

4. Key Projects

4

4. Key Projects

4.1. Introduction

Purpose

- 4.1.1.** The previous chapter set out the redevelopment aspirations and key development principles for new development within the study area through a series of high-level strategies. This chapter begins to develop some of these aspirations into a series of key public realm and infrastructure projects that are considered fundamental to achieving the overall vision for the area.
- 4.1.2.** Collectively, the following key projects represent a long-term vision and a means to realise aspirations and objectives as opportunities arise. They are intended to help attract and guide investment within the area from both the private and public sectors. Further information regarding the implementation and delivery of these key projects is discussed at the end of this chapter.

A fresh approach to street design

- 4.1.3.** Policy and practice relating to street design is changing rapidly. The Government's *Manual for Streets* (2007) emphasises the value of streets as places, and that people - not cars - must come first. More recently CABE's briefing paper *'Civilised Streets'* (2008) explores the principles of shared space and calls for a fresh approach to street design so that our streets become more 'civilised' inclusive places where people can walk, cycle, play, talk and enjoy more easily. The application of standard highway solutions, especially within residential streets, is increasingly coming under question. Although relatively few in number, established precedents do exist in the UK where conventional traffic highway solutions have been replaced by simpler and more integrated solutions,

for example; Kensington High Street (London), New Road (Brighton), Ashford Ring Road and Poundbury (Dorchester). In addition, less radical precedents also exist within some historic town centres such as Shrewsbury High Street (Shropshire), Julian Road (Bath) and Bury St Edmunds. Whilst every street is unique and the context of the Eastern Gate different, existing precedents are helpful in exploring options and generating ideas for improving the public realm within the study area.

- 4.1.4.** Whilst the proposals shown on the following pages are illustrative and will inevitably require further detailed work, they do however serve to highlight how we can make better use of space, improve the balance between traffic and townscape, and create streets and spaces that are more civilised and inclusive.

Addressing the issue of speed - the creation of a low speed environment

- 4.1.5.** The traditional approach of claiming more land to resolve highway issues is detrimental to placemaking as it erodes character and prioritises road space. Therefore, all of the key projects promoted in this chapter, have taken an alternative approach as a starting point: the principle of creating a low-speed environment. All assume a reduction in the current speed of traffic, as this is considered the most critical measure to restoring the balance between people and vehicles. Reducing speed, coupled with new approaches to street design can improve capacity and efficiencies of routes for all modes.

The key projects

- 4.1.6.** The key projects outlined in this chapter are identified in figure 42 and in summary include:



Figure 42: Locations of key projects

- Key Project 1: Remodelling Elizabeth Way Roundabout
- Key Project 2: A comprehensive 'place & movement' based design strategy for the improvement of Newmarket Road and East Road.
- Key Project 3: Remodelling St Matthew's Junction
- Key Project 4: Remodelling Coldham's Lane Junction
- Key Project 5: Improving New Street and Harvest Way

4.2. PROJECT 1 - Remodelling Elizabeth Way Roundabout

4.2.1. Newmarket Road and the Elizabeth Way roundabout form a disappointing gateway into the City. Elizabeth Way roundabout – a legacy of the 1970s - and the application of ‘standard’ highway solutions along Newmarket Road have eroded the qualities of place, and severed neighbouring communities. This is an area of the city where cars dominate. The consequence? A townscape that is fragmented, ill defined, incoherent, and an environment that is extremely hostile for pedestrians and cyclists.

4.2.2. This first key project, aims to rectify this situation. The illustrative proposal shown on figure 44 (page 54) represents an option for remodelling the roundabout, which will best deliver the vision and objectives of the SPD. This key project involves completely filling in the subways, and replacing the roundabout with a signalised junction, to allow convenient pedestrian and cycle movement above ground and ultimately help to overcome the barrier effect of this junction and Newmarket Road. Many major UK cities are now taking this approach - Nottingham provides a useful model for such an approach (refer to figures 45, 46, 47 and 48 on page 55).

Key design criteria

4.2.3. Any proposal for the future remodelling of Elizabeth Way roundabout should pay due regard to the following key design criteria:

- *Emphasise place over vehicle movement* – through the use of tighter geometry and radii, which will not only help to reduce the approach speeds at the junction, but will also help to reclaim large areas of underused space (further detail below).

- *Create a more comfortable and simplified pedestrian experience* – by creating more generous pavements, introducing street trees, removing pedestrian guardrails, and introducing direct and wide crossings as close to the intersections as possible.
- *Promote reduced lane widths* – to shorten crossing distances for pedestrians.
- *Prioritise cyclists at junctions* - replacing the roundabout and including crossing points which respond to key desire lines, will improve the environment for cyclists. The illustrative proposals have been designed to include advance stop lines for cyclists.
- *Reclaim areas of additional public space* – to create a new urban space at the south eastern corner.
- *Create new/ improved potential development sites* – which provides the opportunity to mend the street frontage, repair corners and create a gateway that is clearly defined and enclosed by built form.
- *Re-establish an historic route and restore direct visual links between communities* - by introducing a 5 metre wide, direct pedestrian/cycle crossing between Occupation Road and Abbey Road.
- *Promote the de-cluttering of the urban environment* – Traffic volumes at this junction may make signals unavoidable. However a number of measures can be employed to reduce their visual impact by:
 1. minimising the number of signal heads at the junction;
 2. Integrating signal heads into the design of lighting columns;

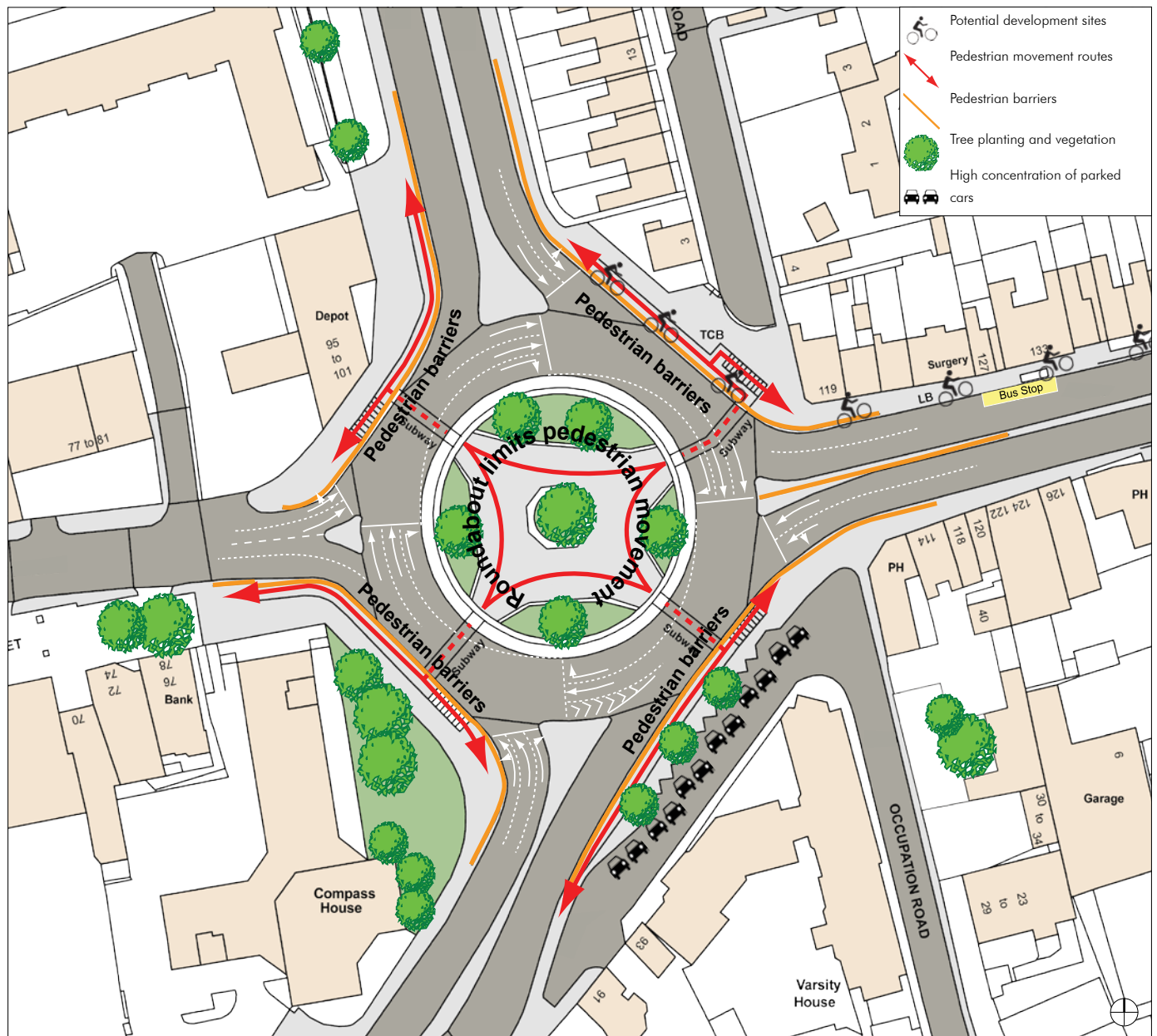


Figure 43: Existing arrangement of Elizabeth Way Roundabout

3. integrating cycle routes with pedestrian crossing points; and
4. avoiding the use of pedestrian guardrails wherever possible.

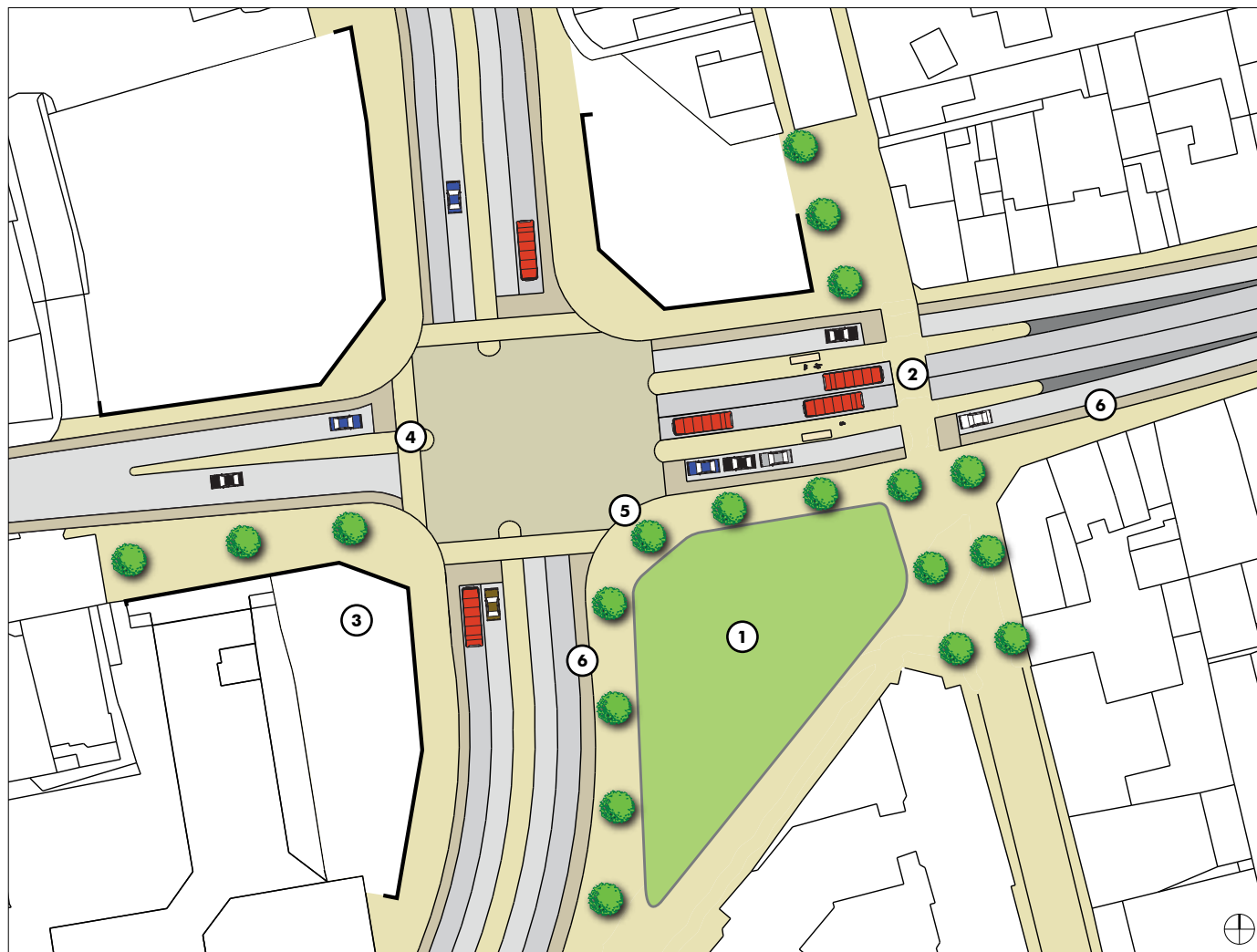




Figure 44: Key Project 1 - Illustrative proposal for the remodelling of Elizabeth Way roundabout

- ① New public open space strengthens gateway into the city, improves the setting of the former Rose & Crown and forms new public space.
 - ② 5m wide direct pedestrian/cycle crossing re-establishes historic link. Trees frame/emphasise visual link.
 - ③ Opportunity for new landmark building to create identity and strengthen gateway into the city. (refer to scale and massing strategy).
 - ④ Wide, direct crossings, located close to intersections, pick up on pedestrian desire lines.
 - ⑤ Explore the removal of existing pedestrian guardrailing as part of a wider design for the whole streetscape and allow informal crossings.
 - ⑥ Continuous cycle lanes along the length of Newmarket Road and East Road (minimum width of 2m, subject to detailed design and taking into account pedestrian and bus users) and 3m wide advance stop lines prioritise cycle movements above that of vehicular traffic.
-  Opportunity for street trees to help humanise and soften the environment.
-  Potential development sites - opportunity to strengthen place through built form (frontage lines are indicative only)

**Where has this been achieved elsewhere? ...
Maid Marion Way, Nottingham**



Figure 45: The roundabout before - completely dominated the environment



Figure 46: Filling in the subways with concrete

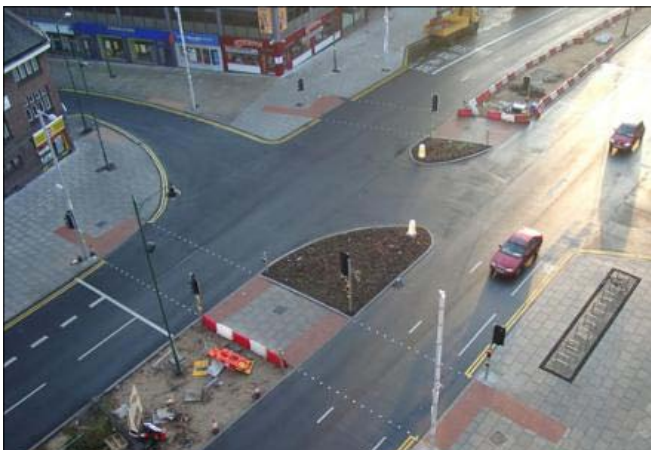


Figure 47: The roundabout after - signalised junctions



Figure 48: Inclusion of wide pedestrian crossings has restored visual and psychological link

**A more radical approach? ...Continental style
'open' junctions**



Figure 49 (above) and 50 (right): Elwick Square, Ashford Ring Road



4.3. PROJECT 2 - Design strategy for the improvement of Newmarket Road & East Road

4.3.1. Key project 2 calls for the development of a comprehensive ‘place and movement’ strategy for the improvement of Newmarket Road and East Road, and outlines the key principles that should guide the development of any such strategy.

The need for a holistic approach

4.3.2. Newmarket Road forms one of the key approaches into the city. Whilst parts of Newmarket Road have great historic interest (such as the Grade 1 listed Leper Chapel and remnants of Barnwell Priory, including the Grade 2 listed church of St Andrew-the-Less), the history is masked behind the heavy traffic, signs, signals and markings. The combination of poor, modern, infill development and the application of ‘standard’ highway solutions has gradually eroded the qualities of the route.

4.3.3. Newmarket Road lacks an overall vision for its improvement. The Eastern Corridor Area Transport Plan (ECATP), identifies new transport infrastructure requirements and is very much ‘movement’ focussed. In contrast, the City Council’s ‘Suburbs and Approaches’ study for Newmarket Road will provide an assessment of ‘local distinctiveness’ and, is very much ‘place’ focussed. A strategy for Newmarket Road, which brings together aspirations for both ‘movement’ and ‘place’ is therefore needed.

4.3.4. Whilst it is not within the scope of this SPD to provide the details of any such strategy, it is necessary however to establish a number of key principles that should be considered in relation to the development of a comprehensive design strategy for the future improvement of Newmarket Road and East Road, and ultimately help

to deliver the vision and objectives of the SPD.

Key design principles

4.3.5. Key principles that should guide the development of a comprehensive design strategy for Newmarket Road and East Road include:

- *Creating a low-speed environment* – this is considered the most critical measure to restoring the balance between people and vehicles. Reduced speed, coupled with fresh approaches to street design, can provide more efficient traffic movement as well as greater safety and accessibility for pedestrians and cyclists. Therefore any design strategy for the improvement of Newmarket Road/East Road should be based upon the premise of a design speed of around 20 mph. This could be reinforced by a formal speed limit, but must be linked to a detailed design which changes the character, width and geometry of the streetscape. Figure 51 provides an illustrative example of how Newmarket Road could be improved. Creating a low speed environment can also reduce the need for complex traffic management arrangements and junction design. Please refer to key project 4, for an example of a more simple, permeable and accessible junction design (refer to figure 58, page 63).
- *Removing and minimising barriers to movement* - the second key principle that should underpin any design strategy for Newmarket Road/East Road, is the creation of a barrier free public realm. A lower speed environment can create opportunities for both formal and informal crossings, helping to break down the barrier effect of Newmarket Road. A strategy should also explore the possibility of removing existing

pedestrian guardrailling, in particular from central median strips and pedestrian crossings, to create an open and accessible central reserve. (For further information, please refer to paragraph 4.3.7). Providing an accessible and open median strip/central reserve can also be used to separate opposing streams of traffic and accommodate street furniture (eg. Kensington High Street) and tree planting, and could contribute to reducing the scale of Newmarket Road.

- *Explore ways of 'greening' the street* – Introducing street trees along Newmarket Road and East Road is a key aspiration of this SPD. Therefore any design strategy will need to explore ways of introducing tree planting and other enhancements to the public realm along these key routes. The location and species of tree will need careful consideration in relation to buildings, drainage and services.
- *Collaborative working* – Re-establishing a sense of place and arrival along this key route into the city and breaking down the barrier effect of Newmarket Road requires a willingness from all stakeholders to explore options which break the conventional approaches. Collaborative working between all the professional disciplines associated with highway engineering and urban design is essential in order to combine good placemaking principles and the desire to keep standard measures associated with the highway to a minimum.

An indicative proposal

4.3.6. Based on the above key principles, figure 51 on the following page provides an illustrative example of how Newmarket Road could be radically reconfigured to achieve the vision and objective

of this SPD. The illustration serves to demonstrate the benefits and design opportunities that arise from creating a lower speed context for traffic movements.

Pedestrian guardrailling

- 4.3.7.** Pedestrian guardrailling is a very intrusive element. It restricts pedestrian movement, often forcing people to walk further away from their desire lines; can reduce the amount of useable footway; degrades the quality of the public realm; and there is also *"evidence that it can increase traffic speeds and present an increased risk to cyclists, who can be crushed against vehicles"* (Manual for Streets 2, para 12.4.2, page 87).
- 4.3.8.** In the case of Elizabeth Way roundabout, Newmarket Road and East Road, despite guardrailling there is a great deal of non-compliance by pedestrians (and cyclists) who still choose to take the shortest path, putting themselves at greater risk. The genuine effectiveness of this guardrailling is therefore questionable.
- 4.3.9.** This SPD identifies potential areas of existing guardrailling that could be removed (refer to Chapter 3 - Strategies for Change). However, it must be noted that this document is not advocating that this is undertaken in isolation - the removal of existing guardrailling should only be considered when part of a wider design for the whole streetscape to better incorporate pedestrian and cycle desire lines. Furthermore Manual for Streets 2 (MfS2): Wider application of the principles, provides evidence based best practice guidance regarding the use, effectiveness and removal of existing guardrailling. Section 12.4 in particular outlines a process that authorities should follow when considering the removal of existing guardrailling. Due regard should therefore be given to the best practice guidance as set out in MfS2.

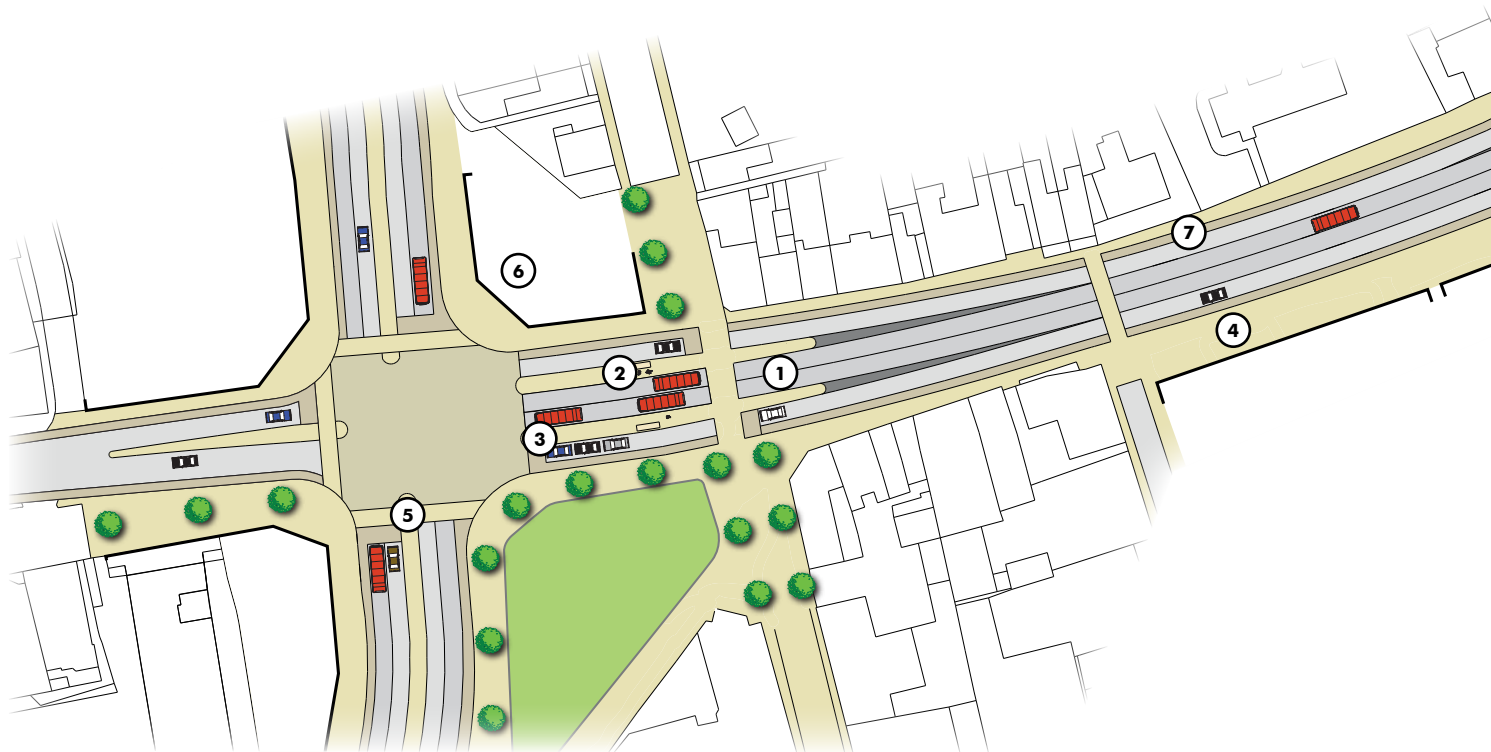


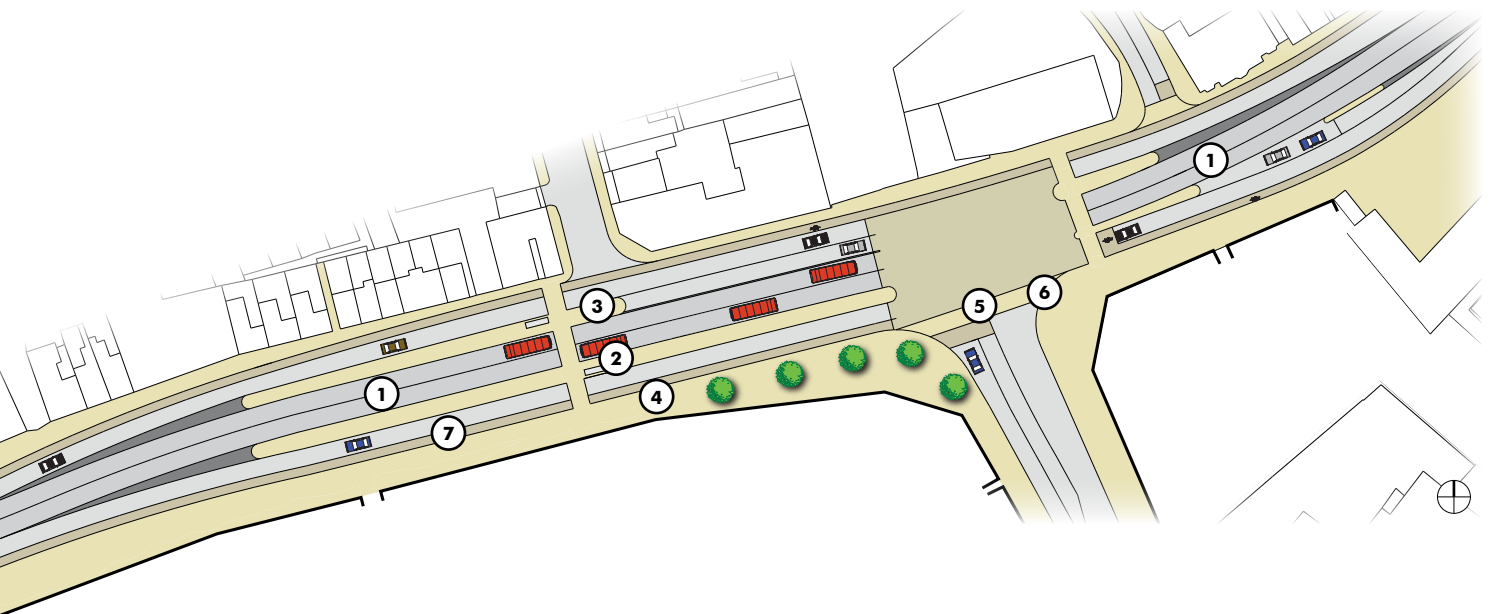
Figure 51: Key Project 2 - Illustrative proposal for the improvement of Newmarket Road



Figure 52: Wide, direct, pedestrian crossings redesigned to respond to key desire lines and located close to the junction - note the absence of pedestrian guardrails (Maid Marion Way, Nottingham)



Figure 53: Crossings have been redesigned with the removal of guardrails (Kensington High Street, London)



- ① Central bus lanes along the length of Newmarket Road improve bus priority in and out of the city centre and remove the occurrence of fragmented bus lanes at the River Lane and Godesdone Road junctions.
 - ② Bus shelters have been relocated within the centre of Newmarket Road within 3m wide islands and are accessed directly from crossings located close to the Elizabeth Way and Coldham’s Lane junctions. Each bus stop can accommodate 3 buses during peak periods where several buses may need to stop at the same location. The central bus lane removes issues of buses blocking cycle lanes.
 - ③ Wide central islands (2-3m) close to Elizabeth Way and Coldhams Lane junction separate bus and vehicle movements and provide opportunities for informal crossings.
 - ④ More generous pavement widths (minimum 1.8m wide) provide a more comfortable environment for pedestrians and could accommodate tree planting where space allows.
 - ⑤ Direct pedestrian crossings located close to junctions respond to key desire lines and simplify the pedestrian experience.
 - ⑥ Tighter geometry and radii at junctions encourage lower approach speeds.
 - ⑦ Continuous cycle lanes along the length of Newmarket Road (minimum width of 2m, subject to detailed design and taking into account pedestrian and bus users) and 3m wide advance stop lines prioritise cycle movements above that of vehicular traffic.
- ◀ Potential development sites - opportunity to strengthen place through built form (frontage lines are indicative only).
- 🌳 Opportunity for street trees to help green the street environment (location indicative).



Figure 54: Central tramlines prioritise public transport movement. Median strips accommodate trees and allow for informal pedestrian crossings (Hammarby Sjöstad, Stockholm, Sweden)

4.4. PROJECTS 3 & 4 Remodelling Traffic Dominated Junctions

4.4.1. Two traffic dominated junctions sit at either end of the study area; one at the corner of the Crown Court and the other at the corner of Newmarket Road/Coldham's Lane. The latter junction in particular, was highlighted by the majority of local residents at the public meeting (November 2009) as being particularly hostile for pedestrians and cyclists.

4.4.2. Projects 3 and 4 on the following pages provide illustrative proposals for remodelling these two junctions. Both key projects aim to simplify and rationalise the layouts of the two junctions so that the environment for pedestrians and cyclists is improved.

4.4.3. Whilst illustrations featured on the following pages are indicative, a number of key design criteria is set out to guide any future proposals which may come forward for the remodelling of these junctions.

Project 3 - Key design criteria

4.4.4. Any proposal for the future remodelling of St Matthew's Street junction should pay due regard to the following key design criteria:

- *Emphasise place over movement* - through the use of tighter geometry and radii, which will not only help to reduce the approach speeds at the junction, but will also help to increase the areas of public realm.
- *Create a more comfortable and simplified pedestrian experience* - by

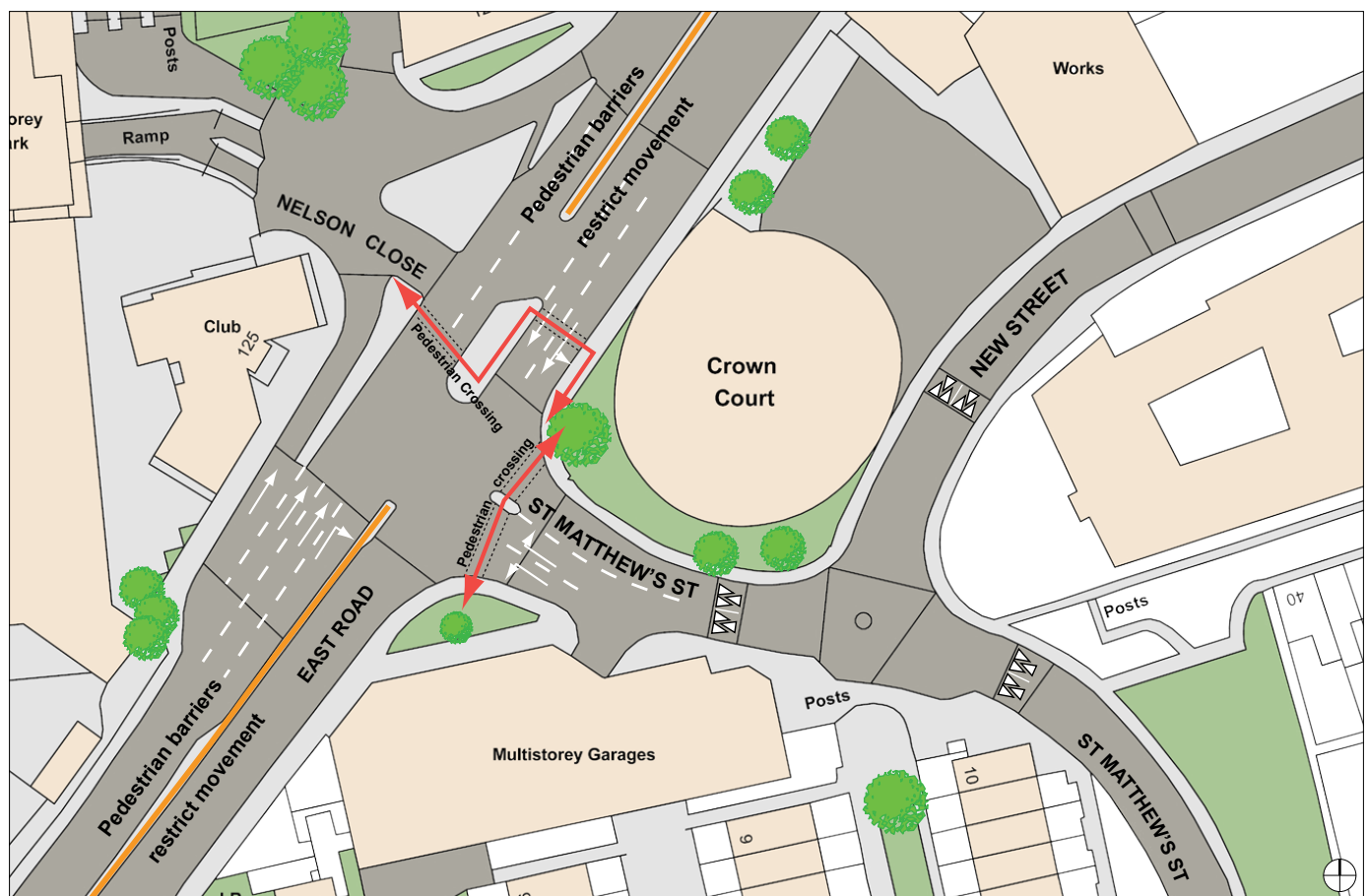



Figure 55: Existing arrangement of St Matthew's Street Junction



Figure 56: Key Project 3 - Illustrative proposal for the remodelling of St Matthew's Street Junction

creating more generous pavements, introducing street trees, removing pedestrian guardrails, and introducing direct and wide crossings as close to the intersections as possible.

- *Help to prioritise cyclists* - by including advanced stop lines, introducing crossing points which respond to key desire lines and creating 2m cycle lanes (minimum) where possible along East Road (subject to detailed design and taking into account pedestrian and bus users).

 Opportunity for street trees to help green the street environment.

- ① Central islands (2m) separate the direction of vehicle movements.
- ② Bus Lanes along the length of East Road improve bus priority in and out of the city centre.
- ③ Continuous cycle lanes along the length of East Road (minimum width of 2m, subject to detailed design and taking into account pedestrian and bus users) and 3m wide advanced stop lines, prioritise cycle movements above that of vehicular traffic.
- ④ Direct pedestrian crossings close to junctions respond to key desire lines and simplifies the pedestrian experience.

Project 4- Key design criteria

4.4.5. Any proposal for the future remodelling of Coldham's Lane junction should pay due regard to the following key design criteria:

- *Emphasise place over movement* - through the use of tighter geometry and radii (10m tracking radius shown), which will not only to help to reduce the approach speeds at the junction, but will also help to increase the areas of public realm.
- *Create a more comfortable and simplified pedestrian experience* - by creating more generous pavements, introducing street trees, removing

pedestrian guardrails, and introducing direct and wide crossings as close to the intersection as possible.

- *Help to prioritise cyclists* - by including advanced stop lines, introducing crossing points which respond to key desire lines and creating 2m cycle lanes (minimum) where possible along Newmarket Road, subject to detailed design and taking into account pedestrian and bus users.

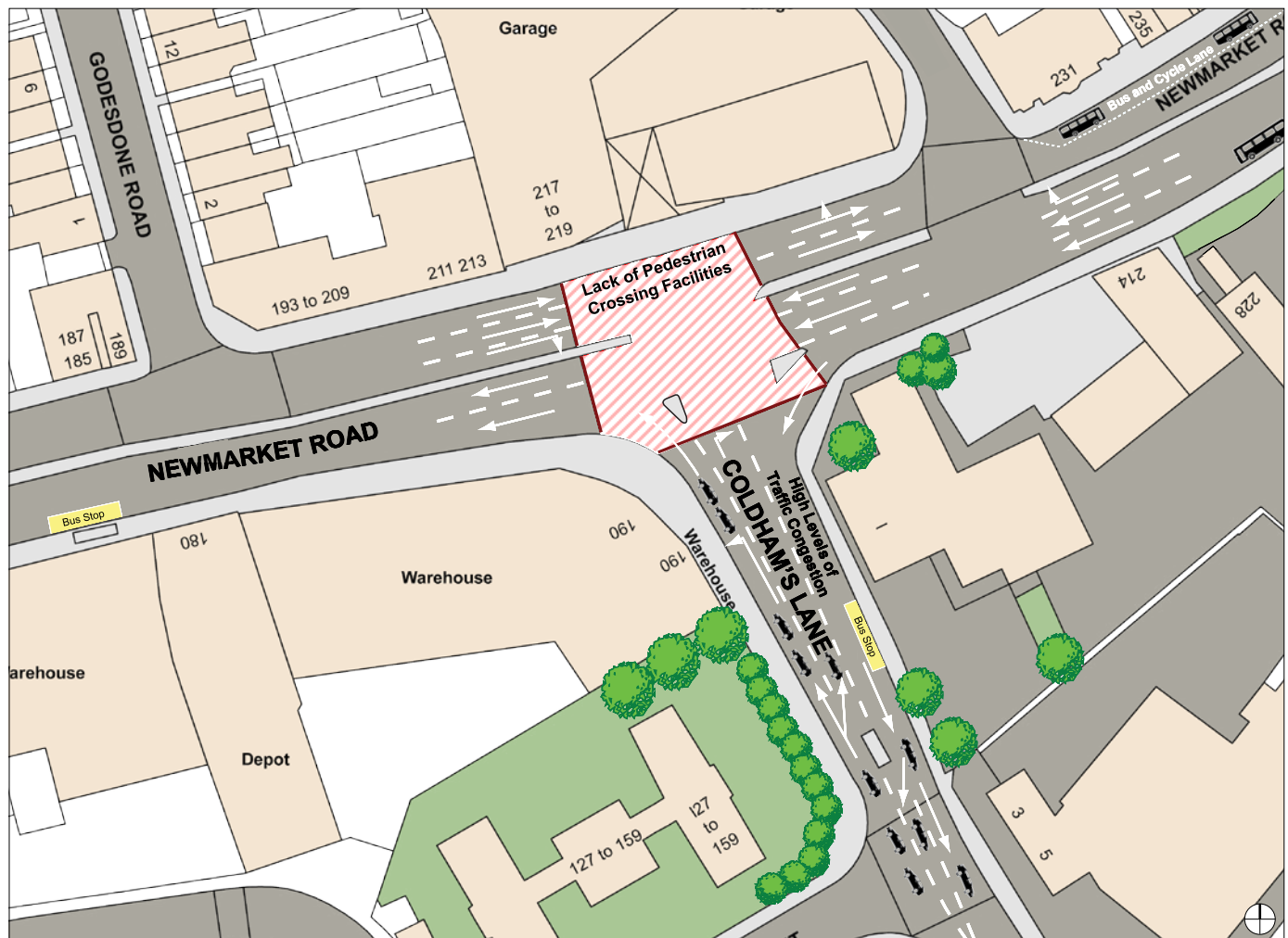


Figure 57: Existing arrangement at Coldham's Lane/Newmarket Road junction

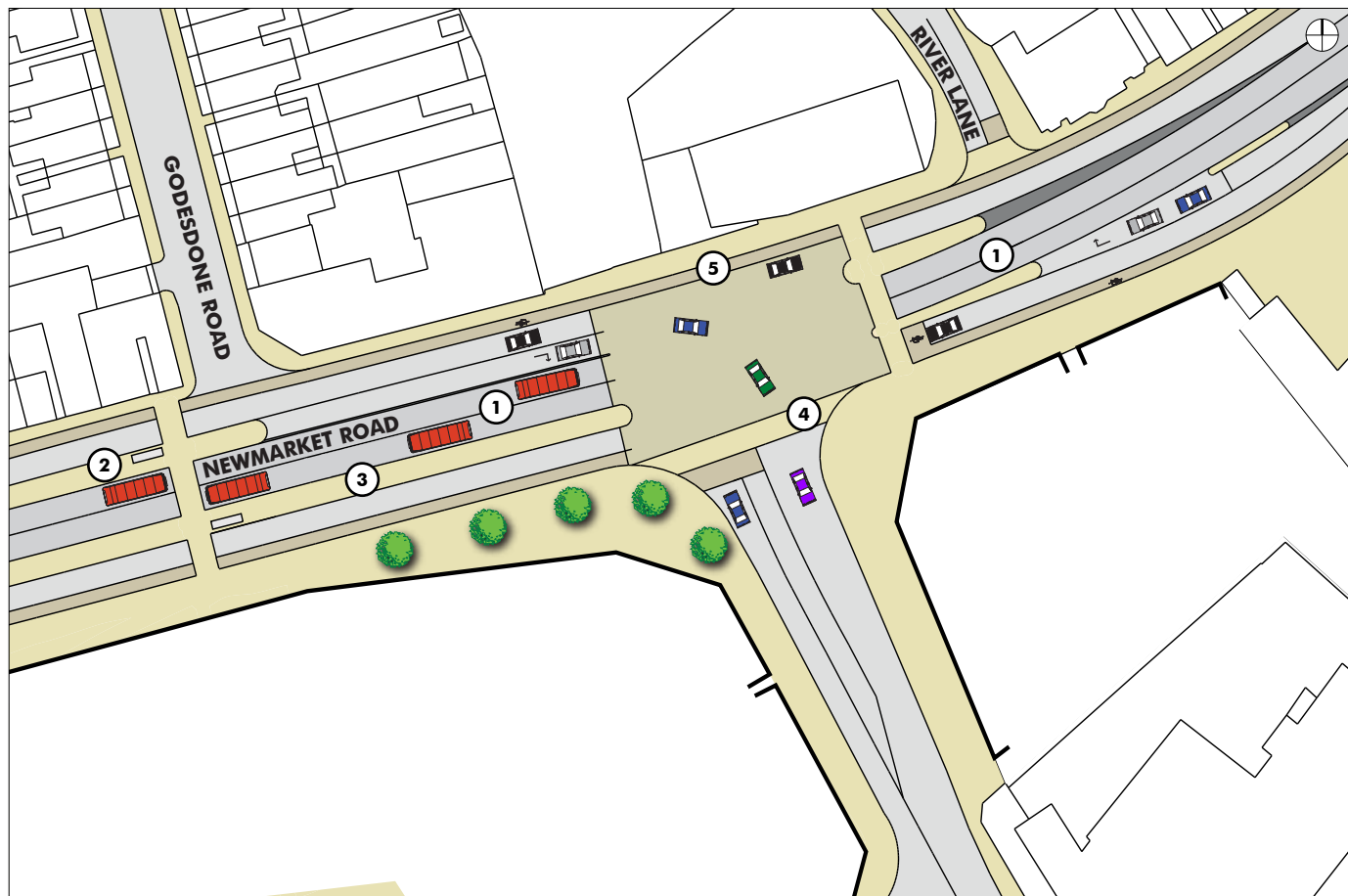




Figure 58: Key project 4 - Illustrative proposal for the remodelling of Coldham's Lane Junction

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Potential development sites provide an opportunity to strengthen place through built form (frontage lines are indicative only).
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Opportunity for street trees to help green and the street environment (location indicative).
- ① Central bus lanes along the length of Newmarket Road improve bus priority in and out of the city centre and remove the occurrence of fragmented bus lanes at the River Lane and Godesdone Road junctions.
- ② Bus shelters have been relocated within the centre of Newmarket Road within 3m wide islands and are accessed directly from crossings located close to Coldham's Lane junction. Each bus stop can accommodate 3 buses during peak periods where several buses may need to stop at the same location.
- ③ Wide central islands (2-3m) close to the Coldham's Lane junction separate bus and vehicle movements and provide opportunities for informal crossings.
- ④ Direct pedestrian crossings located close to junctions respond to key desire lines and simplifies the pedestrian experience.
- ⑤ Continuous cycle lanes along the length of Newmarket Road (minimum width of 2m, subject to detailed design and taking into account pedestrian and bus users) and 3m wide advance stop lines prioritise cycle movements above that of vehicular traffic.

4.5. PROJECT 5 - New Street and Harvest Way

- 4.5.1.** For many residents living south of Newmarket Road, the streets of New Street and Harvest Way operate as their front door or gateway into their community. Various conventional traffic highway measures introduced in the past, such as speed bumps and one way traffic management, have had limited success. The environment is cluttered with signage and dominated by cars, the street surface defaced by conventional highway markings, and the speed bumps achieve little other than present a challenge for drivers to speed between.
- 4.5.2.** Project 5 aims to improve the gateways into the neighbourhood south of Newmarket Road and ultimately offer a fresh approach to creating civilised and inclusive streets.
- 4.5.3.** The principles underpinning the recommendations on the adjacent plan are discussed below, and whilst this plan is indicative, it is expected that any future proposal for the redesign of New Street and Harvest Way should pay due regard to the key design principles outlined below.

Emphasising and improving gateways

- 4.5.4.** A combination of design elements are proposed at either end of New Street to emphasise the transition from the higher speed contexts of East Road and Newmarket Road into the slower speed, more residential context of Petersfield. These include:
- Employing a consistent material across the junction.
 - Introducing street trees and/or shrub planting at the entry points to emphasise a change in scale.

- Reinforcing the transition point through reducing the visual widths of the street and employing a change in colour and texture of the paving material.
- An absence of road markings, including centre lines.

Placemaking at junctions

- 4.5.5.** Circular designs are suggested at intersections to help create a sequence of distinct spaces along New Street, which emphasise and celebrate key routes and spaces, such as the allotments. Where space permits, trees could be used to frame and strengthen the space or even act as a focalpoint. A consistent material across the entire space is proposed and stone setts could be used to emphasise the circular design. It is essential that highway markings, that give priority to one line of movement, are avoided. Placemaking at intersections will break down the linearity and dominance of the highway, raise drivers awareness of their context and encourage lower speeds.

Designing for speeds less 20mph - reducing the carriageway

- 4.5.6.** The street should be designed so as to achieve a target speed of below 20mph. Fundamental to this is reducing the actual width of the carriageway (kerb to kerb). A width of less than 5.5m is suggested, which allows for pavement widths to be increased. However achieving lower speeds also requires a reduction in the visual width of the carriageway. The use of a double kerb detail (refer to figures 69 and 70) and the inclusion of street trees can further narrow the perceived width of the carriageway.

Reintroducing two way traffic flows

- 4.5.7.** One way streets do not help to create legible environments. Therefore the two way traffic flow along New Street and Harvest way should be reinstated. Simplifying movement could reduce the

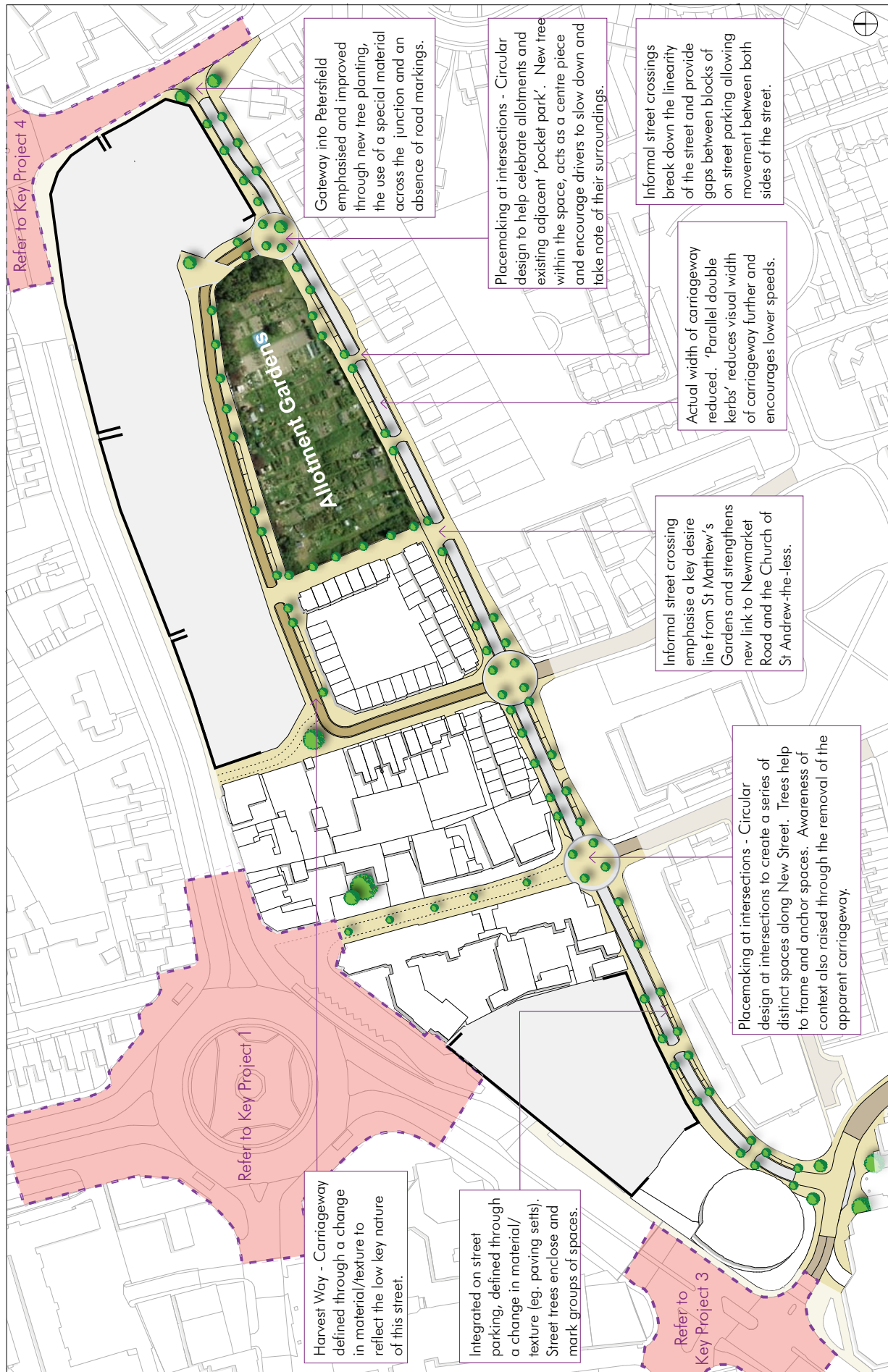


Figure 59: Key Project 5 - Illustrative proposal for the remodelling of New Street and Harvest Way

need for signage, intrusive road markings and street clutter.

Informal street crossings

4.5.8. These areas of paving (refer to figure 59) are designed to encourage informal street crossing, help break down the linearity of the street and emphasise key routes, desire lines and other important contextual features.

Low kerbs

4.5.9. The use of low kerbs (typically between 25-50mm) are suggested as they provide tactile guidance, can be easier for people with limited mobility, and can reduce the need for frequent changes in height.

A simple and robust palette of materials

4.5.10. The colour and texture of street surfacing can play a significant role in changing peoples perception of a place. A combination of no (or very minimal) road markings and simple, robust materials are suggested to change the image and perception of the street and contribute to creating lower speeds.

4.5.11. On New Street itself, a combination of well laid asphalt, with block sets to define circular designs and informal crossings could be used, which would serve to break down the linearity of the highway. Parallel double kerbs are an effective way of visually narrowing the carriageway.

On street parking as an integral component of the streetscape

4.5.12. It is envisaged that on street parking is defined through a change in material/ texture from the carriageway so spaces 'read' as part of the public realm. Street trees are proposed to enclose and mark spaces as well as help prevent parking up on the footway. Refer to figure 64 for on street parking dimensions.

Humanise, rationalise and simplify the street furniture

4.5.13. Rationalising and simplifying street furniture is key to creating civilised and inclusive streets. Therefore integrating street furniture that is capable of incorporating other signs is encouraged. (Refer to figure 68) The location of street furniture can also discourage pavement parking. Lower street lighting, which is more 'human' scale than 'HGV' scale can make the environment feel more comfortable.



Figure 60: The existing situation... Vehicles and 'conventional' highway measures dominate and detract from the townscape. (View looking east along New Street towards Abbey Street/Abbey Walk junction)



Figure 61: The existing situation... Uninterrupted views, wide carriageway widths and narrow footways, reinforce vehicle dominance. (View looking west along New Street towards Harvest Way junction)

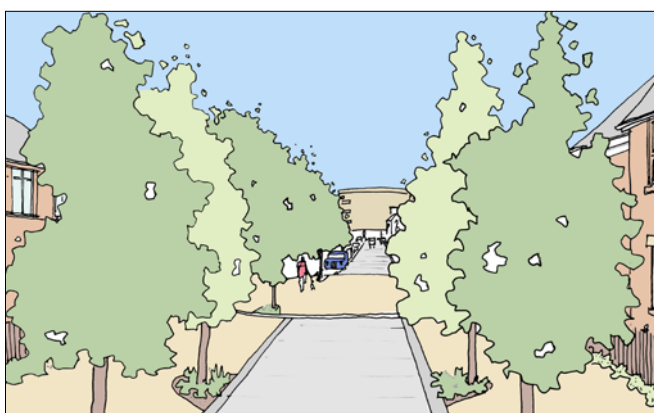


Figure 62: A possible solution? Streets are places too! - Reduced carriageway widths allows for wider footways; trees soften and humanise the street; and the absence of road markings help to emphasise place and people over vehicle movements. (Artist's impression of Project 5: proposed improvements along New Street/Harvest Way looking west)



Figure 63: A possible solution? Placemaking at intersections - circular design at junction with Harvest Way celebrates the allotments and existing 'pocket park'. Trees located within the 'apparent' highway frame the space and encourage drivers to slow down. (Artist's impression of Project 5: proposed improvements along New Street/Harvest Way looking west)

On Street Parking Arrangement

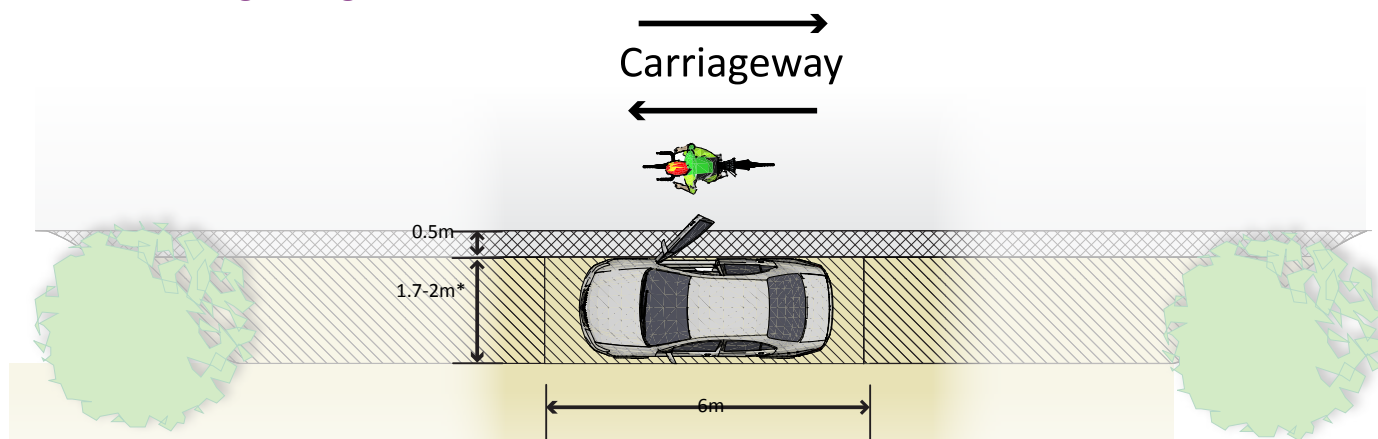


Figure 64: Illustrative proposal for the arrangement of Street Parking

- Vehicle parking area.
- Additional 0.5m buffer strip to allow car door to open without obstructing cyclists using the carriageway.

*1.7 -2m wide parking bay if located against kerb. 2.8m width required where parking bay is located against a wall in order to allow additional turning space for vehicles.



Figure 65



Figure 66



Figure 67



Figure 68

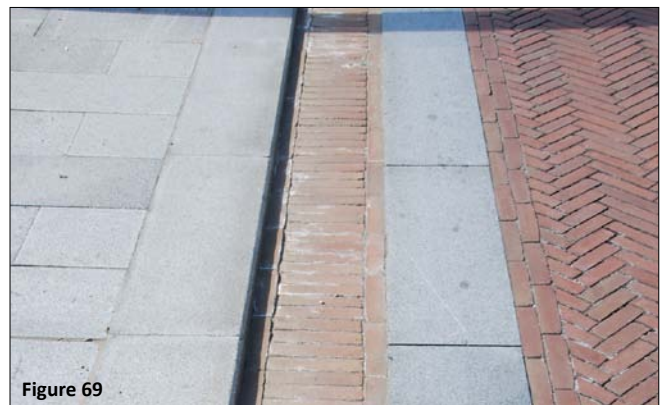


Figure 69

Key to examples (from far left):

Figure 65: Informal pedestrian crossings (Shrewsbury High Street, Shropshire).

Figure 66: Shared surface street with integrated on street car parking (Waterstone Park, Greenhithe, Kent).

Figure 67: Tree located within the street interrupts (but does not block) forward visibility, encouraging drivers to slow down (Park Central Zone 1, Birmingham)

Figure 68: Lower signs help reduce street clutter (Ashford, Kent).

Figure 69 and 70: Parallel double kerbs visually narrow the carriageway (Ashford, Kent).

Figure 71: Placemaking at intersections to promote lower speeds - note the simplified streetscape and absence of road markings (Newhall, Harlow).

Figure 72: On street car parking defined through a change in material and texture (Kings Parade, Cambridge).



Figure 70



Figure 71



Figure 72

4.6. Implementation and delivery of key projects

Introduction

- 4.6.1.** The process of regenerating the public realm within the Eastern Gate area will be a long term, challenging task. Many key projects identified within this draft SPD are complex. All will require multiple funding streams, many will depend upon the coordination between key stakeholders and delivery is likely to occur over time on a phased basis. Furthermore, existing funding mechanisms are unlikely to generate the full level of investment required. However, emerging new policies from Central Government may provide opportunities for investment and it is therefore important that a 'Vision' is in place to help attract and guide any such investment within the area, when resources and opportunities become available.
- 4.6.2.** This section sets out an initial strategy for the implementation of the key projects identified within this chapter. Firstly, it identifies the priorities for implementation, and secondly it considers the existing and future potential mechanisms for delivery. This section also stresses the need for a partnership approach to the implementation of these projects and the need for a willingness from all stakeholders to explore less conventional approaches to the design of the highway.
- 4.6.3.** It is important to note that it is not the purpose of this section, nor is it within the scope of this document, to provide a detailed costing of each individual key project. Rather, the approach is to set out a priority plan for funding and a flexible strategy that could be used to structure discussions with private landowners/ developers, regional agencies and the Government. Ultimately, the primary purpose of this SPD is to ensure coherence of design and quality, despite the diverse methods of delivery.

What are the priorities for implementation?

- 4.6.4.** The key projects identified earlier within this chapter develop some of the aspirations outlined within the strategies for change into a series of key public realm and infrastructure projects that are considered fundamental to achieving the overall vision for the area. Given the uncertainties regarding future Government funding in general, coupled with the fact that many projects are likely to come forward on a phased basis, it is considered useful to begin to identify the priorities for the delivery.
- 4.6.5.** The adjacent table sets out an initial assessment of priorities for implementation by assessing the significance of each project in terms of achieving the objectives of the SPD. It also includes an assessment of the complexity of the project in terms of key stakeholder involvement and interdependency with other projects. Priorities for each of the projects are identified in terms of short (0-5 years), medium (5-10 years) and long term (10 years +) timescales.

Cambridge Area Transport Strategy (CATS)

- 4.6.6.** It must be recognised that there are wider issues about the highway network that need to be considered before any potential major infrastructure improvements could be brought forward within the Eastern Gate area. The transport system in Cambridge is under pressure as a result of the level of development in the city, demand for access to the city centre and physical factors such as the limited capacity for the city to handle all modes of travel at once. Traffic flows on key arterial routes are high and many routes experience severe congestion problems, which hampers public transport efficiencies and creates hostile environments for pedestrians and cyclists. This SPD alone cannot be expected to resolve these wider issues, but instead can help to promote specific

Key Project		Significance of project	Interdependency with other key projects?	Stakeholders / Partners	Timescale priority	Rationale
PROJECT 1	Remodelling Elizabeth Way roundabout	High	Yes – key project 2. Cambridge Area Transport Strategy.	County Highway authority, private landowners/ developers, local businesses, community.	Short - Medium	<ul style="list-style-type: none"> ▪ Critical to achieving the vision and objectives of the SPD. ▪ Complex and dependent upon multiple stakeholders and funding streams. ▪ Short -medium priority rating recognises the complexities and potential cost of this major infrastructure project.
PROJECT 2	A comprehensive ‘Place & Movement’ based design strategy for the improvement of Newmarket Road & East Road.	High	Yes – key project 1, 2 & 3. Cambridge Area Transport Strategy.	Highway authority, local businesses, community.	Short term	<ul style="list-style-type: none"> ▪ This project will provide an overall plan for improvements along Newmarket Road & East Road. It is therefore crucial that this comes forward in the short term in order: <ol style="list-style-type: none"> a) to avoid costly, piecemeal upgrades to existing infrastructure. b) to ensure projects 1, 3 & 4 meet the aspirations of the SPD. c) Help secure monies with evidence base.
PROJECT 3	Remodelling St Matthews Street Junction	Medium	Yes – projects 1 & 2. Cambridge Area Transport Strategy.	Highway authority, private landowners /developers.	Medium – long term	
PROJECT 4	Remodelling Coldham’s Lane Junction	Medium	Yes – projects 1, 2. Cambridge Area Transport Strategy.	Highway authority, private landowners / developers.	Medium – long term	
PROJECT 5	Improving New Street and Harvest Way	Medium / high	No	County Highway Authority, landowners developers/ community.	Short – Medium	<ul style="list-style-type: none"> ▪ Discrete project that does not rely on the upgrading of the wider highway network. ▪ Subject to funding, this project could come forward in the short term. There is an opportunity for this scheme to act as a ‘pilot project’ to demonstrate the benefits of fresh approaches to street design.

projects and solutions by promoting an urban design-led approach to resolving some of the conflicts at key junctions.

4.6.7. The Joint Transport Forum (which has representatives from Cambridge City, South Cambridgeshire District and Cambridgeshire County Councils) is currently overseeing the preparation of a transport strategy for Cambridge known as CATS or Cambridge Area Transport Strategy. A number of workshops have already taken place with the aim of identifying and delivering schemes that can be implemented as part of both the LTP3 process (Local Transport Plan) and through other transport initiatives. It is envisaged that the Eastern Gate Development Framework SPD will feed into this work.

Mechanisms for delivery

4.6.8. Many of the key projects identified within this chapter are complex, major infrastructure projects which are likely to require multiple funding streams. The following section identifies some of the delivery mechanisms that exist at present and begins to explore possible opportunities for future sources of funding which could be utilised to implement the key projects identified within this chapter. The summary below is neither exhaustive nor intended to be prescriptive for any particular key project.

4.6.9. Existing mechanisms:

- *Planning Obligation Contributions* – a potential source of funding is through financial contributions arising from new developments, which could be secured through the use of Section 106 Agreements (Town and County Planning Act 1990). The possibility of pooling contributions should be explored to ensure efficient, area wide application and benefit. The Community Infrastructure Levy Regulations 2010 introduced a number of reforms

to scale back the use of planning obligations. All planning obligations for development capable of being charged the levy must meet the three statutory tests. Regulation 122 (2) states that a planning obligation may only constitute a reason for granting planning permission for the development if the obligation is –

- (a) necessary to make the development acceptable in planning terms;
- (b) directly related to the development, and
- (c) fairly and reasonably related in scale and kind to the development.

- *Private funding* – on roads under the control of the Local Highway Authority (LHA), it is possible that highway improvement works can be undertaken through a Section 278 Agreement between the LHA and the developer, if the works in question relate directly to the development in question.
- *Eastern Corridor Area Transport Plan (ECATP)* – the ECATP sets out in detail the mechanism by which contributions will be sought from new developments toward the provision of new transport infrastructure to help mitigate the impact of new development. Subject to further review with key technical stakeholders, Key Projects 1, 3, 4 and 5 suggested within this chapter could be identified within the revised Area Corridor Transport Plan and/or current funding could be directed towards these.
- *Local Transport Plan 3 (Public funding)* – The 3rd Cambridgeshire Local Transport Plan (LTP3) will be adopted by the County Council in April 2011. LTP3 sets out how the County Council will spend Government capital funding allocated to Cambridgeshire

for transport. For large projects or packages (above £5M), major schemes bids can be developed under the LTP process, although all available funding for such schemes nationally in the period to 2014/15 has already been allocated.

4.6.10. Future mechanisms:

- **Tax Increment Finance (TIF)** – Tax Increment Financing offers the potential to fund public infrastructure projects through prudential borrowing. Loans secured through such borrowing are expected to be repaid from increases in property rates collected in a given area, with such increases primarily due to overall renewal and improvement in such areas. The Eastern Gate could be a candidate for such financing.
- **Local Enterprise Partnerships (LEP)** – Cambridge City Council is a participant in a successful LEP bid centred on Cambridge and Peterborough. Depending on the authority of LEPs finally agreed by Government, the LEP could act as a vehicle to channel any infrastructure funding to projects like those identified in this SPD.
- **Community Infrastructure Levy (CIL)** – On 6th April 2010, the Community Infrastructure Regulations 2010 came into force. The regulations allow local authorities to raise funds from developers undertaking new building projects in their area. The monies collected can be used to fund a wide range of infrastructure required as a result of development, including transport schemes. The levy process is set up on a local basis with a charging schedule consulted on with local communities and developers and agreed by an external examiner. This provides developers with greater certainty of costs and will hopefully

allow development to take place more swiftly. However, it should be noted that a local authority cannot adopt a CIL-type charging schedule unless they have an adopted core strategy in place. The Coalition Government has recently set out its intentions to reform the CIL to ensure that neighbourhoods receive a proportion of the monies collected to spend on smaller local projects. Whilst the City Council has not made a formal decision on CIL, it is anticipated that a CIL charging schedule will be produced in tandem with a Local Plan Review for the City, with an expected completion date of late 2013/early 2014.

The need for collaborative working

- 4.6.11.** The successful implementation of the key projects identified within this SPD will require a partnership approach between the Local Highway Authority, Cambridge City Council, landowners/developers, the local community and other key stakeholders.
- 4.6.12.** Re-establishing a sense of place and arrival along the key routes that run through the Eastern Gate area and breaking down the barrier effect of Newmarket Road requires a willingness from all stakeholders to explore options which break the conventional approaches to highway design, and a willingness to invest in the development and testing of fresh approaches. Collaborative working between all the professional disciplines associated with highway engineering and urban design is essential in order to combine good placemaking and the desire to keep standard measures associated with the highway to a minimum.
- 4.6.13.** The following actions are suggested to kick start the process of realising these projects:

- Agree highest priority key projects

between City and County Councils;

- Develop project plan(s) which includes scope, schedule and budget; and
- Seek agreement on project plan from relevant member committees and/or forums, including public and landowner consultation steps.