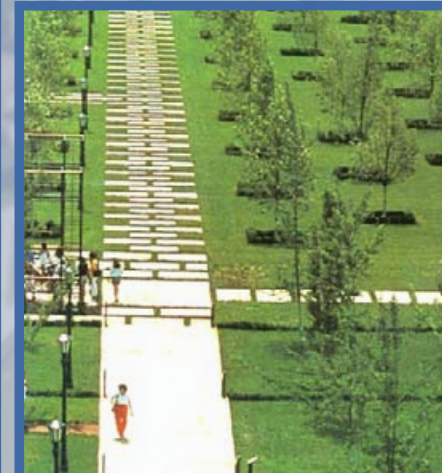
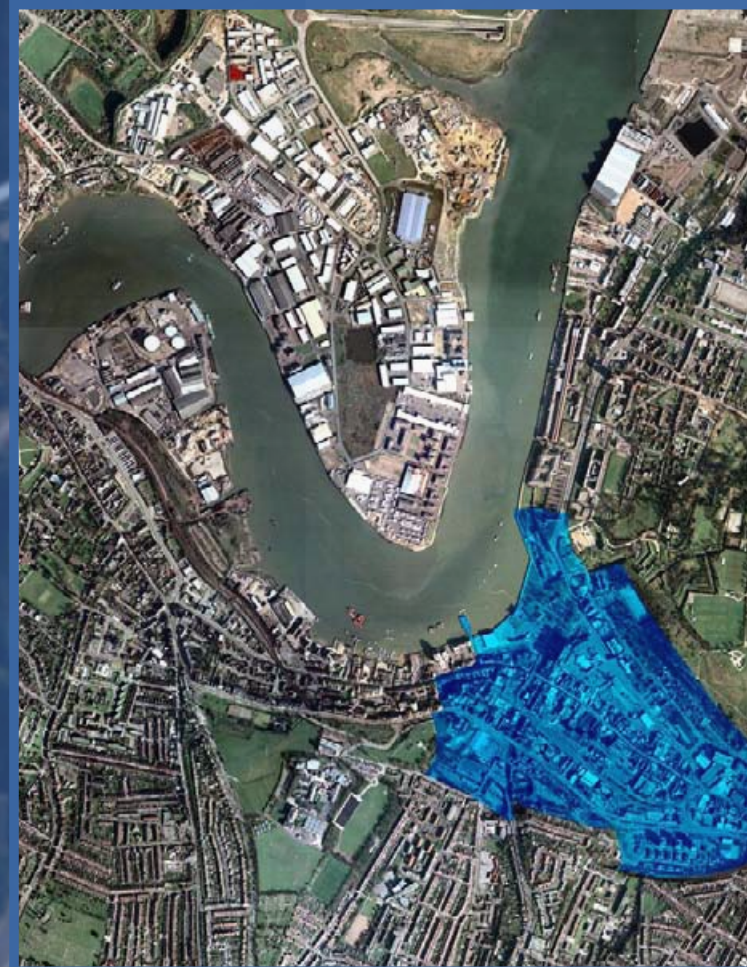


# Chatham Centre & Waterfront Development Framework

Supplementary Planning Guidance  
July 2004



Adopted by Medway Council





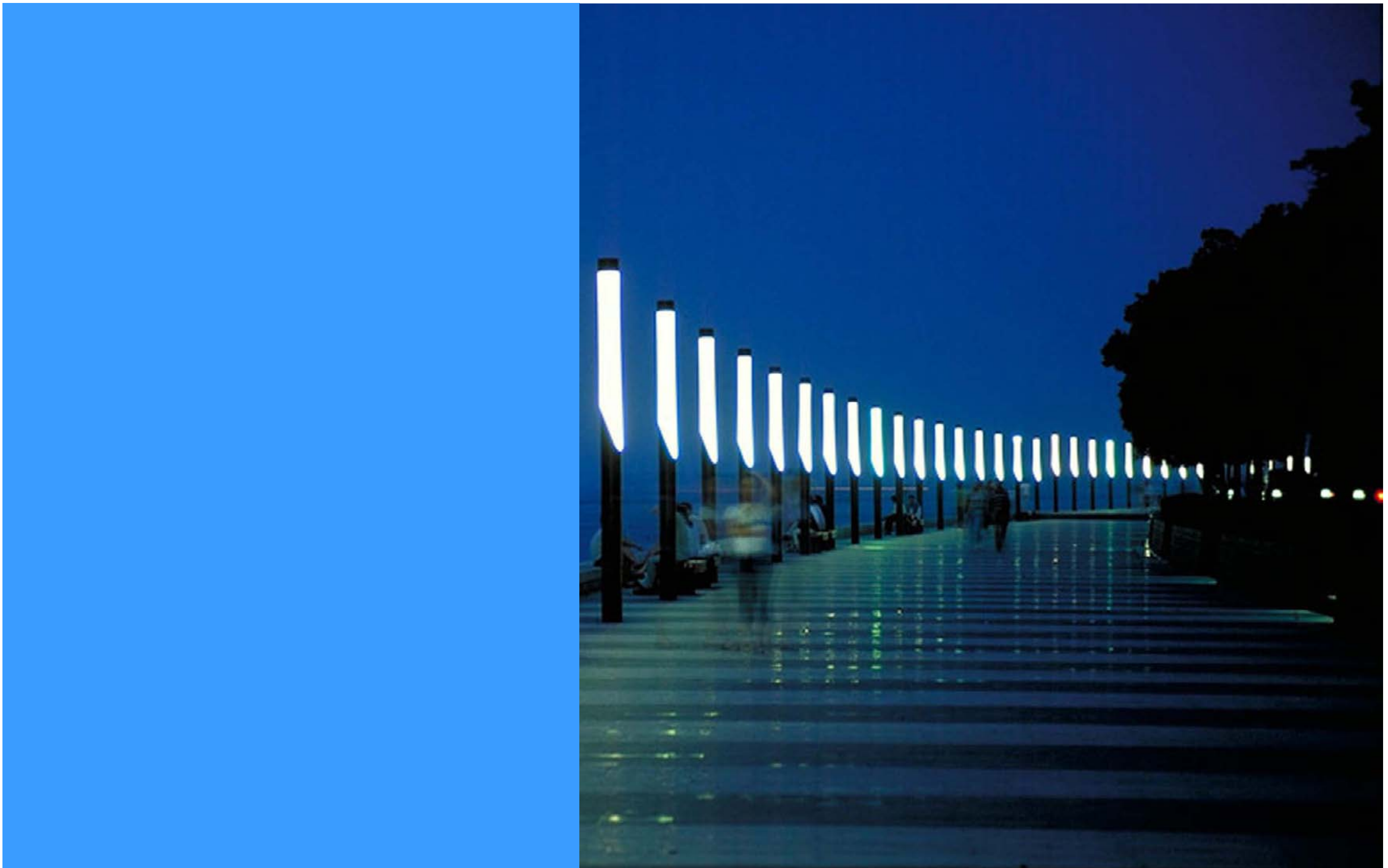
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# executive summary

Chatham Centre & Waterfront is the centre for a population of over a quarter of a million people in Medway. However, it does not yet have all the attributes of a thriving and vibrant centre of a forward-looking and successful city. This Development Framework provides the context for future investment and it will be the cornerstone of a transformation that should see Chatham reach its full potential at the heart of Medway. The underlying potential exists. Chatham is a centre with a wealth of history and its role as a strategic centre for trade and as a Naval Dockyard provide townscape and civic assets to celebrate. Closure of the Dockyard and the restructuring of Chatham's traditional economic base have created new challenges.

It is now time to focus on Chatham's centre and its waterfront. A clear Development Framework with specific projects and priorities creates a catalyst for attracting both public and private sector involvement to a place where, quite simply, the potential has not been optimised. This document provides the framework for this transformation and the unlocking of its potential. This regeneration strategy for Chatham Centre & Waterfront is set out with objectives and principles to guide regeneration and details of specific deliverable projects which will bring about this change.

The Development Framework also embraces a local urgency for positive change. Public consultation, wide stakeholder involvement and close working with officers and members of Medway Council in preparation of the framework clearly identifies the priority to reinvent a proud and characterful centre as the heart of the emerging Medway.

As the guiding tool, this document, its projects and priorities is given added weight as Supplementary Planning Guidance (SPG) to the adopted Medway Local Plan 2003.

Consequently, the Framework is an essential tool to guide planning and investment decisions for both the public sector and developers across Chatham Centre and Waterfront.

The Development Framework is based on key regeneration objectives for Chatham. The Framework:

- Sets a new direction for the future of Chatham Centre, and enables transformation and regeneration of the centre to proceed as quickly as possible;
- Establishes Chatham as a destination of choice for local people and a source of pride for the residents of Medway;
- Contributes to the social and economic regeneration of Chatham and provides opportunities for local communities, including new business development, particularly in the creative and professional sectors;
- Promotes a 'mature' centre, which accommodates a wide range of uses and activities, including cultural and creative uses and activities which cater for the needs and aspirations of all sections of the community;
- Ensure that mixed-use development includes provision for commercial office and leisure uses to add to the economic and social vibrancy of the Centre;
- Ensures that redevelopment of key areas is commercially realistic and deliverable;
- Ensures that development preserves and respects the setting of Chatham's historic environment;
- Ensures that future development is of the highest quality and provides a distinctive character and sense of place, to transform the perception of Chatham;
- Encourages sustainable access and easy movement to and within the centre, allowing access by all forms of travel, including walking and cycling; and

- Encourages best practice for the implementation of energy efficiency and sustainability in the built environment, including the reuse of historic buildings where appropriate.

Delivery of the Framework proposals will transform Chatham Centre and Waterfront into a thriving centre and destination of choice for the people of Medway. It will be an exciting, attractive and welcoming centre with something to offer people of all ages. Exceptional buildings and public spaces will provide a stimulating setting for shopping, culture, learning, business and leisure activity, in the heart of Medway.

The Framework sets out projects and investments which will transform the Centre. Implementation of the Framework will deliver:

[Greatly improved shopping and leisure facilities](#), including:

- Expansion and refurbishment of the Pentagon Centre to increase floorspace by approximately 15,000 m<sup>2</sup> (gross external);
- A new food store of approximately 8,000 m<sup>2</sup> (gross external); and
- Over 8,000m<sup>2</sup> of small-scale employment space and ground floor retail and leisure uses.

[A 'world class' cultural Waterfront for Chatham](#), with:

- Major new contemporary performing arts facility close to Sun Pier, comprising flexible performance and rehearsal space, including workspaces to meet strong demand for

such space and ancillary uses such as a bar and/or restaurant;

- Major new visual arts facility centred on the conversion and re-use of historic buildings at Old Gun Wharf;
- A dramatic new Waterfront Park, transforming the quality of the existing green spaces at the waterfront;
- Improved visibility and access to historic features, including the Barrier Ditch, and connections to the Great Lines, with a public interpretation facility as part of mixed-use development at New Gun Wharf; and
- hotel development on the waterfront, close to Sun Pier.

A New Central Library and Learning Resource and Civic Office, comprising:

- A new central library and learning resource centre;
- A new Civic Office to meet the changing needs of the Council and to reflect future approaches to integrated service delivery to the community, particularly ‘First Point of Contact’ facilities;
- A range of related and complementary facilities, which could include small-scale retail and cafes and restaurants; and
- A new public square.

Major environmental improvements throughout the Centre, including:

- New Waterfront Park and Riverside promenade from Old Gun Wharf to Sun Pier;
- Greatly improved access to the Waterfront by breaking down the severance effect caused by Sir John Hawkins Way and Globe Lane;
- Increased use of Sun Pier for boat moorings and related activities;
- Greatly enhanced Paddock to provide an attractive and useable civic space; and
- Improvements along the High Street, including the creation of new high quality public spaces within the shopping area.

Accessibility Improvements to, and within, the Centre, comprising:

- Returning The Brook and Best Street to two-way streets, with associated environmental improvements;
- Closure of Sir John Hawkins Way and Globe Lane to through traffic, and downgrading of Medway Street and Lower High Street;
- Removal of the Sir John Hawkins Way flyover and enhanced streetscape along the route of the flyover
- Greatly improved public transport access, with new, modern high-technology bus facilities along the route of Sir John Hawkins Way close to the Pentagon Centre and the High Street;
- Enhanced and rationalised car parking, including new, high-quality well-located multi-storey car parking to serve the Centre;
- Improved pedestrian and cycle connections, including links to and along the Waterfront and the possibility of establishing a cross-river link to Medway City Estate.

The Framework promotes bold and imaginative developments and environmental improvements of the highest design quality, to deliver a step-change in the range and quality of activities in the Centre and to change perceptions of Chatham. An urban design framework will ensure that investment makes the maximum contribution to the quality and character of Chatham.

Within the Centre, development should:

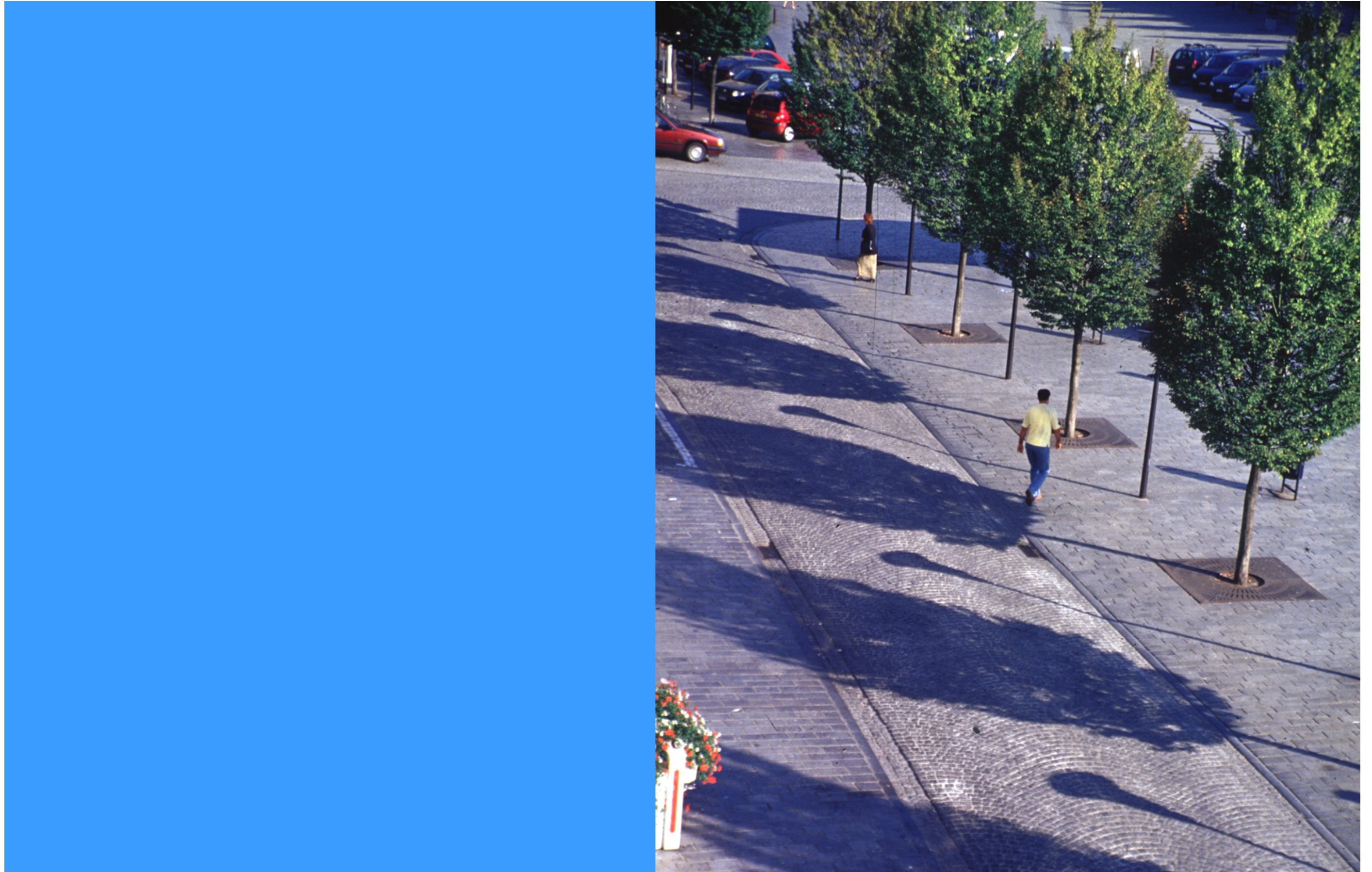
- Preserve and enhance existing townscape and heritage assets, including St John’s Church, The Brook Theatre, premises on the High Street, the Gun Wharf complex and the setting of the proposed World Heritage Site focussed on Fort Amhurst and its fortifications;
- Establish a sense of expectation and arrival through the formation of clear identifiable gateways and routes within the Centre;
- Be of a sufficient scale to create a sense of place and identity, contribute to vitality and provide appropriate landmarks to aid orientation;
- Generally be between three and six storeys in height. Taller buildings may be appropriate at key townscape locations in order to make efficient use of land in the centre, contribute to the critical mass of activity while respecting the scale of existing townscape and the character of Chatham;
- Conversely, at some sensitive sites, particularly on the river around Gun Wharf and near Fort Amherst, and against the escarpment of the Great Lines, building design should respond in a sensitive manner to the unique historic setting, where lower buildings of between two to three stories in height will be more appropriate;
- Be of sufficient scale in prominent locations, including those fronting key public spaces, to frame the space and create an ‘urban’ feel within the Centre;
- Respect the historic grain and character, particularly in the High Street and Lower High Street areas;
- Animate currently bland or uninviting areas or precincts;
- Establish new, safe, welcoming and direct pedestrian links which are accessible across the Centre, particularly links between the High Street and the Waterfront and north-south links across the Centre from New Road to the Great Lines breaking down severance caused by current infrastructure and poor quality public realm;
- Enhance the quality, natural surveillance and uses along existing pedestrian routes wherever possible; and

- Promote perimeter block development, fronting street lines and access routes and where appropriate enclosing semi private spaces.

The development, infrastructure and environmental proposals set out in the Development Framework provide a linked and complementary set of projects which, when combined, will transform Chatham and create a centre to make the people of Medway proud. These key projects will be delivered over differing timescales through private and public investment and partnership arrangements. Each of the projects is fundamental to achieving the overall aspiration for Chatham.

The Medway Waterfront Renaissance Strategy envisages Chatham as the centre and cultural heart of the wider Medway area. To achieve this role, bold transformation is required, rather than modest, incremental change. The Development Framework provides a key mechanism to achieve this exciting and challenging future for Chatham.







# 1. introduction

Chatham Centre & Waterfront is the centre for a population of over a quarter of a million people in Medway. However, it does not yet have all the attributes of a thriving and vibrant centre of a forward-looking and successful city. This Development Framework provides the context for future investment and it will be the cornerstone of a transformation that should see Chatham reach its full potential as the heart of Medway. The underlying potential exists. Chatham is a centre with a wealth of history and its role as a strategic centre for trade and as a Naval Dockyard provide townscape and civic assets to celebrate. Closure of the Dockyard and the restructuring of Chatham's traditional economic base have created new challenges.

It is now time to focus on the centre and its waterfront. A clear Development Framework with specific projects and priorities creates a catalyst for attracting both public and private sector involvement to a centre where, quite simply, the potential has not been optimised.

The essential ingredients are already in place:

- an historic centre with key attractive buildings and streets, yet these are often hidden by more recent development or infrastructure, but offering an essential built resource that differentiates Chatham Centre from other, less-characterful centres;
- a major shopping centre which is very 'tired' and in need of investment, including new larger units to attract major retailers and complementary retailing and other amenities, but with a diversity of offer which could be highly attractive to local people and visitors alike;
- The new Universities at Medway joint campus established at Chatham Maritime (with at least 6,000 students by 2010) as a focus for research,

entrepreneurship and economic growth, and with flagship developments such as The School of Pharmacy, The European Business School, and The School of Urban Renaissance, as well as the very well established Kent Institute of Art and Design providing an invaluable focus on cultural entrepreneurship and creativity;

- a river frontage, park and promenade with long-range views including those of Rochester Cathedral and Castle, currently characterised by tertiary, edge-of-centre uses including car parking, 'shed' warehousing and infrastructure, but offering potential as the setting of a new riparian mixed quarter with cultural and residential activity and a focus for river activity on the water and at Sun Pier;
- a dramatic setting with parkland and the open aspect of the Great Lines rising from the riverfront, but with very poor access from the centre; and
- finally, direct road and rail access to London and proximity to the CTRL at Ashford (and possibly at Chatham at a later date), yet the gateways and connections into Chatham are poor and uninviting, offering the potential of exploiting these linkages highlighting Chatham Centre and Waterfront as an accessible place to live, visit and enjoy.

With a focus of investment and energy, Chatham's latent potential will be realised.



Residential living around communal courtyards



Potential pedestrian and cycle bridge links across the Medway





New quality retail to High Street and Pentagon Centre



New café, bars and restaurants animating the public realm and providing new leisure opportunities around High Street and Waterfront

### 1.1 PURPOSE AND STATUS OF THE DEVELOPMENT FRAMEWORK

This document sets out objectives and principles to guide regeneration and details a number of specific, deliverable projects.

The Development Framework embraces a local urgency for positive change. Public consultation, wide stakeholder involvement and close working with officers and members of Medway Council in preparation of the framework clearly identifies the priority to reinvent a proud and characterful centre as the heart of the emerging Medway. In accordance, the document reflects the result of this public consultation and stakeholder involvement, and the matters raised in the representations received.

As the guiding tool, the Framework document and its projects and priorities, will be given added weight as Supplementary Planning Guidance (SPG) to the adopted Medway Local Plan 2003. Consequently, the Framework will become an essential tool to guide planning and investment decisions for both the public sector and developers across Chatham Centre and Waterfront. Importantly, the Framework has been drafted to conform with all relevant policies and proposals in the Kent Structure Plan 1996 and the Medway Local Plan 2003.

Supplementary Planning Guidance is prepared by local authorities under the provisions set out in national planning policy guidance PPG12: Development Plans. These provisions are due to be superseded under the Planning and Compulsory Purchase Act, which comes into force in July 2004. Medway Council will be required to prepare a local development scheme, to establish a programme for the preparation of a Local Development Framework over the next three years. It is expected that the Chatham Centre and Waterfront Development Framework will be taken forward under the new arrangements as an Action Area Plan, with development proposals for individual sites taking the form of Supplementary Planning Documents.

### 1.2 BACKGROUND TO THE DEVELOPMENT FRAMEWORK

Chatham is already Medway's major retail centre. With implementation of the Development Framework, it will also become Medway's civic and cultural heart. Success as a modern and thriving centre, together with complementary strategies for the other centres in Medway, is essential to the renaissance and future economic strength of the city as a whole. Consequently, Medway Council is committed to the regeneration of Chatham Centre and Waterfront and aims to transform the area into:

- a healthy and diverse centre making it a pleasure to visit,
- with outstanding urban design and architecture,
- exceptional green spaces for all to enjoy, relax and play in;
- with a vibrant mix of activities making the centre the living, working, learning, shopping, culture and leisure heart and incorporating excellent accessibility and connections.

It will have a broad impact as it will highlight the potential for substantial change across Medway as a whole and is intended to create confidence within the development industry with investors. However, the Development Framework is also aimed at current and future residents of Medway, demonstrating that aspirations for change will be delivered.



### 1.3 CHALLENGES, ASSETS & OPPORTUNITIES

#### The Challenge



Figure 1.1 Sir John Hawkins Way from the High Street



Figure 1.2 Unattractive environment beneath Sir John Hawkins Way on the High Street



Figure 1.3 The 'canyon' of the Brook, view to the south



Figure 1.4 Luton Arches, an uninspiring 'gateway' to Chatham from the east



Figure 1.5 The riverside walkway today, with pumping station building to the right



Figure 1.6 The former public library at the Waterfront



## The Assets



Figure 1.7 The River Medway and Historic Dockyard from KIAD



Figure 1.8 The green setting of Chatham – the Great Lines from Fort Pitt



Figure 1.9 The green setting of Chatham, view from the Great Lines



Figure 1.10 Views of Fort Amherst from Whiffens Avenue



Figure 1.11 The Brook Theatre, the former Town Hall



Figure 1.12 The Command House at the Waterfront





Figure 1.13 The listed St John's Church on Railway Street



Figure 1.14 Historic buildings on the High Street



Figure 1.15 Open space and riverside walkway at the Waterfront, with St Mary's Church beyond



## The Opportunities

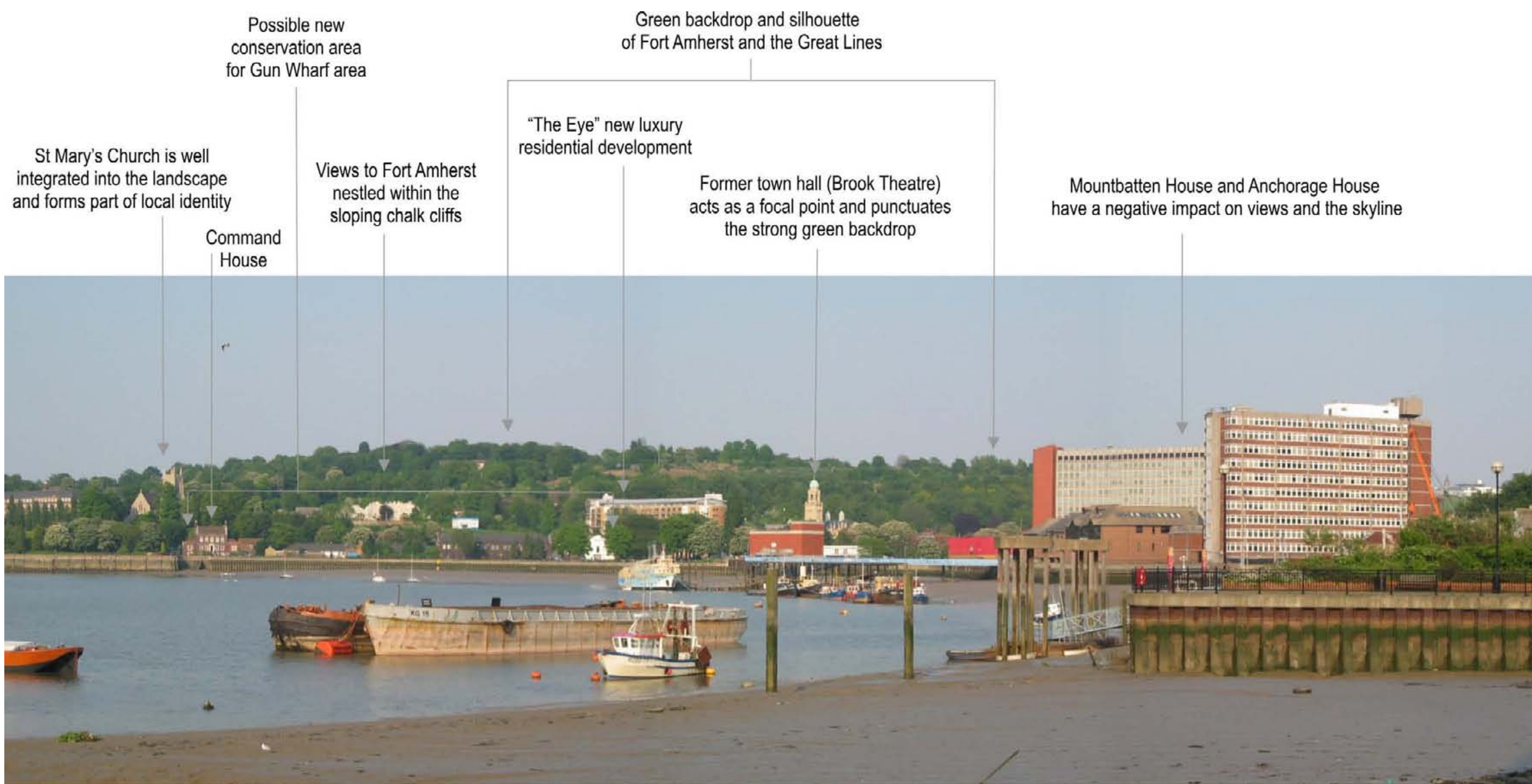


Figure 1.16 Setting of Chatham Waterfront



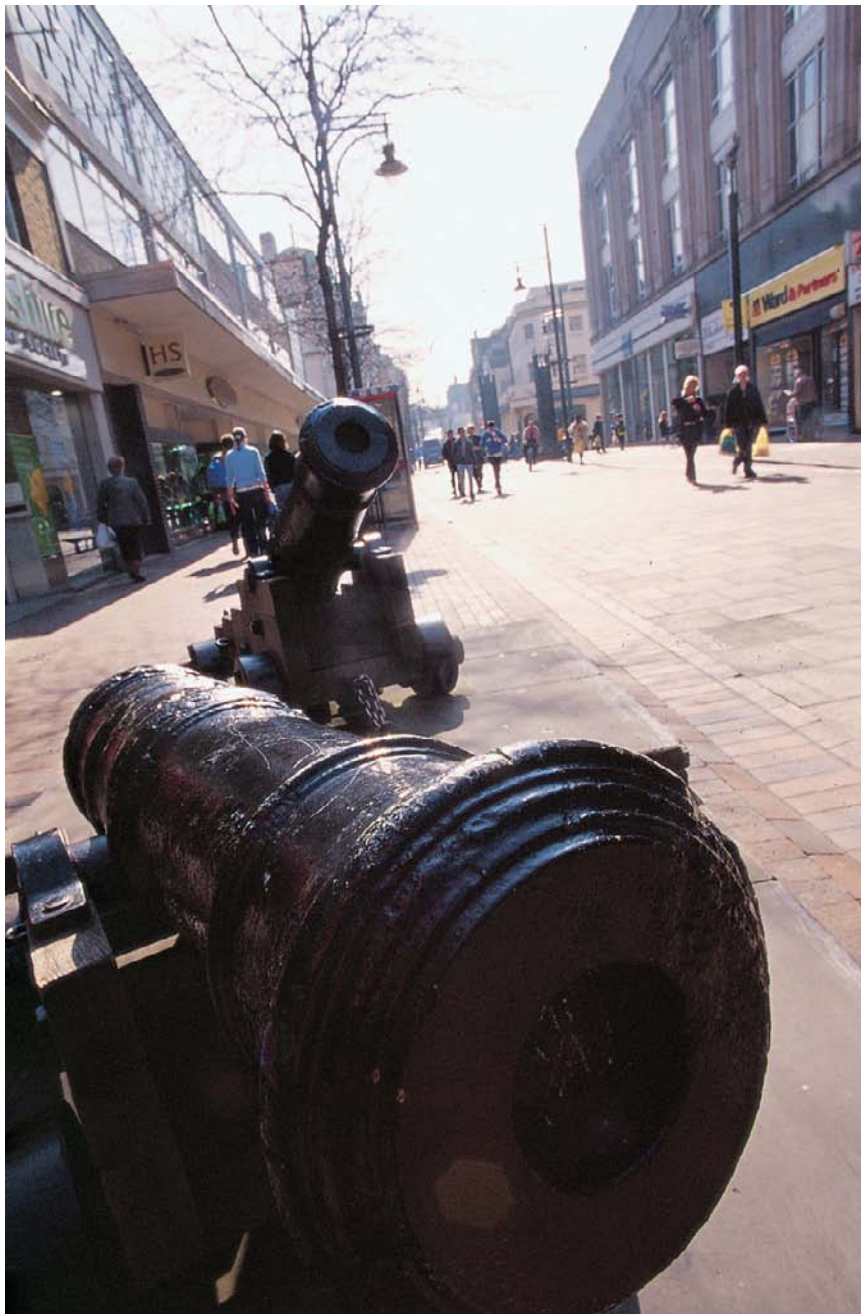


Figure 1.17 Maritime history of Chatham reflected



Figure 1.18 Major improvements public spaces



Figure 1.19 Major environmental improvements to create 'boulevards' in place of urban highways along The Brook and Best Street



Figure 1.20 Major improvements in public transport, with modern, attractive, high technology facilities



## The Opportunities Continued



Figure 1.21 Opportunities for high quality housing, with a range of types and tenures to create balanced communities to build on existing local communities.



Figure 1.22 Opportunity to create a new Council facility to foster Chatham as the civic heart of Medway.



Figure 1.23 Major improvements to the quality of public spaces throughout the town centre



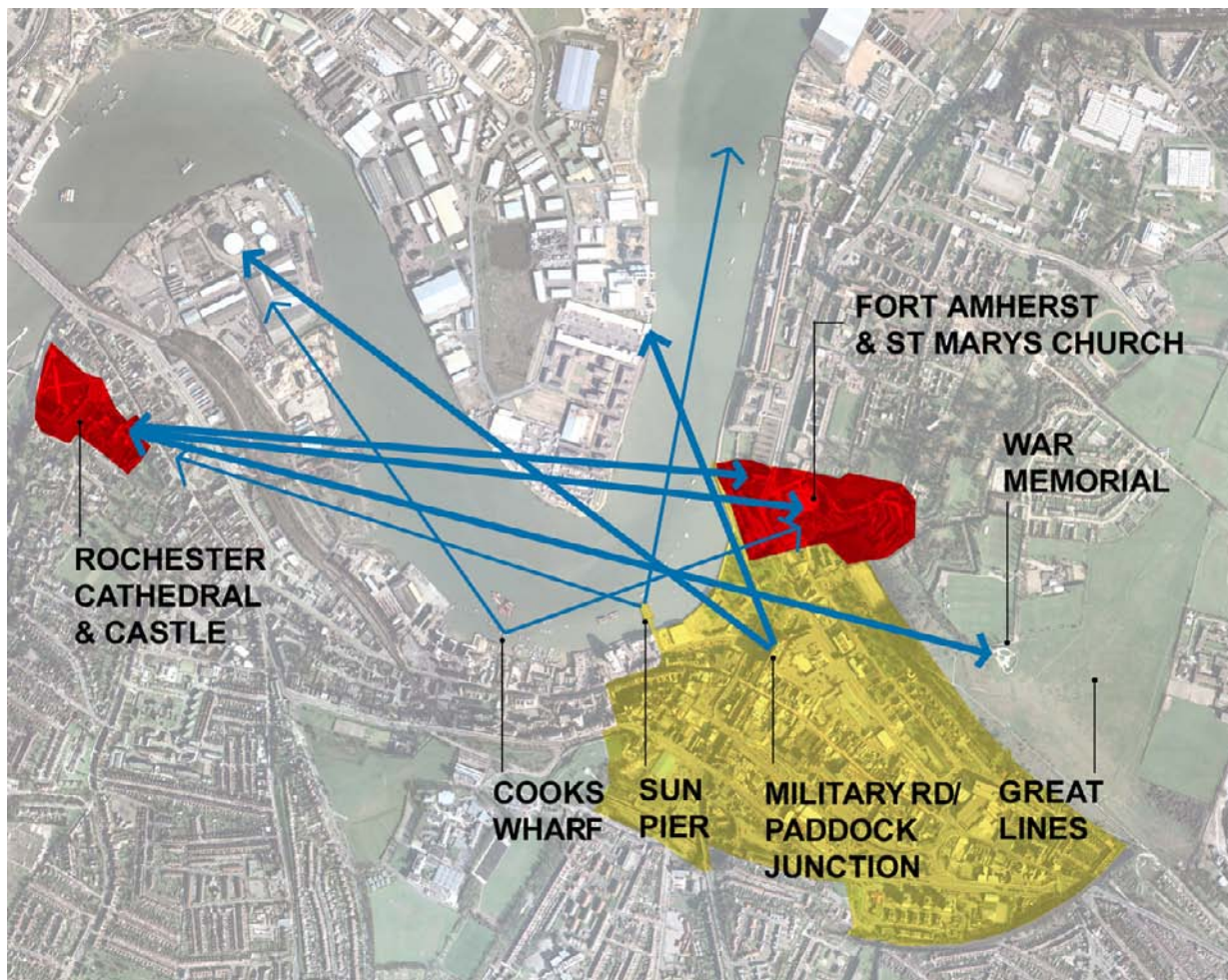


Figure 1.24 Strategic Waterfront Views

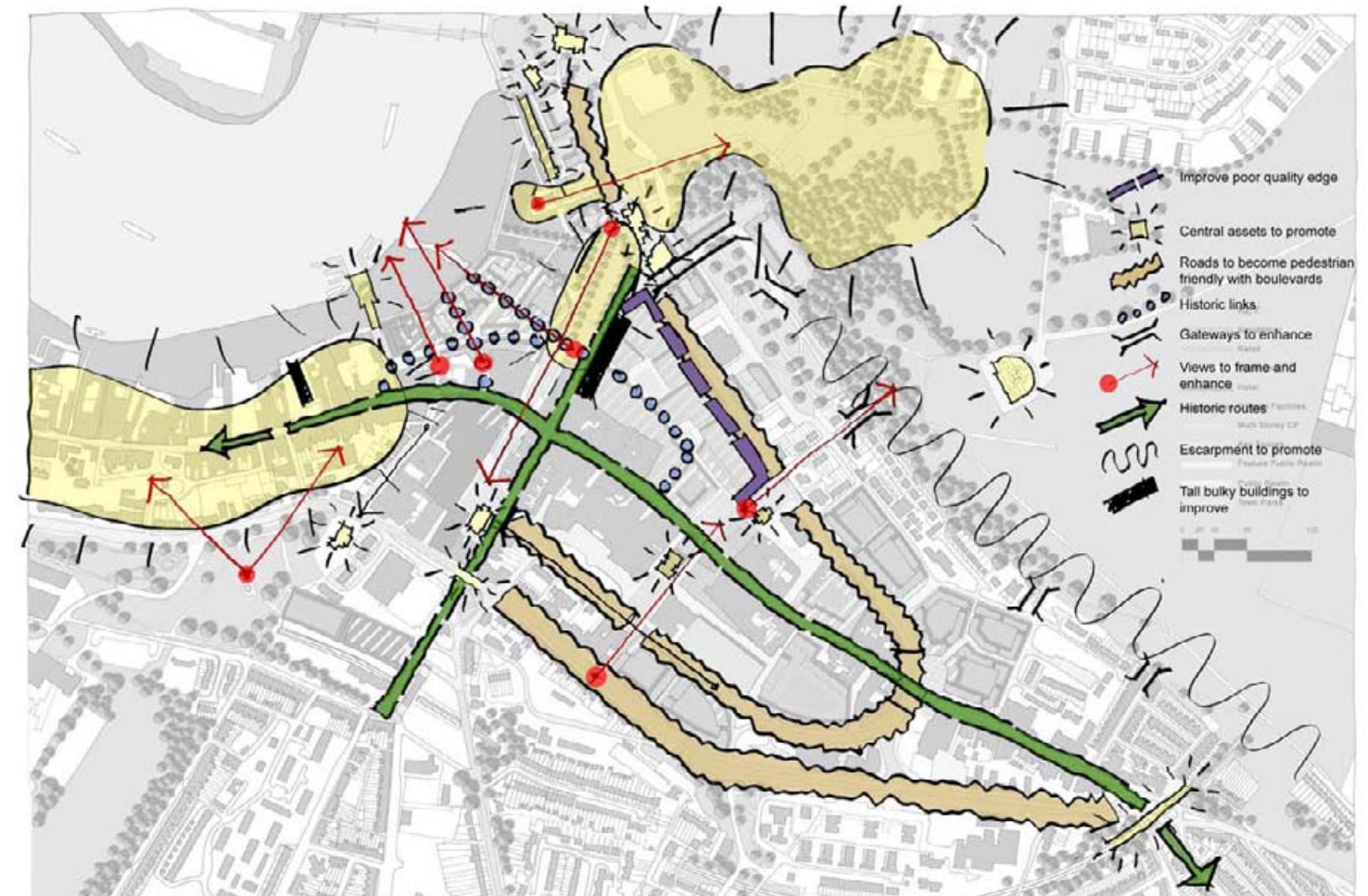


Figure 1.25 Central Urban Design Opportunities

#### 1.4 LOCAL & REGIONAL CONTEXT

The Government's Thames Gateway Strategic Executive and the Kent Partnership identifies Chatham Centre as a 'zone of change'. Consequently, the potential has been identified not solely by Medway Council, but also more widely. The Thames Gateway Kent Partnership has indicated in its Area Investment Framework that Chatham Centre and Waterfront is a strategic development and priority (with targets for 3,000 new jobs and 500 new houses in Chatham Centre).

Chatham Centre also has a highly significant role to play in delivering the Office of the Deputy Prime Minister's Sustainable Communities programme. This non-statutory Action Programme issued in February 2003, identifies key proposals for sustainable growth in housing supply over the next 15 years. The programme promotes an immediate increase and refocusing of investment to accelerate change and start to deal with the most acute problems faced by today's communities. The initiative also identifies the elements that form a sustainable community; these include a flourishing local public transport system, housing choice, good quality public services, diversity, high quality development and strong "sense of place".

Each of these issues is important to Chatham Centre and Waterfront today. Indeed, many of the priorities of the Communities Plan are issues across Medway. Consequently, Chatham Centre & Waterfront is one of several major regeneration projects in the wider Medway area, being co-ordinated within the Medway Waterfront Renaissance Strategy, which will enhance the character and the economy of the sub-region and positively contribute to the regeneration of the Thames Gateway.

At the outset, Chatham was identified as a high priority for delivering the Communities Plan and with the Development Framework in preparation, has already been successful in securing a £10million funding allocation to 'kick-start' change between 2003 and 2006.



### The Local Plan

Locally, the Medway Local Plan (adopted 2003) provides a strong basis for the Development Framework to be effective Supplementary Planning Guidance. It identifies Chatham Centre as the area for the development of a major, multi-use ‘city’ centre for Medway. Policy S5 establishes that

“The council will permit initiatives to enhance the attraction of the town centre. These may include environmental improvements, improved access for public transport, cyclists and pedestrians and access to the riverside”.

Each of these policy objectives is outlined in the Development Framework, together with the mechanisms to put this planning policy into practice.

The document represents a ‘centre strategy’ as recommended by the Government’s policy set out in PPG6: Town Centres. The Development Framework:

- considers the role of the centre and the scope for change, renewal and diversification;
- identifies the essential qualities of the centre and seeks to ensure that it meets the needs of the communities in Chatham and Medway; and
- incorporates a strategy and action plan for the centre.

### 1.5 STRATEGIC CONTEXT

Chatham Centre & Waterfront is one of several major regeneration projects in the wider Medway area, which will enhance the character and economic fortune of the sub-region and contribute to the wider regeneration of Thames Gateway. Major projects, including the regeneration of Rochester Riverside and Chatham Maritime, and other projects are being co-ordinated through the Medway Waterfront Renaissance Strategy.

The Medway Waterfront Renaissance Strategy has been prepared by Medway Council in association with the Medway Renaissance Partnership. It sets out a development strategy for the waterfront for the next 20 years which brings together, and builds upon, other planning guidance already in place.

The draft Strategy, prepared in April 2004, identifies the Medway Waterfront as an unparalleled regeneration opportunity to create a series of distinct urban quarters, focused on the River Medway. The aspiration set out in the draft Strategy is to create ‘a distinctive place, well known and loved for its beautiful buildings and open spaces, riverside walks and historic environment, complemented by the best in contemporary design’.

The draft Strategy provides a comprehensive framework for the social, economic and physical regeneration of major waterfront areas and clarifies the role of each in delivering the aspirations to deliver significant regeneration. The draft Strategy sets out a shared way forward and understanding between the council, the Medway Renaissance Partnership, other partners and the wider community.

The draft Medway Waterfront Renaissance Strategy has six themes, summarised below.

#### Quality and Design

- Create a beautiful waterfront city, with inspiring architecture and public open spaces, and a sense of local distinctiveness;
- Achieve high quality development which embraces innovative and sustainable design, construction and resource management techniques;
- Promote Medway’s unique maritime heritage and encourage the integration of old with new in a sensitive way;

#### Sense of Place

- Develop and maintain a strong sense of identity, civic pride and belonging, by harnessing the best qualities in the built, natural and social environment;
- Reconnect our urban spaces with the river – physically, visually and culturally;
- Create a people friendly environment that is safe and secure and accessible for all;

### The River

- Encourage a mix of industrial, recreational and leisure uses on the river, whilst protecting its important ecological and landscape character;
- Make the most of opportunities to increase public access to the river, ensuring new development enhances its attractiveness, views and overall appeal;

### The Economy

- Enhance competitiveness and develop a mixed economy with opportunities for inward investment and learning;
- Develop and foster cultural, knowledge and creative employment and activity;
- Develop Chatham Centre as the strategic civic, office, community and retail centre of Medway and beyond;

### Housing and Community

- Provide a mix and balance of house types and sizes that will be attractive and affordable to a broad cross-section of the community;
- Promote diversity and choice through mixed-use development that strengthens neighbourhoods with modern facilities and accessible local services;

### Transport

- Develop fast and efficient transport links between houses, jobs, services and key destinations;
- Widen transport choice and improve public transport; and
- Encourage direct and safe walking and cycling routes that connect key waterfront attractions / destinations.

A fundamental element of the draft Strategy is a spatial strategy for the Waterfront area, which identifies four ‘clusters’ of regeneration sites with distinctive characteristics and potential. These are:



[Consolidating the Central Core](#), with the introduction of up to 3,900 new homes and around 4,000 new jobs, through:

- Transformation of Chatham into the commercial and civic heart, as a strategic centre for all Medway's communities;
- Development of a new mixed-use community at Rochester Riverside which will complement and enhance historic Rochester;
- Continuation of historic Rochester as a key heritage and tourist location;
- Establishing a new lease of life for the Star Hill to Sun Pier area; and
- Environmental improvements to Medway City Estate and the creation of a pedestrian link to Chatham Centre and Waterfront.

[Developing a university and college quarter, leisure destination and a unique village setting](#), with up to 1,550 new homes and over 500 new jobs at the Historic Dockyard, Chatham, Chatham Maritime, Upper and Lower Upnor and Brompton, Fort Amherst and The Lines.

[Building waterfront communities around a distinctive centre](#), with up to 900 new homes and 200 to 300 new jobs in the Strood area.

Providing a [focus for mixed-use water-related activities](#) on Gillingham Waterfront and Chatham Port, with the potential for up to 1,200 new homes and around 100 new jobs.

#### [Delivering Regenerative Change in Chatham](#)

In 1999, a vision for Chatham Centre was prepared for Medway Council by consultants Llewellyn-Davies, which was subsequently endorsed by the Council.

Building on this work and to ensure rapid progress in delivering change in Chatham, Medway Council commissioned a multi-disciplinary team, led by consultants EDAW in June 2003, to prepare this Development Framework and a complementary Implementation Strategy as tools to enable delivery for the regeneration of Chatham's Centre and Waterfront. The consultant team comprised project management, planning and urban design consultants

EDAW, property consultants Donaldsons, transportation and engineering consultants WSP, facilitation consultant Kevin Murray Associates and cultural consultant Charles Landry from Comedia. The consultant team worked closely with the Council and local and strategic stakeholders during the latter half of 2003 to produce a practical, deliverable but innovative Development Framework to guide the regeneration of Chatham.

#### 1.6 STUDY AREA

The study area covered by the Development Framework covers approximately 64 hectares, as shown in Figure 1.26. The study area covers the central area of Chatham, including the Waterfront area, and extends from Chatham Railway Station in the south west to Fort Amherst in the north and to Luton Arches in the east. This area incorporates both the 'Core Retail Area' and 'Medway's "City" Centre Riverside Allocation', as defined on the Adopted Local Plan (2003) Proposals Map. Throughout the report, the study area shown in Figure 1.26 is referred to as the 'Centre' and the 'Central Area' for convenience. Implementation of the key project proposals set out in the Development Framework will transform the Centre and contribute greatly to the regeneration of the area. The impacts of this change do, however, stretch far more widely, offering a new focus and future for Chatham and greater Medway. It may be appropriate in the future for the definition of the centre to be expanded to take account of these changes.

#### 1.7 STUDY PROCESS

Engagement and dialogue with local stakeholders and interested parties has been fundamental in the preparation of the Development Framework. Throughout the preparation of the Framework, key stakeholders – Council members and officers, residents, business groups, interest groups, landowners, developers, statutory agencies – were brought together to jointly derive the regeneration proposals. Stakeholder involvement was principally achieved through a series of Design and Development Workshops (DDW) in July and October 2003.

The DDW process allows potential constraints, opportunities and aspirations to be thoroughly examined by interested parties. It encourages innovative solutions to issues such as transport, mixed uses and design, with the aim of creating a

Development Framework of the highest quality based on specific development and urban design principles. By adopting a collaborative approach, it emphasises developing creative solutions for specific opportunities and problems.

The purpose of the DDW is to achieve a common goal that embodies a balance of natural and built environments, whilst fostering local and regional needs and cultivating partnerships that are critical in the delivery of the framework. The DDW took forward the aspirations set out in the 1999 'Chatham City Vision' report by Llewellyn-Davies, and transformed them into a workable, deliverable framework for change in Chatham Centre & Waterfront.

The preparation of the Development Framework has also included more broad-based consultation with residents and visitors to Chatham. A public exhibition was held in July 2003 in the Pentagon Centre to canvas opinions from users of the Centre, and a follow-up exhibition was held in October 2003 to set out the emerging Development Framework proposals and to hear people's views. The exhibition was displayed in the Pentagon Centre, the Brook Theatre, and Medway Council offices at various times over a period of several weeks. Throughout this process, feedback from visitors was incorporated into the Development Framework via email and posted forms.

Comments were received from many individuals and organisations including Medway's Youth Parliament, and a questionnaire was distributed to the Citizen's Panel, to obtain comments from residents throughout Medway.

In addition to the DDW and public exhibitions, a series of stakeholder meetings and discussions informed the preparation of the Development Framework. These included discussions with various landowners and developers with an interest in the Centre and Waterfront, as well as transport operators and utilities companies. In addition, meetings were held with Kent Institute of Art & Design; the Kent Architecture Centre; the Environment Agency; English Heritage; Chatham Historic Dockyard; and the Gibraltar Hill Residents' Association.



As Draft SPG, the Development Framework was placed on deposit on 1 March 2004 until 16 April 2004, and subjected to an extensive programme of local public and stakeholder consultation. It included 58,000 copies of a special pull-out 'Medway Matters' supplement on the framework circulated throughout Medway, and a seven week exhibition (March 1 to 16 April 2004) place at The Pentagon, Chatham, which was staffed weekday lunchtimes and over 700 enquiries were fielded. Ten thousand local residents were invited to a programme of local neighbourhood consultation on the development framework in February and March 2004. About 400 people attended the six workshops. One hundred and forty five written representations were received, and in response, a number of amendments have been made to the final document.

A summary of the consultation, including an overview of the findings of the Citizen's Panel questionnaire, is included in Appendix A.

### 1.8 STRUCTURE OF THE REPORT

This Supplementary Planning Guidance sets out the regeneration aspirations and strategy for Chatham Centre & Waterfront Development Framework. Section 2 of the report sets out the strategic regeneration objectives and principles which have informed the Development Framework, in light of the wider Medway Waterfront Renaissance Strategy and local initiatives underway in Chatham.

The principal components of the Development Framework are set out in Section 3, together with the urban design principles which should guide future investment in the area.

Section 4 identifies a number of key projects which together will transform the centre of Chatham as the cultural heart for Medway.

A comprehensive and rigorous access & movement strategy forms a fundamental component of the Development Framework, which is set out in Section 5 of the report.

Section 6 provides a brief summary of project delivery and implementation strategy.

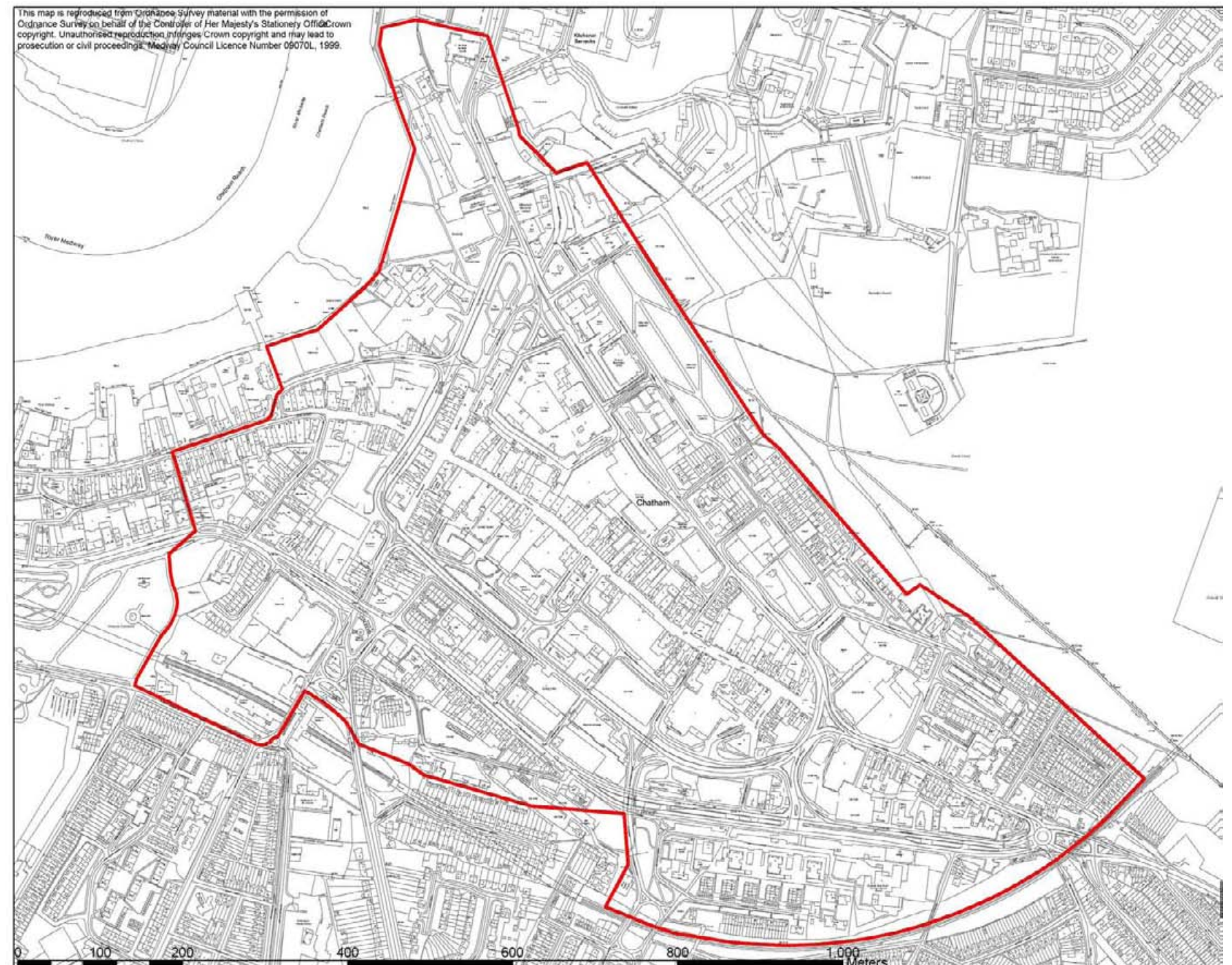


Figure 1.26 Development Framework Study Area



## 2. chatham centre & waterfront: the aspiration

The Development Framework seeks to make Chatham the shopping, leisure and cultural destination of choice for local people, and a source of pride for the people of Medway. The range and scale of proposed uses and activities, including improvements to shopping and cultural facilities, will meet the aspirations and needs of local communities, including new residents in Chatham and at Rochester Riverside. The scale of development proposed in Chatham will ensure that the centre meets the shopping, cultural and leisure aspirations of local people in a way which complements the roles of other town and district centres throughout Medway.

Medway Council intends to transform Chatham Centre and Waterfront into the cultural heart of Medway. The development framework sets out the principles of this objective including identification of space appropriate for a cultural facility at the waterfront, spaces for public art, and vibrant urban squares which will contribute to the cultural life and vitality of Chatham as place to live, work and visit. If Chatham wishes to encourage, retain and attract creative and talented people and become the focus of creative activity, however, it also needs to encourage and develop a range of cultural and learning activities. This includes:

- supporting initiatives to help people become work ready or employable (cultural initiatives or arts programmes provide an important route through to employment);
- offering learning programmes which help people become enterprising;
- investing in projects involving children and their parents, and young people, as a route through to learning and developing locally culturally vibrant areas;
- encouraging schemes which assist people in being entrepreneurial e.g. in setting up a creative business

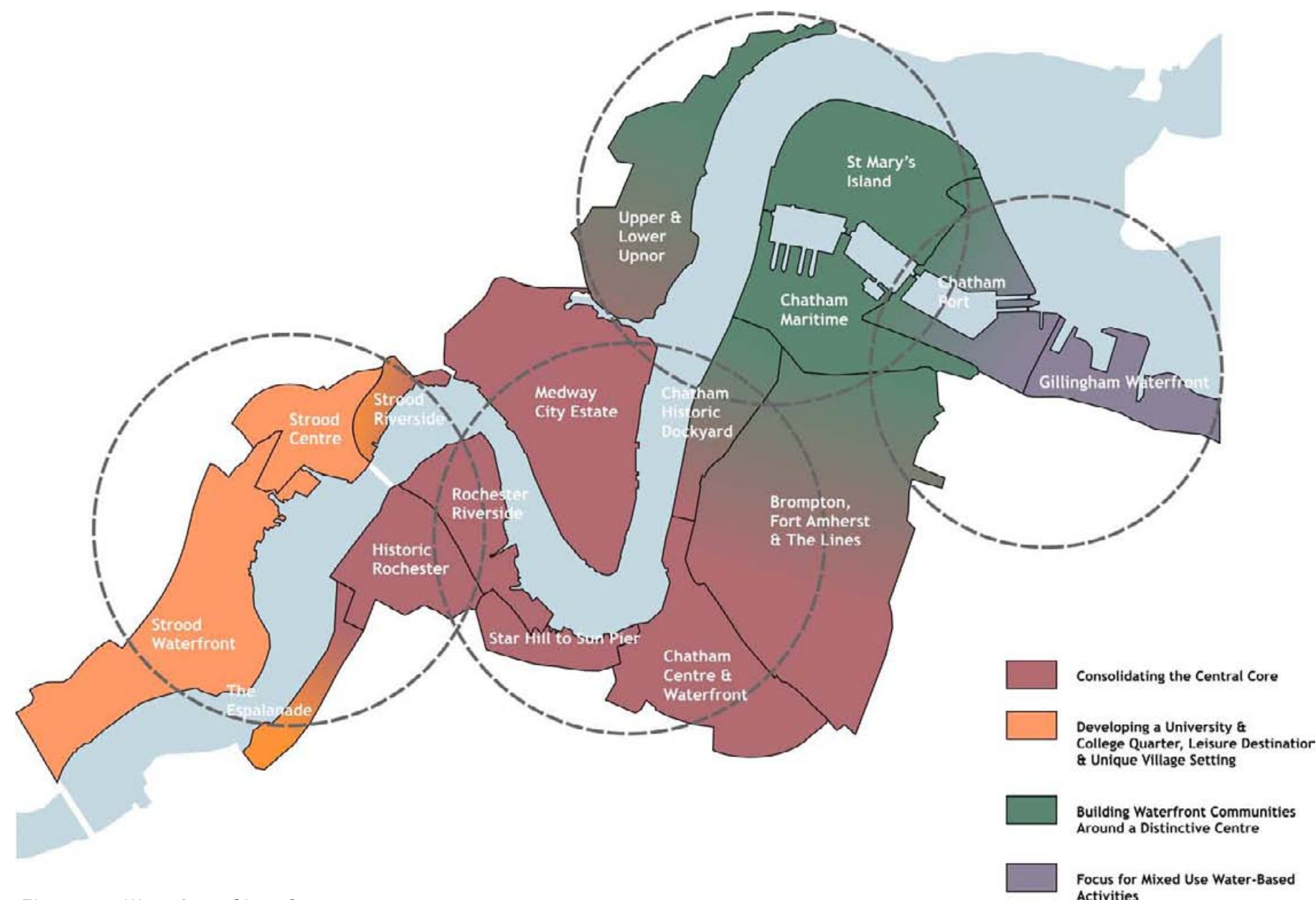


Figure 2.1 Waterfront Sites Concept



- encouraging courses and schemes that foster talent for people not currently involved in learning or cultural activity; and
- promoting creative entrepreneurial schemes and projects that lead to innovation and new business development.

In particular, if Chatham wishes creative and cultural industries to grow as a new business sector then there are a number of tools and support services that are necessary for these sectors to reach their potential, including:

- identification of creative sector champions and business support intermediaries to develop 'sector knowledge', build networks/supply-chains between businesses and develop showcase and network initiatives;
- promoting short and long term affordable studio and workspace facilities within Chatham;
- building a specialist creative business support infrastructure which focuses on information provision and development advice;
- bringing together Higher Education interests in the creative and cultural industries, securing long-term presence in Chatham to build local employment opportunities and reduces 'talent leakage';
- building a coherent, progressive sense of place for Chatham as a 'creative place' for creative business through physical improvements, new facilities, use of innovative design and marketing.

The projects set out in the Development Framework form an important part of the wider Medway Waterfront Renaissance Strategy, which includes complementary projects in the Chatham area that will contribute to the physical, economic and social regeneration of the centre and surrounding communities.

The delivery of Chatham Centre & Waterfront Development is assisted by the Council's Neighbourhood Renewal Team. Its work is to ensure that local and adjacent communities can benefit from, and have adequate input into, development proposals in the centre. The Chatham Framework area borders a Neighbourhood Renewal pilot area (All Saints) and it is vital that this area and other adjacent communities

benefit from this development and gain access to employment opportunities.

It is also important that the local community has an ample chance to have a say in how the development is taken forward. These people are able to contribute their informed viewpoint on many issues including how services could be bettered, what facilities are required and the access problems they have.

Complementary projects in Chatham include the Townscape Heritage Initiative (THI) from Sun Pier to Star Hill, Town Centre Improvement Strategy (TCIS), the proposals for World Heritage Site (WHS) status for Chatham Historic Dockyard and its defences, and a current programme of environmental improvements within the centre of Chatham.

The THI scheme consists of a conservation-led regeneration strategy along the Lower High Street, from Sun Pier to Doust Shipyard, and complements the proposals within the Development Framework for the Lower High Street. Amongst the goals of the THI scheme is a desire to promote environmental improvements to improve public perceptions of the area.

Public funding is also available to assist improvements to premises and the setting up of new businesses in the creative and evening economy sector on the High Street and Lower High Street over the next two years through the Town Centre Improvement Scheme (TCIS).

The World Heritage Site (WHS) proposals for Chatham Historic Dockyard and its defences are complementary to the Development Framework for Chatham Centre and have the potential to play an important role in the wider regeneration of Chatham through improving the profile of this unique and important asset. The provisional WHS boundary and buffer zone includes Fort Amherst, Chatham Lines, Gun Wharf, the Great Lines and Town Hall Gardens. The Development Framework is sensitive to the archaeological significance of Old Gun Wharf, the need to retain buildings and structures of historic importance and to preserve and enhance the setting of Fort Amherst and Chatham Lines. WHS status or buffer zone does not preclude appropriate development but will require a

sensitive approach to be adopted, with development of an appropriate scale accompanied by significant improvements in the overall quality of the area.

## 2.2 REGENERATION OBJECTIVES

The Chatham Centre & Waterfront Development Framework has been guided by key regeneration objectives. The Development Framework:

- Sets a new direction for the future of Chatham Centre, and enables transformation and regeneration of the centre to proceed as quickly as possible;
- Establishes Chatham as a destination of choice for local people and a source of pride for the residents of Medway;
- Contributes to the social and economic regeneration of Chatham and provides opportunities for local communities, including new business development, particularly in the creative and professional sectors;
- Promotes a 'mature' centre, which accommodates a wide range of uses and activities, including cultural and creative uses and activities which cater for the needs and aspirations of all sections of the community;
- Ensure that mixed-use development includes provision for commercial office and leisure uses to add to the economic and social vibrancy of the Centre;
- Ensures that redevelopment of key areas is commercially realistic and deliverable;
- Ensures that development preserves and respects the setting of Chatham's historic environment;
- Ensures that future development is of the highest quality and provides a distinctive character and sense of place, to transform the perception of Chatham;
- Encourages sustainable access and easy movement to and within the centre, allowing access by all forms of travel, including walking and cycling; and
- Encourages best practice for the implementation of energy efficiency and sustainability in the built environment, including the reuse of historic buildings where appropriate.



### 2.3 DEVELOPMENT FRAMEWORK PRINCIPLES

The objectives set out above have informed principles, agreed with stakeholders throughout the course of the study, which have shaped the regeneration proposals. The principles guiding the Development Framework are to:

- Establish a basis to promote high quality development and allows regeneration and supports growth, development and management over time;
- Greatly improve shopping & leisure facilities in Chatham;
- Introduce a range of new housing to increase community activity in the area;
- Create a new focus for civic activity in the heart of the Centre;
- Promote creative & cultural activity and business development, including inward investment, particularly at the Waterfront and in the Lower High Street;
- Strengthen the relationship and physical linkages between the High Street area and the Waterfront;
- Establish a linked network of quality public open spaces, particularly at the Waterfront and The Paddock;
- Respect the distinct topographic setting of the Centre, particularly the backdrop of the Great Lines and make best use of key views, including those across the river to Rochester;
- Respect and enhance townscape and historical assets, with new buildings generally between three and six stories in height;
- Promote urban design and architectural excellence and high quality development coherently in each of the projects throughout the Centre;
- Manage traffic and reconfigure highways infrastructure to minimise traffic impacts on the central area and surroundings;
- Greatly improve public transport facilities serving the Centre;
- Enhance and rationalise car parking throughout the Centre; and
- Improve connections for pedestrians and cyclists, particularly to and along the Waterfront.

### 2.4 SUSTAINABLE DEVELOPMENT

The principles of sustainable development are incorporated throughout the Development Framework. The Framework seeks to ensure the economic, social and environmental regeneration of the Centre and Waterfront, and provides the context within which individual development and investment projects will be brought forward. Future development will be expected to comply with the aspirations of Medway's Local Agenda 21 programme, the criteria included within the Sustainable Communities Plan and the comprehensive SEEDA Sustainability Checklist. The following provides a brief overview of sustainable development issues relating to the Development Framework.

#### Economic

The Development Framework aims to transform the centre of Chatham so that it fulfils its potential as an economic focus for Medway. Implementation of the projects set out in the Framework will:

- Provide new employment opportunities for the people of Medway;
- Create new small scale business space to support the needs of the small and medium-sized business sectors;
- Foster the creative industry sectors and cultural activity in Chatham;
- Raise the profile of Chatham as a location for business and enterprise;
- Introduce new communities into Chatham to contribute to local spending and add to the vitality of the centre throughout the day and in the evening;
- Improve the attractiveness of Chatham as a focus for cultural, leisure and recreation.

#### Environmental

Within Central Chatham, the Development Framework promotes regeneration to:

- Reduce the need to travel and promote use of sustainable modes of travel;
- Reduce air pollution and ensure acceptable air quality;
- Promote use of materials with low embodied energy;
- Promote energy efficiency in new building;

- Promote the use of renewable sources of energy through the preparation of development briefs;
- Consider the use of renewable energy sources;
- Ensure efficiency in the use of water in new development;
- Use local materials where possible;
- Encourage the recycling of building materials;
- Build in recycling facilities for organic and other wastes; and
- Protect and enhance local biodiversity, particularly habitats along the River Medway.

#### Social Inclusion

Medway Council is committed to equality and to ensuring that the regeneration of Chatham Centre & Waterfront provides opportunities and access to meet the needs of all parts of the community. The Framework seeks to provide an opportunity to create an easily accessible, inclusive environment for all the community.

Increasing well being and access to opportunities are an important aspiration for the Development Framework. Through the proposed regeneration projects, the Framework will:

- Increase opportunities for local people to access jobs, services, cultural and creative activities;
- Improve access to learning and training;
- Enhance the overall quality of the environment and 'sense of place';
- Reduce crime and fear of crime;
- Improve access to the Centre from surrounding communities by all modes of travel; and
- Ensure equality of access to all parts of the Centre and all facilities.

The framework seeks to ensure that the new development links in with and supports existing communities, and that good health and community, and faith facilities are provided, where the existing and new communities can get support and advice, and meet in a safe and comfortable environment.



Providing integrated and independent access for disabled people is a strategic theme of the Development Framework. One of the key principles is that by specifically integrating the access needs of disabled people, other people excluded by poor design and management, including children and older people, will also enjoy all of the benefits of the regenerated Chatham Centre & Waterfront.

## 2.5 CONNECTED INITIATIVES

The Chatham Centre & Waterfront Development Framework forms a very important part of the wider Medway Waterfront Renaissance Strategy. Chatham Centre and Waterfront is an essential component of the consolidation of the ‘Central Core’, which comprises Chatham and Rochester, and also has intimate links with the proposals for the ‘University and college quarter and leisure destination’, centred on the Chatham Historic Dockyard and Chatham Maritime.

The Development Framework seeks to build on the heritage assets within Chatham, particularly the Historic Dockyard, Fort Amherst and The Great Lines, which constitute unique heritage assets, as reflected in the proposed World Heritage Site status. The cultural proposals set out in the Framework seek to complement and reinforce the cultural and tourism offer which already exists in the area. Development and environmental improvements in the central area, particularly at the Waterfront, are intended to greatly enhance the ‘gateway’ to the Historic Dockyard from the west, and improve physical linkages between the Dockyard area and the centre of Chatham.

The Development Framework will guide future development and investment within Chatham to ensure that the area delivers the aspirations for Medway Waterfront. The Framework builds on the townscape assets which give the area much of its character, and which are reflected in the designated conservation areas, and the Townscape Heritage Scheme from Sun Pier to Star Hill. The guidelines are flexible, to allow innovative, creative solutions from those public and private organisations which will work in partnership to deliver the regeneration proposals.



# 3. development framework elements

## 3.1 KEY ELEMENTS

Delivery of the Development Framework proposals will transform Chatham Centre and Waterfront into a thriving centre and destination of choice for the people of Medway. It will be an exciting, attractive and welcoming centre with something to offer people of all ages. Exceptional buildings and public spaces will provide a stimulating setting for shopping, culture, learning, business and leisure activity, in the cultural heart of Medway.

The Development Framework comprises a number of projects and investments which will transform the Centre, as shown in Figure 3.1. The Framework will deliver:

Greatly improved shopping and leisure facilities, including:

- Expansion and refurbishment of the Pentagon Centre to increase floorspace by approximately 15,000 m<sup>2</sup> (gross external);
- A new food store of approximately 8,000 m<sup>2</sup> (gross external); and
- Over 8,000m<sup>2</sup> of small-scale employment space and ground floor retail and leisure uses.

A 'world class' cultural Waterfront for Chatham, with:

- Major new contemporary performing arts facility close to Sun Pier, comprising flexible performance and rehearsal space, including workspaces to meet strong demand for such space and ancillary uses such as a bar and/or restaurant;
- Major new visual arts facility centred on the conversion and re-use of historic buildings at Old Gun Wharf;

- A dramatic new Waterfront Park, transforming the quality of the existing green spaces at the waterfront;
- Improved visibility and access to historic features, including the Barrier Ditch, and connections to the Great Lines, with a public interpretation facility as part of mixed-use development at New Gun Wharf; and
- Hotel development on the waterfront, close to Sun Pier.

New communities living in the Centre, with:

- New housing development, to provide a mix of housing types and including affordable housing, notably along The Brook and at the Waterfront;
- Potential for over one thousand new homes in the central area, notably at The Brook and the Waterfront;
- Associated small-scale business space and some restaurant/ bars and cafes to contribute to the evening economy; and
- Environmental improvements at The Brook and Luton Arches.

A New Central Library and Learning Resource and Civic Office, comprising:

- A new central library and learning resource centre;
- A new Civic Office to meet the changing needs of the Council and to reflect future approaches to integrated service delivery to the community, particularly 'First Point of Contact' facilities;
- A range of related and complementary facilities, which could include small-scale retail and cafes and restaurants; and

- A new public square.

Major environmental improvements throughout the Centre, including:

- New Waterfront Park and Riverside promenade from Old Gun Wharf to Sun Pier;
- Greatly improved access to the Waterfront by breaking down the severance effect caused by Sir John Hawkins Way and Globe Lane;
- Increased use of Sun Pier for boat moorings and related activities;
- Greatly enhance The Paddock to provide an attractive and useable civic space; and
- Improvements along the High Street, including the creation of new public spaces within the shopping area.

Accessibility Improvements to, and within, the Centre, comprising:

- Returning The Brook and Best Street to two-way streets, with associated environmental improvements;
- Closure of Sir John Hawkins Way and Globe Lane to through traffic, and downgrading of Medway Street and Lower High Street;
- Removal of the Sir John Hawkins Way flyover and enhanced streetscape along the route of the flyover
- Greatly improved public transport facilities, with new, modern high technology bus facility along the route of Sir John Hawkins Way close to the Pentagon Centre and the High Street;



- Enhanced and rationalised car parking, including new, high quality well-located multi-storey car parking to serve the Centre;
- Improved pedestrian and cycle connections, including links to, and along, the Waterfront and the possibility of establishing a cross-river link to Medway City Estate.

### 3.2 URBAN DESIGN FRAMEWORK

#### Character and Setting of Chatham

The urban form of Chatham is governed largely by its geography and history. The centre of the town nestles in a small triangular valley that opens out to the River Medway. The hillsides above the town and river were left relatively undeveloped in order to give space for the defence for the adjacent Dockyard and now form distinctive and attractive green spaces and wooded backdrops to the town. The ditches and ramparts of largely Napoleonic complex of Fort Amherst are particularly prominent on northern hillside. Overall, Chatham's setting, by the river and against a green backdrop of higher land – is a unique and outstanding characteristic.

The centre of Chatham consists, in the main, of tightly packed traditional development of varying dates and styles on narrow plots along the narrow valley bottom High Street. The pattern is broken at intervals by more modern large blocks, of which the multi storey Pentagon Centre is the most dominant. The former Chatham Town Hall, now the Brook Theatre, and the Georgian Church of St John the Divine form attractive and distinctive 'punctuation' marks in the surrounding townscape, as does the St Mary's Church which overlooks the town from the north.

The most significant views of the town itself are from the river, in which Fort Amherst, St Mary's Church and the Gun Wharf complex feature prominently. The modern slab block of Mountbatten House also dominates.

Whilst the Development Framework will guide radical change and regeneration in Chatham, it also seeks to build on the unique and worthwhile aspects of Chatham's character-especially those aspects that contribute to its sense of place and setting. The Framework does not specify the detailed design for buildings, as flexibility is required to allow skilled architects to proposed creative solutions, which work within the overall principles and design guidelines. The following principles should be taken into account in

developing proposals throughout the Centre. More detailed design guidelines for each of the Key Project Area are set out in Section 4 of the document.

In taking forward the Development Framework, Medway Council may prepare more detailed design guidelines for individual elements of the regeneration proposals.

#### Built Form And Townscape

Successful regeneration of Chatham will depend, in large part, in ensuring that future development contributes positively to the environment, setting and character of the Centre. The following principles should be taken into account in developing proposals throughout the Centre.

The quality of development for these sites, which may have historic significance or landmark locations, is fundamental in achieving the high quality of buildings and public spaces which will define the regeneration of Chatham in the future. Guidance and briefs would be expected to build upon the design intent of this Framework and the specific guidelines for all projects identified below and in Section 4.

Within the Centre, built development should:

- preserve and enhance existing townscape and heritage assets, including St John's Church, The Brook Theatre, premises on the High Street and at Gun Wharf;
- be of a sufficient scale to create a sense of place and identity, contribute to vitality and provide appropriate landmarks to aid orientation;
- Generally be between three and six storeys in height. Taller buildings may be appropriate at key townscape locations in order to make efficient use of land in the centre, contribute to the critical mass of activity while respecting the scale of existing townscape and the character of Chatham. Conversely at some sensitive sites, particularly on the river around Gun Wharf and near Fort Amherst, and against the escarpment of the Great Lines, lower buildings of between two to three stories in height will be more appropriate;
- be of sufficient scale in prominent locations, including those fronting key public spaces, to frame the space and create a sufficiently dense 'urban' feel within the Centre.
- respect the historic grain and character, particularly in the High Street and Lower High Street areas;

- establish a sense of expectation and arrival through the formation of clear identifiable gateways and routes within the Centre;
- animate currently bland or uninviting areas or precincts;
- establish new safe, welcoming and direct pedestrian links which are accessible across the Centre, particularly links between the High Street and the Waterfront and north-south links across the Centre from New Road to the Great Lines;
- enhance the quality, natural surveillance and uses along existing pedestrian routes wherever possible; and
- promote perimeter block development, fronting street lines and access routes and where appropriate enclosing semi private spaces.



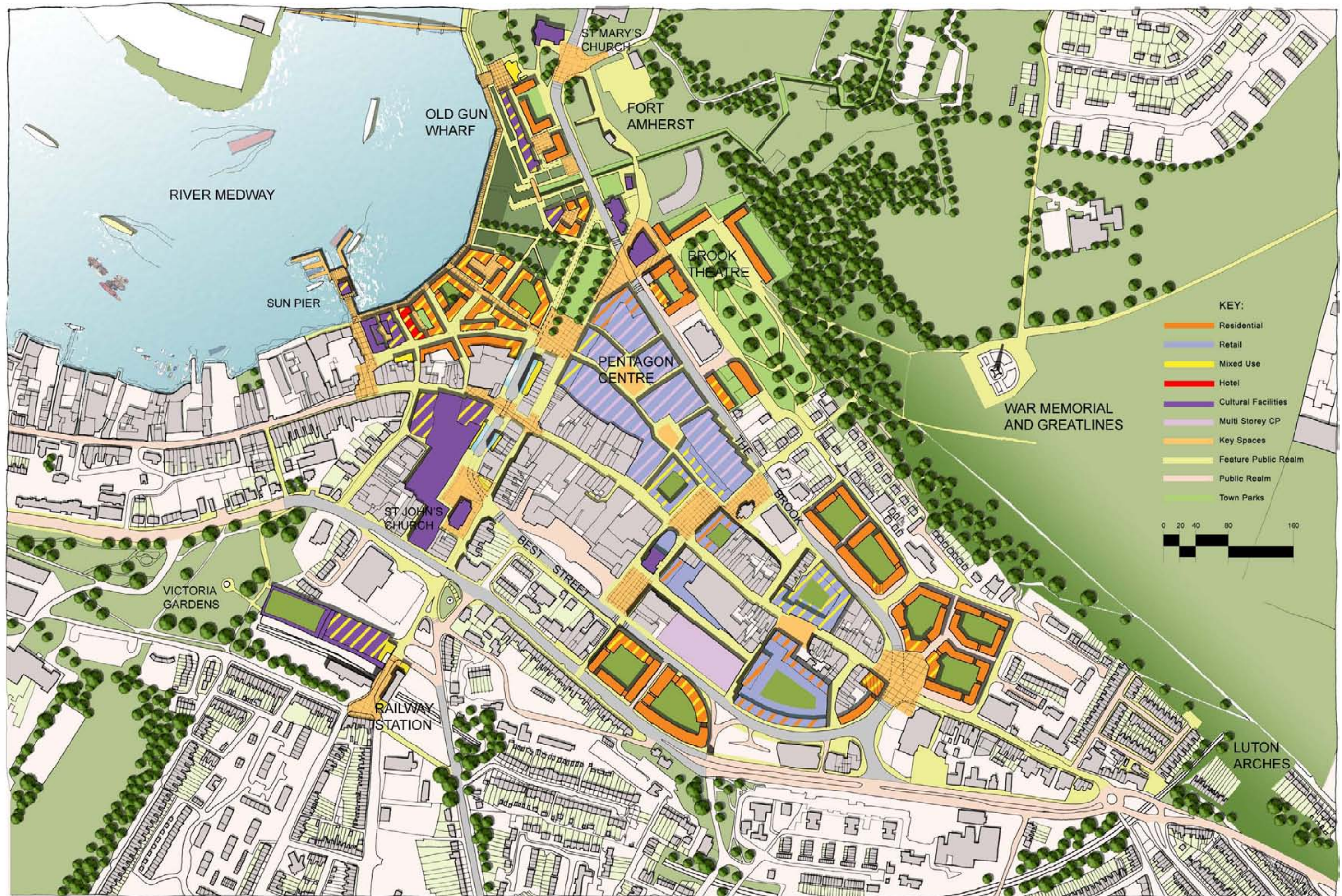


Figure 3.1 Chatham Centre & Waterfront Development Framework



### Public Spaces And Links

The quality and character of public spaces, both green spaces and hard ‘urban’ spaces is fundamentally important in creating an attractive and welcoming centre. The Development Framework proposes a network of linked, high quality public spaces throughout the Centre. The spaces form part of the pedestrian links through the area, ensuring a certain level of use of public spaces at most times of the day and evening, rather than being isolated and unfrequented. The different spaces would have varying character and treatment, as indicated in Section 4 below.

These spaces should be designed to allow their use for a variety of informal public activities, including civic events. The spaces will be expected to be ‘animated’ by having active frontages such as bars, cafes or shops at key locations along their edges, to ensure that the spaces are lively and well used, throughout the day and evening.

The main open spaces within the Development Framework are shown on Figure 3.2. These are:

- a major Waterfront park, including a riverside promenade between Old Gun Wharf and Sun Pier;
- a transformed public square at the Paddock;
- Town Hall Gardens;
- Victoria Gardens (adjacent to, but outside of the study area); and
- a new civic public square.

Figure 3.2 shows locations which are a priority for environmental improvement as key civic locations within the regenerated Centre. These include:

- Sun Pier;
- part of the Paddock;
- public realm adjoining St John’s Church on Railway Street;
- the Pentagon Centre;
- link across the Centre from Best Street to the historic Pumping Station adjacent to The Brook;
- two new public spaces along the High Street; and
- the Luton Arches area.

Figure 3.2 also shows key pedestrian links within the Central area, which should be enhanced and strengthened wherever possible. Priorities for improvement are to:

- Strengthen and enhance east-west links across the town from New Road to the Great Lines;
- Reconnect Higgins Lane and Holborn Lane to the Waterfront, and reduce the severance currently created by Sir John Hawkins Way and Globe Lane;
- Improve the environment along the High Street;
- Enhance the environment of The Brook and links north to Chatham Maritime & Town Hall Gardens with the Great Lines;
- Improve links from the High Street to the rail station along Railway Street; and
- Provide Victoria Gardens with new link to the rail station.



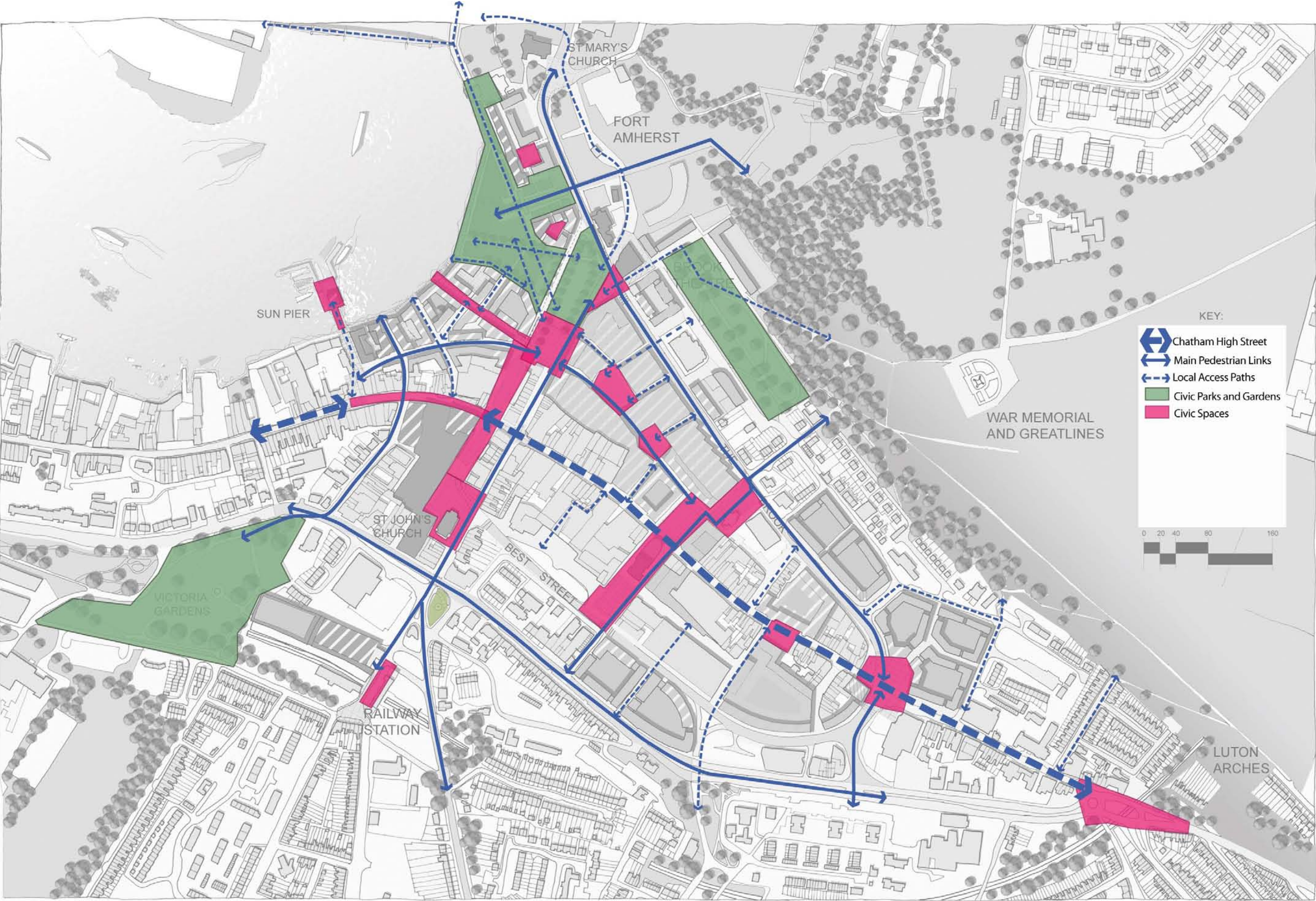
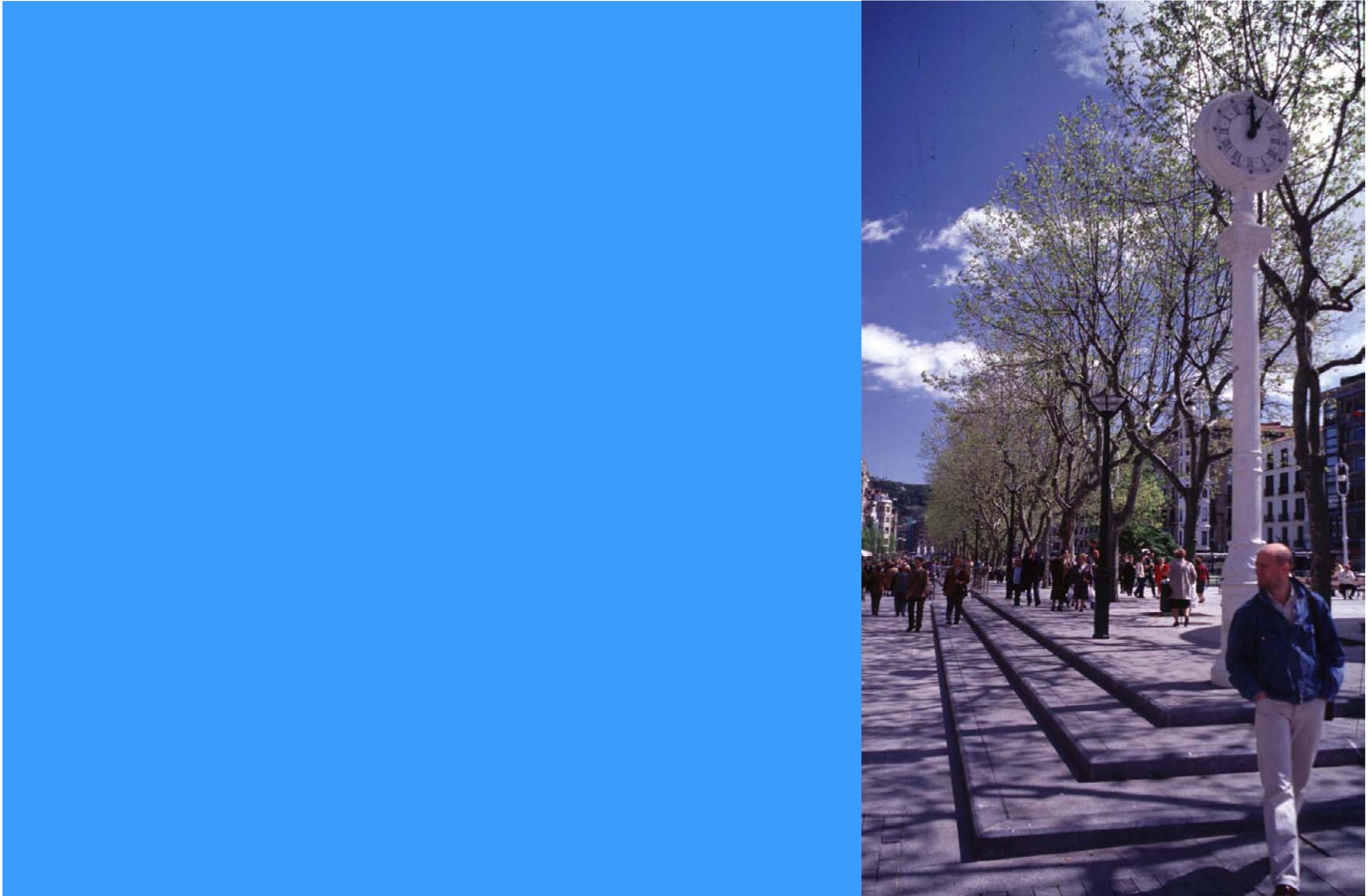


Figure 3.2 Key Spaces and Strategic Pedestrian Links







# 4. key projects

## 4.1 INTRODUCTION

To provide the basis for a deliverable strategy, the Development Framework has been divided into a series of smaller Key Project Areas to focus development and investment activity. These key projects offer the greatest opportunity to enhance the range of facilities, introduce new activities and transform the environment and create a focus for the on-going regeneration of Chatham. While identified as discrete projects, collectively they create a critical mass to deliver early regeneration across the Central Area.

The Key Project Areas are:

- The Brook & Upper High Street;
- St John's/High Street;
- The Waterfront;
- Shopping 'Heart';
- Sir John Hawkins Way / Highway Network;
- Station Gateway;
- Best Street.

The following sections provide a brief description of existing uses and characteristics in each area, together with the key aims for regeneration in that part of the Centre. A series of urban design principles are provided, which will guide the form of development and public realm improvements in each area. Finally, the development 'outputs' are identified, in terms of proposed uses, scale of development, and contribution to the regeneration of Chatham Centre and Waterfront as a whole.

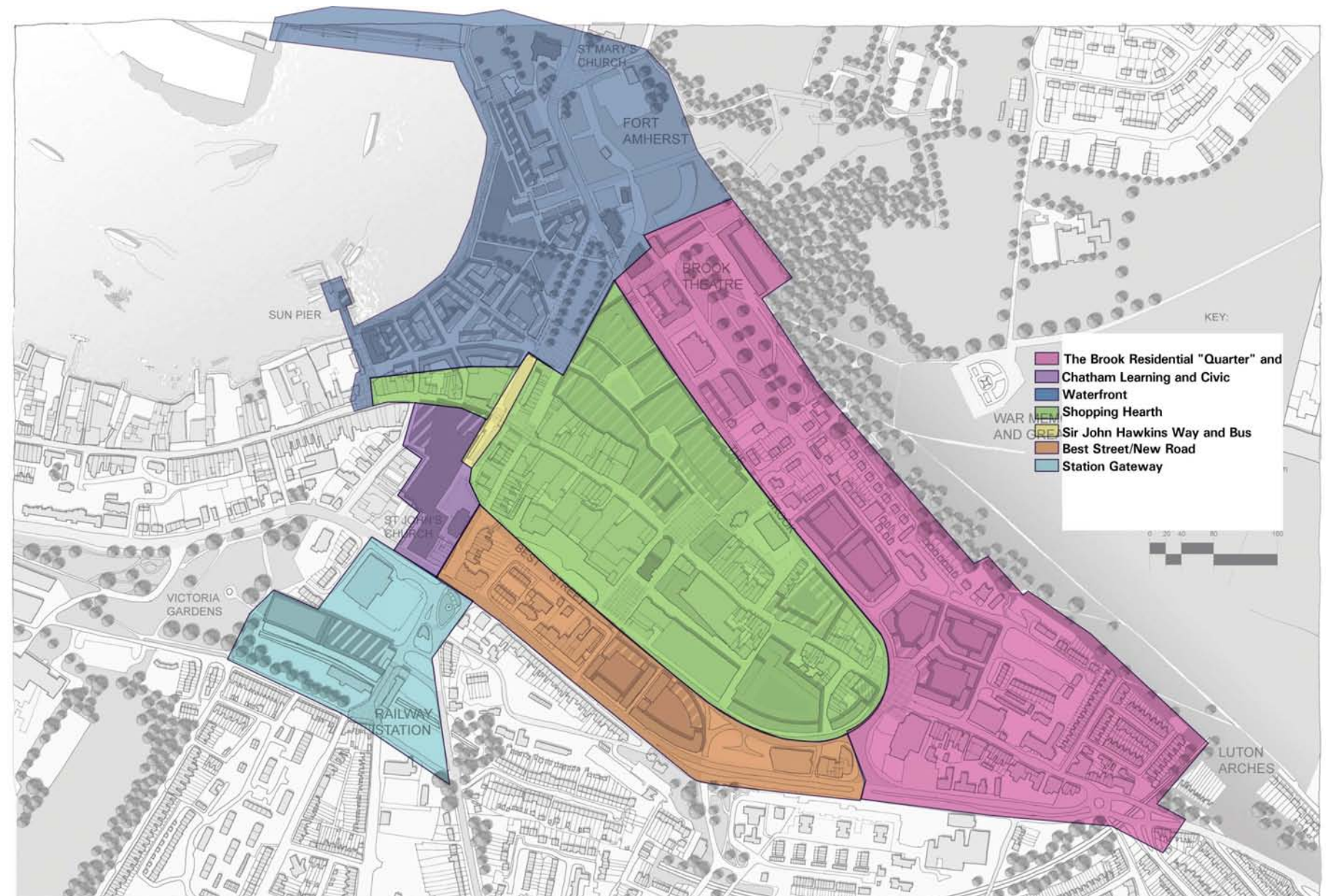


Figure 4.1 The Development Framework area has been broken down into Key Project Areas, as illustrated above. The inset plan indicates locations of key sections, as described in Section 4.



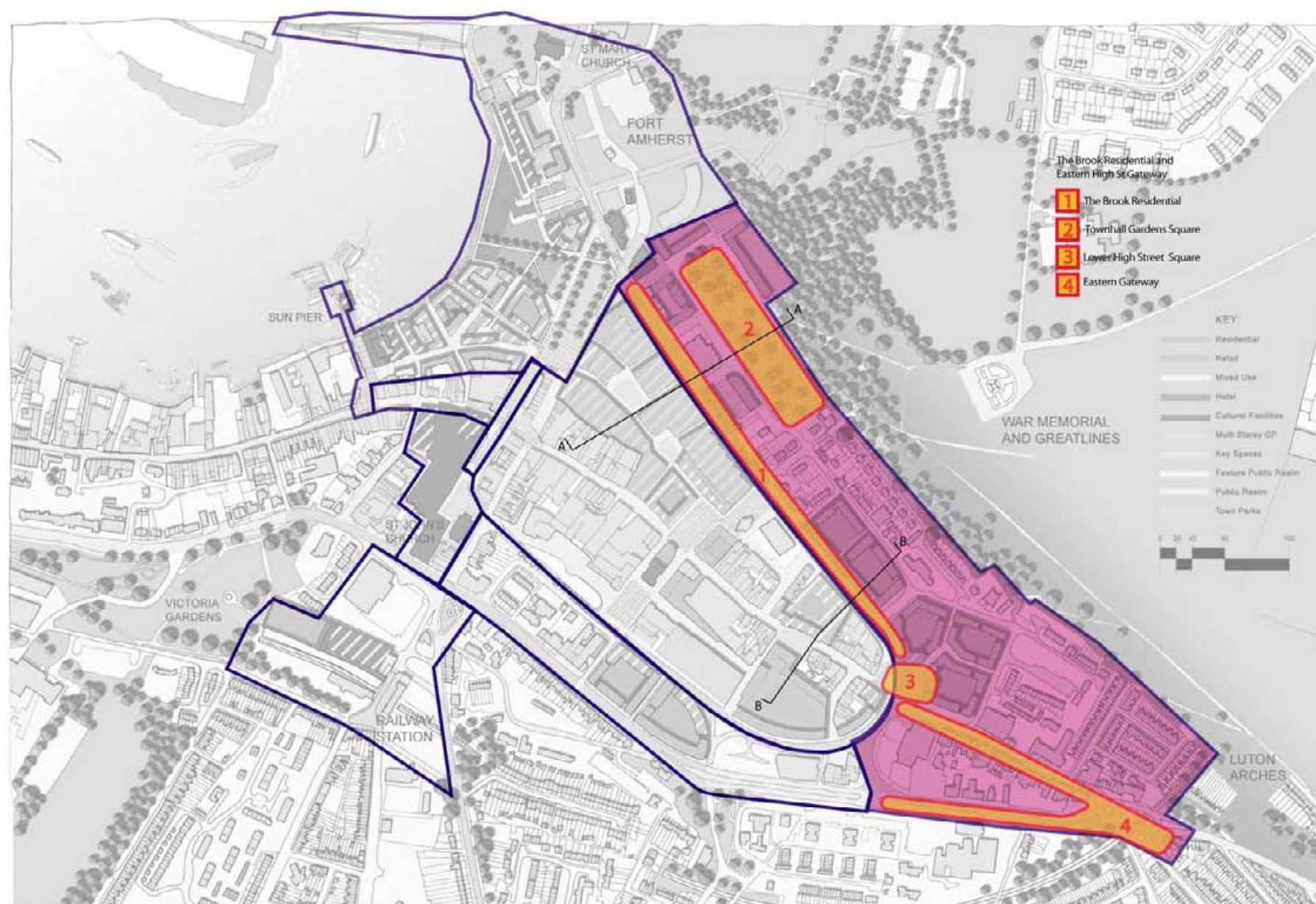


Figure 4.2 The Brook and Upper High Street Development Area

These Project Areas are not 'zones' for specific uses and activities, they are mixed areas with each comprising multiple land uses which will contribute to the vitality of the Centre and Waterfront. However, each area has a principal theme: a collection of uses, activities, buildings and public realm which convey that they are distinctive parts of Chatham Centre, connected elements which respect and reinforce the character of the area and the Centre as a whole.

The plan (Figure 4.1) shows areas of change. This does not mean that the areas will undergo comprehensive redevelopment; the proposals are for a more subtle integration of new opportunities with the best of Chatham today. This integration will allow for the retention and enhancement of many of the existing buildings, open spaces, businesses and homes.

The Development Framework is a flexible document, which has been prepared to guide and facilitate change. The Development Framework acts as a catalyst to introduce creative input from development partners and other stakeholders. The Framework is designed to respond to new opportunities as it is implemented and as development and investment proposals are brought forward.

#### 4.2 THE BROOK & UPPER HIGH STREET

##### Existing Character & Environmental Quality

The Brook defines the northern boundary of the Shopping 'Heart' and presents a poor image for Chatham. The Brook, once a green inlet to the Medway, is now a busy highway forming part of the one-way system within Chatham. The road is heavily trafficked, offers a poor environment for pedestrians and cyclists and has very limited landscaping or planting.

The northern end of the Brook includes the distinctive nineteenth century Town Hall, now housing The Brook Theatre. The theatre, together with the adjacent public house and Territorial Army Building, provides a highly distinctive local character to the northern end of the Brook, with The Paddock opposite.



The central section of The Brook is of poor townscape quality, with the Bus Station frontage and Pentagon Centre, Brook Street Car Park and overhead access road dominating the streetscape. The area has a poor quality pedestrian environment with limited ground floor activity or access and poor sun light penetration. This townscape quality is further diminished by the bland architecture of the Police and Social Security station buildings, stepped back from the building line.

The southern section of The Brook has a dramatic change in scale and composition with limited built frontage onto the street. Leftover space and car parking are common in this area, now occupied with car dealerships and punctuated by the historic and the modern pumping stations, car sales and retail outlet. The Brook terminates at the poor quality frontage of the market building and supermarket.

The steep scarp of the Great Lines towers over the northeast side of The Brook with a line of trees along the bottom edge of the scarp providing a green backdrop to the site. Town Hall Gardens, formerly a ropewalk and town burial ground forms another important green space behind the northern end of The Brook. The adjacent car park, a former military burial ground, provides a clear area at the base of the Lines that allows dramatic views of the Prince William's Bastion of Fort Amherst from Whiffen's Avenue.

Luton Arches currently provides a very poor gateway to the centre of Chatham from the east. The upper High Street area from The Brook to Luton Arches supports a mix of shops at ground level with 2-3 storey residential units above. The tight street space is now a traffic route through to Luton Arches with speeding traffic and limited pedestrian space. Relatively recent residential development, together with the emerging Chinese quarter in this location, has contributed to the area, but the noise, air quality and safety problems associated with traffic hinder the potential of the area.

The streets and spaces away from The Brook and High Street are calmed and promote a pedestrian environment with good town views and direct access up to the surrounding landscape. The steep slopes however, make access for pedestrians difficult and extremely difficult for the aged or less mobile people in the community.

#### Key Aims

The distinctive and attractive backdrop of the Great Lines contrasts with the degrading environmental quality of The Brook, and requires early attention to improve the quality of the area as a setting for residential-led development.

The project opportunities in this area are to redefine The Brook as a 'boulevard', while creating an attractive mixed residential area at Upper High Street as an attractive gateway district into the Centre from Luton Arches. The opportunities are indicated in Figure 4.2.

The **Key Aims** for this area are:

- To promote high quality development which establishes new and improved frontages, appropriate scale and quality of spaces which transform the quality of The Brook and Upper High Street as key routes within the Central Area;
- To transform the character of The Brook to become a 'boulevard' by returning it to two-way operation and minimising traffic speeds and consequent noise impacts, with associated environmental improvements, including tree planting;
- To improve the quality of Upper High Street as a mixed residential area with some retail and leisure by removal of through traffic and environmental enhancements;
- To foster the development of a mixed residential community with supporting small scale leisure and retail opportunities, good quality public realm and improved connections from the High Street, across The Brook to the Great Lines;

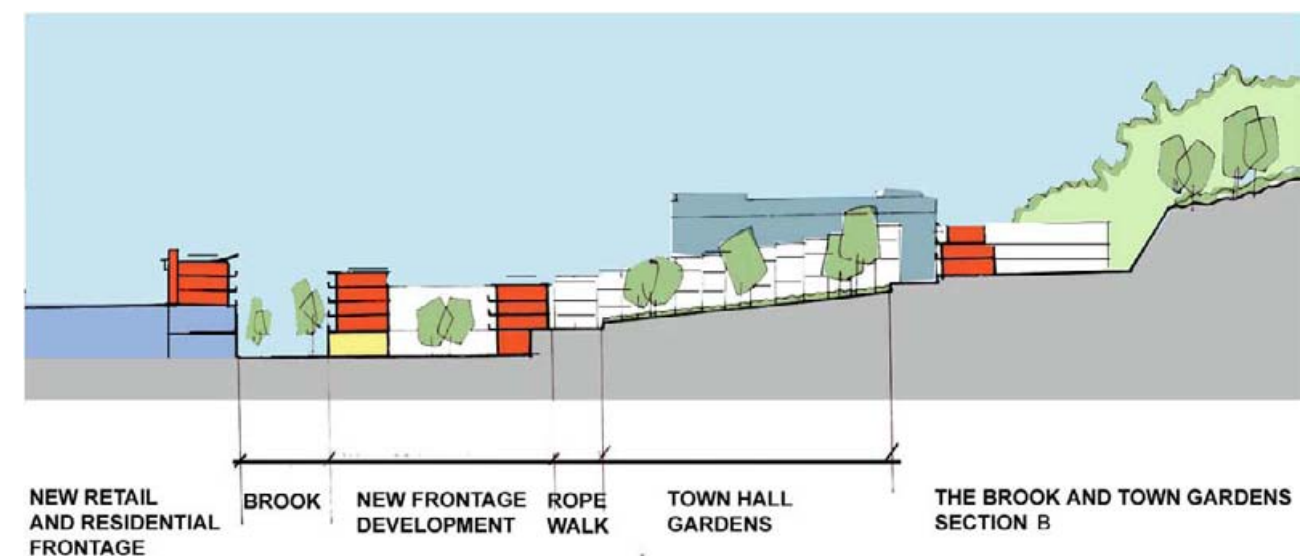
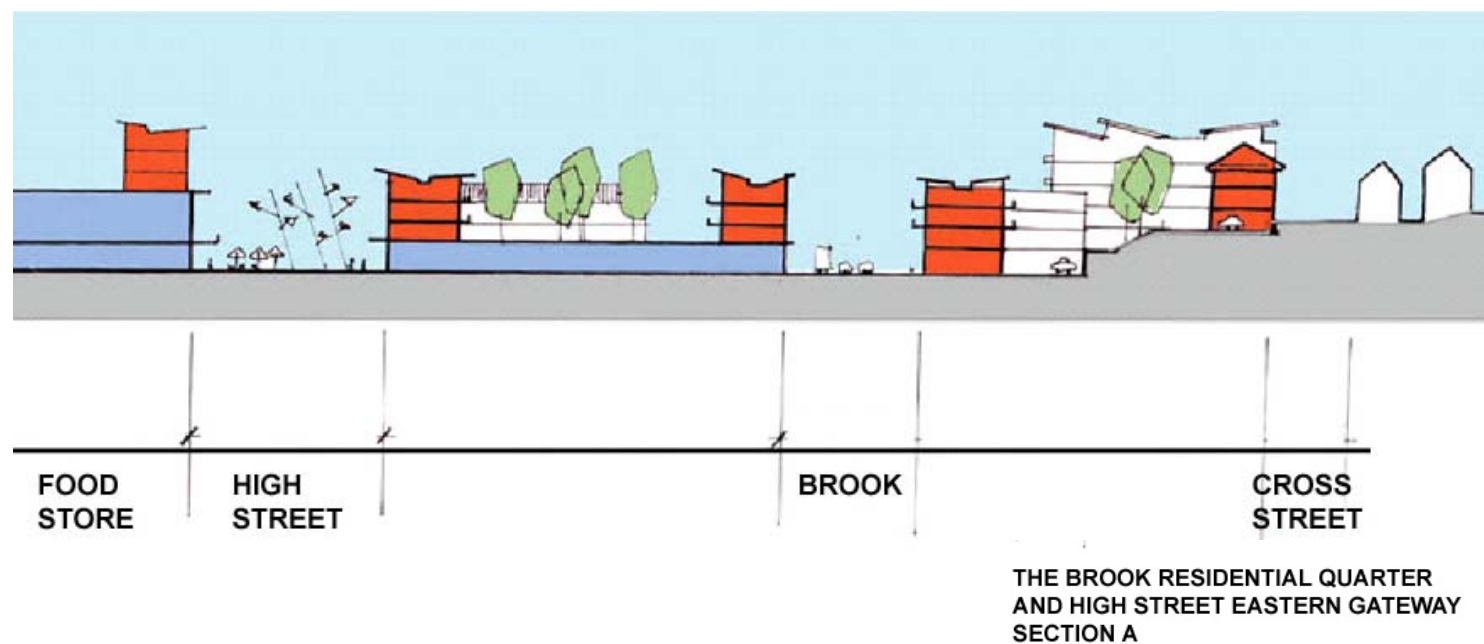


Figure 4.3: Residential Development along The Brook, at the eastern end of the central area. See Figure 4.2 for location of cross section.

Figure 4.4: The Brook: New retail development at the Pentagon Centre and new residential development along The Brook will help to create a Boulevard-style atmosphere on the Brook. See Figure 4.2 for location of cross section.



- To create distinctive streetscape that reflects and enhances the emerging Chinese quarter;
- To define a new Eastern gateway into Chatham Centre enhancing the quality of the environment at the eastern approaches through Luton Arches and New Road.

#### Design Principles

- Transform the quality of the environment at Luton Arches through investment in the public realm, including possible dramatic lighting of bridge structures;
- Enhance the sustainable mix, choice and quality in residential opportunities through development of a range of types and tenures of accommodation, mainly apartments, with some town houses;
- Create a new built frontage of appropriate scale along the northern side of The Brook, which is visually harmonious and consistent, and which, through design, minimises the impact of road noise from The Brook
- The redevelopment of the existing foodstore, market hall and multi-storey car park is important to underpin the regeneration of The Brook and upgrade the quality of this part of the centre. A mixed but primarily residential development approach is favoured on this site but alternatives could also be considered. In particular it may be suitable for a larger proportion of retail space but still combined with other mixed use elements;
- Promote innovative solutions to maximize level changes with potential for decked and undercroft parking, split level/ basement level rooms and access at multiple levels;
- Utilise level changes by creating development of up to 5 storeys fronting The Brook, with development of 3 storeys behind, fronting Rope Walk;
- Promote a scale and composition of built form which allows the introduction of landscaping and planting and does not adversely impact on the views and character of the Great Lines;
- Make use of the changes in levels to promote views to the west across the Central Area and the River Medway;
- Promote better quality pedestrian routes and access from the High Street to the Great Lines;
- Promote a scale and composition of built form which allows for the introduction of landscaping and planting and complements views of and the character of the Great Lines;
- Establish new high quality residential development of maximum three storey townhouses along Whiffen's Avenue and behind the Town Hall Gardens (Rope Walk) in order to frame the Gardens. Development in this area must be of sensitive design to respect this unique setting and must preserve views to Fort Amherst from across Chatham and in particular leave a clear area at the head of Whiffen's Avenue, in front of Prince William's Bastion. This will require a careful urban design analysis to determine the maximum acceptable height of buildings. Development on this site (Town Hall Car Park) should retain some public parking to the rear of the site and should take account of the possibility that this area may have been used in the past as a burial ground. Further work, commencing with a desk survey, will be required to determine whether historic burials will impact on development proposals, and development will need to be guided by a site-specific development brief;
- Enhance a pedestrian-oriented, safe, walkable environment with shared surfacing and managed vehicular access;
- Enhance the setting and composition of built form focusing on the Brook Theatre; and
- Establish quality landscape improvements and enhance the recreational and amenity opportunities of Town Hall Gardens and the quality of pedestrian links from Town Hall Gardens to the Great Lines.

#### *Outputs: The Brook & Upper High Street*

- Approximately 470 new residential units
- Small-scale mixed-use ground floor leisure and retail of approximately 2,000 m<sup>2</sup>
- Environmental enhancements along The Brook and Upper High Street
- Landscape enhancements in the Town Hall gardens
- A new urban square at the eastern end of the High Street



### 4.3 ST JOHN'S/HIGH STREET

This site fronts onto the High Street and is characterised by the flamboyant Edwardian façades of the Theatre Royal, the Bank Chambers (both of which are listed) and the Perrin's Building. All are now vacant and semi-derelict and, despite the intrinsic quality of these buildings the area appears uninviting and shabby. Adjacent are a group of 19th century terraces with shops on the ground floor which contribute to the distinctive and characterful streetscape of this part of Chatham High Street.

To the rear is an area currently used for car parking and includes the redundant and business premises to the rear of the site adjacent to New Road, which is at a higher level adjacent to the site. The area represents a 'backland' at present and is dominated by the Sir John Hawkins Way flyover, which creates an unwelcoming environment where it crosses the High Street. At present this area is a focus for anti-social activity.

St John's Church, adjacent to Railway Street, is an outstanding listed building, which contributes significantly to the quality of the townscape in Chatham. At present the surroundings of the church are uninviting, being hemmed in by Railway Street and a car park. The church is unused.

#### Existing Environmental Quality & Character

The area is currently used for car parking and includes the redundant and semi-derelict listed Theatre Royal, the vacant shop unit fronting Lower High Street and business premises to the rear of the site adjacent to New Road, which is at a higher level adjacent to the site. The area represents a 'backland' at present and is dominated by the Sir John Hawkins Way flyover, which creates an unwelcoming environment where it crosses the High Street. At present this area is a focus for anti-social activity.



© Bisset Adams

#### Key Aims

- Preserve positive aspects of the existing character of the site, including enhancing the setting of St John's Church and respecting the distinctive streetscape of the Lower High Street;
- Provide a new public square and the regeneration of St John's Church, creating a new destination in the heart of the Centre; and

Include a range of related and complementary facilities, which could include small-scale retail outlets, cafes and restaurants.

#### Design Principles

- High profile frontage onto Lower High Street;
- Creative use of levels within the site to create a distinctive building which respects the surrounding townscape, particularly the quality of St John's Church;
- Streetscape improvements to Railway Street, Lower High Street and the route of Sir John Hawkins Way, to provide an attractive public realm setting; and
- Sensitive insertion of buildings into the traditional streetscape of this part of Chatham.



Library and Learning Resource and Civic Office  
Medway Council seeks to develop a new central library, learning facility and civic office to provide a civic focus in the heart of Chatham. The facility should:

- Provide a new central library and learning resource, which could include education and training facilities for those of all ages, including ‘gateway’ facilities for those considering further or high education and access to employment;
- Incorporate the Council’s First Point of Contact Centre and Council facilities to meet the changing needs of the Council and to reflect future approaches to integrated service delivery to the community;
- A new public square.

Outputs

Outputs: Learning & Learning Resource & Civic Office	
	• High quality facility, comprising:
	• New central library and learning resource;
	• Business centre;
	• The First Point of Contact centre;
	• New council offices;
	• New public square;and
	• Complementary retail units.



#### 4.4 THE WATERFRONT

In the past the waterfront formed the heart of Chatham. Medieval Chatham was clustered around St Mary's Church, overlooking the river. The first Royal Dockyard was situated here in the 16th century and, when the Dockyard moved north to its current site in the 17th century, this area became the Gun Wharf- the ordnance depot where ships' guns were stored and loaded. During the 18th century the Chatham Lines- defensive fortifications stretching across the spur of the hill to the east and protecting the Dockyard, were constructed. The southern end of these, Fort Amherst, is a distinctive feature overlooking the waterfront area. The defences continue across the waterfront area in the form of a brick rampart and ditch (the Barrier Ditch) between Old Gun Wharf and New Gun Wharf. The current council parking offices (Riverside 1) stand within the former ditch. However, suitably restored, the barrier ditch and its rampart could be distinctive feature.

During the 19th century Gun Wharf expanded south of the Barrier Ditch to cover what is now the largely cleared green area containing the library, car park and pumping station.

The character of the waterfront area is currently ill-defined. It is largely cut-off from the rest of the central area, and is neither visible nor easily accessible from the heart of the centre. The existing green space has the appearance of 'leftover space', and does not take advantage of the dramatic riverside setting. Some of the open space in the waterfront area is occupied by surface car parking, in both public and privately ownership.

Old Gun Wharf retains several buildings of historic interest including the listed Storekeeper's house (now the Command house pub) and an early 19th century carpenter's shop (recommended for listing). There are also thought to be significant archaeological remains buried below the surface, including the remains of the Barrier Ditch (already scheduled as an ancient monument) and the remains of the Tudor Dockyard. Existing low single and two storey structures allow good views of St Mary's Church and Fort Amherst from the south and the river. The character of the area is marred by the loss of buildings to make way for the car park and the Riverside One building which is

inappropriately mundane for a structure that could help signify a main gateway to Chatham.

##### Key Aims

The principal objective of the Development Framework is to establish Chatham Waterfront as a 'world class' cultural destination, building on the outstanding heritage assets provided by the Historic Dockyard and its defences.

Through a range of sensitively-designed contemporary additions and major environmental improvements, Chatham Waterfront will become the cultural heart of Chatham and the wider Medway, as well as a major tourism, cultural and leisure destination. The proposals will provide a number of modern, dramatic cultural and creative facilities, improve the visibility and accessibility of unique heritage assets and integrate the Waterfront into the cultural life of Chatham.

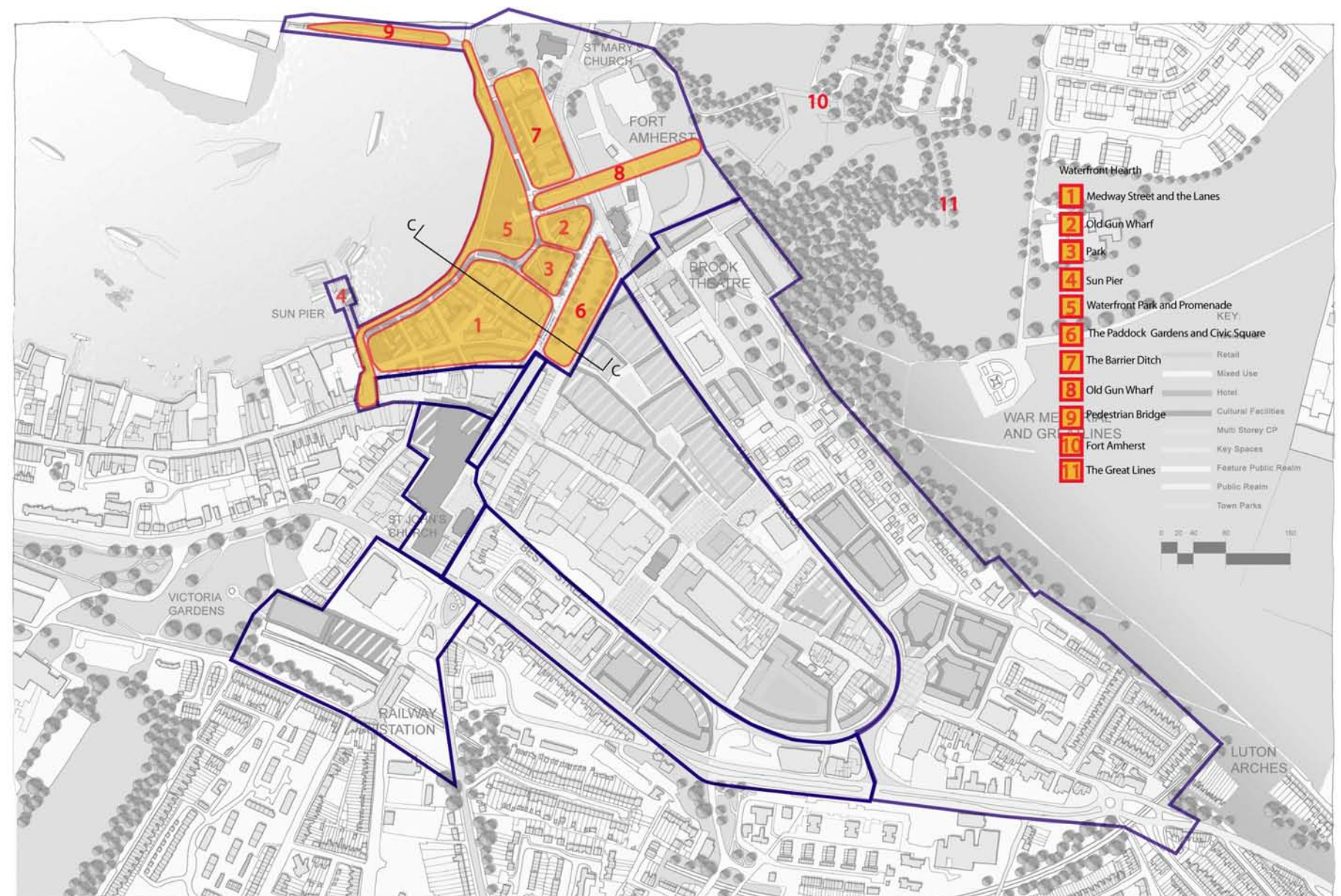


Figure 4.5 Waterfront



The following sections summarise the proposals which together will bring about this transformation.

Three linked projects are identified for the Waterfront area:

- Old Gun Wharf area;
- New Gun Wharf Area, Waterfront Park and The Paddock;
- The Sun Pier/Medway Street area.

#### Old Gun Wharf Area

The key project opportunities in this area offer great potential for the reinvigoration of Old Gun Wharf as a vibrant, mixed, cultural and creative industry destination on the waterfront with links to Fort Amherst, The Brook Theatre and frontage to the major Waterfront Park.

Development and public realm improvements in this area will complement key projects in the Shopping ‘Heart’ and other parts of the Waterfront. In addition, Old Gun Wharf has significant surviving architecture and archaeology that represent its military and naval history as the original location of the Chatham Dockyard and latterly its role as the ordnance depot of the Dockyard. Old Gun Wharf is expected to be included within the proposed Chatham World Heritage site and the Department of media, Culture and Sport is currently considering the listing of existing structures. The Council will investigate protection of this significance by considering Conservation Area status for the area. Mitigation measures to either record and remove, or preserve archaeological remains in-situ will be necessary.

The Key Aims for this area are:

- To promote development and public realm improvements which embrace historic and cultural assets and establishes a range of uses and activities which promote the Waterfront as a place to visit and as a location that contributes positively to the character and vitality of Chatham;
- To promote the development of a mixed cultural / creative destination, particularly a new visual arts facility, which could include creative workshops, making use of historic buildings, together with supporting

residential development, small scale leisure, retail and employment opportunities;

- To ensure development takes account of the historic, architectural and archaeological significance of Old Gun Wharf;
- To ensure that development has a scale and composition that enhances the setting of Fort Amherst and The Barrier Ditch, St Mary’s Church and treed backdrop and improves access and views to these key assets.
- To create a high quality destination public realm at the Waterfront and The Paddock that reconnects the town to the Medway, and is framed by a range of high quality residential, small-scale cultural, recreational and leisure opportunities;
- To improve pedestrian and cycle connections along the Waterfront, which could include a boardwalk linked to the river walls;
- To enhance the setting and views to Fort Amherst, St. Mary’s Church and the treed backdrop; and
- To ensure that flood defence measures are adequate in light of the development and public realm proposals.

#### Design Principles

- Bring forward detailed design and development guidance through a site-specific development brief, which should take full account of the potential below-ground archaeological remains identified in the recent desk-based study of Gun Wharf, Chatham;
- Establish quality landscape improvements and enhance the recreational and amenity opportunities of The Paddock and Waterfront Park;
- Promote high quality development of an appropriate scale to frame and animate public spaces, promote natural surveillance and provide some shelter from the elements, including possible use of colonnades and partial coverage of some parts of the public realm;
- Promote development of a scale and character which respects and improves the setting of retained buildings of townscape quality at Old Gun Wharf, including The Command House and the Gun Carriage Store and machine shop, and respects the important green ‘backdrop’ of Fort Amherst and St. Mary’s Church. This

means that the height of development within the Old Gun Wharf area will be restricted in height to eight to ten metres to the rear of the retained buildings;

- Access and frontage onto Dock Road should be promoted to support overlooking and to encourage pedestrian movement through and historic links and alignments with Fort Amherst;
- Promote innovative solutions to maximize the changes in grade between Dock Road and the retained building frontage, including the use of decked and undercroft parking, split level/ single aspect rooms and access at multiple levels where appropriate;
- Open up link to the Great Lines at the Barrier Ditch by the demolition of Riverside One and restoration of the ditch with the potential for pedestrian access into and along the ditch needs to be promoted;
- Consider the possibility of a pedestrian bridge across the Medway from a point close to Old Gun Wharf to Medway City Estate. Such a bridge, which would require more detailed feasibility assessment and may be dependent on regeneration of Medway City Estate, should be at the same level as the Waterfront pedestrian promenade, and would require a lifting or swing mechanism to allow for river traffic to pass.

#### New Gun Wharf Area, Waterfront Park and The Paddock

The site of New Gun Wharf with its associated warehouses and wharfs has been cleared and little remains of the once extensive ordnance depot. The current development in this area is generally low-rise, including the major retail ‘shed’ and the former Library.

The existing green space at the Waterfront has the appearance of ‘leftover space’, and does not take advantage of the dramatic Waterfront setting. Some of the open space in the Waterfront area is occupied by surface car parking, both public and privately owned. An unsightly pumping station facility, which performs an essential function to prevent local flooding, is located at a key location on the Waterfront. There are a number of level changes throughout, and mudflats along the river frontage, which are subject to dumping of litter and waste material.



Further inland the tower of the grade II listed Old Town Hall, now the Brook Theatre, stands out as an important local landmark prominent in views from the river, across from Fort Pitt and down Military Road. It is bounded by Churchill's Pub and the Army Recruitment Centre. Together these form an attractive group. In front of these buildings is the Paddock, formerly a wood yard associated with the New Gun Wharf Dockyard and subsequently an important green space. At present it suffers from being largely surrounded by highways and traffic but has the potential to form an important green space once again.

#### Key Aims

The key aims for this area are to:

- Establish an improved gateway area focused around the Brook Theatre, with links up to Fort Amherst and St Mary's Church and across to The Paddock and frontage to the Pentagon Centre;
- Improve the visibility and accessibility of the Historic Dockyard and its defences, particularly the Great Barrier Ditch;

Establish a new residential edge and focus for The Paddock in the New Gun Wharf area, with retail and leisure uses at ground floor to animate and activate the public space. Development in this location to include a publicly accessible 'interpretation facility' including viewing area at roof level, to aid interpretation of the historic development of the Dockyard and its defences and the town;

- Greatly improve the quality of public green space at the Waterfront and transform The Paddock into an exciting and vibrant civic space with enhanced green spaces and hard public realm treatment, the introduction of dramatic features, public art work and stimulating contemporary lighting of the space and neighbouring buildings;
- Create a new Waterfront promenade from Old Gun Wharf to Sun Pier, which will become a major civic amenity; and
- Promote high quality pedestrian and visual links between the Waterfront and the Brook Theatre/The Paddock.

#### Design Principles

- Development on New Gun Wharf location has the potential to provide a new and attractive visual gateway to Chatham. At the same time it needs to be of an appropriate scale and design in order to preserve the prominence of Fort Amherst and the Brook Theatre. This will demand a design of some sensitivity. Any building in this location should be a striking addition to the townscape, with a distinctive character in keeping with the setting.
- Development should allow sufficient space in front of the ditch to ensure that this part of the monument can be appreciated and understood by the public when restored;
- Development should include 'active' uses at ground floor level, such as small-scale retail, bars and leisure development, particularly in those frontages facing onto The Paddock, the Barrier Ditch and the Waterfront Park;
- The design of the Waterfront Park will be high quality and reflect a world class design and artistic aspiration,

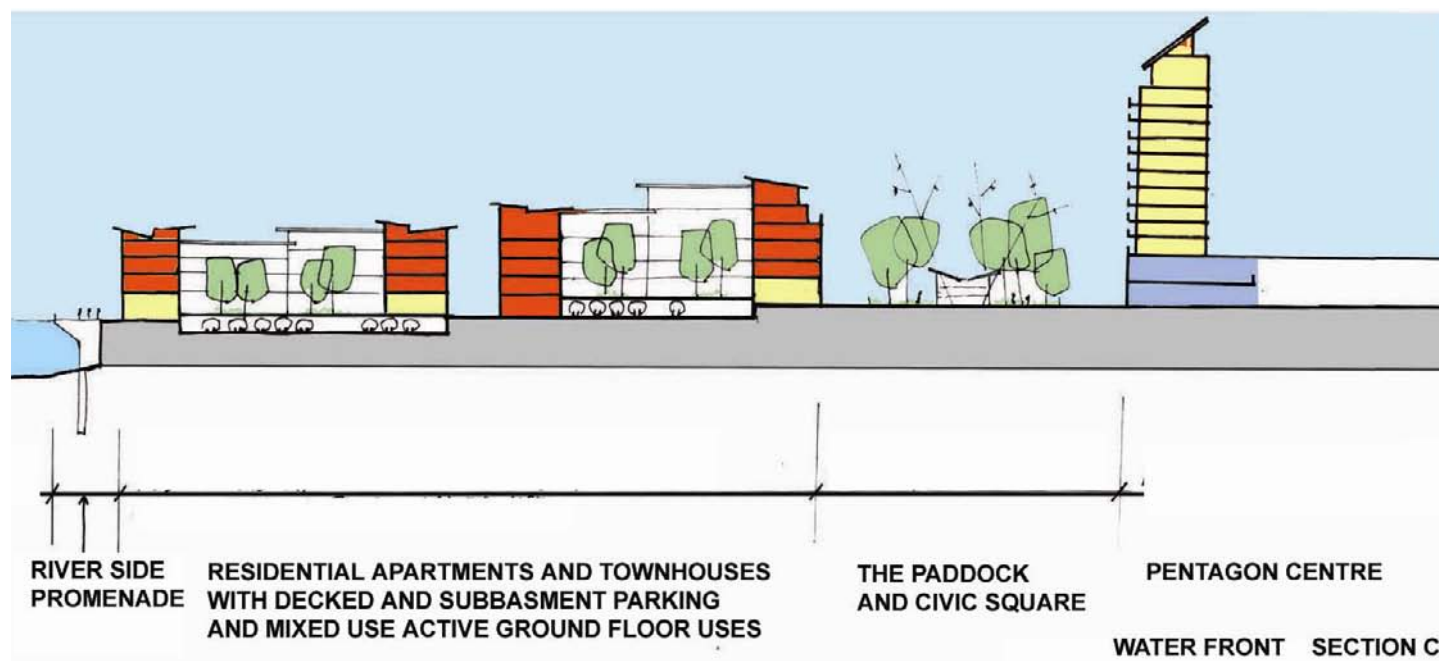


Figure 4.6 Waterfront residential development will be sympathetic to the existing development in the Shopping Core. Development will generally be between 4 and 6 storeys tall.



Figure 4.7: Artists impression of enhanced public square and greenspace at The Paddock.



- The Waterfront Park could creatively incorporate flood defence and ecological measures, which could include the reintegration of the Barrier Ditch with the River Medway, together with public access through the introduction of lightweight bridges to allow pedestrians and cyclists to cross and potentially enter the Barrier Ditch.

#### Sun Pier / Medway Street Area

The Development Framework proposes a major new performing arts cultural facility on the Waterfront close to Sun Pier. This modern and dramatic facility will provide flexible performance space and rehearsal space to a range of professional and community organisations, and could include creative workspaces and ancillary facilities, including bar and/or restaurant. This facility will provide a major cultural ‘anchor’ in the Sun Pier area, forming part of the wider cultural ‘offer’ within the regenerated Waterfront area of Chatham.

The Development Framework proposes a hotel on the Waterfront adjacent to the performing arts facility. The hotel will complement the cultural facilities and will help to reinforce the profile of Chatham as a leisure and tourism destination. Alongside these uses, the Development Framework promotes predominantly residential development at the Waterfront between Medway Street and the River Medway. Along the principal pedestrian routes to the Waterfront, development will include small-scale retail units, restaurants, bars and cafes. Business units and live/work units will be provided elsewhere at ground floor level. These uses will add interest and encourage people to visit the area at all times of day as well as ensuring that ground floor levels do not include residential units which could be at risk of flooding.

The proposed mixed-use residential-led development in this area will greatly enhance the quality and feel of the Waterfront, and will introduce a new community which will create activity throughout the day and during the evening. The proposed scale of retail and leisure uses in this area will not cause competition with the established shopping areas along the High Street and Lower High Street.

The Key Aims for this area are:

- To open up public access to the Waterfront and Sun Pier from Medway Street and Lower High Street and establish cultural and related facilities and uses which attract people to use the Waterfront;
- To establish a new residential community within the Waterfront area, providing a mix of housing types and tenures, including affordable housing;
- To promote the development of a mixed residential community with supporting uses including small-scale business space and ground floor retail and leisure uses at key locations;
- To transform the quality and image of the Waterfront through the introduction of high quality architecture of a scale and grain which respects and complements the Waterfront setting and the historic nature of surrounding townscape;
- To reinvigorate Sun Pier and promote its use as a focus for rivercraft and leisure boating and angling activity;
- To enhance the quality of the public realm and improve connections to and along the Waterfront, particularly in the area around Sun Pier, for pedestrians and cyclists and potential introduction of kiosk scale active uses in particular on Sun Pier.

#### Design Principles

The following principles are fundamental in guiding the design of a quality Waterfront residential community and associated uses:

- Promote Waterfront views across the Medway and to Rochester;
- Create a new frontage to the Medway which is of appropriate scale, is visually strong, consistent and distinctive;
- Provide a range of housing types, mainly in apartments but also townhouses;
- Establish an enriched, exciting pedestrian-focused environment which is safe and convenient, with shared surfacing and controlled vehicular access;
- Promote innovative solutions to maximize the changes in grade between Medway Street and the Paddock with the Waterfront, including the use of decked and undercroft

parking, split level/ basement level rooms and access at multiple levels where appropriate;

- Utilise the level changes in the waterfront area by promoting development from three to six storeys in height;
- Ensure that flood defence infrastructure is adequate and creatively utilise any flood defence mechanisms within built form and landscape treatments, such as creation of a Waterfront boardwalk;
- Promote an interesting and engaging pedestrian environment throughout the area through use of high quality public realm treatments with the integration of public art and lighting schemes at appropriate locations;
- Within residential development plots, establish a series of ‘landscape courts’ or courtyard car parking.
- If possible, underground the existing pumping station facilities. If this is not achievable, integrate the pumping station structure within new development and create an attractive and active frontage to public realm in this area;
- Develop a structure that will support phased implementation while ensuring a coherent built form, public realm treatment and Waterfront access;
- Enhance the development and improvement of the Star Hill and High Street link to Rochester;
- Promote the character of the historic dockyard lanes as public access and view corridors between new development blocks linking Lower High Street through, Higgins Lane and Holborn Lane across Medway Street and onto the Waterfront,
- Establish a new built frontages along Medway Street that supports a new street character and the setting of the existing building backs onto Lower High Street; and
- Maintain a sensitive interface with adjacent conservation area of Star Hill/Sun Pier in terms of townscape, building design, height, massing and scale; and
- Promote high quality, innovative and creative architectural solutions which contribute to and enhance the character of a waterfront area.



Flood Defences

As the River Medway is a designated ‘main river’, suitable flood defence is required to meet the statutory requirements of the Environment Agency. However, it must be creatively designed to reflect the important location in the heart of Chatham Centre and in the local context of historic buildings and settings. Such design should accommodate a variety of solutions to optimise conditions for all waterfront uses, ecological habitats and operational requirements as well as improving biodiversity where possible. Such creative solutions should include opportunities to maintain the open space of the waterfront, use landscape design for dramatic impact and consider incorporating the flood defence measures within built development, and possibly ecological planting on the inter-tidal zone.

Development proposals in the waterfront area, and the provision of suitable flood defence measures, will be brought forward in full consultation with interested organisations, including the Environment Agency.

Outputs

Outputs: The Waterfront	
•	Multi-use performing arts facility close to Sun Pier, together with hotel development
•	Visual arts cultural facility, centred on the re-use of historic buildings at Old Gun Wharf
•	Improved access and visibility for Chatham’s historic assets including the Barrier Ditch and Fort Amherst, with interpretation facilities as part of mixed-use development at New Gun Wharf
•	Up to 550 new residential units, including affordable housing
•	Employment space and small-scale ground floor retail and leisure uses of approximately 5,000 m <sup>2</sup>
•	Major environmental improvements to the Waterfront Park
•	Riverfront promenade from Sun Pier to Old Gun Wharf
•	Enhanced public space at The Paddock

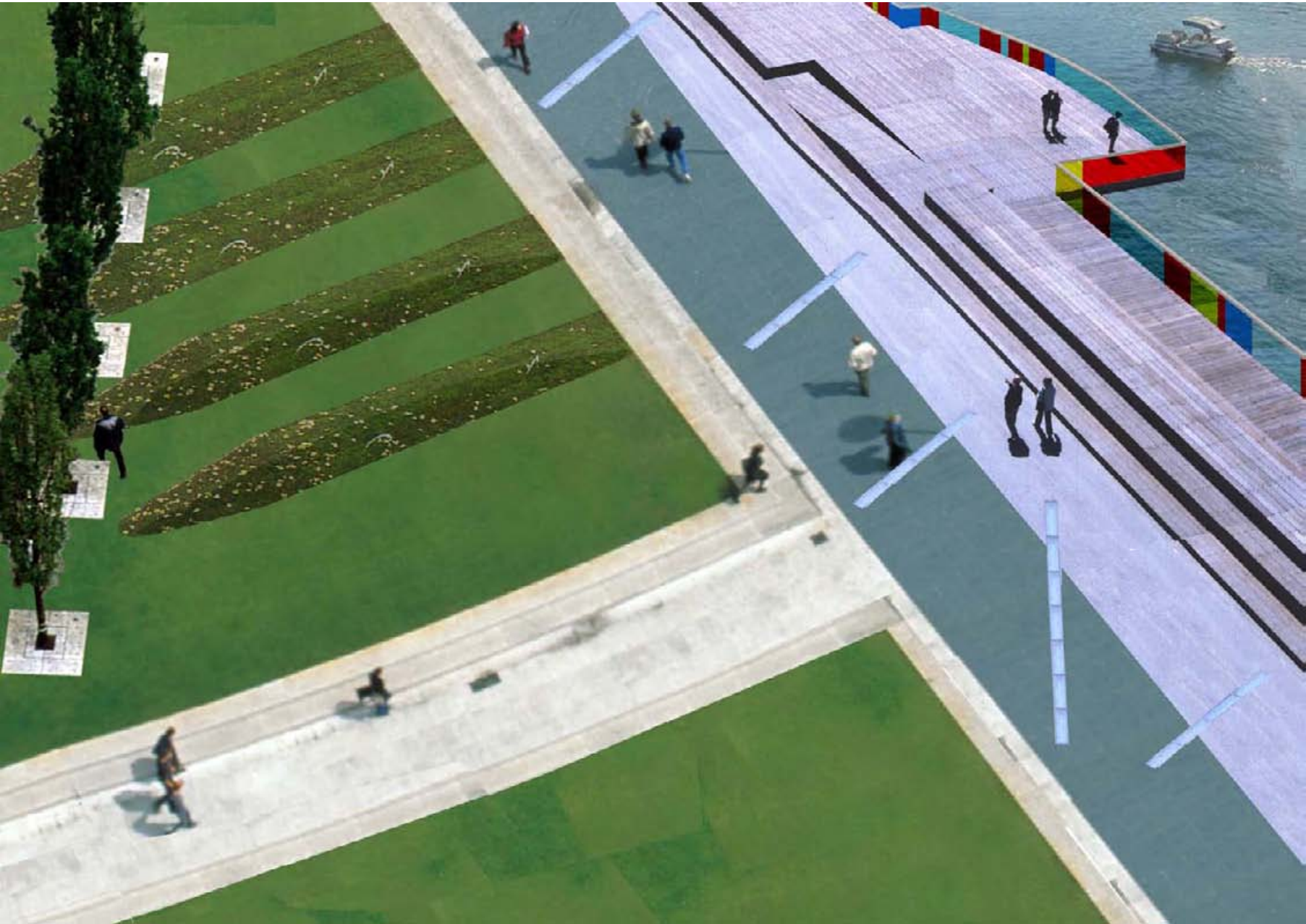


Figure 4.8 Potential for a modern and inspiring Waterfront



#### 4.5 SHOPPING 'HEART'

##### Existing Environmental Quality & Character

The main shopping area of Chatham forms the heart of the town, and is bounded by the inner ring road comprised of Military Road, The Brook, Best Street and Sir John Hawkins Way. Chatham High Street runs through the middle of the shopping core.

This part of the town developed between the 17th and 19th centuries and is focused on the High Street, once the main road between London and Canterbury, which is characterised by closely packed terraces between three and four storeys high. Detail differences in these buildings such as window treatments and roof heights result in a varied and interesting street scene. During the 20th century larger blocks have been introduced that break up the traditional pattern of the street scene. The largest of these, the Pentagon Centre and Mountbatten House, is on a completely different scale to the surrounding buildings and dominates the town.

The historic pattern of development behind the High Street was of outbuildings servicing the street frontage premises and terraced housing. This has largely been replaced by multi-storey and small street level car parks. At the eastern end of the 'Heart' there is an abrupt change in character with terraces being replaced by the open space of The Paddock with clear views of the Brook Theatre.

The majority of Chatham's current shopping opportunities already exist in the central area. The area is dominated by the Pentagon Centre, the shopping mall on the High Street and The Brook. The Pentagon Centre has a poor presence along the High Street and the frontage along The Brook consists of a large, poorly designed and poorly lit car park.

The High Street consists of a mixture of vacant frontages, small-scale retail outlets and large-scale retail venues (e.g. Allders). The Central Theatre is also located along the High Street. The Central Theatre is the only major venue in the Shopping Core open outside of normal business hours. As a consequence, the pedestrianised High Street has an underused and somewhat threatening feel in the evenings.

##### Key Aims

The project opportunities in this area provide the greatest potential for redefining the Centre offer and image as a vibrant and interesting shopping destination.

The Key Aims for this area are:

- To greatly improve the quality and range of shopping in the Central Area to make Chatham the destination of choice for local people, principally through the expansion and refurbishment of the Pentagon Centre and the development of a new food store at the eastern end of the High Street;
- To ensure that new retail development is well integrated with existing retail in the Shopping Heart and strengthens the Centre as a whole;
- To establish a scale and quality of architecture and public realm improvements that promote a distinctive centre
- To incorporate a mix of development including residential at appropriate locations within the Shopping Heart to introduce new communities in the heart of the Centre and contribute to vitality and activity throughout the day and evening; that will transform the image of the Centre;
- To improve the pedestrian environment, and improve the links across the Centre, particularly across the centre of the High Street with a direct link from Best Street through to The Brook and onto The Great Lines;
- Increase the quantity and quality of car parking within the Shopping Heart to support existing and new retail activity.

##### Design Principles

- Transform the Pentagon Centre by improving its frontage and entrances off The Brook and by extending the prime retail area and integrating the Centre with the High Street, expansion of the Pentagon Centre to provide a new high quality frontage to The Paddock;
- Develop a new food store to provide a strong retail anchor at the eastern end of the High Street, with good frontage onto the High Street and Best Street with the retention of buildings of townscape quality as fully as

possible and with car access and servicing from Best Street;

- Food store development and associated car parking could include residential uses and courtyard spaces on upper floors, and contribute to the vitality and liveability of the central area and to add interest and scale to the townscape (See Figures 4.12-4.14);
- Provision of a new high quality multi-storey car park adjacent to the proposed food store, to improve car parking provision at the eastern end of the High Street as an early deliverable within the Development Framework;
- Create a new high quality public realm focus to the High Street through provision of a new High Street Square, which will be a vibrant new public space, fronted by shops and cafes, and the new expansion to the Pentagon Centre;
- The new Central Square should be a vibrant place of hard landscape, characterised by creative public art, lighting and furnishings;
- The square will be secure by design and over looked by a mix in upper level uses over 3 to 5 storeys and provide a new entry into the Pentagon Centre with new frontage development to the southern side of The Brook Street carpark, terminating at the northern aspect of the Square;
- The square will embrace the historic Pump House building in a public sq that is integral to the High Street with pedestrian links onto The Great Lines and Best Street,
- Establish new mixed use development of scale which provides frontage onto the High Street and Square while creating a quality frontage onto The Brook which is of 3 to 5 storeys, visually strong, consistent and distinctive;
- Create a strong built form along Best Street, particularly in the area close to Union Street, to provide a 'gateway' feature at the eastern end of the Shopping Heart;
- Enhance the setting and composition of built form focusing on the Brook Theatre and a new retail edge and focus for The Paddock;



- Establish a pedestrian friendly, safe environment within the Shopping Heart with servicing to the rear of properties wherever possible;
- Promote a scale and composition of built form that enhances the finer grain frontages to the high street and larger bulkier forms concealed to the rear;
- Promote innovative built form solutions to make good use of the changes in grade between Best Street, High Street and The Brook;
- Create good quality parking areas that are safe well lit and accessible, both in surface level car parks and new multi-storey car parking.

### Outputs

#### *Outputs: Shopping 'Heart'*

- Expansion and refurbishment of the Pentagon Centre to increase floorspace by approximately 15,000 m<sup>2</sup> (gross external)
- A new food store of approximately 8,000 m<sup>2</sup> (gross external)
- Approximately 220 new residential units
- Ground floor retail of approximately 3,500 m<sup>2</sup>
- Development of new multi-storey car park with over 800 spaces
- Approximately 500 additional multi-storey car parking associated with Pentagon Centre expansion/refurbishment

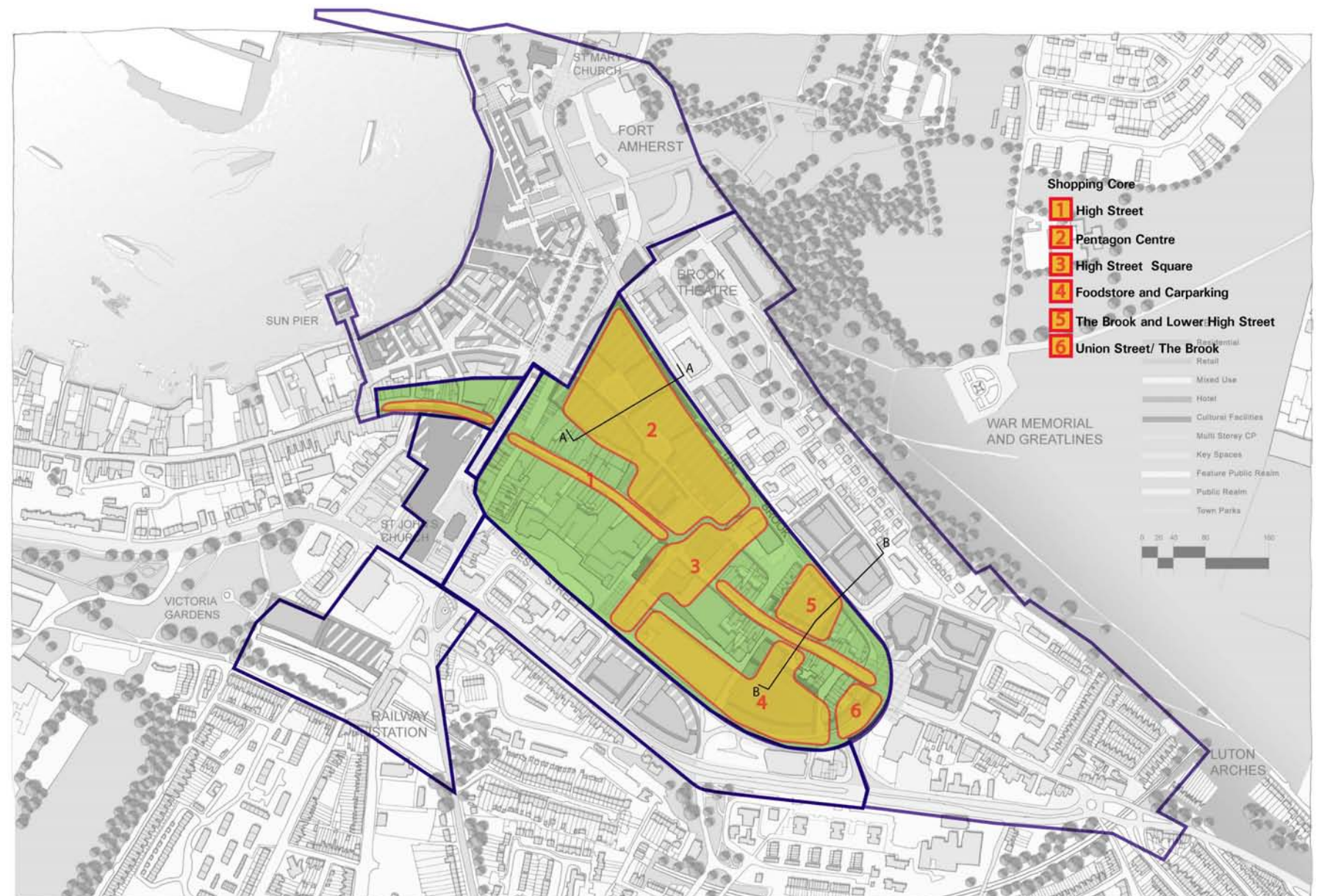


Figure 4.9 The Shopping Core



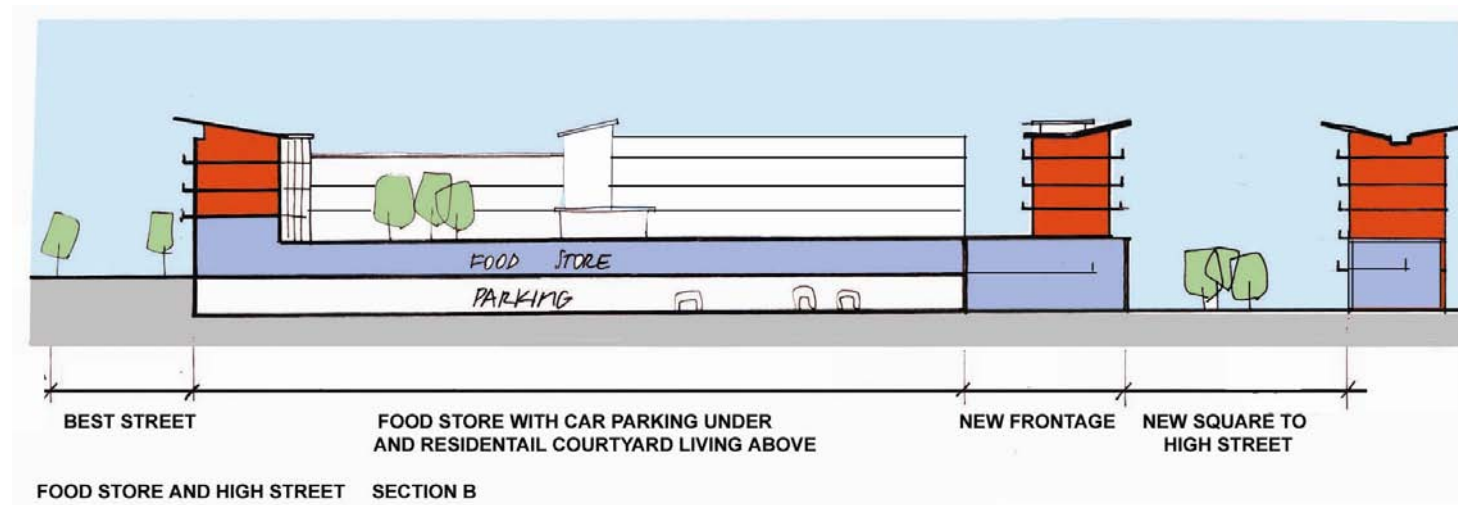
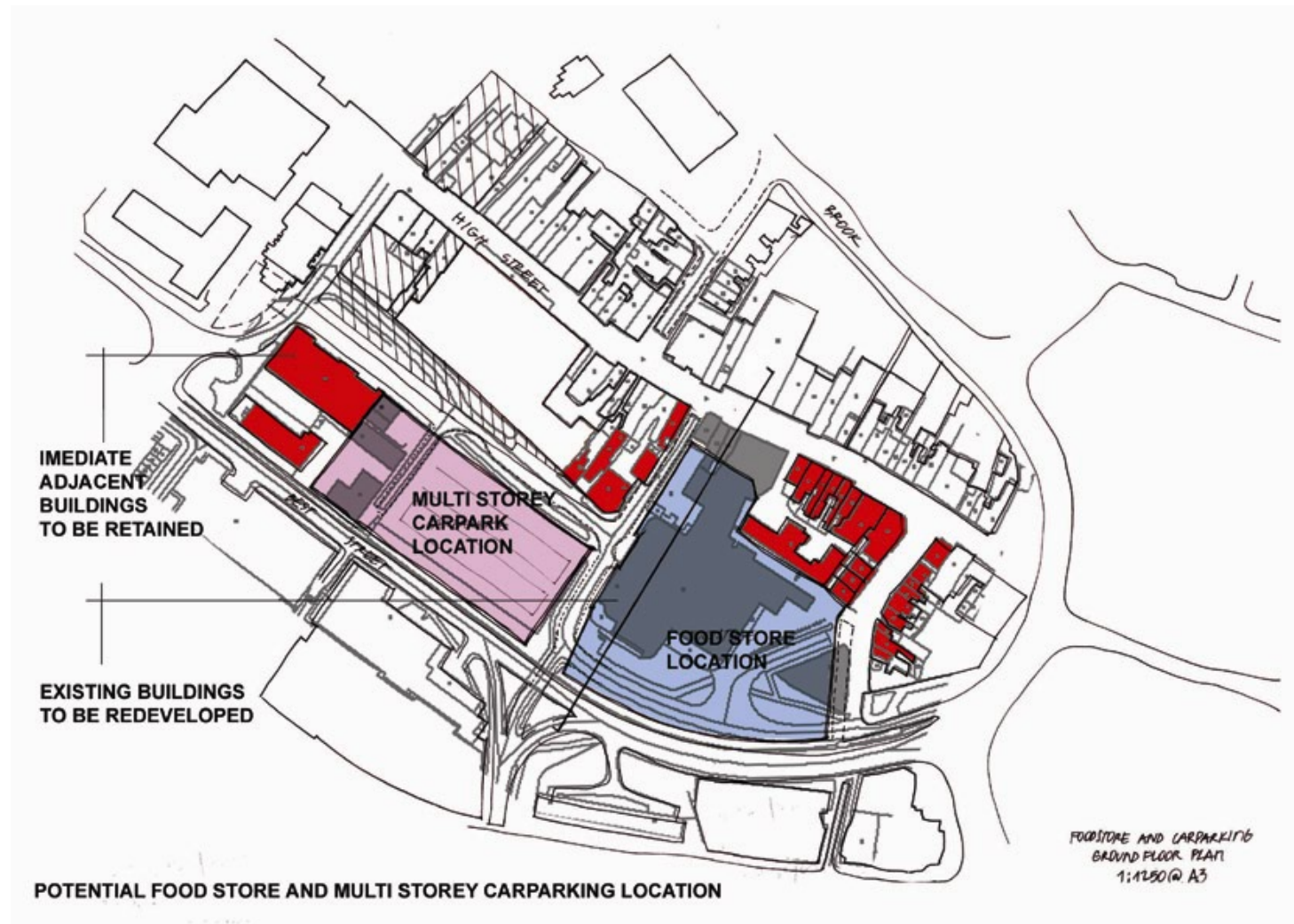


Figure 4.10 Possible scheme for the new food store at the eastern end of the High Street (top). The Food Store will be well integrated with other development in the Shopping Heart, and will also be designed with parking below ground and residential development situated above (bottom).

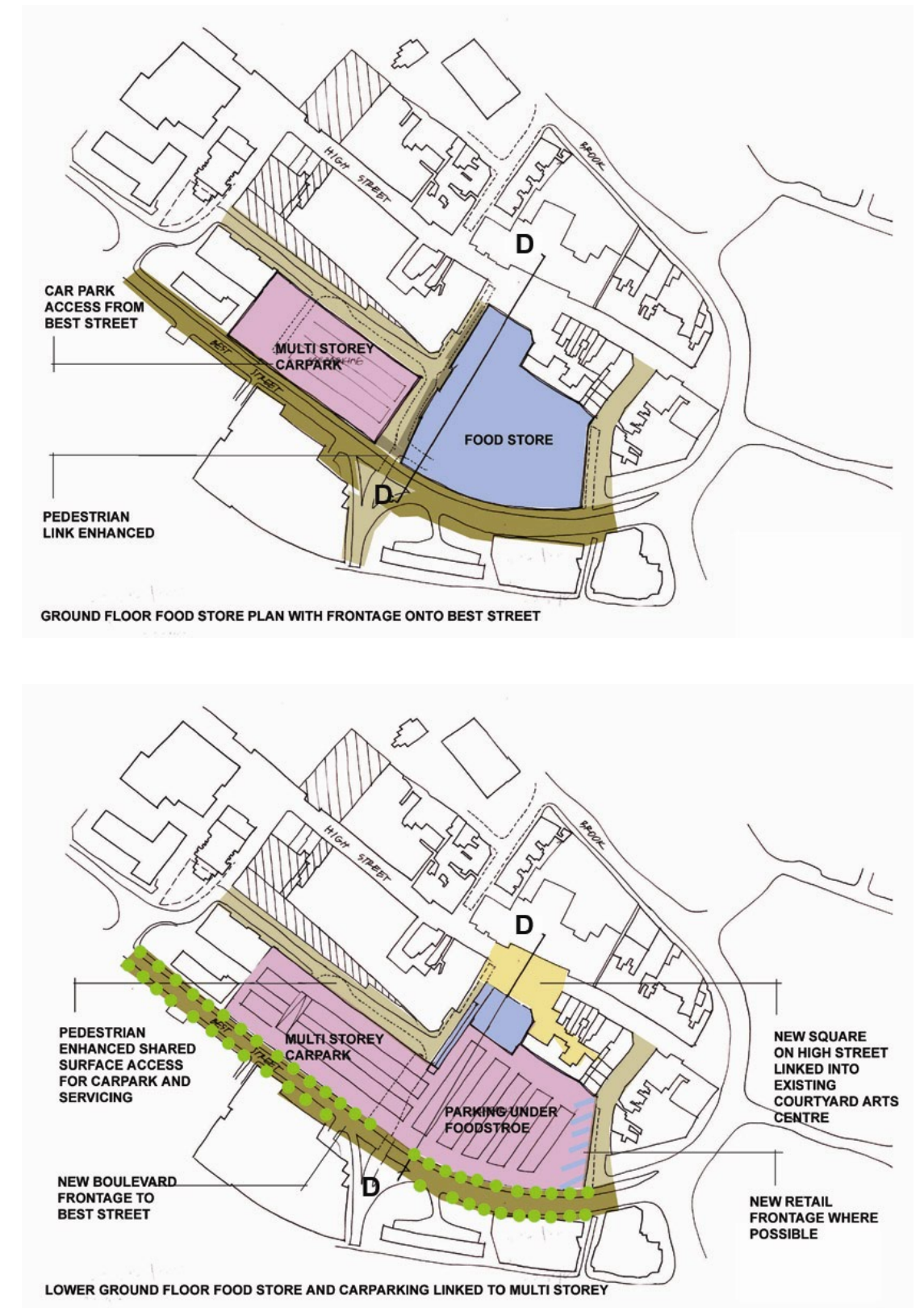


Figure 4.11 : Ground Floor (top) and Lower Ground Floor (bottom) plans for the proposed food store



4.6 SIR JOHN HAWKINS WAY

Existing Environmental Quality & Character

Sir John Hawkins Way carries a high volume of traffic and the existing flyover forms part of highway network linking areas south and west of Chatham with those to the north-west, including Chatham Maritime and Lower Gillingham. At present, the flyover and Globe Lane to the east are the cause of considerable physical and psychological severance between Chatham Centre and the Waterfront. The flyover also creates a visual barrier to views along the High Street to Lower High Street. Pedestrian routes across Globe Lane, from The Paddock to the Waterfront, are currently difficult to navigate and unwelcoming.

Key Aims

Key Aims for the reconfiguration of Sir John Hawkins Way (SJHW) are:

- To remove the flyover and remove through traffic from SJHW and Globe Lane to transform the quality of the environment and allow the reintegration of the Waterfront with the rest of the Central Area;
- To improve the setting of St John’s Church;
- To provide high quality streetscape as the setting for new ‘state of the art’ bus facilities and relocated taxi facilities in this central location and a route parallel to Railway Street for pedestrian links;
- Introduce new development to repair the ‘gaps’ in the townscape associated with the introduction of the flyover.

Design Principles

The Development Framework provides the opportunity to reconfigure SJHW as an attractive street with through-traffic removed and incorporating the hub of bus and taxi services in Chatham. Design principles for change in this area are to:

- Introduce new ‘state of the art’ bus facilities along the street close to the junction with High Street, to provide a high quality centrally-located bus facility as close as possible to the Shopping Heart. This will not be a ‘bus station’, but an attractive modern facility making use of modern technology to ensure efficient and convenient services are provided to the public, with a high quality street environment and real time information;

- Include facilities for taxis at an appropriate location along SJHW;
- Establish a new northern frontage to SJHW, with small-scale mixed use development, with residential uses and some small-scale retail, leisure and business uses on ground floor to front the space and establish a new edge against the existing ‘backs’ of buildings;
- Establish a high quality pedestrian environment with robust and attractive surface treatments and priority pedestrian crossing at the High Street junction,
- Promote quality street furniture and resting/waiting areas that offer shelter and creative in design which respects the townscape character, while promoting a modern, forward-looking image for Chatham.
- Promote quality town vistas along the street, between St John’s Church and The Brook/Globe Lane Junction.

Outputs

Outputs: Sir John Hawkins Way
<ul style="list-style-type: none"><li>• Removal of the Sir John Hawkins Way flyover</li><li>• Removal of through-traffic from Sir John Hawkins Way &amp; Globe Lane, with major environmental and streetscape improvements</li><li>• New ‘state of the art’ on-street bus facilities, and improved taxi facilities close to the High Street &amp; Pentagon Centre</li><li>• Mixed use development of approximately 2,000 m<sup>2</sup> along Sir John Hawkins Way</li></ul>



#### 4.7 STATION GATEWAY

##### Existing Environmental Quality & Character

The existing rail station lacks a sense of arrival and has poor connections with the Central Area. Legibility is poor upon alighting at Chatham Station, and the area near the station is characterised by a congested mix of transport and vehicular access. There is a no sense of orientation and gateway entry.

Pedestrian routing is poor, particularly for the disabled. There is only limited long stay car parking at the station. Additionally, few supporting uses exist in the area to create a critical mass or hub of activity around the station. The principal land use in the area is the retail warehouse store, which has no built frontage onto Railway Street.

##### Key Aims

The key aims for the regeneration of this area are to:

- Promote better accessibility from the railway station to the Central Area along Railway Street for pedestrians and cyclists;
- Manage vehicular access in the area of the station to minimise impacts of traffic on the quality of the environment;
- Improve the legibility of the area for those arriving at the station;
- Create new, high quality car parking close to the railway station that has the potential for creatively integrating a mix with a cultural space and Public Realm;

- In the longer term, consider the potential for redevelopment of the retail warehouse site to provide a more attractive and sympathetic built form, with built frontages on Railway Street to improve the quality of this key link between the station and the Centre.

##### Design Principles

- Create a new quality public square and bus pick up facility adjacent to the station;
- Improve frontage and setting for Station building and new link for the network;
- Introduce complimentary uses in the station area;
- Introduce built development which re-creates street frontages, and improves the legibility and sense of place in this area.
- Promote the creative use of the upper level of the multi storey car park to link with Victoria Gardens and offer a direct link with cultural space and the Railway Station
- Promote quality street furniture and resting/waiting areas that offer shelter and creative in design which respects the townscape character, while promoting a modern, forward-looking image for Chatham.

##### Outputs

###### Outputs: Station Gateway

- Improved bus-rail interchange facilities
- Enhanced public realm in the areas around the railway station
- Modern multi-storey car park (approximately 850 spaces) close to the railway station
- Improved pedestrian environment along Railway Street

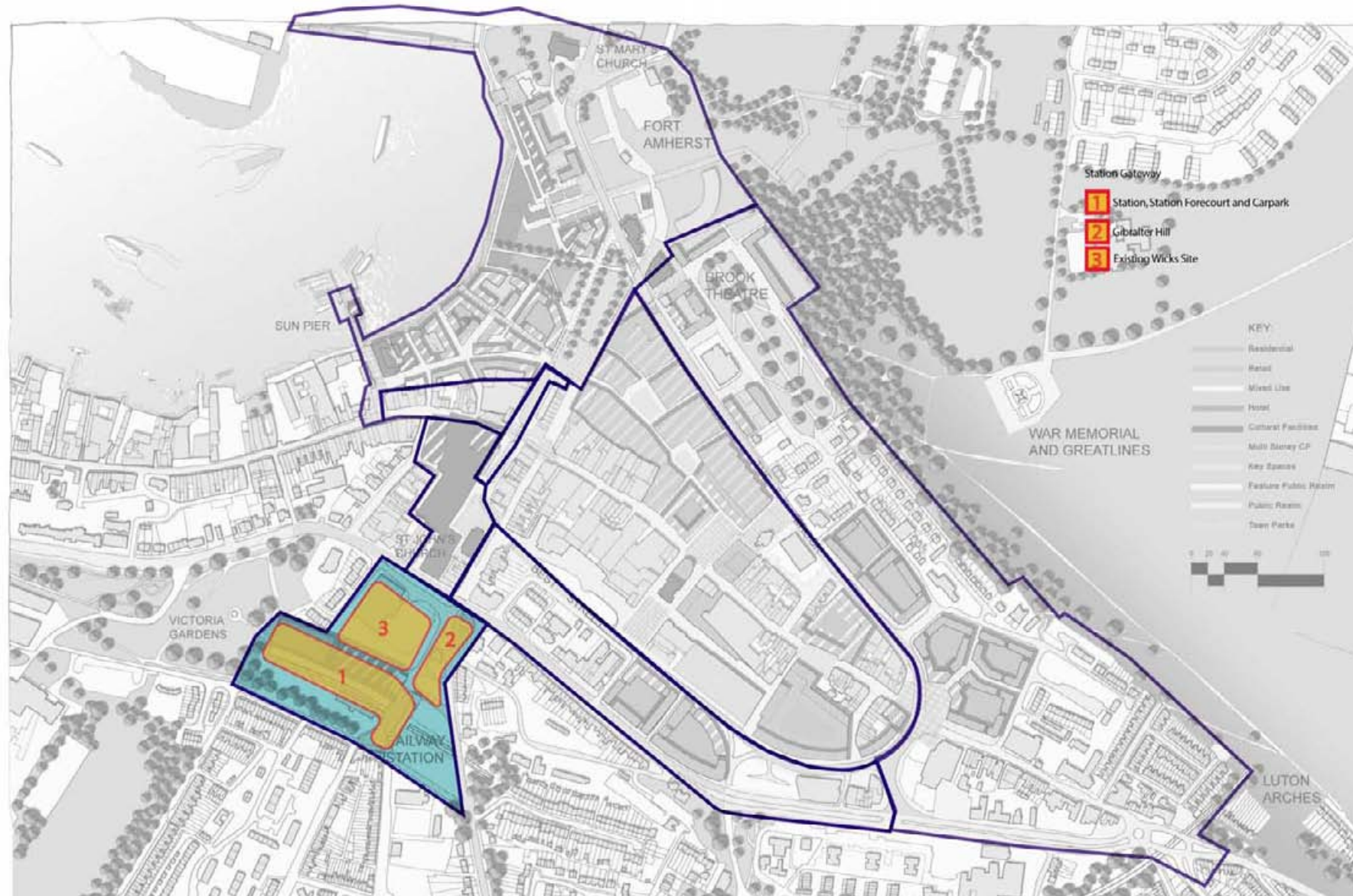


Figure 4.12 Station Gateway



#### 4.8 BEST STREET

##### Existing Environmental Quality & Character

Best Street forms an important part of Chatham's one-way road system, carrying traffic east-to-west around the Central Area. Best Street is heavily trafficked and much of the route is in a cutting, causing a significant barrier for pedestrians and cyclists between the Shopping Heart and communities to the south.

##### Key Aims

The proposed highway modifications (see Section 5) propose returning Best Street to two-way traffic, allowing greater variety of movements and improving access within the Central Area. These works provide the opportunity for environmental improvements along Best Street to create a more attractive character along this important route, with improved pedestrian and cyclist facilities, including crossing points.

In the longer term, it may be possible for residential development to take place on secondary office sites along Best Street. Such development would contribute to the growing community living in Chatham and help to deliver environmental improvements along Best Street and along New Road.

Parts of the north side of New Road, which back onto Best Street, feature attractive historic buildings which contribute to the character of the area. The Council will investigate the protection of this character by considering the extension of the New Road Conservation Area.

##### Design Principles

- Return Best Street to two-way operation;
- Introduce environmental improvements, including streetscape planting, enhancement of footpaths and introduction of cycle facilities along Best Street;
- Future built development to make use of variations in topography between New Road and Best Street;
- Future built development to respect street frontages, and establish permeability and pedestrian linkages between New Road and Best Street; and

- Ensure that new development adjacent to the New Road Conservation Area is sympathetic in terms of scale, design and townscape.

##### Outputs

###### Outputs: Best Street

- Approximately 130 new residential units
- Ground floor retail, leisure etc. of approximately 1,500 m<sup>2</sup>
- Environmental enhancements along Best Street frontages and New Road as appropriate

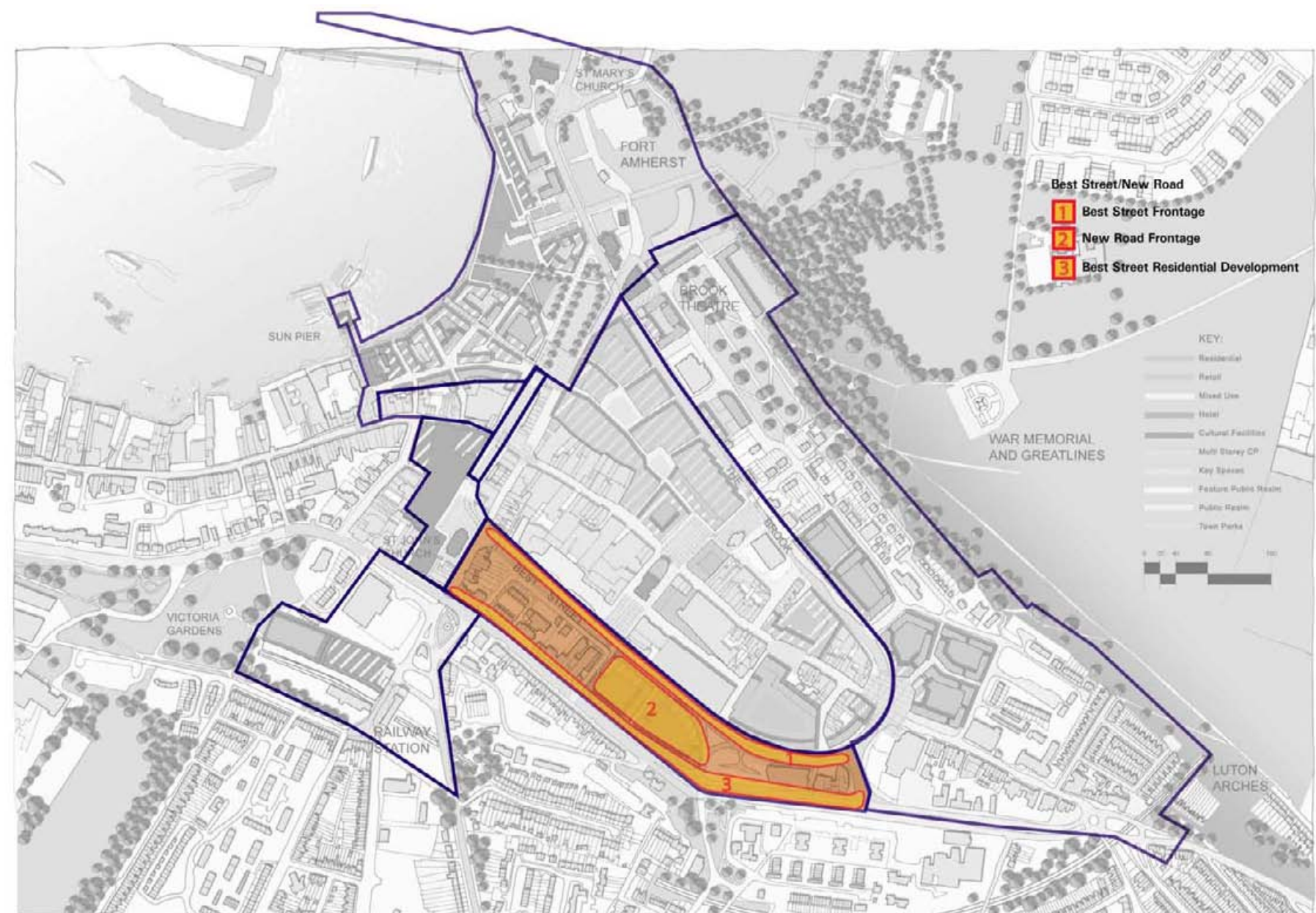


Figure 4.13 Best Street Residential Area



#### 4.9 SUMMARY

The proposals set out above provide a linked and complementary set of projects which in combination will transform the centre of Chatham into the cultural heart of Medway. Chatham will become a centre to make the people of Medway proud. Chatham, as part of the wider Medway city, is ready for change. A clear Development Framework, with specific deliverable projects, creates a catalyst for attracting private and public investment.

These key projects will be delivered over differing timescales, but each is fundamental to achieving the overall aspiration for Chatham.

The Medway Waterfront Renaissance Strategy envisages Chatham as the centre and cultural heart of the rejuvenated wider Medway area. To achieve this role, bold transformation of the Centre is required, rather than modest, incremental change. The projects identified above are complementary and intimately linked and a comprehensive strategy of delivery will realise the aspiration for a rejuvenated, dynamic and stimulating centre for Medway.

#### Options Assessment

The preparation of the Development Framework has involved the identification and assessment of alternative options for land uses on key development sites within the regenerated centre. Identification and review of alternative land use arrangements formed a key element of the work undertaken by stakeholders and the consultant team at a series of Design and Development Workshops held in July 2003.

In considering the scale of development and disposition of future land uses in the Chatham Centre and Waterfront area, the following general points should be noted.

The Development Framework does not propose major office development within the area, with the exception of the proposed civic offices associated with the library and learning centre. At present and for the foreseeable future, large-scale commercial office development in the centre is not commercially viable without an identified occupier. The Framework does, however, promote the development of smaller scale office and workspace as part of mixed use

schemes to cater for demand from smaller businesses, particularly in the creative and professional sectors.

There is likely to be continuing need and demand for bulky goods retailing provision in Medway. The Chatham Centre and Waterfront Development Framework does not include specific proposals for bulky goods retailing in the centre. Such large scale developments tend to sit uneasily with the scale and grain of the existing built form and may contribute less to regeneration objectives than other land uses. It is possible that in future sites could come forward outside of the existing ring road system (The Brook / Best Street) which may be appropriate for the development of bulky goods retailing particularly if the issue of flexibility of format is fully addressed and if urban design and highway access issues, and linkages to the Shopping Heart, can be satisfactorily addressed.

It is recognised that development proposals may come forward which cannot be anticipated, particularly in rapidly evolving markets such as commercial leisure sectors. The Development Framework is not intended to be overly prescriptive in terms of land uses on all possible development sites and site development proposals will need to be considered in the light of the aims and principles for the Development Framework as a whole.

The following provides a brief overview of the alternative uses for key development sites and summary rationale for the preferred approach set out in the Development Framework.

#### *The Brook (Various development sites)*

**Proposed uses: residential, with some small-scale business, retail and leisure**

Residential development along The Brook provides an opportunity to introduce housing into the Central area to strengthen the local communities, and transform the quality of the built environment, in association with improvements to the highway network and streetscape.

Alternative uses considered: offices, retail, and leisure

Although there are a number of buildings with an office use fronting The Brook at present, large scale commercial office development is not considered to be commercially viable. Major retail development is not proposed as the sites lie outside of the Shopping Heart which the Development Framework seeks to strengthen. Leisure development or retail development, including bulky goods retailing, may be an alternative if there is demonstrable need and issues of urban design, physical linkages to the Shopping Heart and highways access issues can be satisfactorily addressed.

#### *St John's/High Street*

**Proposed uses: Library and learning centre, civic facilities, residential, retail, commercial offices**

The site is adjacent to the St John's Church and has a frontage onto Lower High Street, enabling the development to contribute to the regeneration of these important townscape assets. The site is ideally located to provide a customer-focused facility in the heart of Chatham centre, serving to 'anchor' the Lower High Street. The site is close to the Waterfront, easily accessible from the railway station and the proposed new bus facility on the line of Sir John Hawkins Way.

The site is well suited for a mixed use, including cultural, commercial and civic uses that would contribute significantly to the regeneration of Chatham Centre, and directly benefit the people of Chatham and Medway and raise the profile of the area. Retail development is not considered appropriate as the site will have a relatively poor visibility for a commercial operator, has restricted car parking opportunities and a major retail scheme would serve to further 'unacceptably stretch' the shopping offer in Chatham away from the Shopping Heart.



*The Waterfront*

**Proposed uses: cultural facility, residential with small business, some retail and leisure, major improvements to existing green space.**

The Waterfront is the ideal location for a major cultural facility for Chatham and Medway, providing a high profile location adjacent to the River Medway, and providing an attraction to draw visitors to the Waterfront, which is currently an underused asset. Residential development, together with small business space and ground floor retailing / cafes / restaurants and bars, will create a new community living and working in the waterfront area, creating activity throughout the day and evening. The Development Framework proposes major enhancement and expansion of the existing green space at the Waterfront to create an attractive and welcoming space which will attract people to visit and use the Waterfront.

Alternative uses considered: retailing, offices, and green space.

Significant retail development in the Waterfront area would further unacceptably stretch the shopping offer in Chatham, rather than consolidating facilities in and around the High Street. Significant development will also exacerbate traffic congestion in the Medway Street, while the commercial requirement for significant car parking would compromise urban design and environmental objectives. Significant office development at the Waterfront is not seen as commercially attractive to the development market and significant car parking is likely to be required.

The Development Framework proposes the removal of some areas of built development (including the existing Library) and the creation of new public open space, together with the development of some existing open space. Alternatively, existing open space could be retained in its entirety and areas of existing built development on Council owned land converted to public open space. This would result in larger areas of open space at the Waterfront. However, these spaces would not be framed by development providing activities and uses adjacent to the public realm, would have limited natural surveillance to inhibit anti-social behaviour and would be less well sheltered at times of inclement

weather. Larger public spaces would incur higher costs to create and maintain.

*High Street/Best Street Food Store*

**Proposed use: food store**

The proposed food store would provide a strong retail 'anchor' at the eastern end of the High Street within the central Shopping Heart. The development would complement improvements to the shopping offer at the Pentagon Centre and along the High Street.

Alternative uses considered: commercial offices, civic facility, residential

Alternative uses on this site would not deliver the strong retail anchor provided by the food store and would represent a missed opportunity to considerably improve the strength of the retail provision at the eastern end of the High Street within the Shopping Heart. Commercial offices are not viable at present and there is a more appropriate location for the civic facility.

*Best Street*

**Proposed uses: residential**

In the longer term, development sites may come forward along Best Street, which would be appropriate for residential development, to further strengthen the residential communities within the Central Area, and to improve the physical linkages between New Road and the 'Shopping Heart'.

Alternative uses considered: offices, retail.

Major office development is not considered to be commercially viable in these locations for the foreseeable future. Retail development, including bulky goods retailing, may be appropriate if there is demonstrable need and issues of urban design, physical linkages to the 'Shopping Heart' and highways access issues can be satisfactorily addressed.

*Railway Station*

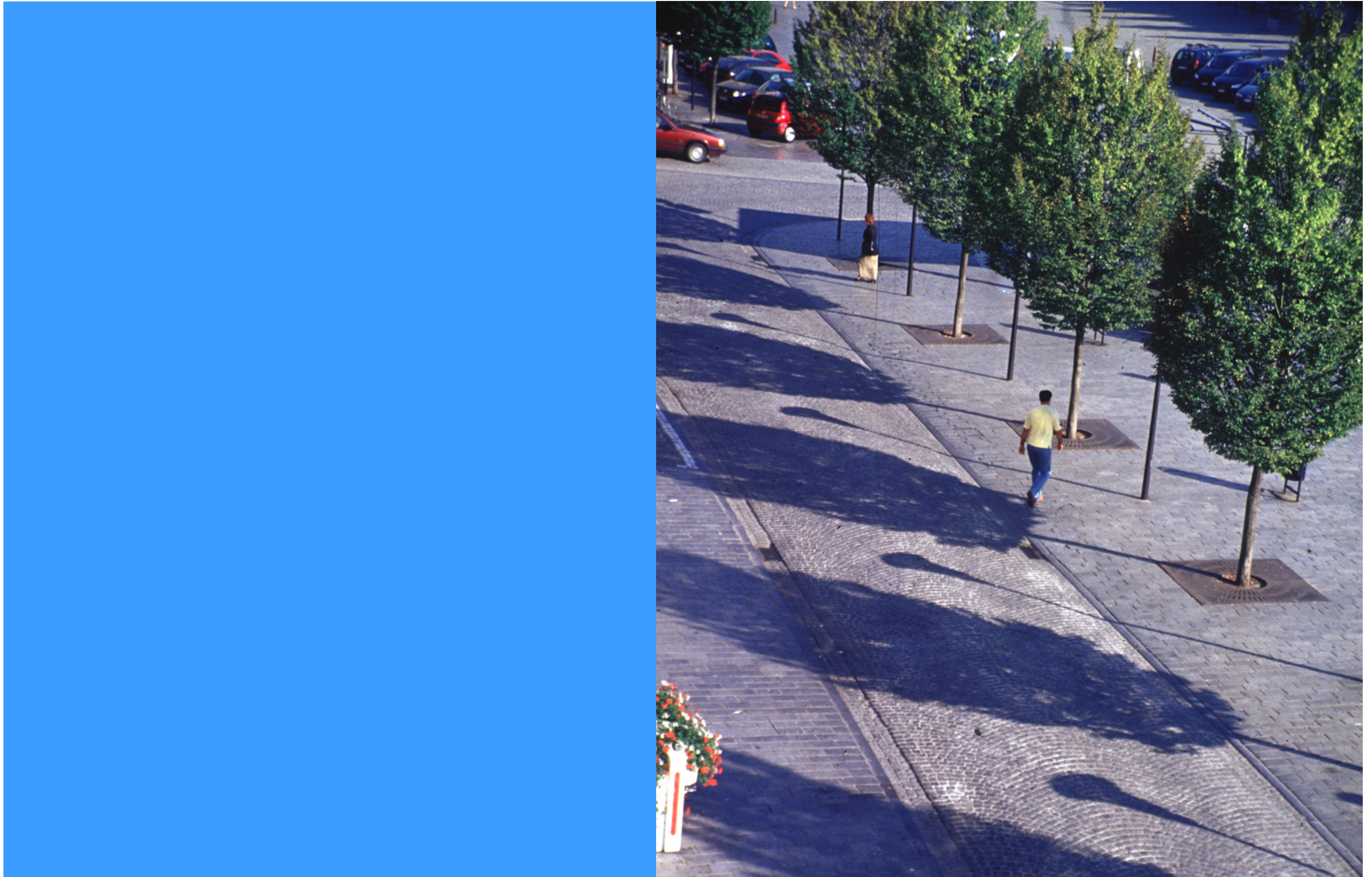
**Proposed use: multi storey car park.**

The proposal to include a multi storey car park in this location is aimed at satisfying the rail user car parking requirement for the future and to provide a long term car park facility for Chatham centre.

Alternative uses considered: offices, residential, retail.

The site of the proposed multi-storey car park is immediately adjacent to the rail line, embankment to Victoria Gardens and retail warehouse facility to the east. The site is not attractive to the commercial property market for office or residential development and is not appropriate for retail development, lying outside of the Adopted (2003) Local Plan Core Retail Area, in a location which is not directly connected to the 'Shopping Heart' in Chatham.







# 5. access & movement strategy

## 5.1 INTRODUCTION

The Chatham Centre and Waterfront Development Framework proposes major changes to the pattern of land uses and activities in the centre. One of the key aims is to ensure that an effective and sustainable transport strategy to serve Chatham Centre and the Waterfront complements the land use proposals. Indeed, such a strategy is a fundamental component of the Development Framework as high quality accessibility to and within the centre will be important for a successful Chatham in the future. Currently, access to the Centre is poor for most users of the Chatham:

- for those [arriving by car](#) – the one way system and poor-quality parking provision makes the arrival experience poor;
- for [pedestrians and cyclists](#) – the ring-road collar makes arrival to the centre and access to the waterfront extremely difficult and unpleasant;
- for [users of public transport](#) – there is little priority for journeys into the centre and the bus facilities for arrival, waiting or interchange do not encourage use of buses

The aim of the Access and Movement Strategy is to improve accessibility by all modes of transport. The Development Framework has been guided by a number of key access and movement objectives, particularly:

- strengthen the High Street by removing the Sir John Hawkins Way flyover – reconnecting the two halves of the High Street and encouraging pedestrian connections to the waterfront;
- Provide permeability for East-West movement across the town from New Road to the Great Lines – re-establishing historic links and connections, breaking down the barrier

of the ring-road, and providing improved access to the urban green spaces in Chatham;

- enhance directional clarity for visitors accessing Chatham – through a clearer vehicle access strategy and rationalisation of car parking and signage;
- enhance public transport facilities – particularly by more direct routing of services and greatly improved central bus facility, waiting facilities to include ‘real-time’ information;
- improved links between the main shopping areas, the Waterfront and the rail station – connecting the commercial centre with the waterfront and with the central area communities for which Chatham is also their local centre;
- rationalisation and enhancement of the current scattered parking provision – improving facilities in a smaller number of high-quality, larger car parks and directional signage (including variable messaging) – thus reducing the need to drive around the centre in search of a parking space; and
- maintain and improve connectivity to the central area for pedestrians and cyclists – through improvement in the quality and clarity of pedestrian crossings, and a focus on the quality of public realm so that walking becomes a pleasurable experience in the centre and waterfront.

A key objective within the Development Framework builds upon the proposal in the 1999 Vision which seeks to break down the existing one-way system to improve access and movement to central area by all modes and connectivity within the centre, while also catering for through-traffic.

A major component of the proposals requires demolition of the Sir John Hawkins Way flyover which currently has a highly detrimental effect on the character and environment of the centre and, together with Globe Lane, creates severance between the Shopping Heart and the Waterfront. Demolition of the flyover will allow these areas to be re-connected, greatly enhance overall environmental quality, open up access to green space and development opportunities at the Waterfront and allow for the creation of high quality and usable public realm, with a ‘state-of-the-art’ bus facility along the street, to transform the quality of public transport facilities in Chatham.

Removal of the flyover also contributes to meeting the key objective of the Development Framework to improve access to the centre of Chatham by all modes of travel, particularly sustainable modes – walking, cycling and public transport.

However, the Framework also recognises that access by the car is important to the success of the Centre as a retail, employment, civic and community focus, whilst reducing the negative impacts associated with through-traffic in the area.

Consequently, it has been important to focus on a number of inter-related strands to provide a balanced solution to access and movement, as a fundamental component in unlocking the regeneration of Chatham Centre and Waterfront. Key elements of the strategy – particularly removal of the flyover and reworking of highway flows on the remaining elements of the ring road – will require careful and thorough continuing assessment and design prior to implementation. However, their importance to the regeneration of the centre



and waterfront areas as a thriving heart to Medway cannot be under-estimated.

## 5.2 STRATEGIC CONTEXT

Chatham occupies a significant position in sub-regional transport networks.

- The recent M2 extension works have created a number of new and improved highway links to the Medway area, with the A2 linking to Rochester & Gillingham and the A229, creating an improved junction with the M2.
- The Medway Tunnel provides an alternative through route from Junction 1 of the M2 to Chatham Maritime and St Mary's Island avoiding travel through Chatham. Other strategic road improvements will assist movement both to and within the area.
- Chatham Station provides direct services to London, Rochester, Gillingham and surrounding areas, although current facilities at Chatham railway station are poor.
- Bus services are at present focused on the main bus station located at an elevated level in the Pentagon Centre. The bus station forms a loop within the core of the Pentagon Centre providing the central interchange point for the majority of bus services serving the Medway area but is poorly laid out, badly lit, is unwelcoming and creates a highly negative first impression for the users of the centre on arrival.

So, whilst Chatham Centre forms an important focus for transport in Medway, recent investment in sub-regional highway infrastructure has not been matched by tangible improvements in public transport accessibility or town centre environment.

## 5.3 EXISTING CONDITIONS

Travel patterns within Chatham Centre are dominated by the current ring road, consisting of The Brook, Best Street, Globe Lane and the Sir John Hawkins Way Flyover. At present a one way circulatory route is provided in a clockwise direction. In general, three lanes are provided with signal control at each key junction. This structure is typical of many town centres - with consequent severance and lack of connections between various areas and activities within the central area. In Chatham's case, the scale and

dominance of highway infrastructure divides the centre from the waterfront (effectively sterilising the latter), and cuts the commercial area in two by the presence of a raised flyover above the High Street.

Generally, the dominance of the ring road has a major bearing on the movement of all central area users.

- The environment is not friendly to pedestrians or cyclists who are too often pushed into underpasses with a limited number of surface level pedestrian / cycle crossing points. This is most noticeable along The Brook and Best Street, where priority is, at present, provided for car travel.
- Bus movement is restricted to the one way circulation, with the exception of a short bus contra-flow section over the Sir John Hawkins Way flyover to allow easier access to the railway station area.
- Even for drivers, access is confusing with the one-way system allowing few choices of movement and parking is fragmented and of poor quality.

In particular, for visitors to the central area the arrival by all modes of transport is unwelcoming – it itself hindering investment and regeneration of Chatham. There are three major elements which the access and movement strategy addresses as priorities.

### Severance Caused by the Elevated Road – Pedestrians and Cycles

The key element of this is the Sir John Hawkins Way which forms a high level flyover accommodating one way traffic movements from Best Street and Railway Street. At peak times, this route is currently predicted to carry in excess of 2,000 vehicle movements per hour. Both the flyover and Globe Lane to the east are the cause of considerable physical and psychological severance between Chatham Centre and the Waterfront, with limited surface level crossing opportunities and high traffic levels creating a major barrier to activities along the Waterfront.

Removal of the Sir John Hawkins Way flyover is an important component of reorganising the highway network.

### Dispersed Car Parking – Arrival by Car

The dispersed nature of the central area car parking is both confusing and lacks a statement of destination or arrival. The large number of small, generally surface level, pay and display car parks, creates both driver confusion and signing problems from the major highway network, with relatively little directional parking signage provided. The current car parking provision is formed mainly through the use of undeveloped land or out dated multi storey car parks. The current parking charges and high level of free employee parking in and surrounding the central area provide cheap long stay parking provision, which at times restricts access to other central area activities such as shopping and leisure for others.

### Arrival by Public Transport

The vast majority of bus services call at the main bus station within the Pentagon Centre. The existing bus station and current facilities are very poor, with limited information and a poor waiting environment. Connectivity to the railway station by bus is at present facilitated by the contra flow bus lane over the flyover to a small waiting area at the Gibraltar Hill gyratory system. Neither element conveys an image of modern public transport or as an attractive alternative to travel by car.

## 5.5 HIGHWAY NETWORK

Successful management of traffic throughout the central area is fundamental to the delivery of the proposals of the Development Framework – where maintaining and improving accessibility to the central area, while minimising the impact of through traffic, is a major aim of the movement strategy.

A major component of this is to seek to remove through traffic on Sir John Hawkins Way and Globe Lane to allow greater connections between the central commercial area and the Waterfront. Remodelling of the gyratory system comprising Best Street, The Brook and Sir John Hawkins Way, and returning The Brook and Best Street to two-way movement will improve the flexibility and legibility of access to and within the Central area, improve the environment and support the promotion of investment and development activity.



### Testing Solutions

Three scenarios for the management of through traffic, access traffic and public transport in the central area, have been tested as part of the preparation of the Development Framework, to understand the impact of different movement systems. Preliminary highway network modeling has taken into account the development proposals set out within this Development Framework, which also made an allowance for development of Rochester Riverside and at Chatham Maritime. The three scenarios are described in Table 5.1.

Proposals set out in this Development Framework stress the importance of transforming the environment and creating a new Sir John Hawkins Way / Globe Lane at surface level – which would operate as a route for public transport, taxis, cycles, and walking – connecting the centre to the waterfront. Creation of this route necessitates demolition of the existing flyover and road network changes along The Brook, Union Street and Medway Street. Each of the scenarios considers the impact of these changes with significant differences between the scenarios focused at the key junction at Gibraltar Hill. All of the scenarios envisage the removal of the gyratory system to allow the greater flexibility of two-way movement around the Central Area.

### Progressing Highway Design Scenarios

The testing of scenarios, as described in Table 5.1 illustrate that the scenarios described and tested under Option 2 (as illustrated in Figure 5.2) could provide an acceptable balance between accessibility to the central area and road network performance. The proposed scenario offers:

- Improved connectivity and permeability for all road users – with options for movement around the centre which do not require a confusing and unwelcoming one-way gyratory;
- Improved and more direct access to quality car parking provision, coupled with variable messaging signage which will assist in directing those arriving by car more directly to their destination car park
- Improved accessibility for public transport users – with a clear destination in the central area offering quality facilities, and a choice of options for operators to respond to opportunities for improved and more direct routes to and through the centre of Chatham.
- Reduce severance between the inner-core of central Chatham (within the existing ring road) and the residential and business communities which are currently outside this ‘collar’, coupled with better priority for pedestrians and cyclists in the centre; and
- Real opportunity to connect the waterfront to the rest of the central area by a series of high quality public spaces and effective pedestrian routes, with a high level of access to public transport – moves which will create the conditions for regeneration of the Waterfront area and the central area more widely.





Figure 5.1:

Option 1: South-north traffic (Maidstone to Gillingham) directed eastbound onto A2 New Road at Gibraltar Hill and onto The Brook westbound

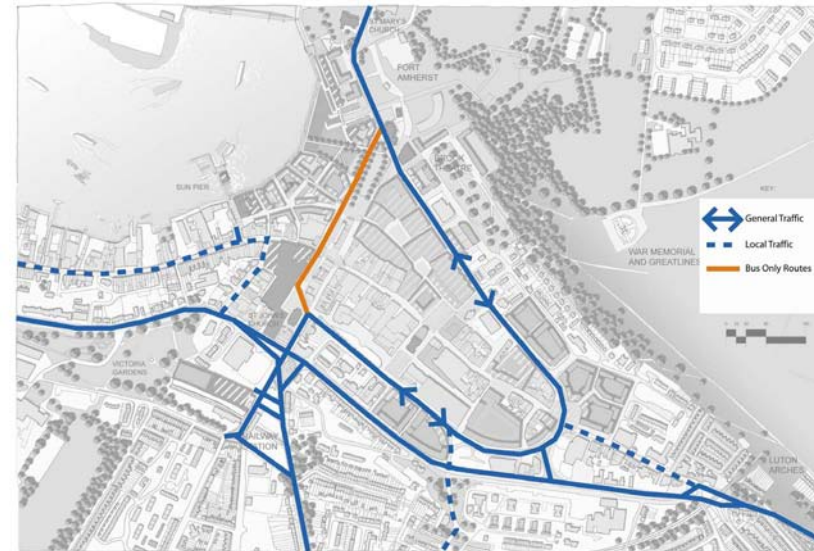


Figure 5.2:

Option 2: South-north (Maidstone to Gillingham) traffic directed from Railway Street at St John's Church eastbound onto Best Street and onto The Brook westbound

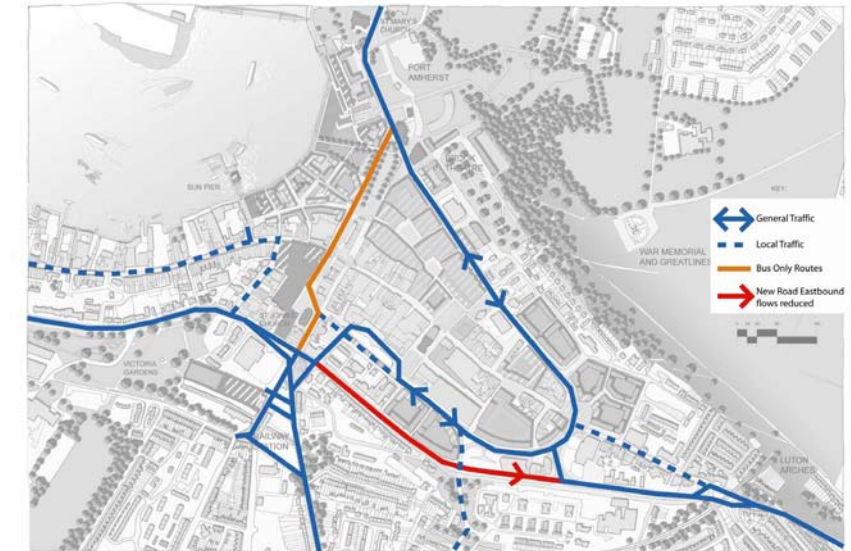


Figure 5.3:

Option 3: South-north (Maidstone to Gillingham) traffic directed from Gibraltar Hill junction eastbound onto Best Street via new higher-level access route at The Paddock.

Table 5.1 : Highway Access and Movement : Scenarios and Testing

Under each of the scenarios tested, The Brook and Best Street would have two-way operation with greater permeability for pedestrians and cyclists and a new link would be created for Maidstone Road traffic to access the Railway Station. Lower High Street and Medway Street would also be downgraded from Star Hill for local access only. Removal of the existing gyratory systems will require modification of many of the existing junctions to accommodate the turning movements on the modified highway network – offering additional flexibility in the network for vehicles.

The Scenarios differ in the following ways:

- **Option 1** - The principal change to the highway network under this option is the re-designation of Railway Street as a bus-taxi only link, as shown diagrammatically in Figure 5.1, with all other classes of vehicle only being able to turn right when leaving New Road onto New Cut. This reduces the route choice available on the local road network, thus requiring all east to west and west to east traffic to route through the Gibraltar Hill Junction.

Under this option, Gibraltar Hill junction is upgraded, with an additional lane for traffic queuing to join New Road, due to the closure of Railway Street. All traffic travelling north along Maidstone Road would now proceed to New Cut or Gibraltar Hill, placing an increased demand on these junctions. The existing signalised junction between Railway Street and Best Street is replaced with a mini roundabout to allow free flowing movement of buses travelling along the priority links.

- **Option 2** - This option primarily involves using the core road network modifications outlined above, except for an additional lane travelling northbound into the junction between Railway Street and Best Street, as shown diagrammatically in Figure 5.2. It is the only option allowing all traffic to travel along Railway Street and therefore must allow for the right turning vehicles at the Best Street junction. Such an option creates flexibility and a choice of routes for drivers between using New Road and Best Street, thus contributing to provision of a more permeable centre, which is not available under Options 1 or 3.
- **Option 3** - This option is broadly similar to the scenario outlined in Option 1, with the exception of an additional northern arm provided at the Gibraltar Hill junction, linking directly onto Best Street, via a new high level road link from The Paddock to the junction with Clover Street, shown diagrammatically in Figure 5.3. This link enables the route choice decisions available in Option 2 between New Road and Best Street. However, the expensive road link would be one-way only, allowing route choice only for west to east movements.



### Common Characteristics

The testing of these options is based on the key aims and objectives for access and movement, considering the accessibility of the central area for all modes of transport, and the implications to traffic movement with the removal of Sir John Hawkins Way. There are a number of common assumptions and components between the scenarios:

- **Redistributed flows to and from Chatham :** Generally, the downgrading of Lower High Street and Medway Street increases traffic flows along the A2 New Road Avenue / New Road route, although some traffic is expected to redistribute via the Medway Tunnel to access the Dock Road area, rather than travel through Central Chatham.
- **Redistributed flows within Chatham :** The development opportunities defined within the Framework will add traffic to the local road network, although some elements, such as the relocation of the Civic office and new foodstore within the central area will include traffic that is already found on the road network at present.
- **Modal Shift :** Some traffic is also expected to transfer to other more sustainable modes of travel as improvements are made to pedestrian, cycle and public transport facilities as well as bus routes and frequencies, as set out in the Development Framework.
- **New Public Transport Facilities :** In all options a new surface level bus facility is included along the route of the former Sir John Hawkins Way flyover. Flexibility of bus routing with the creation of two way traffic movements along The Brook and Best Street, offers bus operators new and more direct route choices in the centre with greater permeability to surrounding areas.

The modelling exercise was based on traffic counts undertaken in 2003. They consider worst case conditions and take account of existing and proposed development in Chatham and its locality.

### Testing Scenarios

Thorough testing of the scenarios provides the following results:

- **Option 1** - provides the greatest connectivity to the railway station area with the provision of a dedicated bus-taxi-cycle link along Railway Street. It is unlikely however the additional traffic along the A2 can be accommodated without road widening and structural improvements. These highway changes would have a detrimental effect on the New Road Conservation Area and is therefore not considered desirable or an appropriate option to follow.
- **Option 2** – does not provide such a high level of connectivity to the railway station area, yet it does maintain a bus-taxi-cycle link between Dock Road and Best Street. Bus-triggered priority at Best Street and Gibraltar Hill signal-controlled junctions could maintain bus flow without introducing a dedicated bus link thus maintaining options for all vehicular modes.

Under Option 2 there are a number of alternative route choices for traffic approaching the Gibraltar Hill-New Road area that maintains a more balanced traffic flow greatly assisting the operational performance of the road network.

A pedestrian and cycle link through the New Road Avenue arches would be a key component of this option contributing to a permeable central area – linking this more clearly and directly to the Railway Station.

- **Option 3** – creates a higher level bridge link from the New Road-The Paddock junction to Best Street. This element could create sufficient road network performance to convert Railway Street to bus-taxi-cycle only. Such a proposal would require a highly sympathetic design approach to reduce physical and psychological severance between the Civic and learning hub and Best Street area.



The proposed changes would add some delay to key junctions for car drivers, but significantly less than other options tested. However, pursuing this scenario does add to the overall connectivity and permeability of the central area for users of all modes of arrival into Chatham, and this option appears to provide a solution which can be developed to cater for anticipated increases in transport demand. Indeed, much of the contribution is derived from significantly more cars entering the network under the modelling scenario than currently seen – which is a product of the new activity and life in the centre of Chatham as the centre is regenerated and new economic, cultural and civic life flourishes.

Importantly, the modelling does not consider potential benefits that would be expected to impact including the redistribution of trips – with drivers:

- avoiding congestion by changing route taken;
- changing time of travel – effectively spreading the peak periods
- or mode of travel – preferring walking or cycling for shorter trips and the use of public transport.

Furthermore, there are expected positive impacts from the implementation of Transport for Medway – including improvements to the wider strategic highway network throughout Medway as well as public transport and walking-cycling initiatives.

Whether derived through implementation of the Development Framework or through Transport for Medway, changes to transport infrastructure are essential to the regeneration of Chatham. The scenario tested under Option 2 provides the basis of a solution that will meet the key aspirations of the Development Framework. However, it is recognised that such a solution requires further testing and careful design development in consultation with transport users and the communities that are affected by the proposed changes. Further testing and careful design development is required prior to implementation and will need to be accompanied by environmental improvements, investment in park and ride, and phasing of improved public transport measures ahead of major highway infrastructure design to ensure that impacts can be properly managed – and for the

changes to the highway network contribute fully to the regeneration of the Centre and Waterfront area.

## 5.6 WALKING AND CYCLING

In addition to alterations to the highway network for road users, the Development Framework focuses on improved connectivity and accessibility to the central area by all modes of travel as an important element to maintaining and fundamentally enhancing the economic viability of Chatham. Improving pedestrian and cycle connections from the immediate residential areas and facilities outside the central area are equally important. Such access and flexibility are facilitated by the strategic alterations to highway infrastructure as proposed.

The removal of the flyover and downgrading of Lower High Street and Medway Street contribute greatly to a safe pedestrian and cycle friendly environment to the Waterfront, with good access to the new bus facility. Without this change it would be difficult to bring the regeneration of the waterfront forward. Investors would continue to see the environment as separated from the commercial core and the urban green space would remain isolated and remote. Such outcomes would not deliver the regeneration of Chatham Centre and the Waterfront. Consequently, the Framework and associated movement strategy focuses on enhancing the walking and cycling environment. There are a number of key elements associated with strategic alterations to the highway network.

- The Brook road network changes will promote a pedestrian-focused walkable environment with enlarged footways and improvements to hard and soft landscaping. A combination of junction and pelican crossing points to the central area will ensure pedestrian and cycle movements are adequately catered for – with more and clearer options for crossing the street.
- Pedestrian and cycle links from the central area to Luton Arches benefit from downgrading the High Street, by reducing the available road space and creating improved walk and cycle link opportunities.
- At the junction with Union Street, pedestrian and cycle movements are given equal priority with a new boulevard-style direct crossing facility seeking to maximise connectivity between the two areas.

These changes provide new gateways and entrance points for pedestrians and cyclists. Within the Centre and Waterfront area significant improvements to the quality and legibility of the public realm will also make movement more attractive. Having arrived in quality car parking or by an improved walking route to the centre, local people and visitors alike will be encouraged to move around and linger in the centre – with the public realm contributing to connecting the retail, entertainment, civic and cultural uses in the centre and the success of a new ‘quarter’ at the waterfront.

Linkage to the St John’s/High Street and Station Gateway areas also form an integral part of the access and movement strategy as part of the Development Framework – with a safe and accessible pedestrian / cycle environment linking to the central area, either by removing traffic from Railway Street, or by providing a new pedestrian and cycle link through the New Road Avenue arches.

### Medway River Bridge

An additional component is the proposed pedestrian and cycle bridge over the River Medway to link the Centre and Waterfront to Medway City Estate to the north. This is a further important connection across the river – reducing the need to use a car to access the centre for the significant business community at Medway City Estate, and ultimately promoting a future generation of development and reinvestment on the north side of the river.

Such a bridge would not only greatly improve accessibility between these important areas of Medway – and focus on the renaissance of the river frontage as a driver in the future of the area – but also provide a ‘statement’ and ‘icon’ for Chatham and Medway more widely. The Development Framework contains the potential for bringing forward the Medway River Bridge as a distinct project, linking the various waterfront initiatives – championed locally as a statement of the future of Chatham at the Heart of Medway.



### 5.7 BUS SERVICES AND FACILITIES

The Development Framework proposes removing the existing bus station from the Pentagon Centre, to be replaced by a modern, high quality bus facility along the line of Sir John Hawkins Way, close to the High Street.

The new bus facility is not a recreated bus station. Such a focus for services has been shown to create a dark and polluted arrival point – and offers unattractive waiting and interchange facilities.

The new facilities will form part of the street, with bays adjacent to broad footways. Waiting shelters and areas would be designed to better serve customers by providing real-time bus information, including up-to-date departure information and reduced waiting times – with concepts based on modern, high-quality facilities and technologies which are tried and tested elsewhere ( See figure 5.4)

Two-way roads, rather than the existing one-way system, would improve bus routes and provide easier transfer between bus services and the railway station.

The overall proposals would significantly improve the attractiveness of arrival by public transport with direct access to destinations in Chatham and elsewhere in Medway. Attractive arrival and waiting facilities, together with ‘live’ information about services should transform the quality of public transport – contributing significantly to shifting modes of travel and to the overall regeneration potential of Chatham.

### 5.8 CAR PARKING

The Development Framework recognises that providing a sufficient number of car parking spaces, to a high quality in attractive and well-located facilities, are important to the attractiveness of the Centre as a destination for local communities and visitors from other parts of Medway and beyond.

A number of the existing car parks are of poor quality and some are poorly located to serve the main shopping areas. There are a number of relatively small, surface-level car parks throughout the central area. These tend to be well used, but represent a relatively inefficient use of land within

this major town centre – and present a confusing and extremely poor first impression of Chatham and Medway.

Over a number of years, the redevelopment of the Centre and Waterfront will increase the scale of development floorspace and activity across a range of uses: retail, leisure, arts & culture, civic, business and residential. Notwithstanding significant improvements in public transport facilities and measures to improve walking and cycling, it is important that the level and quality of car parking matches the increase in development in the Central Area.

The Development Framework includes the development of strategic parking provision. A small number of car park locations, combined with the alterations to the highway network, introduction of two-way working and variable message signing will give a far clearer point of arrival and departure for car users in Chatham – and reduce the need to drive around the centre looking for available spaces. Key priorities for delivery of multi-storey car parking throughout the Central Area include:

- Increased provision at the Pentagon Centre in association with the expansion and refurbishment of the retail and other facilities;
- associated with the proposed food store at the eastern end of the High Street;
- at the railway station;
- strategic parking as part of a Library and Learning Centre; and
- some parking as part of the Cultural facility at the Waterfront.



Figure 5.4 Major improvements in public transport, with modern, attractive, high technology facilities



Quality of Parking Provision

All new multi-storey car parks will provide a high quality environment and should comply with the ‘Gold’ standard of safety and security. Attention will be paid to how the car parks are integrated with the surrounding townscape and clearly link to (but not dominate) the facilities and amenities they serve. Such a focus on quality will require a high standard of urban and technical design.

The possible introduction of computer controlled variable message signs will help ensure that motorists find the nearest car park with spaces without unnecessary circulation around the Central Area.

In association with this new car parking provision, the Development Framework proposes the redevelopment of a number of existing surface-level and multi storey car parks for other uses, which will contribute to the regeneration of Chatham as a whole. The car parks proposed for redevelopment are set out in Table 5.2. In total 1,794 car parking spaces are removed for redevelopment within the Development Framework proposals.

These are replaced and enhanced by new provision – where the number of new spaces needed and overall management of parking is being considered for the Central Area as a whole. Under the proposals, there will be a net increase in the amount of car parking serving the Central Area, together with considerable improvement to the quality and convenience of parking provision. Proposed parking provision is outlined in Table 5.3

Table 5.2: Car Parking Spaces Removed to Deliver the Framework

<ul style="list-style-type: none"><li>• Riverside car park accessed via Dock Road (long stay 134 spaces);</li><li>• Globe Lane car park (short stay 113 spaces);</li><li>• Sir John Hawkins Way car park (short stay 154 spaces);</li><li>• James Street car park ( short stay 47 spaces);</li><li>• Rhode Street car park (short stay 132 spaces);</li><li>• NCP car park (250 spaces);</li><li>• Market Hall multi storey (560 spaces);</li><li>• Slicketts Hill (long stay 45 spaces);</li><li>• Queens Street (long stay 101 spaces);</li><li>• Part of Whiffens Avenue (long stay 75 spaces);</li><li>• Town Hall (short stay 52 spaces); and</li><li>• Medway Street Car Park (131 spaces).</li></ul> <p>This total is broken down into:</p> <ul style="list-style-type: none"><li>• 941 private (NCP) or multi storey spaces;</li><li>• 355 long stay spaces; and</li><li>• 498 short stay spaces.</li></ul>
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Table 5.3 : Proposed Additional Parking Provision in Chatham Centre and Waterfront

<ul style="list-style-type: none"><li>• Pentagon Centre (500 short stay spaces)</li><li>• Adjacent to foodstore (new multi storey, 800 short stay spaces)</li><li>• Railway Station (new multi storey 250 short stay 600 long stay spaces)</li><li>• A Library and Learning Centre (200 short stay spaces)</li><li>• Cultural Waterfront facility (130 short stay spaces)</li></ul>
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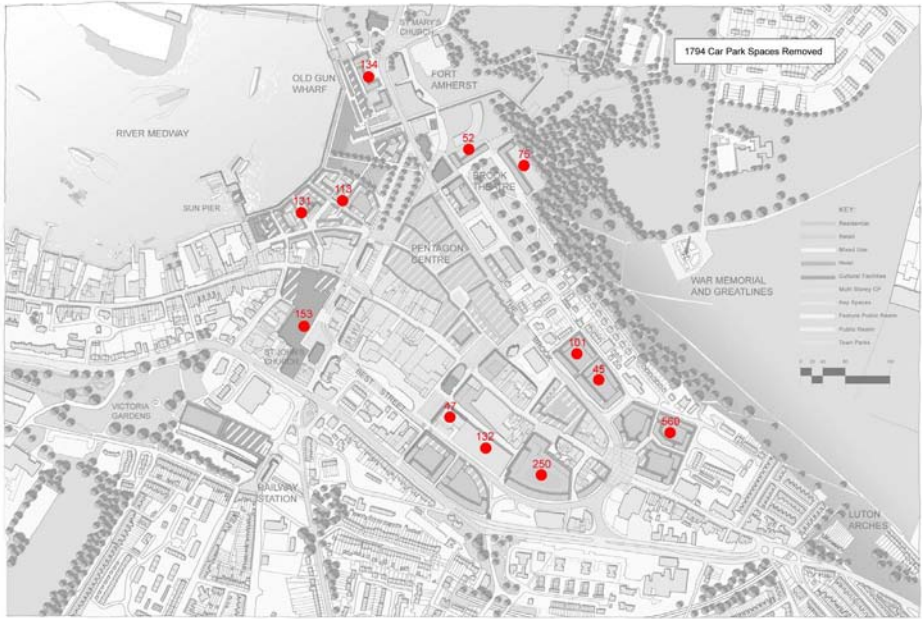


Figure 5.4 Proposed Car Parking



Figure 5.5 Proposed Replacement Car Parking



In total 2,480 car parking spaces are provided in new purpose build modern facilities, broken down into:

- 1,880 short stay spaces
- 600 long stay spaces

As a result the development framework could deliver a net increase of approximately 700 car parking spaces to serve the activities and functions of the regenerated centre. Throughout the redevelopment period the implementation of parking will be phased to ensure that an appropriate level of parking provision is maintained at all times, with car parks retained in appropriate locations to serve the main shopping area while redevelopment proceeds and replacement provision is put in place.

Ongoing parking management will ensure that all opportunities for sharing of spaces are fully investigated together with measures such as Park and Ride as an increasingly important component of an overall parking and access strategy allied to improvements in public transport, but initially to deal with peak events such as Christmas shopping. In order to ensure that appropriate car parking charges are set for the redeveloped town centre, the charging regime will also need to be reviewed as an important element of managing traffic and modal shift, but also to ensure that visiting Chatham is attractive and that charging reflects the quality of provision and contributes to the competitiveness of the Centre.

#### On Street Parking

The Development Framework does not include detailed proposals for on-street car parking within the Central Area and there are unlikely to be many on-street car parking spaces in the completed proposals. If suitable locations for on-street locations are identified, these will be considered for disabled parking in the first instance. It is also recognised that vehicle access to the centre in the evenings and otherwise outside peak periods may be beneficial to the overall attractiveness and competitiveness of the centre and will need to be considered in detailed development briefing, design development and in the design of the public realm.

On-street parking controls in the town centre as a whole are expected to be part of a wider area review of parking control that will take in residential areas that might otherwise suffer as visitors to the centre seek free car parking.

#### 5.9 SHOPMOBILITY & DISABLED ACCESS

The access and movement strategy includes the provision of a new Shopmobility scheme to improve accessibility to the town centre for people with disabilities. The Shopmobility scheme will be required to provide convenient access to the heart of the Central Area. Access for community transport vehicles to the eventual shopmobility location will be required.

Current disabled parking facilities will remain, and the number of disabled parking bays in the town centre car parks will be increased in line with the latest standards. Consideration will be given to providing a number of parking bays for the taller, wheelchair accessible vehicles, which often are barred from parking where height restrictions are in place. All disabled parking provision will meet high quality standards of specification.

One objective is to establish a centrally located dedicated community transport drop off/pick up point close to the proposed shop-mobility scheme. Other set down/pick up points would then be linked by a convenient circular route for community transport vehicles.

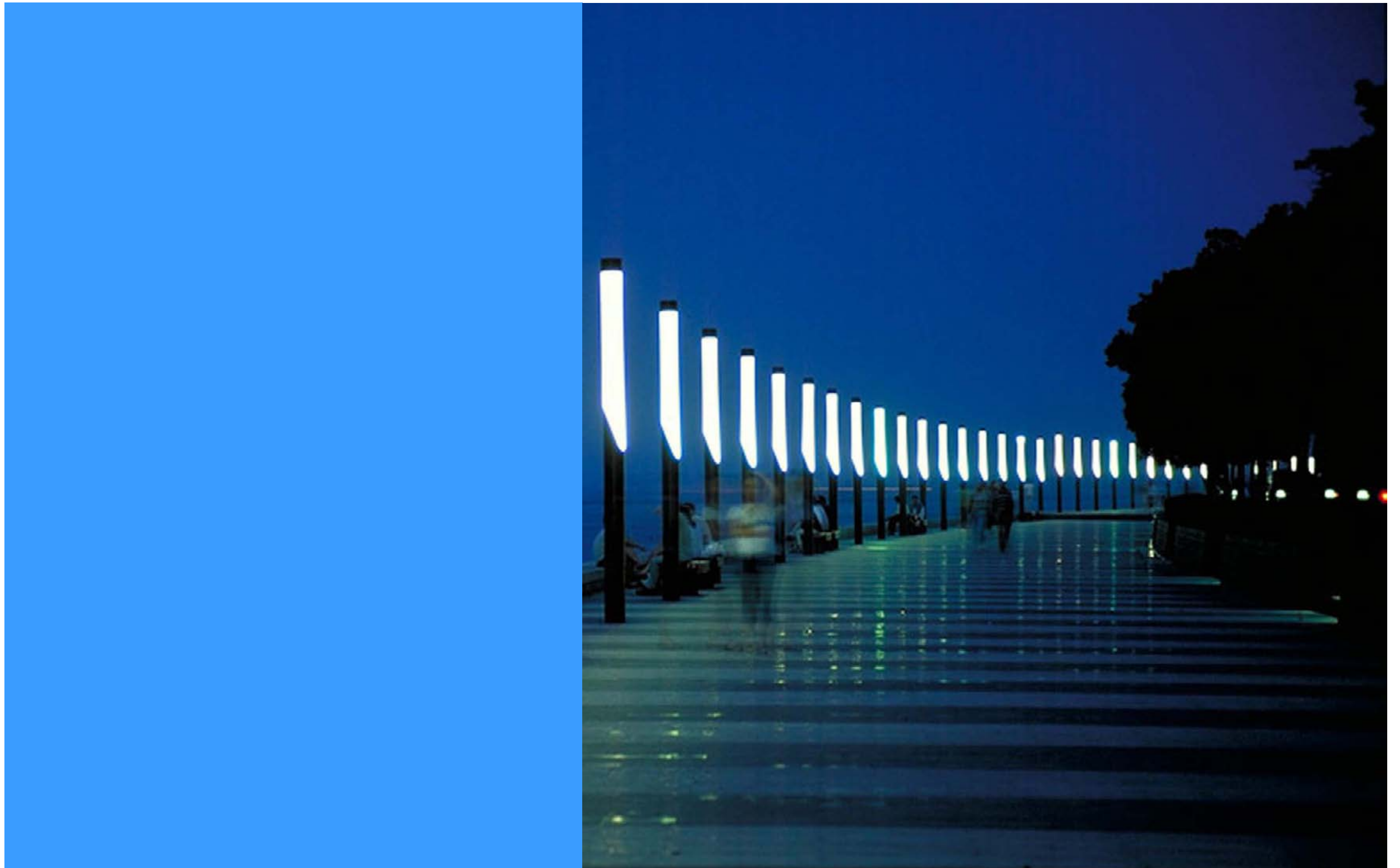
Ease of movement around the town centre for all people with mobility difficulties will be maintained by ensuring that gradients are designed within acceptable limits. At road crossing points tactile paving will be included in the overall design of the public realm and streetscape and audible signals will combine with adequate crossing time provided for all.

Conveniently located taxi ranks will be incorporated into the proposals together with clearly identified set down/pick up points for community transport vehicles.

#### 5.10 SERVICING

Efficient servicing arrangements are essential to the success of Chatham as a thriving retail, leisure and business centre. The access and movement strategy seeks to improve servicing arrangements, through the identification of certain routes for delivery vehicles, designed to standards appropriate to larger vehicles.







# 6. delivery

The Development Framework for Chatham Centre and Waterfront forms Supplementary Planning Guidance (SPG) and together with the adopted Medway Local Plan (2003) will provide the statutory planning framework within which regeneration proposals will be brought forward.

The SPG will be used as a basis for the co-ordination of public sector investment and as a structuring element in the preparation of development briefs and detailed design of particular projects. In the short term, it will guide the expenditure of £10m secured by Medway Council from the Office of the Deputy Prime Minister to bring forward sustainable regeneration under the Government's 'Sustainable Communities Plan'. The SPG will also provide the platform for discussions and negotiations with developers and landowners bringing forward private sector development projects.

More detailed site-specific design and development briefs will be prepared by Medway Council to guide specific development projects. Such a detailed process is essential in locations where the historic assets of the centre are impacted upon or for complex or otherwise sensitive sites. These design and development briefs will be subject to consultation with the public and relevant stakeholders before planning applications are submitted and determined.

A number of principles underpin the delivery of the projects set out in the Development Framework:

- The implementation of the Development Framework must be approached in a comprehensive way.
- The integrity of the Centre and Waterfront is crucial. Development proposals must accord with the

regeneration objectives for the Centre as a whole, and must not compromise the delivery of subsequent elements of the Framework.

- The provision of new infrastructure, in particular the alteration of the existing highway network, the removal of the Sir John Hawkins Way flyover and the provision of adequate car parking are fundamental to achieving the regeneration objectives for Chatham Centre and Waterfront.
- Delivery of built development projects and public realm improvements are intimately linked to infrastructure proposals.
- Development and public realm proposals must be of the highest design quality.

Each of these delivery principles sets the scope and remit for implementation of the Framework.

## 6.2 DELIVERY MECHANISMS

A number of options exist for the delivery of individual projects, including:

- Public development - full public implementation or private finance initiative (PFI) or public-private partnership (PPP);
- Joint venture - public and private sectors; and
- Private development.

Successful implementation of the Development Framework, over the next generation of development will require each of these mechanisms to be employed.

## 6.3 FRAMEWORK FOR DEVELOPER CONTRIBUTIONS

A key element of delivering the Development Framework will be the contribution individual projects make to the regeneration of the centre and waterfront, complementing the investment available from public sources. Such development-related requirements, may include:

- Improvements to public realm and streetscape associated with specific development proposals;
- Maintenance of public open spaces (existing and proposed);
- Provision and enhancement of pedestrian and cycle routes;
- Provision of on-site affordable housing and parking provision;
- Financial contributions to transport improvements, including new bus facilities and possible improvements to Chatham railway station;
- Contribution to employment and training initiatives; and
- Provision of, or contributions to, educational, social and community facilities within the local area.

In order to provide a comprehensive and consistent mechanism for the use of developer contributions to contribute to regeneration objectives, Medway Council expects to establish a framework for developer contributions, under Section 106 of the 1990 Town and Country Planning Act. Such a framework will be in respect of the anticipated developments and the impact they will have on the local area and services. This process will be reviewed in light of the confirmation of any amendments to the system of



developer contributions – as currently proposed in the recent Government Consultation paper on a new approach to planning obligations.

#### 6.4 USE OF COMPULSORY PURCHASE POWERS

In promoting regeneration projects, the Council will require developers to use all reasonable endeavours to pursue the acquisition of the necessary properties by private treaty. Where necessary, the Council will consider the use of Compulsory Purchase Order (CPO) powers to achieve a comprehensive approach and to secure the delivery of key projects.

#### 6.5 INDICATIVE PHASING

There are a number of key projects in the Development Framework that are identified for the first phase of delivery. Key projects include:

- Multi-storey car park adjacent to proposed food store
- New food store
- Housing development on The Brook
- Completion of highway modifications and new bus facility
- Expansion of the Pentagon Centre
- A new central library and learning resource, First Point of Contact and council facilities; and
- Refurbishment of St John's and a new public square.

#### 6.6 NEXT STEPS

The Development Framework has been adopted by Medway Council as Supplementary Planning Guidance and is therefore a material consideration in the planning process.

The adoption as SPG provides a platform for further, more detailed assessments and strategies that are required to inform the preparation of more detailed investment and development proposals. These studies are expected to include:

- Traffic modelling assessment, including the identification of mitigation measures, together with more detailed public transport, public footway/cycleway and highways design – to ensure that the needs of all modes of travel can operate in a manner that is complementary and

appreciates the impacts changes will have on existing communities around the centre;

- Site-specific design guidance for the key development opportunities – to deliver quality of design in buildings and the public realm, particularly to enhance the role of the historic environment and assets in the future understanding and design of the centre. These development briefs will also undergo public consultation and require Council approval, and will be pivotal in achieving the successful delivery of high quality projects;
- Feasibility and viability assessment of options for the civic heart project;
- Site investigations and archaeological research as appropriate;
- Flood modelling and Strategic Flood Risk Assessment – to ensure the Framework can be delivered in a sustainable manner and the design of defences be complementary with the aspiration of a high quality and highly accessible waterfront;
- Strategic Environmental Impact Assessment, including socio-economic impact assessment, which will consider the impact of the Development Framework proposals on existing businesses in Chatham, and the requirements for business support and relocation where appropriate; and
- Feasibility and viability assessment of options for the cultural facilities – as part of a brief to create the distinctive waterfront environment envisaged by the Framework.



The July Design & Development Workshops at the Historic Dockyard.



Working groups focused on specific issues.



# appendix a: consultation summary

## A.1 INTRODUCTION

The Chatham Centre & Waterfront Framework has been informed throughout by various stakeholders, community groups and key players in the Chatham area.

The views and opinions of these different organisations and individuals have been elicited in a variety of ways and over an extended period of several months. The underlying principles of the Development Framework were reviewed, tested and modified at Design and Development Workshops, and the outputs of those consultation events was further tested during public exhibitions and Citizens' Panels.

## A.2 THE DESIGN & DEVELOPMENT WORKSHOPS PROCESS

The workshop process brought together key stakeholders-landowners, the local authority, developers, statutory agencies and interest groups - to jointly take forward the proposals for the future of Chatham Centre & Waterfront through a series of workshops. An important early step in the production of the Development Framework took place between 8-10 July 2003 with a series of Design and Development Workshops (DDW). The Workshops involved the formulation and testing of an initial Development Framework and key projects for Chatham Centre & Waterfront.

Over the summer, the outputs from the initial DDW were tested and additional stakeholder meetings, including briefings for Medway Council members, were held to further refine options. Key elements for testing were:

- Viability of development proposals;
- Cultural strategy & facility;
- Library & civic hub
- Highway / traffic proposals;
- Public transport facilities; and
- Parking.



The results of the investigations were then used as the basis for the Feedback Workshop, held at Colonial House, Chatham on 23 October 2003.

The objective of the Feedback Workshop was to discuss and review the emerging Development Framework for Chatham Centre & Waterfront. The emerging Development Framework built upon the outputs of the July DDW, and evolved the Development Framework through technical testing and additional stakeholder involvement.

The aim of the Feedback Workshop was to:

- Provide an overview & update of process;
- Review the objectives & principles established in the July Workshops;
- Explain the emerging Development Framework;
- Review the strategy & options;
- Consider key elements; and
- Focus on delivery.

The DDW process allows potential constraints, opportunities and aspirations to be thoroughly examined by interested parties. It encourages innovative solutions to issues such as transport, mixed uses and design, with the aim of creating a Development Framework of the highest quality based on specific development and urban design principles. By adopting a collaborative approach, it emphasizes creative and locally-sensitive solutions to specific opportunities and problems. Over 400 people were invited to the October Feedback workshop, and a wide variety of participants were present.

#### A.3 PUBLIC EXHIBITION

In addition to the Design & Development Workshops, a series of public exhibitions were held in the Pentagon Centre, Medway Council offices and other venues in Medway.

During the first series of Workshops in July 2003, an exhibition was held in the Pentagon Centre to solicit views from the general public on key issues for the future of Chatham.

Approximately 60+ people viewed the July exhibition and over 20 written responses were submitted. Comments focused on four main themes: the current retail offer, transportation and accessibility (including parking), desired facilities and the general appearance of Chatham Centre & Waterfront. The responses were helpful in defining the concerns of Medway residents and visitors.

The emerging Development Framework was also exhibited in Chatham from Friday 24th October to Friday 14th November to complement the Design and Development Feedback Workshop with public consultation. The first day of the public exhibition, in the Pentagon Centre and The Brook Theatre, was attended by more than 120 individuals, who had the opportunity to speak with the consultant team and Council staff, ask questions about the emerging Development Framework, and submit feedback forms.

The overall response to the public exhibition was positive.

Several key themes arose from the responses to the public exhibition received. The main issues raised included:

- Support for better use of green spaces throughout the centre and waterfront, including improvements to a riverside walkway;
- The need for new and improved community facilities, perhaps by making use of existing vacant buildings;
- Cultural opportunities, including the encouragement of multi-cultural arts and performances;
- Traffic management and the need for testing and rigorous investigation of traffic options;
- Support for an improved bus station; and
- Additional, and higher quality, Park & Ride facilities.

The public exhibition was on display at the Pentagon Centre until Friday, 14 November, and it then travelled to other venues in Medway, including Medway Council's office at the Civic Centre, Strood and the Compass Centre, Chatham Maritime.

#### A.4 THE CITIZENS' PANEL

The Design & Development Workshops and subsequent public exhibitions were complemented with a postal questionnaire distributed to 1,350 residents in Medway through the Citizens' Panel. The Citizens' Panel provided another mechanism for ascertaining the key priorities of Medway residents.

The Citizens' Panel findings indicate that the priority key principles are:

- Improved shopping catering for all tastes and price ranges;
- The provision of attractive and well-used public spaces; and
- Transforming the quality of the environment at the Waterfront and the High Street

The Citizens' Panel also indicated that the three key areas for improvement are:

- The improvement of the environment on the High Street;
- The need to make it easier and safer for disabled residents to access all areas of Chatham; and
- The need to make it easier and safer for pedestrians to cross the roads.

The Citizens' Panel enabled the Development Framework to have the input of a wide range of residents & visitors of Chatham, and these individuals' views have been taken into account in the formulation of the Development Framework.

#### A.5 FRAMEWORK ON DEPOSIT MARCH – APRIL 2004

The development framework was placed on deposit on 1 March 2004 until 16 April 2004, and subjected to an extensive programme of local public and stakeholder consultation. It included:

- 58,000 copies of a special pull-out Medway Matters supplement on the framework were circulated throughout Medway;
- Written requests for views were made to 1000 stakeholders;



- Copies of the framework were placed on deposit in all 18 Medway libraries and at 3 Council reception desks;
- 7,000 comments forms were circulated;
- Special website feature was created with an e-comments form;
- A seven week exhibition (March 1 to 16 April 2004) took place at The Pentagon, Chatham (manned weekday lunchtimes) and over 700 enquiries were fielded;
- A local and national media campaign was undertaken;
- Oaklands School undertook a special project and debate.

Ten thousand local residents were invited to a programme of local neighbourhood consultation on the Development Framework in February and March 2004. About 400 people attended the six workshops listed below:

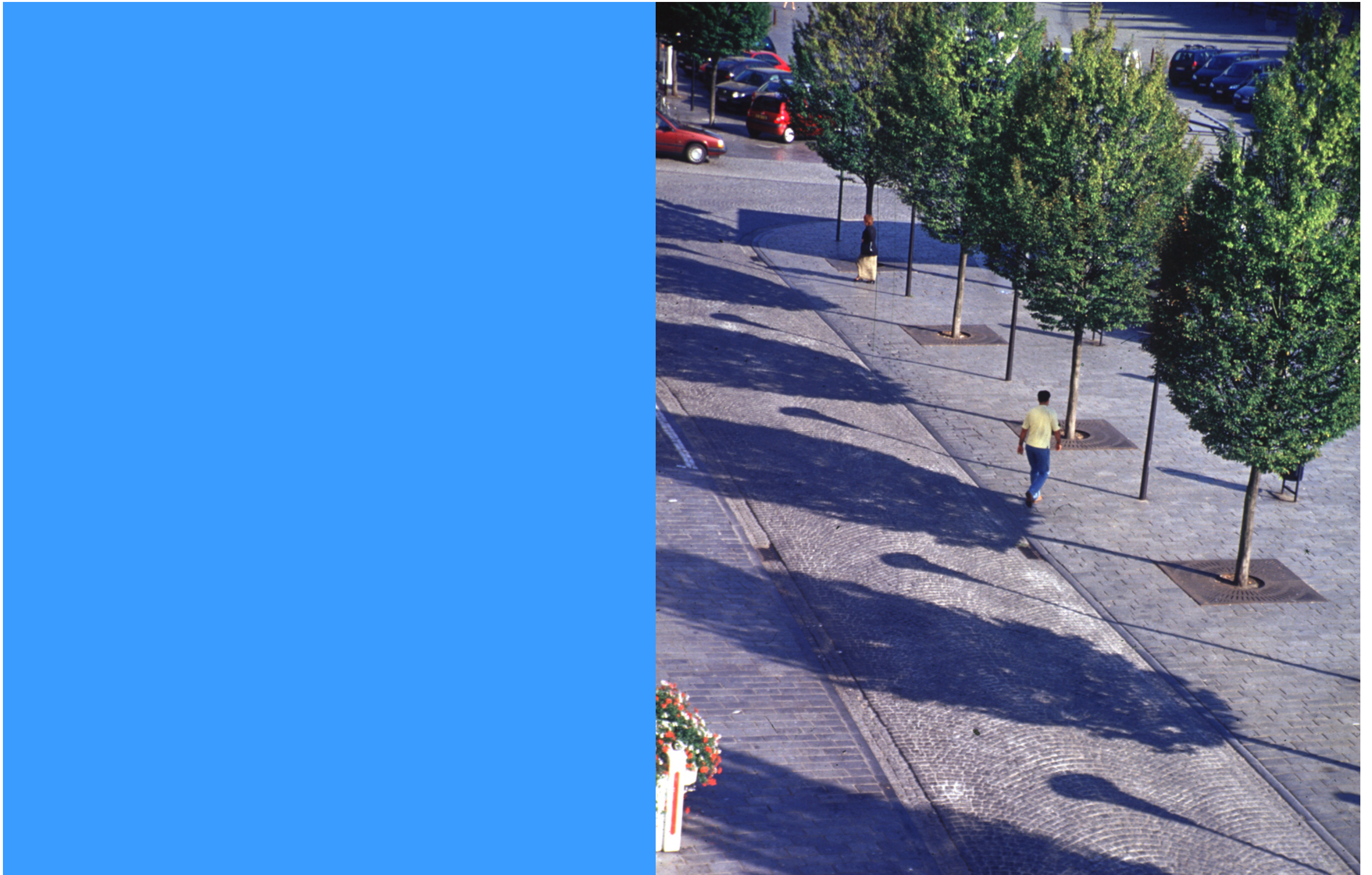
- 19 February 2004 -Gibraltar Terrace Residents Association;
- 26 February 2004 - All Saints & Luton Arches area residents at All Saints Church;
- 5 March 2004 (am/pm) - Melville & Brompton residents at Melville & Brompton Community Centre;
- 10 March 2004 - Fort Pitt/Maidstone Road area residents at Chatham Grammar School for Boys;
- 11 March 2004 - Carpeaux Close area residents at The Brook Theatre, Chatham.

One hundred and forty five written representations were received, and in response, a number of amendments have been made to the document.

## A6 CONCLUSIONS

The Design and Development Workshops were fundamental to the establishment of an exciting and deliverable Development Framework for Chatham Centre & Waterfront. Feedback contributed in during the various forms of consultation was taken into account as the Framework evolved.







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