford's businesses

The development of new visitor attractions and commercial space brings significant potential for new job creation in the town. Figure 7.1 seeks to estimate the jobs likely to be created by the key sites providing employment space.

The estimates are based on the employment densities set out in OffPAT Guidance Note No. 1, October 2001. Office job density is calculated at one job per 19 sq m (as per OffPAT figures). Commercial job density is assumed to be one job per 15 sq m. This is an average figure, as employment outputs for proposed 'commercial' space are difficult to estimate accurately given the lack of certainty regarding the nature of ultimate occupiers. OffPAT indicates an employment density of one job per 20

sq m for town/city centre retail (but notes that small shops of less than 50 sq m may have much higher densities of around one job per 10 sq m; general restaurants have an employment density of one job per 12 sq m, but densities

are likely to be lower in fast-food restaurants and higher in high standard restaurants). We have therefore assumed an average density of one job per 15 sq m for commercial space, assuming this to be a mix of

Site	Workspace type	Floorspace (sqm)	Potential jobs
Rother Triangle	Commercial	700	47
	Civic Hall	4,000	111
Canal Quarter	Commercial	18,580	1,239
	Commercial - multi storey	29,600	1,973
Holy Trinity Church	Visitor's Centre	154	4
NC Joseph	Commercial	35,600	2,373
Cattle Market	Commercial	1,085	72
	Office	690	36
Total			5,855

Fig 7.1 Estimates of potential jobs created (totals reflect existing and additional employment)

7.2 User benefits

retail/restaurants and other quasi-office uses.

The job creation figures for the Civic Hall and Visitor's Centre are based upon the figure for 'Cultural Attractions' in the OffPAT guidance note, as this is the closest approximation available. We would therefore caution that the figures given above may not be wholly accurate.

All the figures are FTEs (Full Time Equivalents).

Taken together, the Rother Triangle area, the Canal area, the NC Joseph site, the Cattle Market site and the Holy Trinity area proposals could, together, create the opportunity for in excess of 5,000 jobs in Stratford. It should be noted however, this does not suggest 5,000 additional jobs as it is a general calculation which is not based on existing employment numbers for the site.

Overall the development strategy could support almost 6,000 jobs in the Stratford local market.

Visitors to the town

A key aspiration for Stratford is to reverse the decline in visitor numbers and to increase the time visitors stay in the town, thereby increasing visitor spend. The enhanced attractions and visitor facilities set out in the development strategy should both increase the number and visitors and

their average spend in the town as a function of improving the overall tourism experience. The movement and public realm strategies will support a much enhanced experience and encourage repeat visiting.

A diversification of the Stratford brand is embedded in the development strategy which will provide a greater range of attractions, and will thereby cater for a more diverse visitor profile, particularly children and young adults.

Until detailed feasibility studies have been completed for destination use opportunities it is a little early to estimate the likely increase in visitor numbers and spend.

Young people

Comments submitted as part of the informal consultation stage highlighted the need to provide for young people - both in terms of activities and by way of jobs and homes following the completion of full time education.

The Framework will provide a step change in the quality of the local environment and the public spaces at the heart of the town. The development strategy includes new community facilities such as a leisure centre which will dramatically enhance the quality of activities for young people.

The town's natural environment

The Sustainability Appraisal provides a detailed assessment of the environmental implications of the Framework.

Overall, one can envisage a major improvement to the general environment of central Stratford. Enhancements to gateway corridors will ensure environmental improvements are felt across the town and mark the town out as a high quality place upon first impressions.

A major environmental benefit will be the enhanced habitat supported as part of the Bridgeway proposals. An innovative response to the floodplain situation should ensure a balance is achieved between flood water storage demand and development, whilst establishing a new environment of significant biodiversity and educational benefit.



Sheep Street





THE PROJECT TEAM

The Urban Design Framework has been produced as part of the World Class Stratford Initiative - See www.worldclassstratford.net

The World Class Stratford Strategy Group is chaired by Cllr Les Topham, Leader of Stratford-on-Avon District Council.

Partners:

Stratford-on-Avon District Council
Warwickshire County Council
Advantage West Midlands
Stratford-upon-Avon Town Council
Stratford Town Management Partnership
Stratford-upon-Avon College
Stratford Town Trust
Stratford Society
Coventry, Solihull and Warwickshire Partnership
Royal Shakespeare Company
Shakespeare Birthplace Trust
British Waterways

Project Leader: Paul Ogden, Stratford-on-Avon District Council.

Urban Practitioners have led the production of the UDF through a consultancy consortium which included:

Urban Practitioners:

Antony Rifkin
Helen Hayes
Anthony Benson
Jane Elliott
Mathieu Proctor

Allies and Morrison Architects:

Tim Makower
Gorana Vucic
Rob Park
Sam Hails
Peter Clarson

Alan Baxter and Associates:

Malcolm Turner
Trenton Williams

CB Richard Ellis:

Brian Raggett
Frances Priestley

Whitelaw + Turkington:

Lindsey Whitelaw
Robert Wright

L&R Consulting:

Andrew Meredith

NK Projects:

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- CB Richard Ellis**
- Whitelaw + Turkington**
- L&R Consulting**

See www.worldclassstratford.net



**Allies and Morrison
Architects**



Planning Services

Stratford-on-Avon District Council
Elizabeth House, Church Street
Stratford-upon-Avon CV37 6HX
Telephone 01789 260337
Minicom 01789 260747
Website www.stratford.gov.uk

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