



## **Stratford-upon-Avon Waterfront Masterplan**

# Stratford-upon-Avon Waterfront Masterplan



ROGER EVANS ASSOCIATES







## June Tandy

Stratford-upon-Avon and its rich cultural heritage is the jewel of the Midlands, attracting millions of visitors a year. It directly benefits the economy of Warwickshire and the region, and is of international significance. We are charged with the duty of ensuring that the offer to both visitors and residents is of the highest quality. The proposed redevelopment of the Royal Shakespeare Company's theatre holdings in Stratford offers us a once-in-a-generation opportunity to evaluate the public realm closely associated with the theatre area, identify areas for improvement and to bring forward new initiatives for the benefit of the Town.

A new bridge, pedestrian priority areas and river walkways are all part of the Stratford Waterfront Masterplan, together with many key elements of the wider Stratford Transport Strategy. I am delighted that we now have a blueprint for the town's river corridor and look forward to its implementation in the years to come.

A handwritten signature in black ink that reads "June Tandy". The signature is written in a cursive style with a horizontal line underneath the name.

### June Tandy

Deputy Leader and Cabinet Member for Regeneration and Planning  
Warwickshire County Council



## Richard Adams

The Waterfront is at the heart of the town. Here the countryside meets the historic centre of the town. Seemingly the character of the area has not changed but the pressures have. More than two and a half million people visit the town each year, traffic levels continue to increase and the town needs to respond to pressures for change to remain a successful and vibrant centre.

The County Council and the District Council have responded to these pressures by working in partnership with the public and all the key bodies in the town and the region to prepare a vision for the future. It has taken us a great deal of work and the advice and participation of a wide range of people. We have listened to the comments made and we have changed our proposals to incorporate the best ideas.

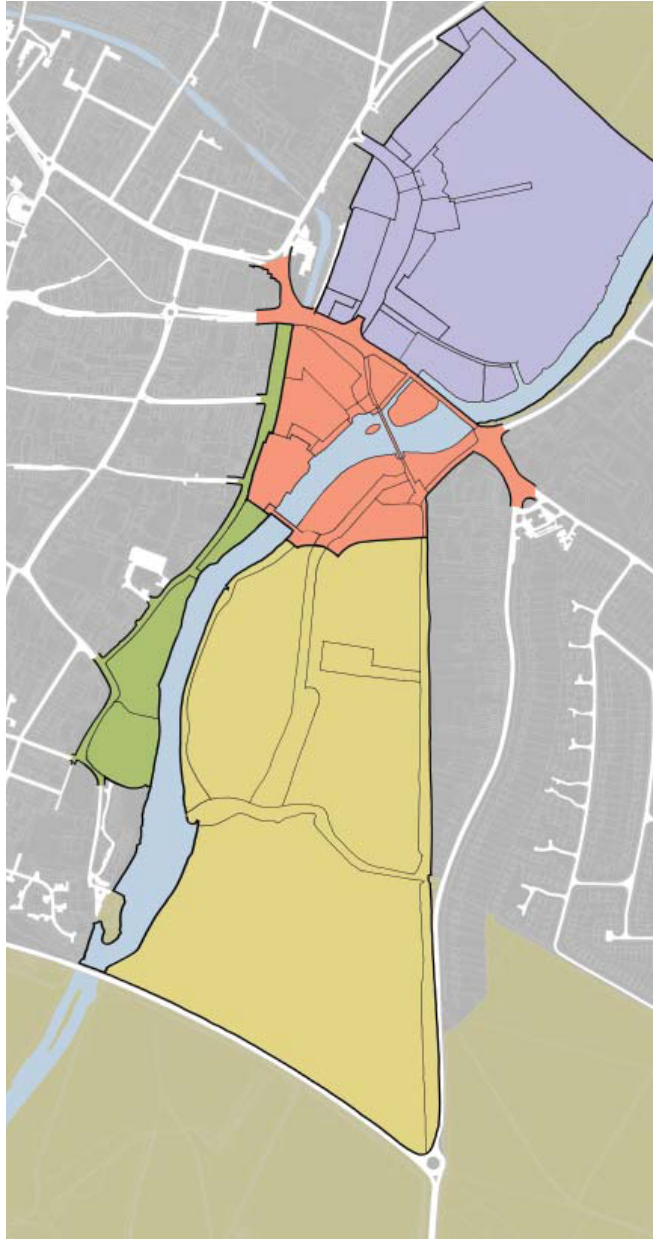
Our vision is simple. We seek to create a world class environment for the Waterfront area in Stratford-upon-Avon that will complement the whole of the town. The Masterplan provides the framework to achieve that vision.

A handwritten signature in black ink that reads "Richard Adams". The signature is written in a cursive style.

### Councillor Richard Adams

Planning & Transport Portfolio-holder  
Stratford-on-Avon District Council





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# Background

**1.1** The work contained in this document represents a stage in a process. A great deal of work has been done prior to the beginning of the Stratford Waterfront Area Masterplan project and the results, included in this report, should be the starting point for still more. It is also the case that the Masterplan project is part of a larger effort involving Stratford-on-Avon District Council, Warwickshire County Council, the Royal Shakespeare Company, the Arts Council and Advantage West Midlands. The broad aim of that effort is to effect an overall social and economic enhancement of the West Midlands region, South Warwickshire and the town of Stratford-upon-Avon through a comprehensive range of physical improvements to the town and elements within it, in particular the RSC theatres.

**1.2** Needless to say, the process involved is a long one. Essentially beginning with the preliminary feasibility studies for redevelopment initiated by the Royal Shakespeare Company (RSC) in 1996, the

further early steps include the Riverside Environs Study, undertaken for Stratford-on-Avon District Council (SDC), and the parallel RSC Stratford Redevelopment and Stratford Theatre Area Feasibility Studies, undertaken for the RSC and SDC with Warwickshire County Council (WCC) respectively.

**1.3** The Riverside Environs Study (RES) provided an overall vision for the Riverside area and included a comprehensive set of proposals to achieve that vision. The Stratford Theatre Area Feasibility Study (STAFS) was a refinement of the RES, examining selected areas in more detail. It involved production of urban design and landscape proposals to be co-ordinated with work by the RSC, considering both the cost estimates of, and public response to, particular proposals. A stakeholder workshop held at the end of the study resulted in a broad consensus regarding particular proposals and priorities.



## **Aims**

- 2.1** The aim of the Masterplan, as set out in the project brief, is to produce a design-led vision for the future of the Waterfront public realm area at Stratford-upon-Avon, seen in the context of proposals which are anticipated in relation to the redevelopment of the Royal Shakespeare Theatre.
- 2.2** To achieve that aim, the Masterplan seeks to refine and consolidate the results of the preparatory studies (RES and STAFS). That being so, the core objectives of the Masterplan are those of the STAFS, namely, to:
- create a world class public realm, which complements the proposed development of the RSC's theatre and land holdings,
  - accommodate the needs of those who use the area and travel through it,
  - improve the character and quality of the physical environment.
- 2.3** As the third step in a sequence of studies, the scope of the Masterplan is more limited than its precursors. It takes as a starting point the significant amount of work that has already been done. The background and baseline information contained in the RES and STAFS provides the foundation for the Masterplan and is not repeated here.
- 2.4** The Masterplan provides a vision for the whole Waterfront area, illustrated by schematic or diagrammatic designs. Those designs should be interpreted not as specific solutions but statements of design principles.
- 2.5** One of the principal purposes of the images and descriptions is to provide guidance for the preparation of detailed schemes and to assist fund-raising efforts. The District Council has adopted the Masterplan as supplementary planning guidance and the document is a material planning consideration that will be taken into account in dealing with future planning applications.



# Issues and Considerations

**3.1** The two previous studies reached a significant degree of consensus in identifying the issues and considerations to be faced in making improvements to the Waterfront area.

**3.2** The core issues cited in the RES are clearly still core issues.

- In common with many other market towns today, there is a constant struggle to maintain pedestrian comfort, and hence the experience of the town, due to the increasing intrusion of vehicular traffic.
- The volume of tourists who come to see and walk around Stratford exacerbates the already cramped conditions for pedestrians in some areas. The fact that visitors are largely restricted to a few areas by natural and built features further increases the load on riverside areas, which by their nature are fragile landscapes.
- The growth of the town in the north east quarter, bounded by Warwick Road and Bridgefoot, has occurred in a way which

favours motorists at the expense of those on foot and through traffic rather than local movements.

- The cumulative effect of these problems is to degrade some quite exceptional public spaces, detract from the architectural quality of the town, reduce the quality of experience for visitors, potentially threaten the long term local economy and, not least, make the town less pleasant for residents who increasingly find themselves literally competing for space.

**3.3** More specific issues identified in the RES include:

- narrow pavements,
- poor quality environment due to noise, fumes and safety hazards,
- poor facilities and remoteness of railway station,
- unattractive pedestrian route from railway station,

- lack of central bus station,
- poor bus waiting facilities,
- parking of coaches in unauthorised areas,
- traffic congestion due to coaches,
- poor provision for cyclists,
- poorly defined pedestrian route from the Royal Shakespeare Theatre (RST) to Holy Trinity Church,
- poor pedestrian accessibility between Bridgefoot and Bancroft,
- low quality route down Bridgeway,
- car domination of Bridgeway/Bridgefoot,
- confused area around Tourist Information Centre,
- cluttered/obscured view from Bridgefoot to RST,
- difficult pedestrian crossings at Swan's Nest Lane/Clopton Bridge approach.

**3.4** The STAFS identified the following issues:

- pedestrian congestion,
- vehicle dominance over pedestrians,
- inadequate pedestrian path network,
- confused/obscure pedestrian links between activity areas,
- poor provision for cyclists,
- inadequate signage/information,
- traffic conflicts at gyratory,
- difficult junction at Swan's Nest Lane,
- confused bus facilities,
- intrusive on-street parking,
- lack of identity and poor use of space at Bridgeway,
- confused and poorly organised landscape areas at North Recreation Ground,
- poor quality materials in many areas,
- lack of co-ordination in materials, street furniture and lighting.

**3.5** Given the area in question is a river 'waterfront', a fundamental constraint that cannot be overlooked is that the greater part of the site lies within a flood plain.

**3.6** A further fundamental issue in seeking to achieve the aims of a Masterplan that covers a large area is the need to consider the needs and aspirations of a number of different property holders.

**3.7** These are, in summary, the principal issues, considerations and significant constraints that have been addressed in formulating the Masterplan proposals.

# Assets

**4.1** The two studies also identified significant assets within the waterfront area:

- the river,
- the continuity of green space along the river,
- water-based activities (Marina, Boat House, Boat Club, rental boats and trips),
- natural areas of the Warwick Road Lands,
- Clopton and Tramway bridges,
- the Toll House and Cox's Yard,
- the Bancroft,
- the Gower Memorial,
- the canal basin and lock,
- gradient of activity and distinct character areas, from urban to rural:  
west bank: the Bancroft, the RSC Gardens, the Dell, Holy Trinity Church,  
east bank: Swan's Nest Lane, the North Rec. the South Rec, Rushbrook,
- the RST,

- Waterside promenade,
- defined built edge along Waterside,
- the RSC Gardens,
- rural, secluded character of Southern Lane,
- Holy Trinity Church,
- mature grounds of Alveston Manor,
- traffic island with trees and pavilion,
- the openness and greenness of the Rec.,
- areas for informal activity,
- views to Holy Trinity Church, to the theatre, to the bridges,
- opportunities for longer riverside walks,
- the Onion Fields,
- numerous mature trees throughout the area,
- numerous listed and other historic buildings throughout the area.

**4.2** All these represent, in the terms of the brief, 'sensitive areas and features', that, amongst others, have been addressed in formulating the Masterplan proposals.

# The Design Approach: Guiding Principles

**5.1** It is conventional in architectural and landscape architectural design to identify a concept in producing a design. The concept, often an abstract simile or metaphor, defines an internal logic that acts as a basis for making design decisions. The purpose of the concept is to aid in achieving a coherent and integrated design, a design that holds together with a clear character and identity. With a primarily metaphorical or associative approach, the concept such as, 'sailboats on the bay', is not directly related to the task of building. The metaphor is, in a sense, extraneous or tangential to the thing to be designed. This approach can produce exceptional and impressive results, the Sydney Opera House, for example, or the Guggenheim Museum in Bilbao. It is notable, however, that these two examples are individual, free standing buildings. Confronted with the task of creating a design or Masterplan for a town, or part of a town, care should be taken when applying this

approach. A town is not big architecture. The nature of an individual building and a town is fundamentally different, and in a variety of ways. Perhaps most centrally, a town is the seat of a civic group or community, not an individual or private corporate body. A town is a structured combination of public and private space.

**5.2** This is not to argue that a masterplan should not have a guiding concept. It is to argue that, when working on a town, a preferable guiding concept would not be associative or metaphoric but the idea of a town.

**5.3** Starting from the idea of a town, there are two ways of making use of the concept. One is to see the idea in a general sense. What is a town for? What are the features of a good town? Towns have many different reasons for being and carry a variety of meanings for different people. The idea of a town is thus not likely to be singular or simplistic.

**5.4** The other way to see the idea of a town is in the specific sense of working in, and on, an existing town. What is its particular history and character? What are its positive features? Like many towns, Stratford's history and character are complex.

**5.5** With that as a basis, the concept used in generating the Masterplan for the Stratford-upon-Avon Waterfront has two principal dimensions, one general, the other specific. The first can be summarised in the idea of civic space. What is at the root of civic space and how can a design help to allow and encourage civic life to happen? The second is the idea of Stratford-upon-Avon. How can the Masterplan draw out the positive characteristics of the town? How can it make the most of the town's assets, enhance and reinforce its positive characteristics and ameliorate the conflicts and problems?

- 5.6** The vision for the Waterfront embodied in the Masterplan should thus seek to make the Waterfront an identifiable public place that is inextricably connected to the town as a whole. The Waterfront should have its own identity but one that is central to the identity of the town. At the same time, the various different areas within the Waterfront should retain their distinct character.
- 5.7** In seeking to achieve that vision, the original objectives of the Masterplan, of course, still apply as set out at 3.2 above.
- 5.8** The following points provide a more specific articulation of the basic approach taken in formulating the Masterplan.

### **Design for the future**

- 5.9** New development should not be seen as a solution to a short-term need but as a resource for the long-term life of the community. To achieve this, new development should:
- minimise energy and resource use over the life of the development,
  - reuse and/or minimise changes to existing built and landscape features,
  - use local materials where possible,
  - use materials and designs that take less energy to make and to use,
  - promote walking, cycling and an efficient public transport system,
  - allow for alteration and extension of buildings with little trouble.



### **Design with nature and the locality**

**5.10** Rather than erasing what exists, new development should make the best of the natural and built resources on and around the site and the cultural traditions of the area. It should retain the distinctiveness of the locality. New development should, therefore:

- protect and enhance important or sensitive landscapes and habitats,
- highlight key landscape and townscape features,
- minimise changes to topography and drainage patterns,
- retain and incorporate as much existing planting and habitat as possible,
- reuse or adapt existing routes, boundaries and buildings,
- follow patterns of settlement and building typical of the region.

### **Create neighbourhoods**

**5.11** To avoid creating fragmented and isolated places, new development should work on the basis of the neighbourhood. Development should help to create or contribute to the sense of a whole that has a centre, both physical and social. To achieve this, new development should:

- create a distinct physical centre with routes leading directly to it,
- have a range of facilities in the centre surrounded by residential areas,
- ensure the centre is within easy walking distance,
- ensure the centre is accessible to the full range of people in the area.

### **Create a clearly defined and legible public realm**

**5.12** To avoid creating homogeneous and disorienting places, new development should seek to create a well articulated environment that is easy to navigate. New development should, therefore:

- create an interconnected network of streets and public spaces,
- create a visual hierarchy of streets with different character,
- create well defined streets and spaces,
- clearly distinguish public and private space,
- incorporate and highlight views to surrounding landmarks,
- create landmarks and views to them,
- emphasise focal or nodal points with public space or landmarks.

# The Masterplan

## The Waterfront as a whole within the town

**6.1** For a Masterplan to be effective, the 'Waterfront' should be a clearly identifiable entity. People should not have trouble saying where and what it is. The boundaries should be evident: that is, correspond to features on the ground. The Masterplan should clearly identify the area to be planned and its relation to the town as a whole (see Figure 1).

**6.2** The outline of the Waterfront area is identified in the brief for the Masterplan study. Looking more generally, the boundaries can be identified in terms of the relation of the area to the centre of town and surrounding development. The Waterfront lies within the flood-plain of the river and sits at the edge of the historic town, with buildings on the town edge predominantly fronting onto the Waterfront. Main routes into town parallel the line of the river to the north-west, north-east and south-east, the Warwick, Tiddington and Shipston Roads respectively. Later development along these routes predominantly backs onto the Waterfront. The east and west boundaries are therefore fairly easy to identify. That said,

the town edge should not be seen as solid but crucially connected to the centre by the routes running perpendicular to the river, namely Guild Street, Bridge Street, Sheep Street, Chapel Lane, Old Town and Sanctus Street.

**6.3** The boundaries to the north and south are necessarily more arbitrary. To the south, Seven Meadows Road forms a convenient end point but there is continuity of the 'waterfront' in a generic sense and in the specific overlap of agricultural land (the Onion Fields and the rest of Cross-o-the-Hill Farm). To the north, the boundary might have been set further up at the Fisherman's Car Park or further still given the continuity of the character of the flood plain.

## The characteristics of the Waterfront

**6.4** Any examination of the area shows that the Waterfront is not uniform. It has distinct areas within it, differences that give it its particular character. The Masterplan should articulate and reinforce those differences and at the same time ensure they work together to form a coherent whole.

**6.5** The Masterplan therefore identifies four sub-areas that form the basis for action. As illustrated in Figure 1, these are:

- The Heart of the Waterfront,
- The Waterside,
- The Avenue,
- The Recreation Ground.

**6.6** The Masterplan should aim to both bind these areas together into a whole and enhance their individual identities. A key means of drawing the areas together is to focus on the patterns of movement through them and the structure of the landscape that runs over the entire area and the built form that defines public spaces (see Figures 2, 3 and 4).

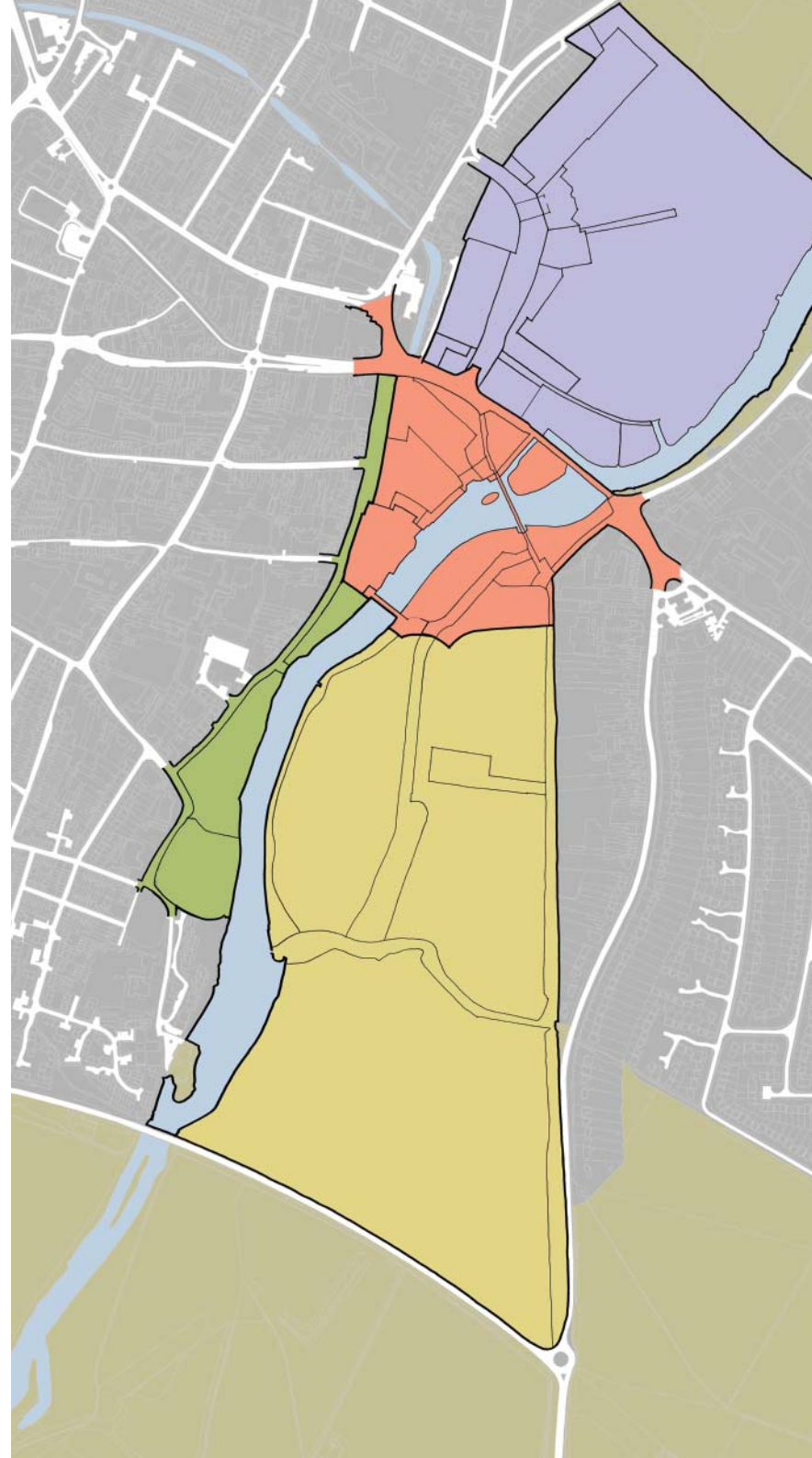
**6.7** In response to the issues identified in the various appraisals done in this and previous studies, the recommended strategy for binding the areas together into a whole includes the following:

### General

- make minimal changes to achieve maximum benefit,
- highlight and make the best of existing features,
- enhance existing character,
- establish a co-ordinated strategy for re-paving hard-surfaced areas as part of the overall improvements to the Waterfront area,
- use a simple palette of high quality materials starting from the example of Lower Henley Street (York stone slabs and setts, granite kerbs and tegula blocks),
- establish a co-ordinated strategy for street furniture as part of the overall improvements to the Waterfront area,
- establish a visitor management strategy for the Waterfront,
- enhance the distinct but interrelated areas within the Waterfront area;



Figure 1: Masterplan key diagram. Numbers relate to sections in the report



# Stratford-upon-Avon waterfront The masterplan

### Movement

- conceive of the area as primarily for the benefit of those on foot rather than for vehicular traffic - 'make the traffic fit the town not the town fit the traffic',
  - increase areas of footways and cater to pedestrian desire lines,
  - integrate Bridgeway into the town as a street,
  - disperse traffic and take it out of the gyratory system,
  - increase visual cues that indicate Bridgeway is 'in' the town and not merely a channel for vehicles,
- improve the continuity of the riverside walk along the west bank of the river,
  - create a circular route binding together the Bancroft and North Rec.,
  - reinforce and extend pedestrian routes outward to the main areas;

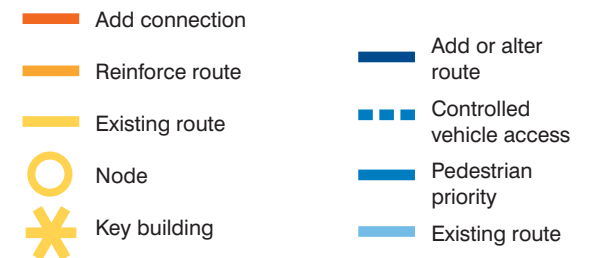


Figure 2: Pedestrian movement

Figure 3: Vehicular movement





## Stratford-upon-Avon waterfront The masterplan



### Landscape

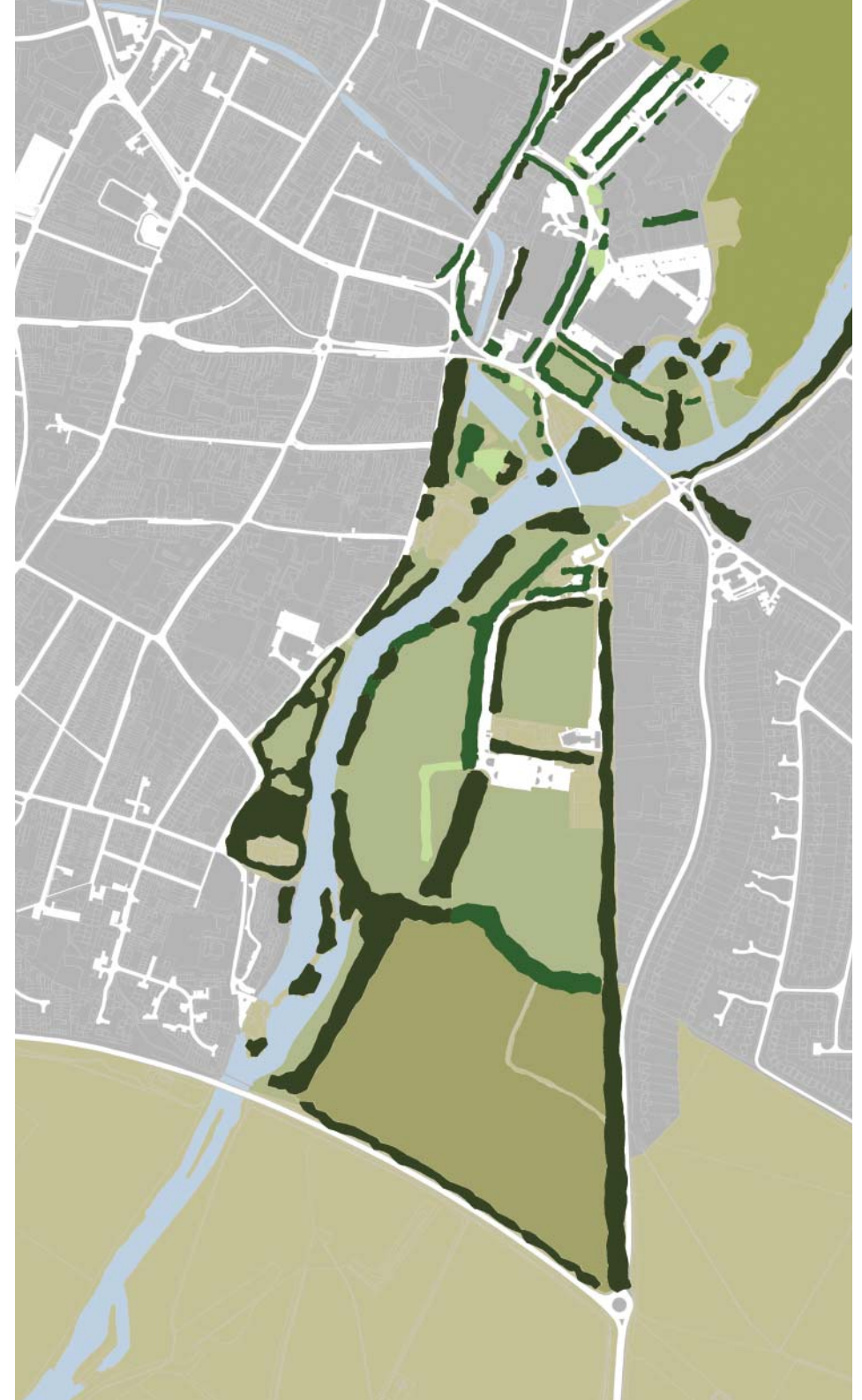
- enhance the continuity of the wider waterfront area as a green corridor,
- clarify movement structure and visually emphasise main routes and principal side routes extending from them with both surface treatment and planting,
- use simple detailing for streets and public spaces;

### Built form

- use development opportunities where possible to reinforce the definition, character and activity of the public spaces (Bridgeway and the Marina),
- use development opportunities on local authority land to help fund other projects.



Figure 4: Landscape structure



# Masterplan proposals

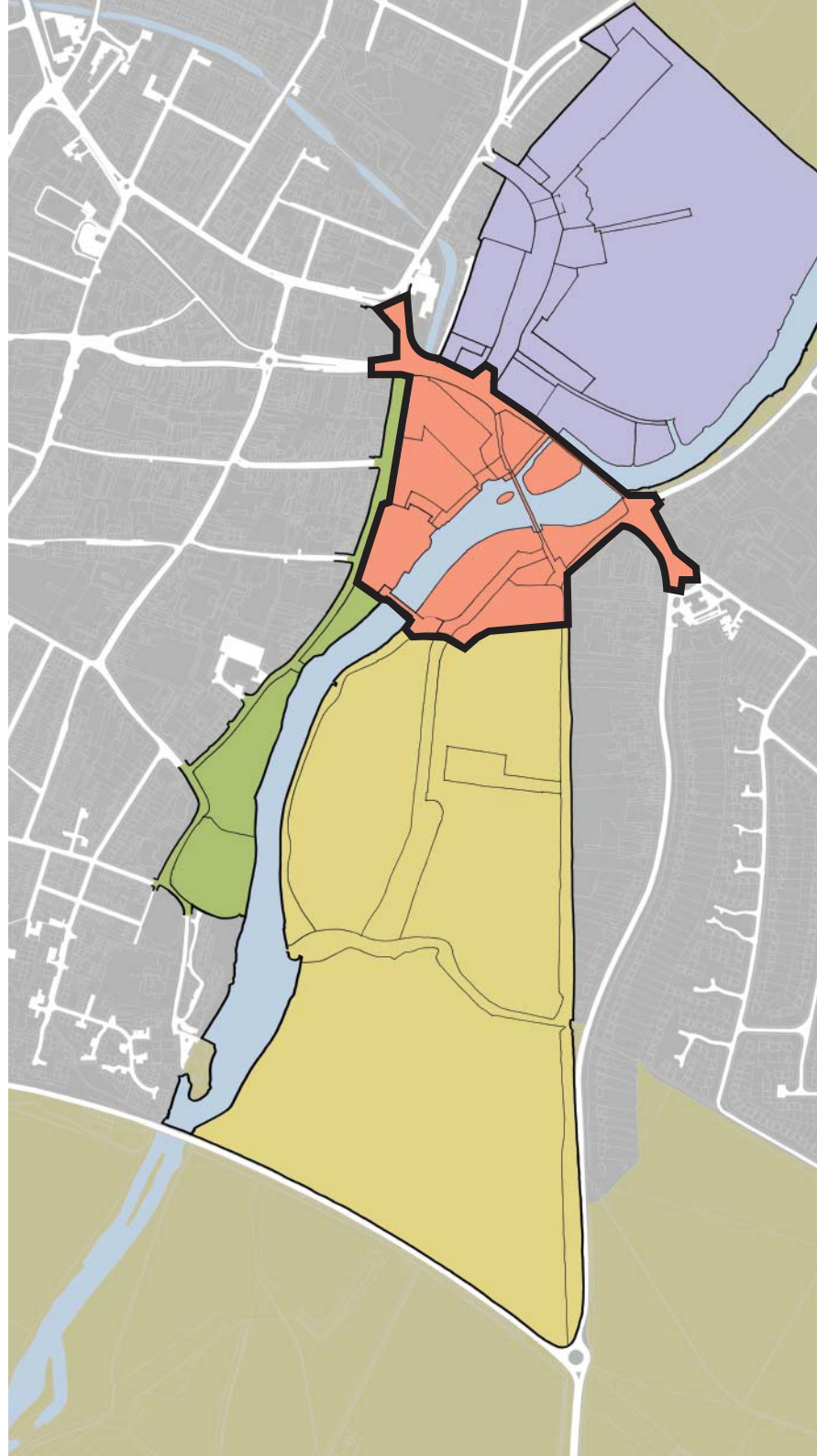
**7.1** In this section the Masterplan proposals have been broken down into individual projects and are organized by sub-area. The proposals are illustrated by a series of plans and perspectives. The project descriptions include Project aims, Project details, an indication of the ownership and/or control of the relevant land and a list of related Masterplan projects and the body responsible.



*Figure 5: The waterfront from the south*







## **The heart of the waterfront**

## 7.1.1 Bancroft Gardens

The Bancroft Gardens constitute the principal central public space in Stratford. It is very popular and intensively used. In a number of respects it is a successful space but suffers both from its success and from a lack of clarity in design and lines of movement. Significant improvements could be made with a minimum of means.

### Project aims:

- create a simple and elegant public space able to accommodate a range of activities,
- provide a strong relationship and ease of movement between Bridgeway, Waterside and the Royal Shakespeare Theatre,
- facilitate access to the river's edge and a riverside walk,
- improve the character and quality of the central public space,
- assist management of the wear and tear on Bancroft Gardens.

### Project details:

- co-ordinate re-paving of hard-surfaced areas within the Bancroft and within the Waterfront area as a whole,
- co-ordinate street furniture within the Bancroft and within the Waterfront area as a whole,
- establish a visitor management strategy for the Bancroft and riverfront areas,
- consider creating a joint ticketing/ information kiosk for river/canal activities at Tramway House (e.g. UANT, BWB, SDC, private operators),
- create distinct but interrelated areas within the gardens;

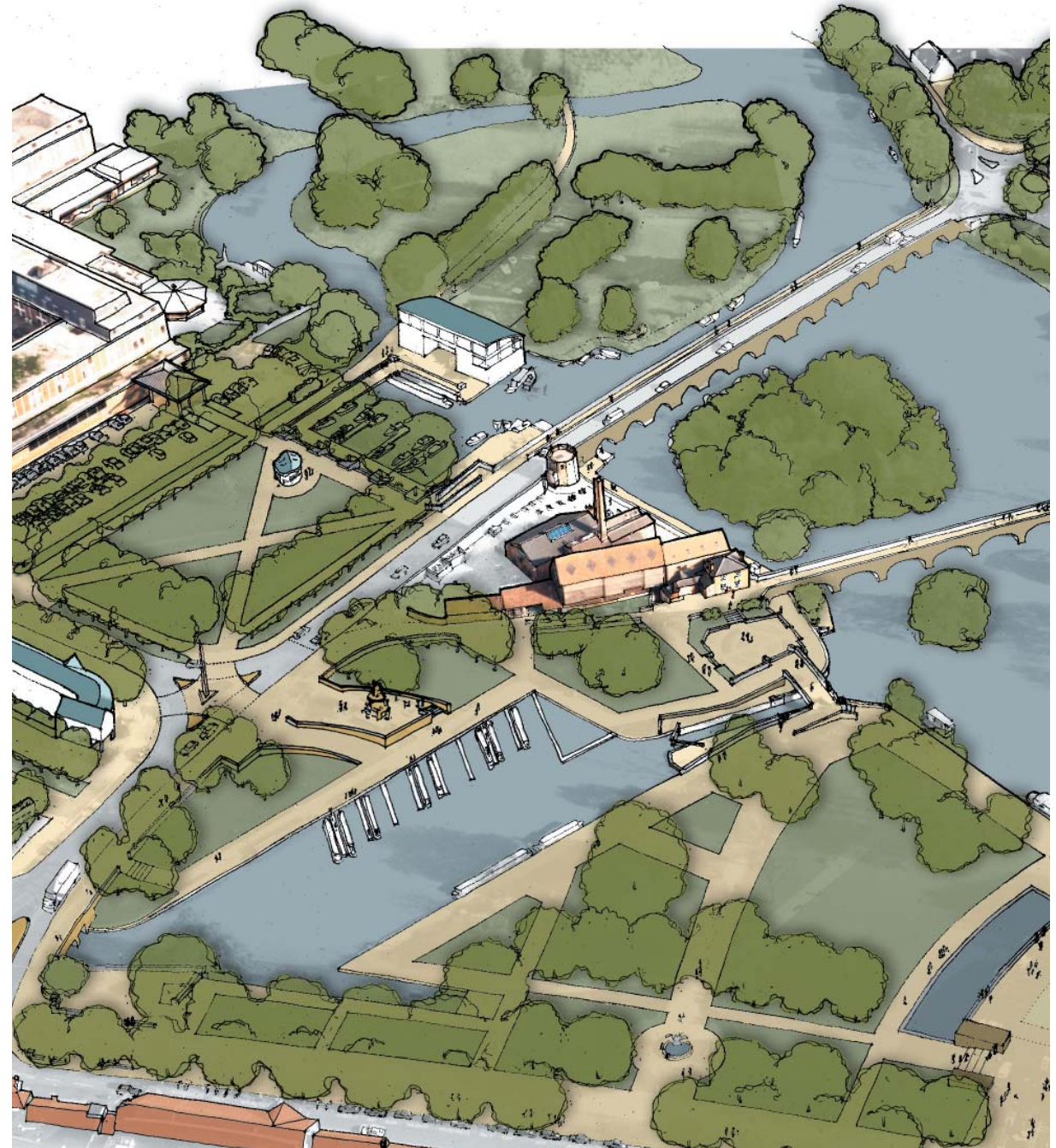
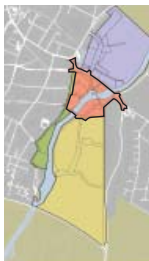


Figure 6: The Bancroft Gardens: perspective, with references to sub-areas





### Central area:

- A1. create new direct routes from Waterside to the water's edge (one by reflecting pool, one to the canal basin),
- A2. widen main route from Waterside, at fountain, to the basin/lock bridge/river,
- A3. remove shrub planting near lock bridge,
- A4. create a new space adjacent to the canal lock, large enough to accommodate performers, as a terminus to main route,
- A5. remove two trees (one Lime, one Birch) to open view to the RST from Bridgefoot,
- A6. remove foot path to enlarge area of grass (to compensate for reflecting pool and path),

- A7. create new direct route from canal basin to RST (near Waterside) emphasised by line of new trees as a cross axis to main route from Waterside to the river,
- A8. consider more formal planting within 'compartments' either side of fountain;

### River's edge:

- B1. widen and redesign surface and edging at the river's edge to allow people to 'touch the Avon';

### Water feature:

- C1. create a dynamic water feature as a mutual focus for the Bancroft and RST that mediates and brings the two together (at Bancroft level with retaining wall to RST forecourt: consider active features

such as central jets or sprays as well as cascades along the retaining wall),

- C2. improve and create hard surfaced spaces and steps either side of pool to facilitate movement from Bancroft to RST forecourt;

### Canal basin:

- D1. widen hard-surfaced footpaths around the canal basin,
- D2. create new route between trees from Waterside to canal basin stub,
- D3. create new route/steps along canal edge down to canal stub from higher hard surfaced area to north-west (by the main canal road bridge),
- D4. add new tree to replace felled willow;

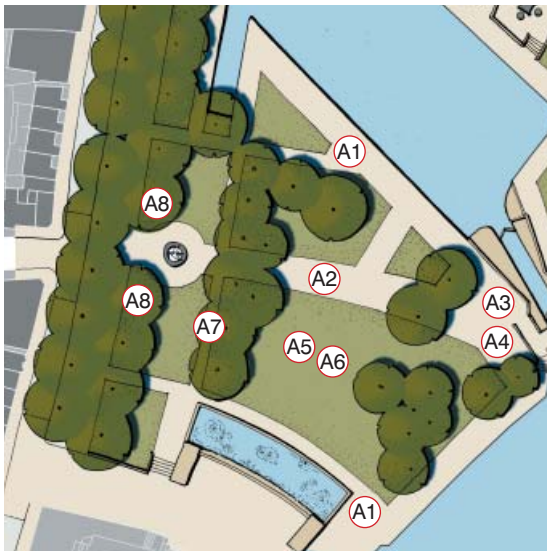


Figure 7: Bancroft central area; enhance functionality, accessibility and quality



Figure 8: Water feature: demarcate the change in level and relationship between the RST and the Bancroft



Figure 9: Canal basin: improve pedestrian circulation around the basin

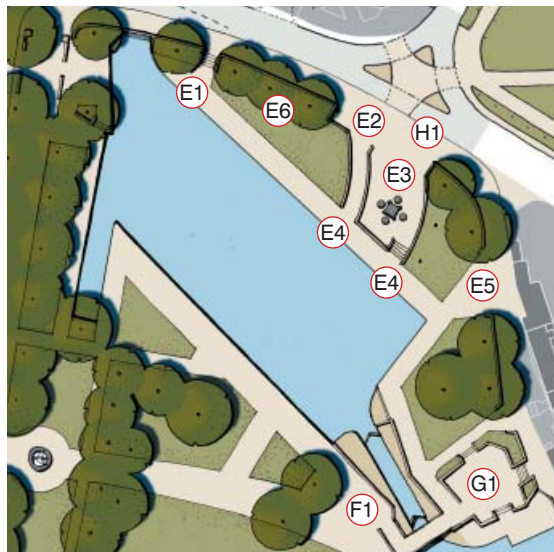


Figure 10: North of the basin: ease pedestrian linkages between Bridgeway and the bancroft and improve the pedestrian environment around the lock

### North of the basin:

- E1. improve existing steps near canal bridge
- E2. remove sections of low boundary wall and trees blocking desire line from the Bridgeway/Bridgefoot crossing,
- E3. enhance the setting of the Gower Memorial to provide better access and visual context,
- E4. create a new stairs, ramp and space from Bridgefoot to basin overlooking the basin and RST in line with the Bridgefoot crossing,
- E5. remove sections of low wall and trees from along Tramway and widen access points and footpaths,
- E6. replace cherry trees with larger stature trees to allow better views;

### Lock bridge:

- F1. widen the lock footbridge and reduce the slope to the approach ramps to improve access over the canal basin;

### Rose garden:

- G1. retain and enhance the Rose garden to provide more comfortable access;

### Bridgefoot and Tramway:

- H1. widen Bridgefoot footway and improve footway surface.

### Ownership and control:

The main body of the gardens are owned freehold by Stratford-on-Avon District Council but the canal basin and lock are owned by British Waterways. Other interested and responsible bodies include the Environment Agency and The Upper Avon Navigation Trust.

### Related projects and responsible body:

- Bridgeway/Bridgefoot improvements (WCC, SDC and others),
- Waterside/Southern Lane improvements (WCC, SDC),
- redevelopment of the RST (RSC).





# Bridgefoot

## 7.1.2 Bridgefoot

### Project aims:

- reduce the impact of traffic - speed, visual intrusion, impediment to pedestrians,
- improve the physical and visual environment,
- facilitate pedestrian movement,
- create focus and attraction at the bottom end of Bridgeway, and at Bridge Street junction, for people arriving in the central area,
- retain the line of Bridgefoot as a principal route, actively and visually, into town.

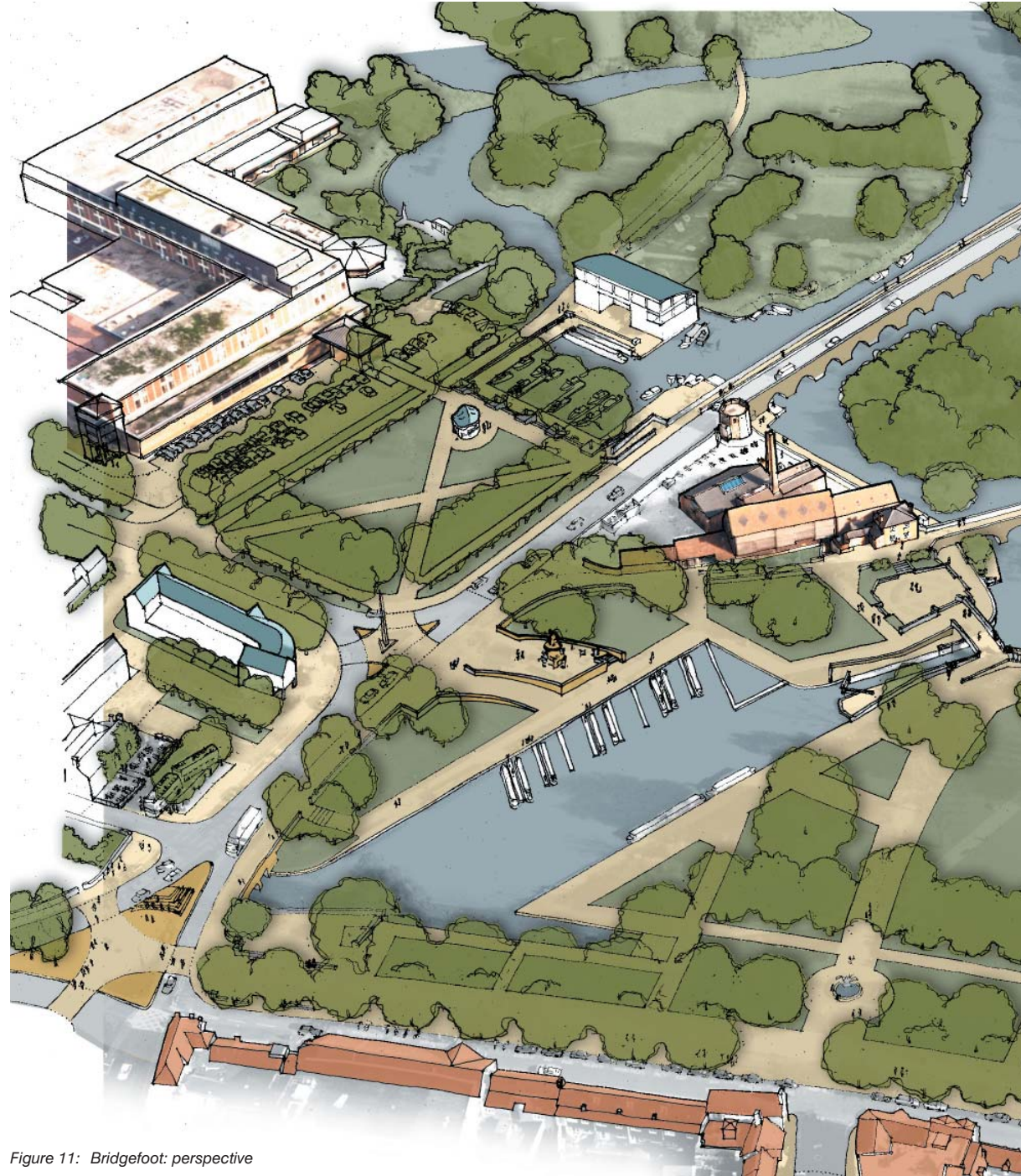


Figure 11: Bridgefoot: perspective

The heart of the waterfront



**Project details:**

- J1. create new three-way pelican crossing at Bridgeway (replacing crossing at Cox's Yard) with pedestrian routes following main desire lines,
- J2. continuity of surfaces from Bridgeway across Bridgefoot to make pedestrian movement clearer and easier,
- J3. create focal feature within Bridgeway pedestrian reservation,
- J4. realign carriageway to give more space to pedestrians on either side where possible,
- J5. reduce size of island at Bridge Street and redesign to create pedestrian routes that follow desire lines,

- J6. add trees and create seating/sculpture in Bridge Street island,
- J7. improve surfacing and details,
- J8. change surface treatment of carriageway from Bridgeway junction (extending a distance up Bridgeway and toward Clopton Bridge) to Bridge Street and around to Waterside) to signal entrance into town and area of pedestrian priority,
- J9. restore Toll House and explore further the possibility of a walkway through the Toll House and bridge abutments as proposed by the RSC to improve the riverside walk.

**Ownership and control:**

The proposed changes lie within land controlled by Warwickshire County Council and Stratford-on-Avon District Council.

**Related projects and responsible body:**

- improvements to the Bancroft Gardens (SDC, BWB),
- improvements to Bridgeway (WCC, SDC),
- improvements to the Marina (Stratford Marina, Moat House Hotel, SDC),
- new Tourist Information Centre (SDC and South Warwickshire Tourism),
- improvements to Cattle Market Green (SDC and Moat House Hotel),
- improvements to the Pen and Parchment and adjacent building (Laurel Pub Co.).

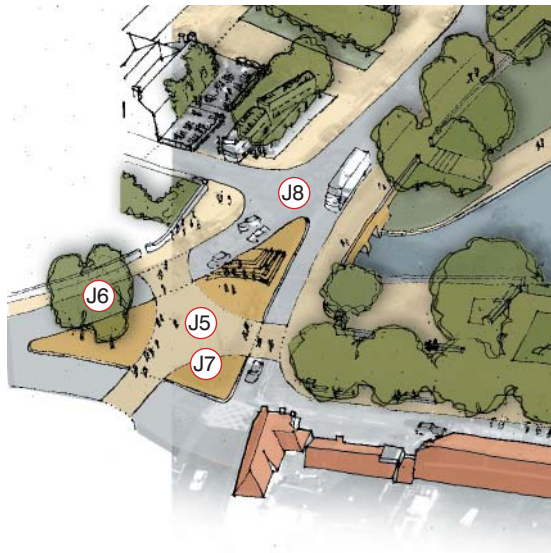


Figure 12: Redesigned island at Bridge Street to create a more memorable focal point

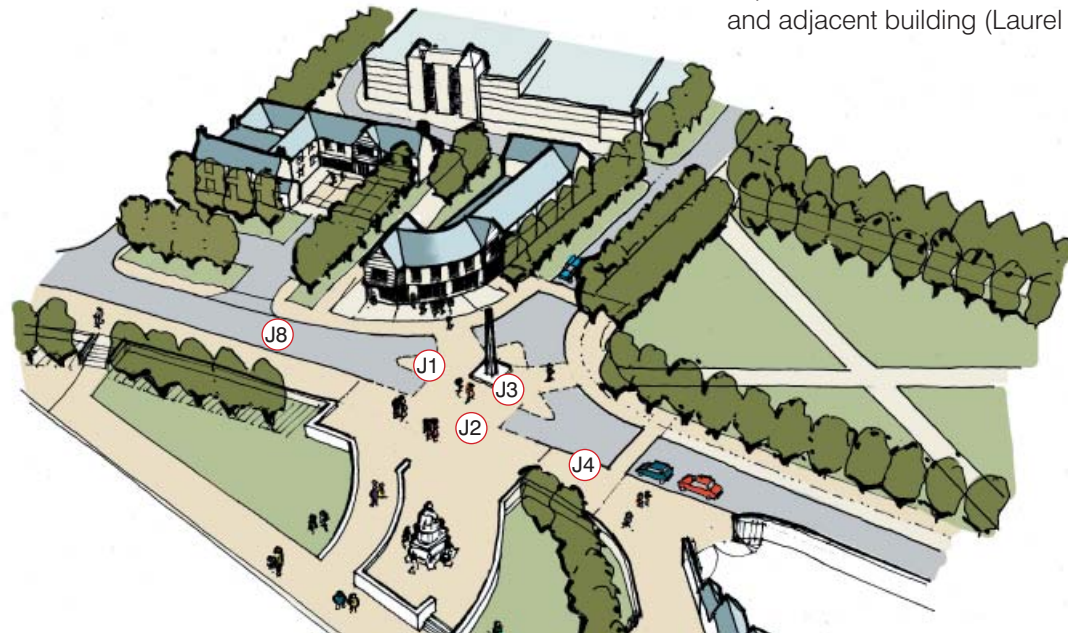


Figure 13: New pelican crossing at Bridgeway

### 7.1.3 Royal Shakespeare Theatre

#### Project aims:

- provide a strong relationship and ease of movement between Bancroft, Waterside, the Royal Shakespeare Theatre and beyond to the RSC Gardens,
- improve the character and quality of the central public space.

#### Project details:

- K1. remove car parking from in front of the RST,
- K2. create new forecourt terrace,
- K3. create broad ramp extension to forecourt terrace connecting to Waterside to accommodate a range of uses including disabled access,
- K4. promote active use of new terrace area (e.g. cafe tables, performances, displays, etc.),
- K5. improve/facilitate access from Bancroft either side of proposed reflecting pool,
- K6. widen access terrace along the riverside to facilitate pedestrian movement southwards between river and theatre,
- K7. consider illuminating main theatre building and trees to create a striking night-time image.

#### Ownership and control:

The land concerned is owned freehold by the Royal Shakespeare Company.

#### Related projects and responsible body:

- Bridgeway/Bridgefoot improvements (WCC, SDC and others),
- Waterside/Southern Lane improvements (WCC, SDC),
- North Rec (SDC).

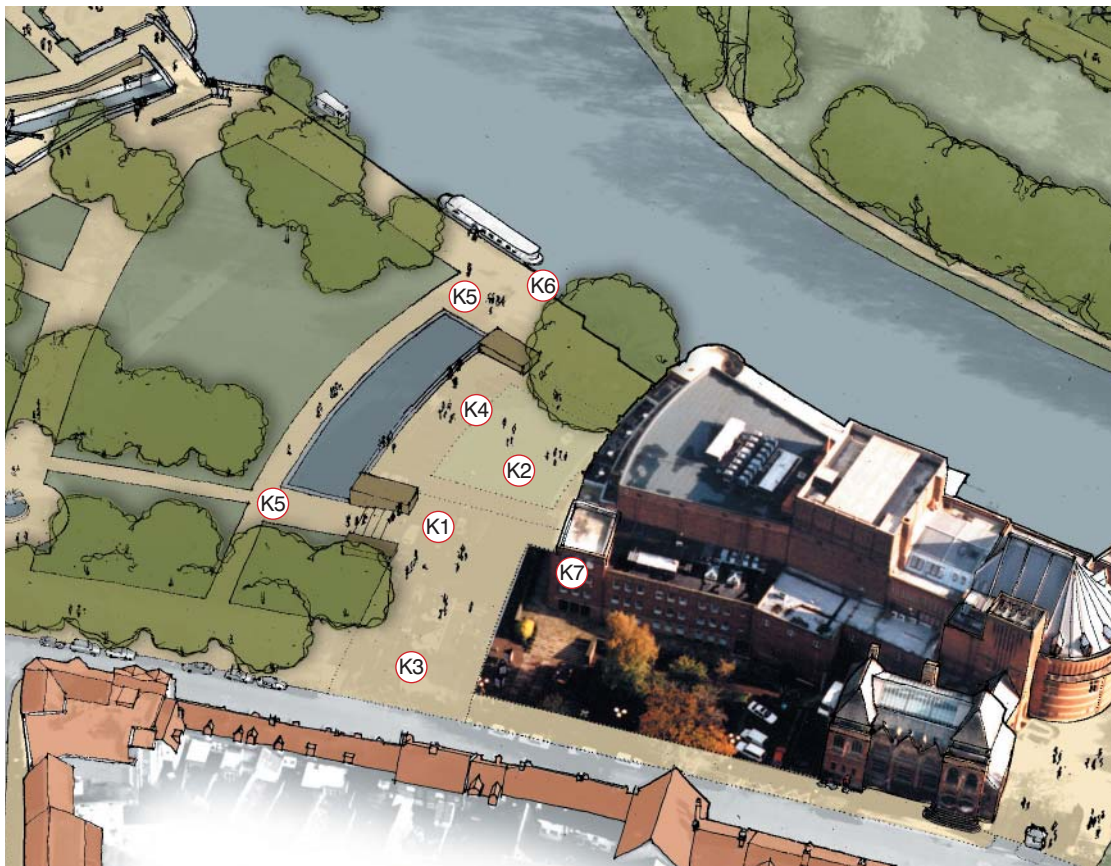


Figure 14: Opportunities to make the RST forecourt a vibrant space linking the theatre and Bancroft Gardens



# The north recreation ground

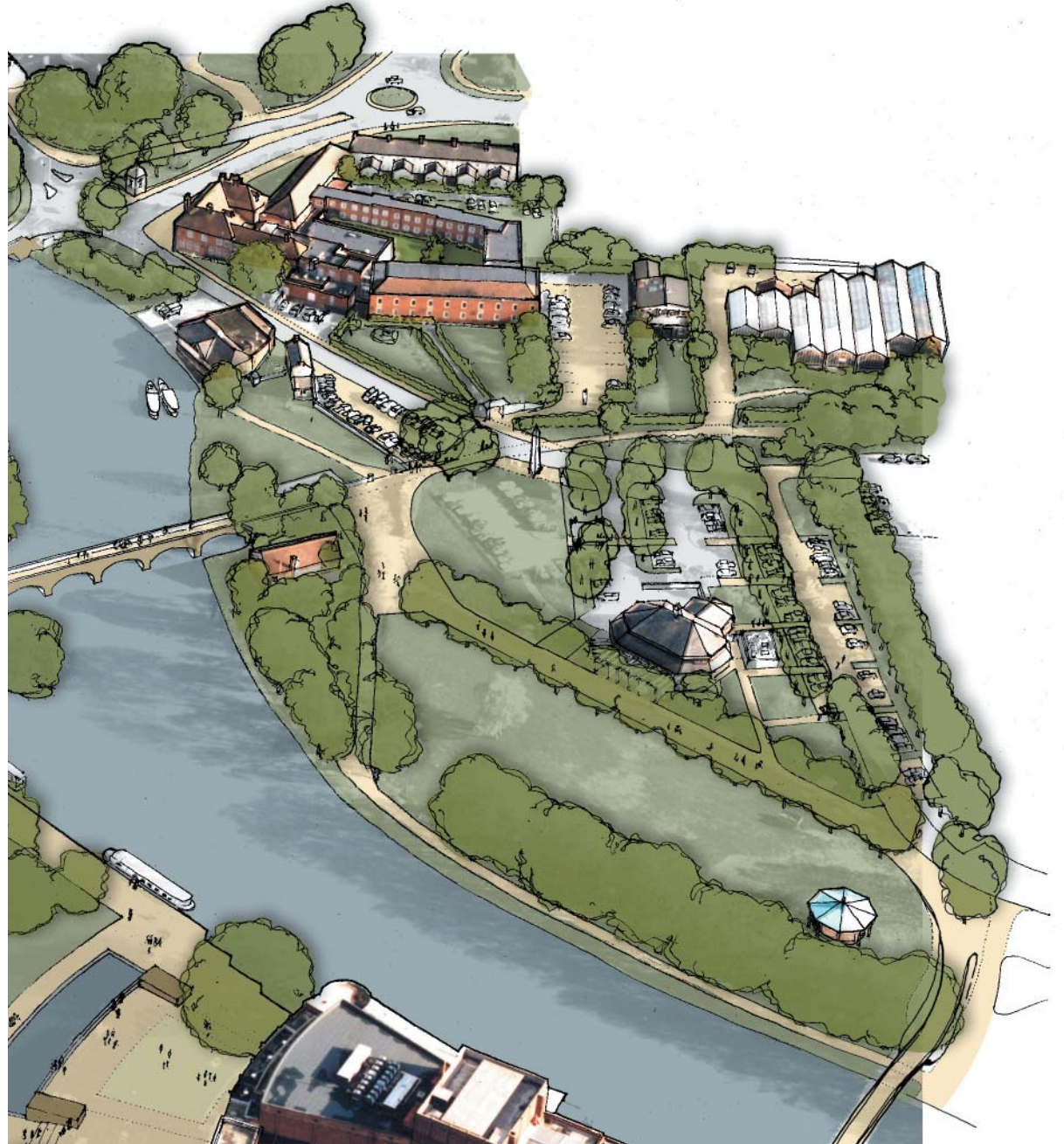


Figure 15: The North Recreation Ground: perspective



#### **7.1.4 The North Recreation Ground**

As a whole, the Recreation Ground is greatly valued as a ‘town park’ and recreational area for both residents and local visitors. It is also valued as part of an attractive green corridor running through the town. It is a flood plain and this open characteristic should be protected.

The North Rec., however, currently suffers from a lack of coherence in layout and usage. Despite its acknowledged value, it is not used as well as it might be, given its close proximity to the central attractions of the Bancroft and RST. The North Rec. thus represents a significant opportunity to create a complementary attraction to the Bancroft, expand the core area and alleviate pressure on the Bancroft.

##### **Project aims:**

- clarify the overall structure of the area and integrate it with adjacent areas,
- improve its overall character and quality,
- retain the openness of the area for informal use,
- create a complementary attraction to the Bancroft with a lively atmosphere,
- establish a circular route with the proposed footbridge/RST/Bancroft Gardens,
- facilitate pedestrian movement from South Rec. into town,
- improve pedestrian environment around the junction of Swan’s Nest Lane and Clopton Bridge approach and create legible gateway into town.

##### **Project details:**

- co-ordinated re-paving of hard-surfaced areas both within the North Rec. and as part of the overall improvements to the Waterfront area,
- use a simple palette of high quality materials,
- co-ordinated street furniture within the Bancroft and within the Waterfront area as a whole,
- establish a visitor management strategy for the North Rec as part of a broader strategy for the Recreation Ground as a whole,
- consider illuminating key buildings and trees to create a memorable image of this area;

# The north recreation ground

## North Rec Promenade:

- L1. create new 'square' bounded by Boat House, Tramway and New Garden with active edges (e.g. access points),
- L2. widen and resurface the main route from the Boat House, past the restaurant, to the proposed South Rec. Walk/new footbridge,
- L3. plant large stature trees parallel to widened route,
- L4. widen/redesign connection with South Rec. Walk and footbridge to improve pedestrian access;

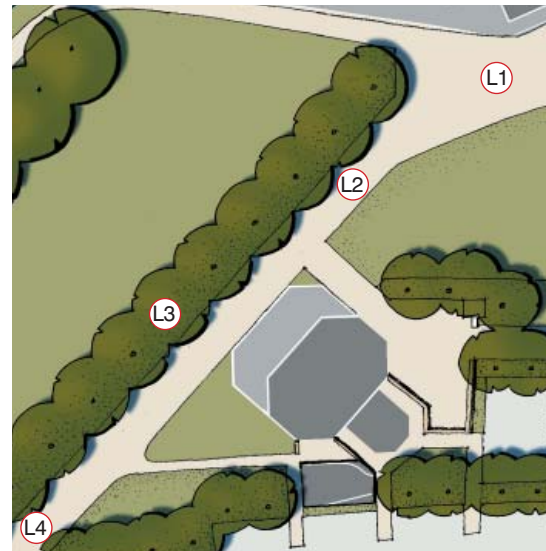


Figure 16: North Rec Promenade

## Parking Lane:

- N1. reconfigure access and parking to create a clear, continuous route,
- N2. retain and rationalise parking spaces,
- N3. create regular pedestrian routes through parking areas,
- N4. improve quality and legibility of access to public conveniences (create a clear 'front'),
- N5. clearly identify and screen restaurant service area,
- N6. clearly identify and highlight the 'front' (access point) of the restaurant and associated parking,

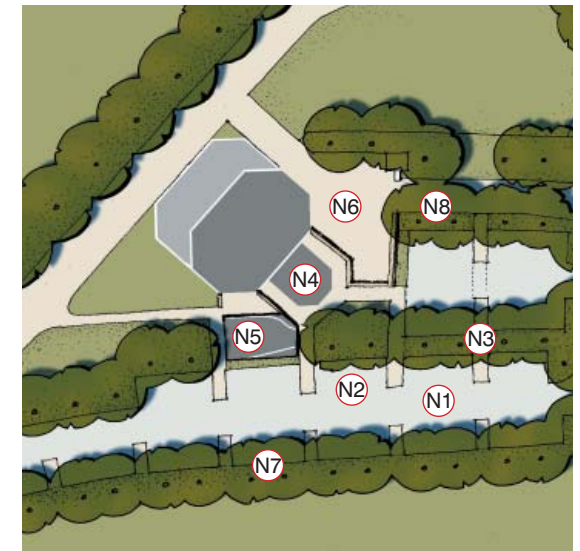


Figure 17: Parking Lane



N7. add tree planting (large stature) to identify and emphasise main route,

N8. add tree planting (medium stature) in parking areas,

N9. allow for coach turning area within carriageway adjacent to Butterfly Farm;

**Tramway:**

P1. improve materials and design of ground surfaces,

P2. re-establish and highlight outlines of historic routes (e.g. Tramway, Swan's Nest Lane),

P3. create small space with vertical/focal feature (public art),

P4. add tree planting to emphasise line of Tramway and provide enclosure,

**Swan's Nest Lane:**

Q1. realign carriageways either side of gazebo at Clopton Bridge approach to provide wider pedestrian footways on both sides of the road,

Q2. create pedestrian area around the gazebo,

Q3. narrow road widths/extend footways at junctions with Tiddington Road and the Swans Nest,

Q4. encourage Swan's Nest Hotel to use widened pavement area for a café facility.

**Ownership and control:**

The freehold of the Recreation Ground is owned by Stratford-on-Avon District Council but the Restaurant and immediately surrounding ground is leased to Patrick Li (restaurant owner).

**Related projects and responsible body:**

- Bancroft Gardens (SDC, BWB, RSC),
- South Recreation Ground (SDC),
- new footbridge (SDC, RSC, WCC.)



Figure 18: Tramway





Figure 19: New footbridge

## 7.1.5 New Footbridge

### Project aims:

- to provide pedestrians and cyclists with improved access over the river,
- to facilitate dispersal of visitors and wider recreational enjoyment of open spaces,
- to create a circular route connecting the Bancroft and North Rec.,
- to offer residents and those walking from parking areas on the Rec. an attractive route to the theatre and into the town centre.

### Project details:

- Construction of an internationally exciting pedestrian and cycle bridge, with a clear span across the river from south of the Swan Theatre to south of the Bandstand. The bridge will be of strategic importance for cyclists, assist with a circular walk along the river and promote the use of the Recreation Ground parking areas by theatre patrons.
- A competition will be held to find an outstanding architect who can design an iconic bridge to bring added value

to the much-loved view of the Theatres and Holy Trinity Church from the Tramway bridge. The competition will be judged by a panel drawn from local and national organisations. In addition a full consultation process will be entered into, and particular measures will be investigated to ensure the continuing viability of the existing ferry.

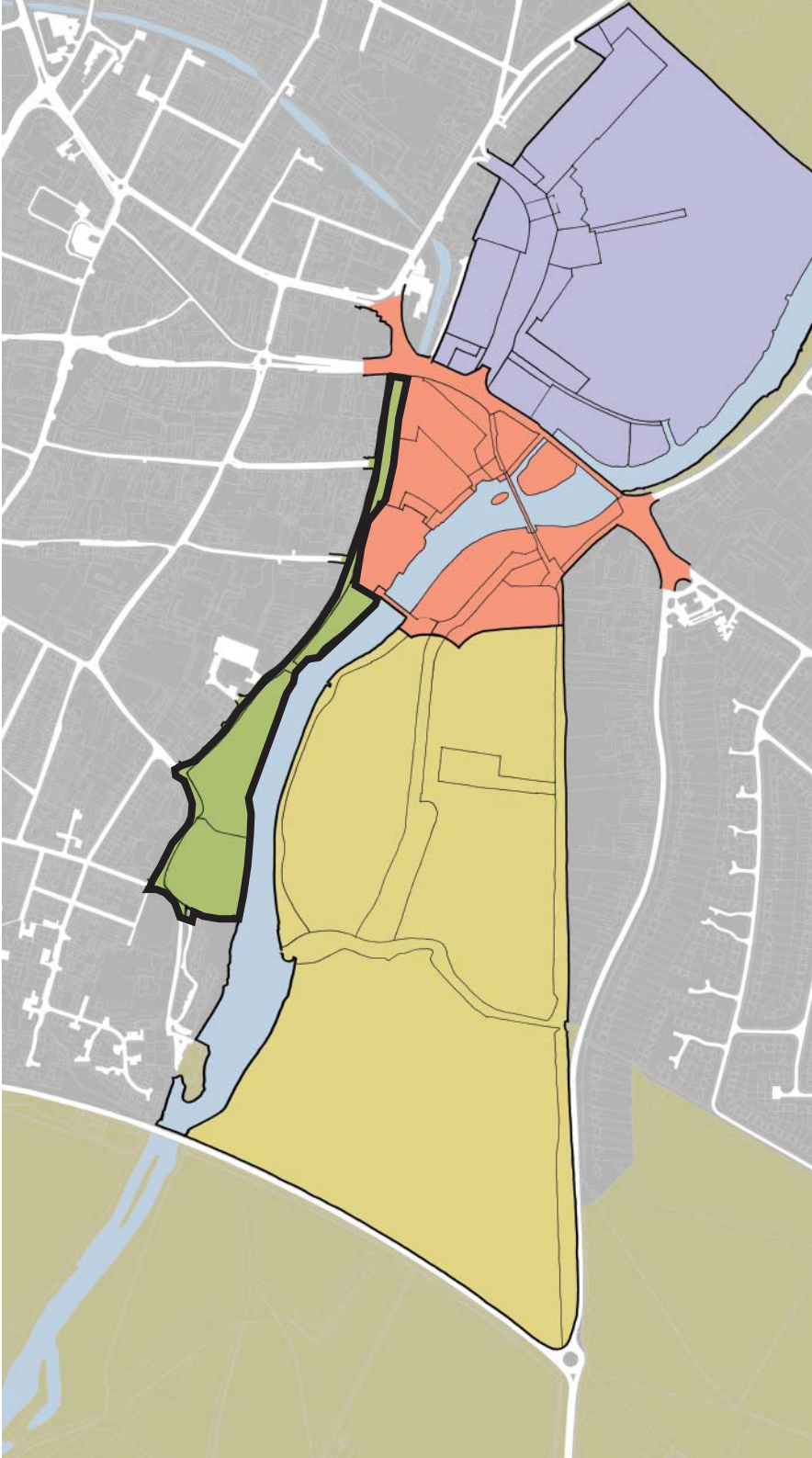
### Ownership and control:

The proposed western abutment is owned freehold by the RSC and eastern abutment by Stratford-on-Avon District Council. Development within the flood plain and over the river is subject to control by the Environment Agency.

### Related projects and responsible body:

- improvements to the forecourt of the Swan Theatre (RSC),
- creation of the North Rec. Promenade and South Rec. Walk (SDC),
- establishment of pedestrian and cycling routes through the Rec. and of a wider network of cycling and walking routes in and around town (SDC and others).





# The waterside



## Waterside and Southern Lane



Figure 20: Waterside and Southern Lane from the south

### 7.2.1 Waterside and Southern Lane

The junction of Bridgefoot, Bridge Street and Waterside is the most central and important 'node' in Stratford. It is the confluence of the main routes, land and water, to and through town and lies on the line of the Roman Road, a key pre-existing route around which Stratford was built. The street running from this junction to Holy Trinity Church along the river is therefore one of the key public routes in the town and is justly considered one of the most attractive streets in Stratford. In addition, all three of the RSC's principal theatre spaces are located along this route. The street is also characterised by a distinct change in character from more urban at Bridge Street, to more rural at Old Town, a variation that is an important part of its identity. If there is a problem with the route it is the inadequate space provided for pedestrians, conflicts between vehicles and pedestrians and the negative impact of large vehicles.

The route along the river's edge on the town-side, south of the theatre, is currently an under-used asset. It is a confusing, discontinuous route down to the Holy Trinity Church. Visitors would be more inclined to explore the area and to visit attractions in this part of town if the routes were clearer, more direct and more attractive.

#### Project aims

- retain the distinct character of the route (Waterside/Southern Lane) and the variation in character from one end to the other,
- reduce the impact of traffic on pedestrians and the environment,
- improve the experience of pedestrians and the overall character of the environment,
- facilitate pedestrian movement from Bancroft Gardens and Royal Shakespeare Theatre southwards to Holy Trinity Church.

**Project details:**

- co-ordinate re-paving of hard-surfaced areas both along the route and as part of the overall improvements to the Waterfront area and town as a whole,
- use simple, robust detailing that allows for a range of activities and management regimes,
- co-ordinate street furniture along the route and within the town as a whole,
- institute vehicle access management between Sheep Street and Avon Bank Paddocks to restrict vehicle access to certain users at certain times, with particular regard to the needs of Holy Trinity Church and King Edward VI School.



Figure 21: Waterside and Southern Lane from the west

# Waterside and Southern Lane

## Waterside:

- A1. reduce in height the remnant low walls near Bridgefoot to make them suitable as seating,
- A2. increase as far as possible the width of the footway on the town side of the street (retain two-way traffic and parallel parking on the Bancroft side up to Sheep Street),
- A3. resurface the footways (detail design should create a pattern that demarcates and integrates access points to Bancroft and other features such as light standards),
- A4. resurface carriageway with co-ordinated material,
- A5. consider raised table junctions to facilitate pedestrian movement along desire lines,

- A6. replace/reposition/remove street furniture (e.g. bollards, benches, light standards etc.) to create greater coherence and improve overall image and quality;

## Southern Lane:

- B1. increase as far as possible the width of the footway on the town side of the street (retain enough width of carriageway for at least two lanes of traffic and parallel parking between Sheep Street and Chapel Lane and for two lanes - two-way without parking or one way with parallel parking - between Chapel Lane and Old Town),
- B2. resurface the footways (detail design should create a pattern that demarcates and integrates access points to Bancroft and other features such as light standards),

- B3. resurface carriageway with co-ordinated material,
- B4. consider raised table junctions to facilitate pedestrian movement along desire lines.

## Ownership and control:

Waterside and Southern Lane are controlled by Warwickshire County Council.

## Related projects and responsible body:

- improvements to Bridgefoot (WCC, SDC),
- improvements to the Bancroft Gardens (SDC),
- improvements to the forecourt of the Swan Theatre (RSC),
- redevelopment of the RST (RSC).



Figure 22: View up Waterside



Figure 23: View up Southern Lane





Figure 24: The Riverside walk

### 7.2.2 RSC Gardens

#### Project aims:

- retain the distinct character of the gardens,
- improve the experience of pedestrians and the overall character of the environment,
- facilitate pedestrian movement from the Royal Shakespeare Theatre southwards to Trinity Church.

#### Project details:

- C1. improve and expand forecourt to Swan Theatre including abutment for new footbridge,
- C2. remove segments of boundary wall to improve accessibility to gardens and footbridge,
- C3. improve the surfacing and continuity of the riverside walk (in particular the section from the chain ferry landing north toward the theatre),

C4. create new gateways into gardens at strategic points including near Black Swan Pub and at corner of Southern Lane and Old Town,

C5. create access to Holy Trinity Churchyard from the Dell (access should be low-key and should not include a defined footpath across the Dell in order to retain its quiet, peaceful character),

C6. add clear pedestrian sign posting of the route.

#### Ownership and control:

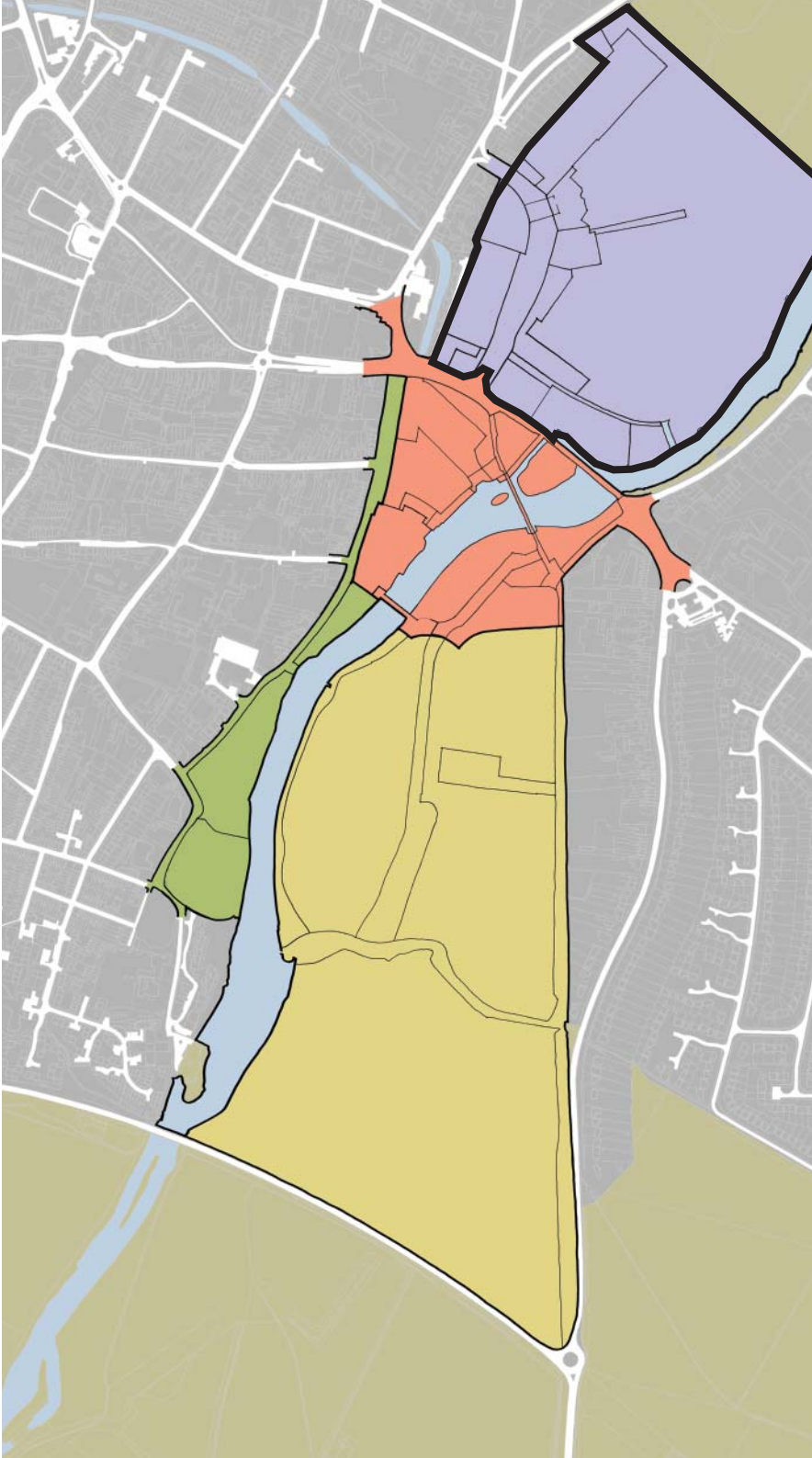
The land concerned is owned freehold by the Royal Shakespeare Company.

#### Related projects and responsible body:

- improvements to Waterside and Southern Lane (WCC, SDC),
- new footbridge (SDC, RSC).







# The avenue: Bridgeway



Figure 25: Bridgeway: plan

## Masterplan proposals: The avenue: Bridgeway

**7.3** Bridgeway and the land to which it gives access is currently seen as a problematic and dispiriting place. It is in many ways disconnected from the town and serves mainly as a conduit for traffic. The overall aims for this area are therefore to:

- integrate Bridgeway visually into the town and with the natural areas to the north-east,
- give the route the character of a street,
- reduce the impact of traffic on pedestrians and the environment,
- improve the experience of pedestrians and the overall character of the environment.



### 7.3.1 The Avenue

#### Project aims:

- reduce the impact of traffic - speed, visual intrusion, impediment to pedestrians,
- improve the physical and visual environment,
- give the route an identity and strong sense of a street,
- facilitate pedestrian movement,
- create focus and attraction at top end of the street.

#### Project details:

A1. change alignment of Bridgeway to tighten radii near Leisure Centre (two radii replacing single sweeping curve), narrow

carriageway where possible and narrow access turn-outs,

A2. reposition pelican crossing to Leisure Centre,

A3. create focal area in association with improvements to Leisure Centre,

A4. add double rows of avenue tree planting (large stature),

A5. improve layout of footways in association with tree planting (footways between trees with grass verges adjacent to carriageway where possible),

A6. improve surfacing and details,

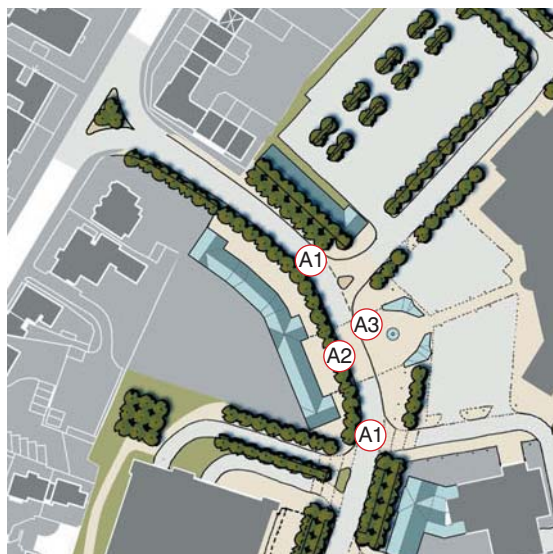
A7. provision for motorcycle parking.

#### Ownership and control:

The proposed changes lie within land controlled by Warwickshire County Council and Stratford-on-Avon District Council with some land leased by the Moat House Hotel.

#### Related projects and responsible body:

- development opportunities at Riverside and Unicorn Meadow car parks (SDC),
- improvements to the parking and forecourt of the Leisure Centre (SDC),
- extension to Harlequin Public House (Harlequin Public House),
- extension to Moat House Hotel (Moat House Hotel),
- new Tourist Information Centre (SDC and Tourist Board),
- improvements to Cattle Market Green (SDC and Moat House Hotel),
- improvements to Bridgefoot crossing (WCC).



Figures 26 & 27: The Avenue: an opportunity to incorporate Bridgeway into the town as a traditional street



## Riverside car park



Figure 28: Riverside car park: plan

### 7.3.2 Riverside car park

#### Project aims:

- emphasise connection to Warwick Road Lands,
- improve pedestrian environment within car park,
- contribute to the improvement of the overall environment of Bridgeway as a street - reduce traffic and create street environment.

#### Project details:

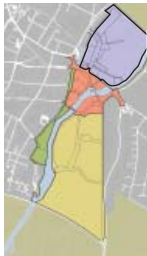
- B1. add large stature tree planting and footways to main route from Bridgeway to the Warwick Road Lands,
- B2. rationalise car park layout,
- B3. create new access from the Warwick Road to the car park,
- B4. add parking spaces to the north to replace those lost at Unicorn Meadow,
- B5. realise development opportunity on frontage of Bridgeway with small scale residential development with active frontage on Bridgeway (i.e. access).

#### Ownership and control:

The proposed changes lie within land owned by Stratford-on-Avon District Council and the Stratford-upon-Avon Town Trust.

#### Related projects and responsible body:

- development opportunities at Unicorn Meadow car parks (SDC),
- improvements to Bridgeway (WCC, SDC).



### 7.3.3 Leisure Centre

#### Project aims:

- improve pedestrian access and experience for visitors to the Leisure Centre,
- contribute to the improvement of the overall environment of Bridgeway as a street,
- create a sense of public presence on the street,
- create focus and attraction at top end of the street,
- emphasise connection to Warwick Road Lands.

#### Project details:

- C1. create new pedestrian access and revise parking layout in front of Leisure Centre,
- C2. create focal feature in front of Leisure Centre with improved surfaces and details, tree planting and canopy structures,
- C3. add tree planting and improve surface to route to Warwick Road Lands,
- C4. reduce area of access turn-outs.

#### Ownership and control:

The proposed changes lie within land owned by Stratford-on-Avon District Council.

#### Related projects and responsible body:

- improvements to Bridgeway (WCC, SDC),
- extension to Harlequin Public House.



Figure 29: Bridgeway, near the Leisure Centre



## 7.3.4 Unicorn Meadow

### Project aims:

- contribute to the improvement of the overall environment of Bridgeway as a street,
- create focus and attraction at top end of the street.

### Project details:

- D1. remove parking and realise development opportunity on frontage of Bridgeway with small scale residential and/or office development with active frontage on Bridgeway (i.e. access),
- D2. revise access to Bridgefoot car park with improved surfaces and details and tree planting,

D3. reduce area of access turn-outs,

D4. contribute to focal feature in front of Leisure Centre.

### Ownership and control:

The proposed changes lie within land owned by Stratford-on-Avon District Council.

### Related projects and responsible body:

- improvements to Bridgeway (WCC, SDC),
- improvements to Riverside car park (SDC),
- improvements to Leisure Centre (SDC).

## 7.3.5 Harlequin Public House

### Project aims:

- contribute to the improvement of the overall environment of Bridgeway as a street,

- create a sense of public presence on the street.

### Project details:

- E1. realise development opportunity on frontage of Bridgeway with active frontage on Bridgeway (i.e. access),
- E2. revise access and reduce area of access turn-outs,
- E3. add tree planting and improve surface to route to existing entrance.

### Ownership and control:

The proposed changes lie within land owned by Stratford-on-Avon District Council and leased by the Harlequin Public House.

### Related projects and responsible body:

- improvements to Bridgeway (WCC, SDC),
- improvements to Leisure Centre (SDC).

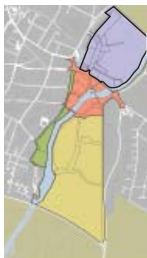


Figure 30: Unicorn Meadow: new development on both sides of Bridgeway can create a more traditional street character



Figure 31: Harlequin Public House: could be extended to provide a more traditional street frontage

### 7.3.6 Moat House Hotel

#### Project aims:

- improve pedestrian access and experience for visitors to the Hotel,
- contribute to the improvement of the overall environment of Bridgeway as a street,
- create a sense of public presence on the street.

#### Project details:

- F1. realise existing consent for extension (consider re-orientation of extension to parallel Bridgeway),
- F2. create shared surface forecourt to new front entrance as part of extension, giving priority to pedestrians,



Figure 32: Moat House Hotel

- F3. create new vehicle access north of Hotel,
- F4. reduce area of access turn-outs to new and existing access points.

#### Ownership and control:

The proposed changes lie within land owned by Stratford-on-Avon District Council and leased by the Moat House Hotel.

#### Related projects and responsible body:

- improvements to Bridgeway (WCC, SDC),
- extension to Harlequin Public House (Harlequin Public House),
- improvements to the North Riverside Walk (SDC, Moat House Hotel, Stratford Marina).

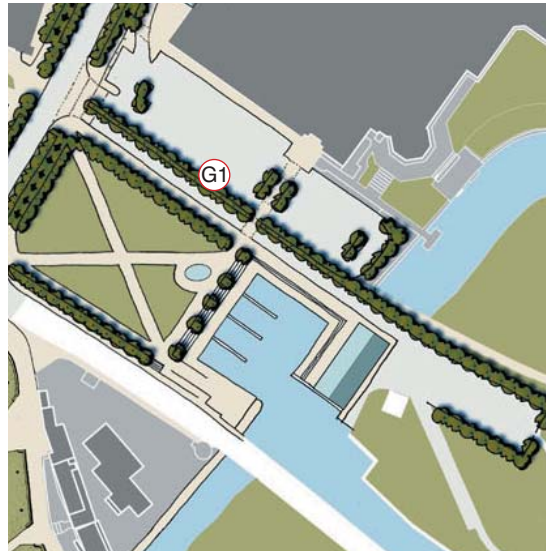


Figure 33: North Riverside walk

### 7.3.7 North Riverside Walk

#### Project aims:

- emphasise connection to Warwick Road Lands,
- improve pedestrian access and experience for visitors to Marina and North Riverside Walk,
- contribute to the improvement of the overall environment of Bridgeway as a street.

#### Project details:

- G1. add large stature tree planting and improve surface to route past Marina to Warwick Road Lands.

#### Ownership and control:

The proposed changes lie within land owned by Stratford-on-Avon District Council and leased by the Moat House Hotel and Stratford Marina,

#### Related projects and responsible body:

- improvements to Moat House Hotel (Moat House Hotel),
- improvements to Cattle Market Green (SDC and Moat House Hotel),
- improvements to Bridgeway (WCC).



## 7.3.8 Cattle Market Green

### Project aims:

- create attractive and actively used open space,
- contribute to the improvement of the Marina as an attraction,
- improve pedestrian access and experience for visitors to the Hotel, Marina and North Riverside Walk,
- contribute to the improvement of the overall environment of Bridgeway and Bridgefoot.

### Project details:

- H1. Give the space a name (suggested name, Cattle Market Green, derives from historic use of the site as cattle market circa 1914),
- H2. lower the ground level of the green subtly to slope down to the east toward the Marina,
- H3. create broad steps down to the Marina with intervening areas for large stature trees (plane),
- H4. reposition footpaths along desire lines and create direct route from Bridgefoot to the south-west entrance to the Hotel,
- H5. add new kiosk building for small scale food retail, ticketing or other similar use,
- H6. replace trees along Bridgefoot with larger stature species.

### Ownership and control:

The proposed changes lie within land owned by Stratford-on-Avon District Council and leased by the Moat House Hotel.

### Related projects and responsible body:

- improvements to Bridgeway (WCC, SDC),
- extension to Moat House Hotel (Moat House Hotel, SDC),
- improvements to Marina (Stratford Marina, Moat House Hotel, SDC),
- improvements to Bridgefoot (WCC, SDC).

## 7.3.9 Marina

### Project aims:

- create attractive and actively used facility that is part of the working town with a public presence,
- improve pedestrian access and experience for visitors to the Marina and North Riverside Walk as well as to Cox's Yard and the Bancroft,
- contribute to the improvement of the overall environment of Bridgeway and Bridgefoot.

### Project details:

- J1. extend basin,
- J2. create new steps and ramp from Bridgefoot,
- J3. create new building - restaurant/chandlery/workshops,
- J4. realise existing consent for floating walkway between Marina and the Bancroft Gardens (see 7.1.2, J9),

- J5. add new tree planting in car park and areas to the south-east.

### Ownership and control:

The proposed changes lie within land owned by Stratford Marina and Stratford-on-Avon District Council, some leased by the Moat House Hotel, involving various lease agreements.

### Related projects and responsible body:

- improvements to Bridgeway (WCC, SDC),
- extension to Moat House Hotel (Moat House Hotel, SDC),
- improvements to Marina (Stratford Marina, Moat House Hotel, SDC),
- improvements to Bridgefoot (WCC, SDC).

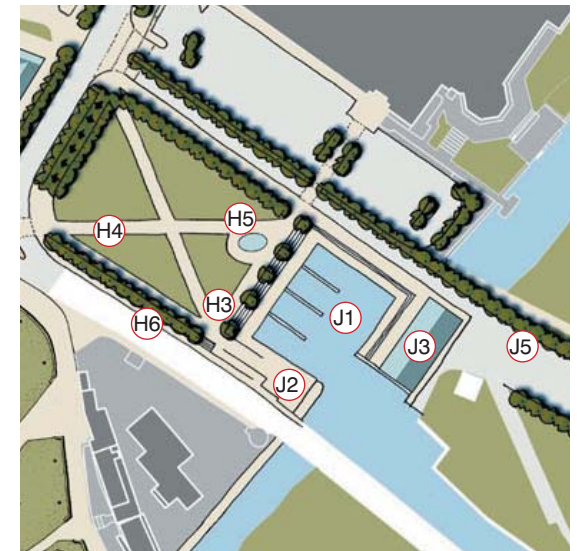


Figure 34: Cattle Market Green and Marina

### 7.3.10 Tourist Information Centre

#### Project aims:

- contribute to the improvement of the overall environment of Bridgeway and Bridgefoot as streets,
- create a sense of public presence on the street,
- improve facilities for tourists,
- improve access to Bridgefoot car park.

#### Project details:

- K1. create new, larger Tourist Information Centre with a clear presence and frontage on the street (building line should parallel street lines),
- K2. relocate parking,

K3. open direct link between Bridgefoot car Park and Bridgefoot,

K4. create new public space,

K5. add tree planting and improve surfaces and details.

#### Ownership and control:

The proposed changes lie within land owned by Stratford-on-Avon District Council and leased by South Warwickshire Tourism.

#### Related projects and responsible body:

- improvements to Bridgeway and Bridgefoot (WCC, SDC),
- improvements to Pen and Parchment (Laurel Pub Co.).

### 7.3.11 Pen and Parchment and adjacent building

#### Project aims:

- contribute to the improvement of the overall environment of Bridgefoot as a street,
- create a sense of public presence on the street,
- improve access to Bridgefoot car park.

#### Project details:

- L1. replace building adjacent to pub and open direct link between Bridgefoot car Park and Bridgefoot,
- L2. relocate parking (K2),
- L3. create new public space (K4),
- L4. continue to accommodate tour buses,
- L5. add tree planting and improve surfaces and details (K5).

#### Ownership and control:

The proposed changes lie within land owned by the Laurel Pub Company,

#### Related projects and responsible body:

- improvements to Bridgeway and Bridgefoot (WCC, SDC),
- new Tourist Information Centre (SDC, South Warwickshire Tourism).

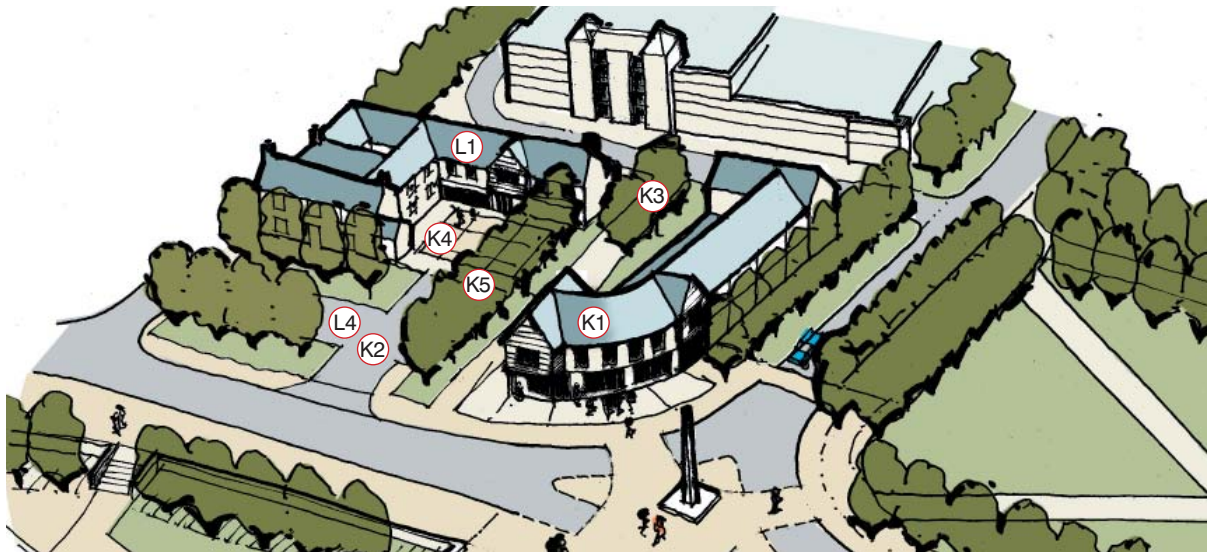
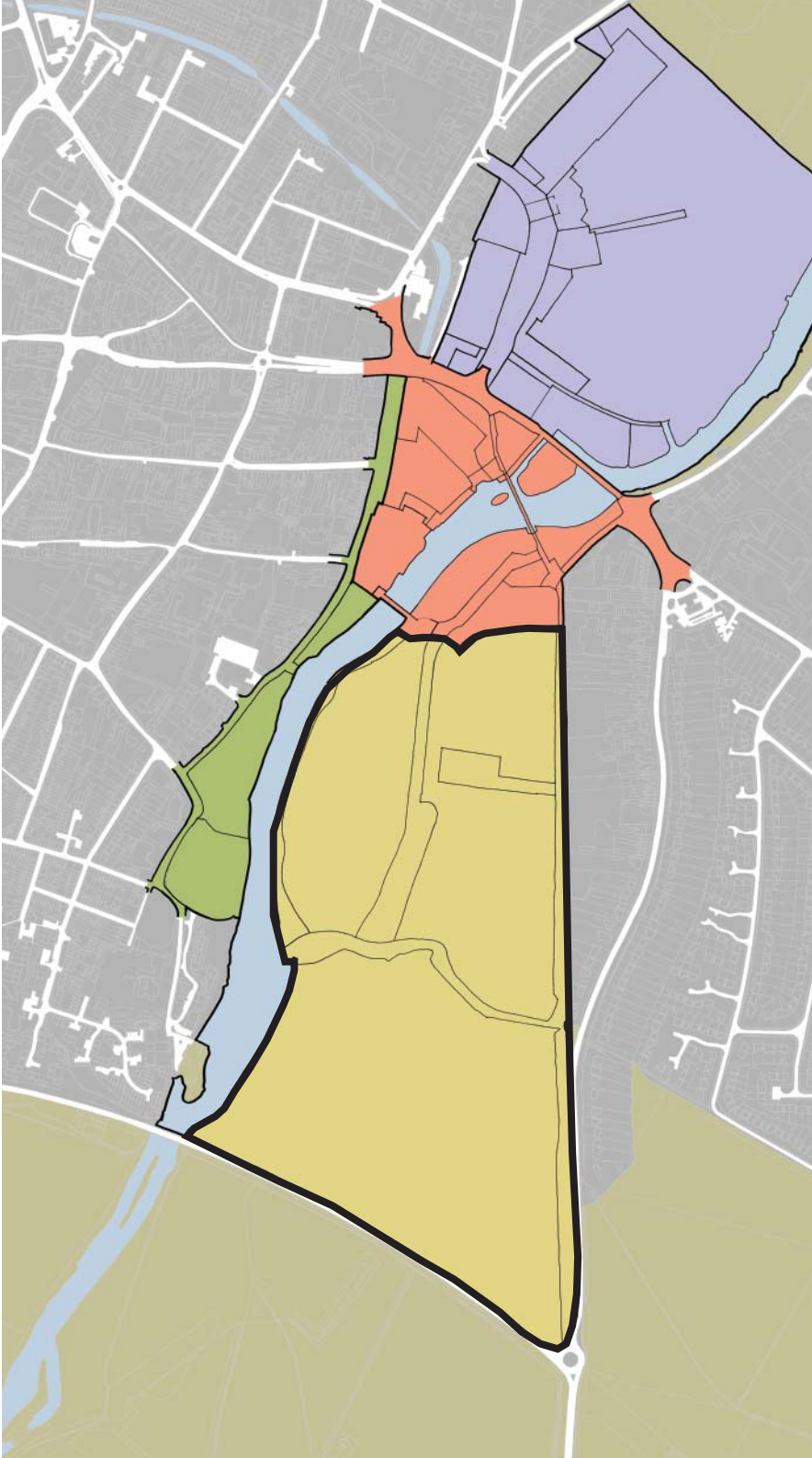


Figure 35: Tourist Information Centre & Pen and Parchment







# The recreation ground

## The recreation ground

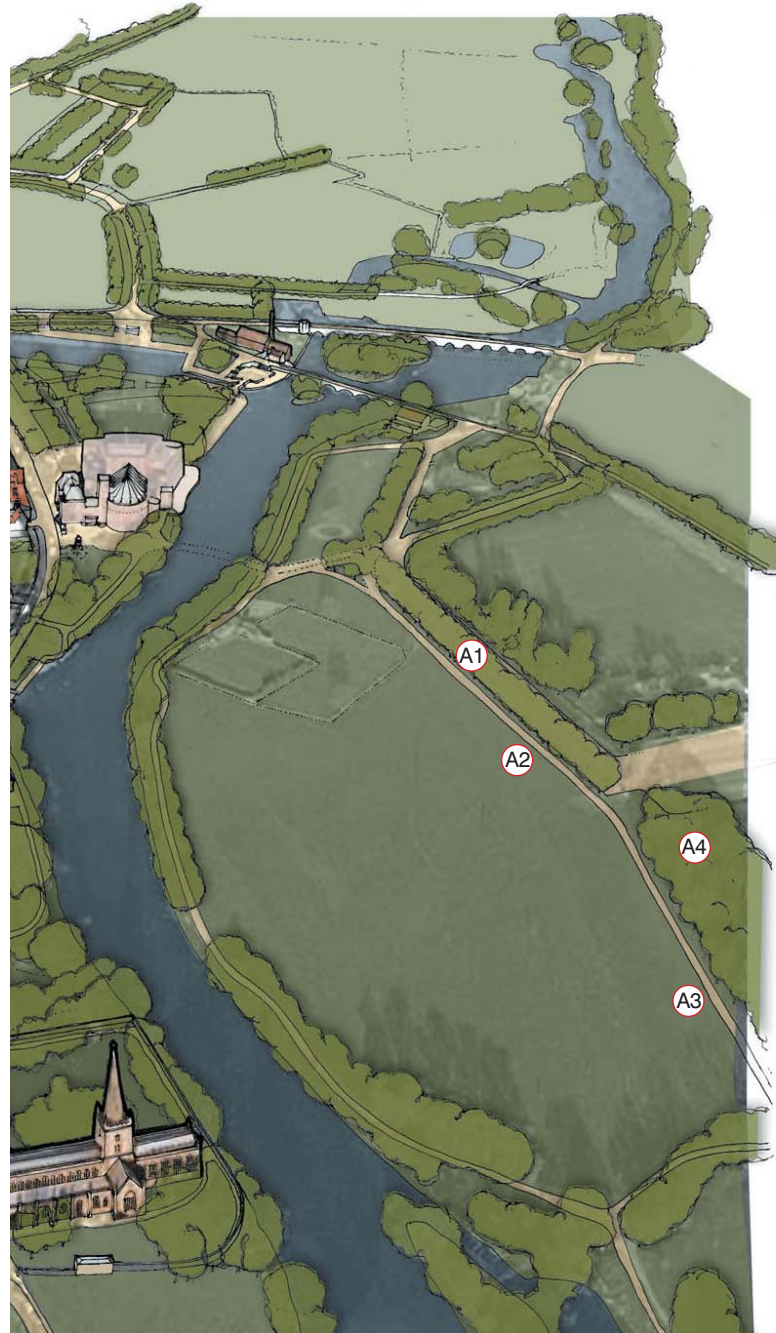


Figure 36: The Recreation Ground: perspective

## Masterplan proposals: The recreation ground

7.4 As mentioned in reference to the North Rec., the Recreation Ground as a whole is highly valued as a recreational area for residents and local visitors. In association with the Onion Fields to the south and Warwick Road Lands to the north, it provides a unique asset as an attractive green corridor running through the town. One of its chief attractions to people is its openness which allows for unrestricted views and informal activities. The sense of openness has, however, been compromised to a degree by the shrub and tree planting parallel to the parking running north-south along the Rec. Originally intended to screen the parked cars, it now constitutes too strong a visual barrier. The proposed removal of overspill parking from the South Rec. presents the opportunity to enhance the sense of openness by removing the planting now defining the overspill area. Another crucial issue affecting the Recreation Ground is the congestion occurring in the afternoons and evenings when there is a surge in cars attempting to leave the Rec. by Swan's Nest Lane.

### Project aims:

- retain and enhance the openness of the area for recreation and informal sports,
- retain the rural character of the area,
- highlight pedestrian routes and reinforce the overall structure and image of the Recreation Ground,
- relieve vehicular congestion.

### Project details:

#### South Recreation Ground Walk:

- A1. replace thick shrub and tree planting on the western edge of the hard surfaced parking with a line of large stature trees (for example willows),
- A2. create loose-surfaced foot path parallel to the line of trees and linking paths from parking to footpath,
- A3. extend footpath from parking area to Rushbrook parallel to line of grove planting,
- A4. reinforce the grove planting (clarify structure of plantation by selective removal and new planting),

#### General

- reinforce and make more visible the footpaths connecting the main north-south route to the Tramway and Shipston Road with improved surfacing and tree planting,

- unify/improve surface treatment of paths (in general, footpath surfacing should be loose chippings or other informal material with a simple edging. The surface would ideally be crushed granite or another non-friable, angular material of an appropriate colour);
- fill the gaps in the row of trees along the river's edge, improve footpath surface,
- replace sheet pile and concrete cap edge treatment of river with soft detail (e.g. coir roll, hazel faggot or willow wattle),
- improve footpath surface of Tramway,
- consider wild meadow management

regime for grassland area bounded by the Bowling Club to the north, the riverside path to the west, Rush Brook to the south and the grove planting to the east.

#### Ownership and control:

The proposed changes lie within land owned by SDC with some areas leased by various groups.

#### Related projects and responsible body:

- improvements to the North Rec (SDC),
- new footbridge (SDC, RSC).



Figure 37: Recreation Ground walk



**Area and town-wide measures**



Figure 38: The Heart of the Waterfront

# Masterplan proposals:

## Area and town-wide measures

### 7.5.1 Co-ordination and Management

To achieve the aims of the Masterplan it is necessary for some co-ordination of the diverse bodies who have an interest in this area for such a vision to be achievable.

Co-ordination between a wide range of issues is needed, including:

- public spaces,
- traffic management,
- highway layout,
- pedestrian movement,
- cycle provision,
- servicing,
- parking: on street,
- parking: off street,
- disabled access,
- public transport: waiting areas,
- signage,
- tourist information,
- patrolling city guides,
- interpretation plaques,
- conservation of urban fabric,
- historic buildings,
- maintenance of planting,
- litter: provision of bins,
- litter: clearance,
- street cleaning,
- management of street entertainers,
- street furniture,
- shops,
- food / drink,
- businesses,
- hotels / B&Bs / other accommodation,
- residents use,
- visitors use, including gatherings (e.g. bikers).

The two principal options to fulfil this aim are either a working group of representatives from relevant organisations or the appointment of an individual manager. The role of the group or manager might include the following elements:

- take an holistic view over the area, bringing together the diverse range of interests;
- market and explain proposed changes to the relevant bodies and to act as an information clearing house on what is happening.

Experience suggests that in order for a working group or manager to fulfil this difficult task, it is necessary to have:

- an holistic 'portfolio', allowing the group or manager to become involved in all relevant issues;
- a degree of independence from any particular bodies.

As a step toward achieving the aims of the Masterplan, the highest possible priority should be placed on reaching agreement between the relevant authorities and organisations on the basic approach to co-ordination and management.

A principal aim of the group or individual should be the formulation of an overall visitor management strategy for the Waterfront or, ideally, for the town as a whole.

Whether as part of a unified approach or not, the following sub-strategies should be formulated and implemented in seeking to achieve the aims of the Masterplan:

- Coach drop-off and parking strategy
- Vehicle access management strategy
- River activity and access strategy
- Walking and cycling routes
- Information and promotion
- Signage strategy
- Materials and details strategy
- Street furniture and lighting strategy

Further consideration might also be given to related off-site improvements:

- tree planting on the Warwick Road
- street improvements and pedestrian priority scheme for the entire historic core



# References

- Riverside Environs Study, Stratford-upon-Avon, Roger Evans Associates for Stratford-on-Avon District Council (1998)
- Stratford Theatre Area Feasibility Study, Gillespies and ARUP for Stratford-on-Avon District Council and Warwickshire District Council (2001)
- Stratford-on-Avon District Council Local Plan Review 1996-2011, by Stratford-on-Avon District Council (2002)
- Warwickshire's Local Transport Plan 2000, Warwickshire County Council (2000)