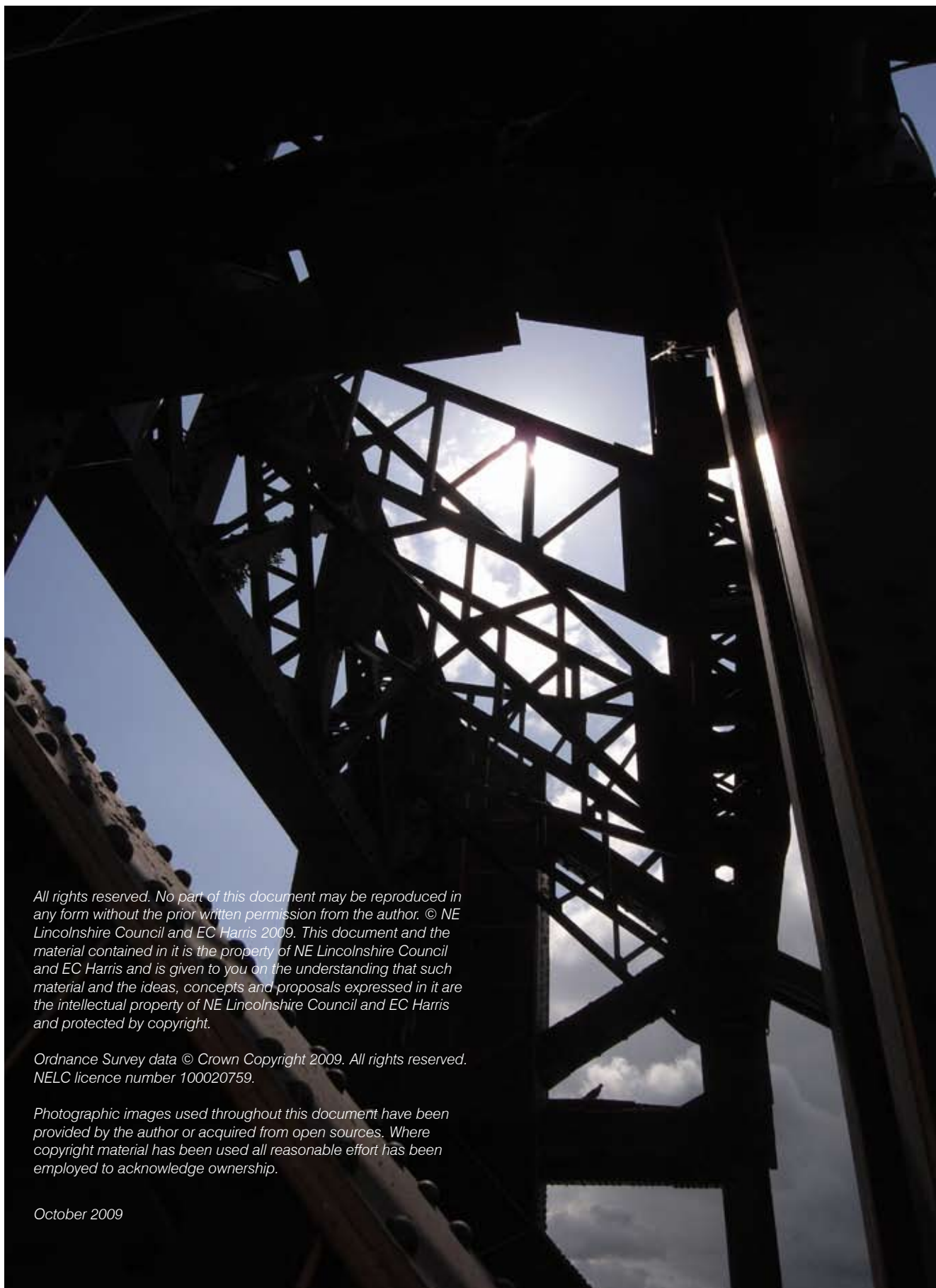


GRIMSBY TOWN CENTRE MASTERPLAN

FINAL - 20TH OCTOBER 2009



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October 2009

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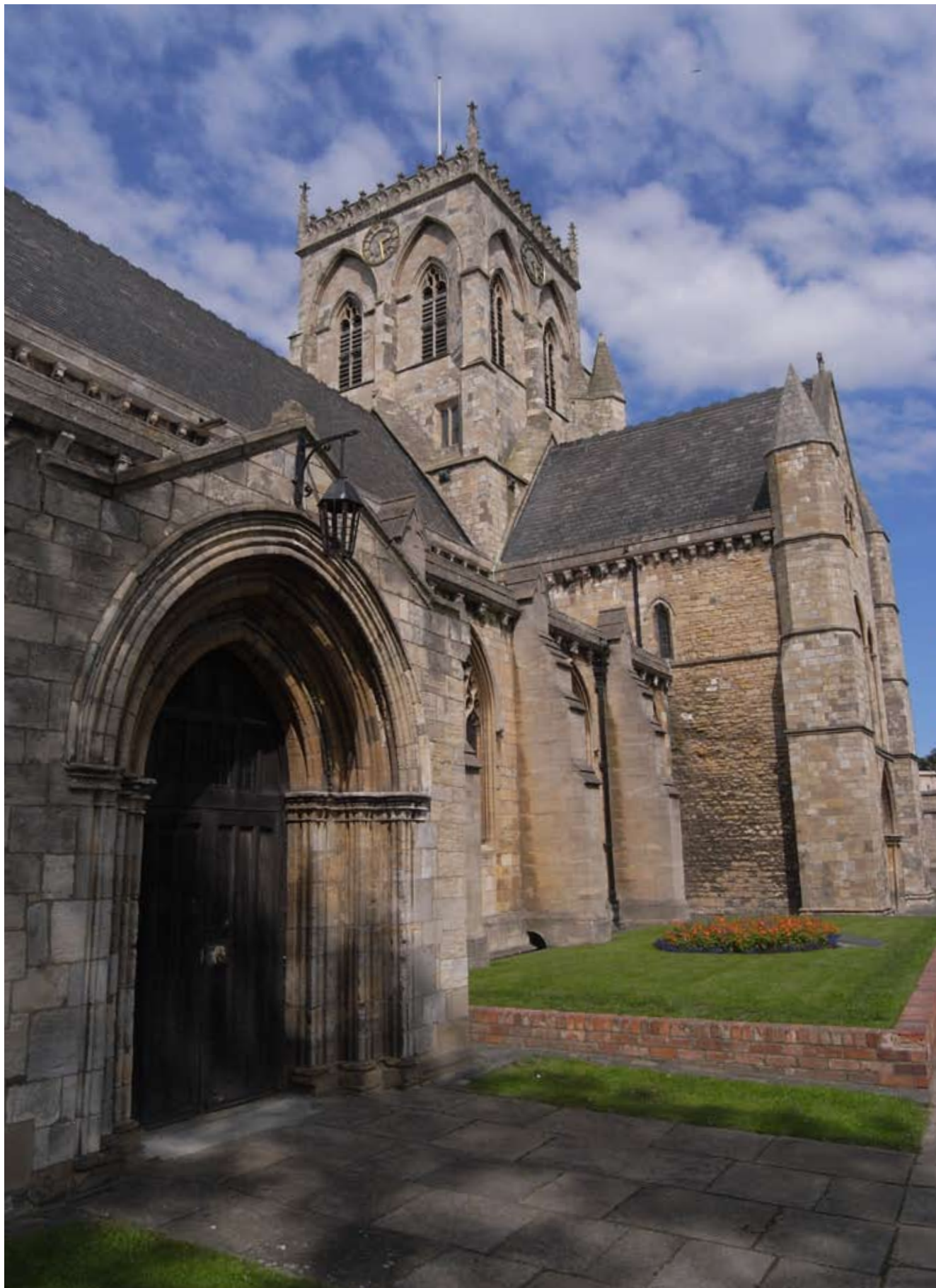
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Victoria Mills

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St. James' Church

1

Introduction

1.1 Background

EC Harris has been commissioned by North East Lincolnshire Council to produce a detailed Masterplan for Grimsby town centre which is focused on delivery. The Masterplan seeks to build on previous work undertaken by North East Lincolnshire Council, including the Vision and Options Strategy which states the need to focus growth on the town centre and on existing assets. With a primary focus on delivery, it is anticipated that the Masterplan will enable this change and ensure Grimsby town centre transforms perceptions of the town into a place for investment.

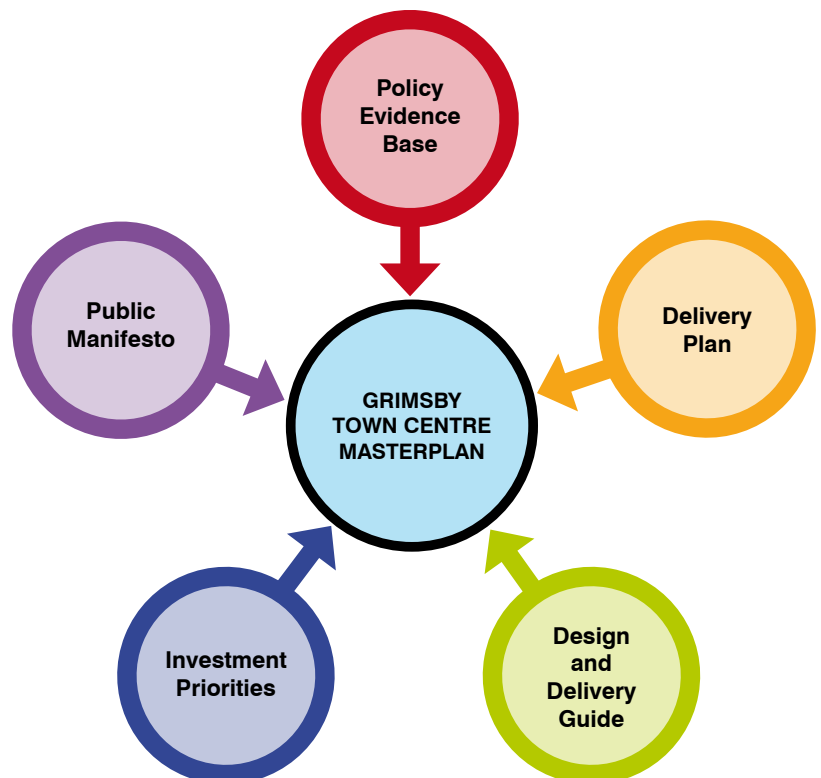
This report has been informed by the previous baseline report (Stage 1: Evidence Base) which provided an independent review and validation of previous work and also provided an up-to-date evidence base to provide the rationale for intervention in the town centre. The baseline report also outlined opportunities that exist in Grimsby town centre which the Masterplan aims to unlock to transform the town centre and deliver successful regeneration. This will allow Grimsby to fulfil its potential to be a **“thriving mixed-use sub regional centre: a place to shop, work, live and play”**.

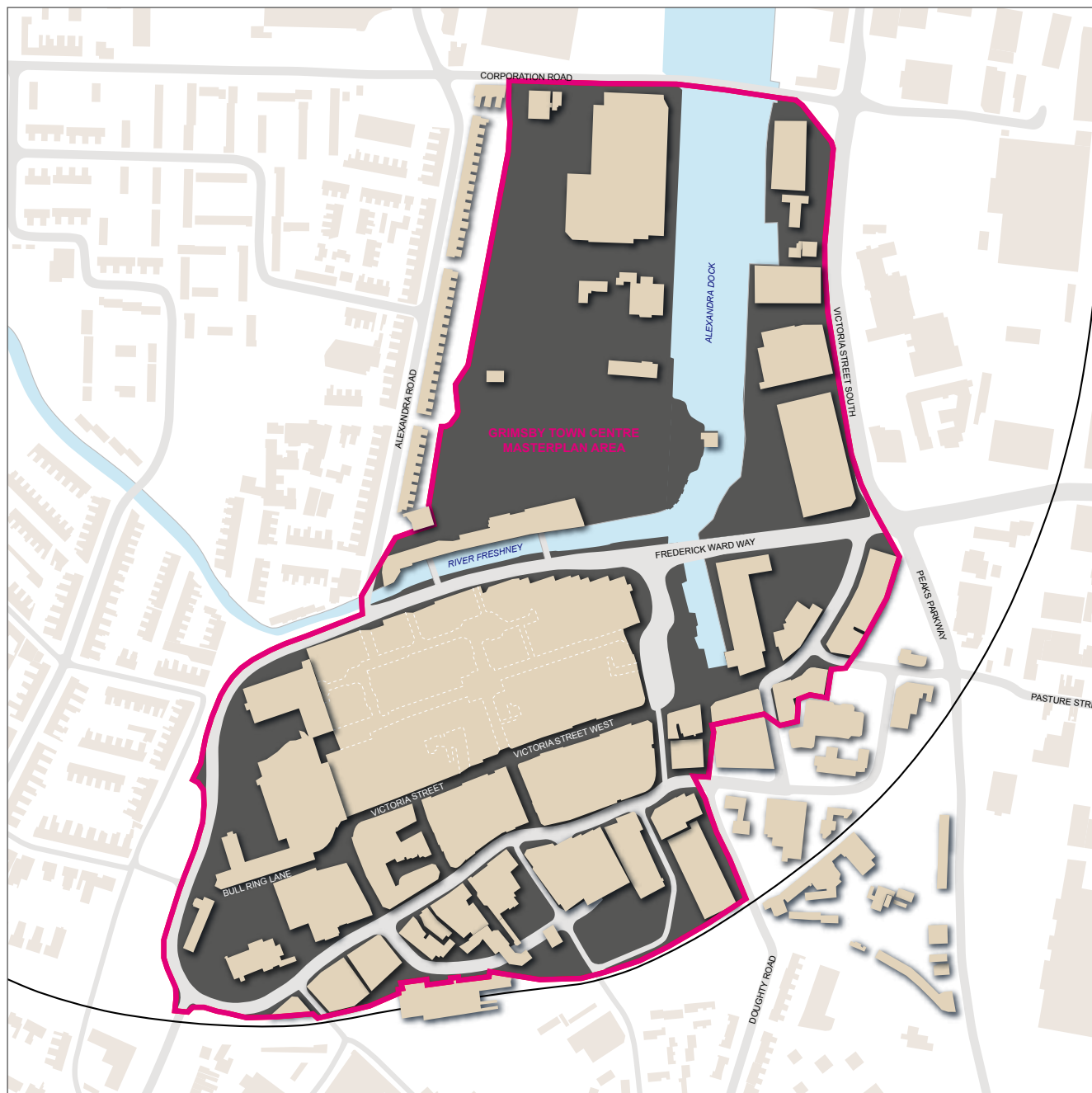
1.2 Purpose of the Masterplan

The Masterplan is a physical response to the challenges currently facing the town centre. It has been developed in the context of identified growth potential within key economic sectors to build on the unique

strengths that Grimsby has to offer and to address the weaknesses that have been identified. The Masterplan prioritises delivery and the physical interventions and delivery plan detailed in this report have been developed to ensure that the long-term vision for Grimsby town centre can be realised. Delivering the vision will ensure that Grimsby fulfils its potential to be a vibrant place for investment which enables the town to successfully fulfil its role as a sub-regional centre.

Below: Roles of the Grimsby Town Centre Masterplan and Development Frameworks





Overall Masterplan Area

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Legend

— Grimsby Town Centre Masterplan area boundary

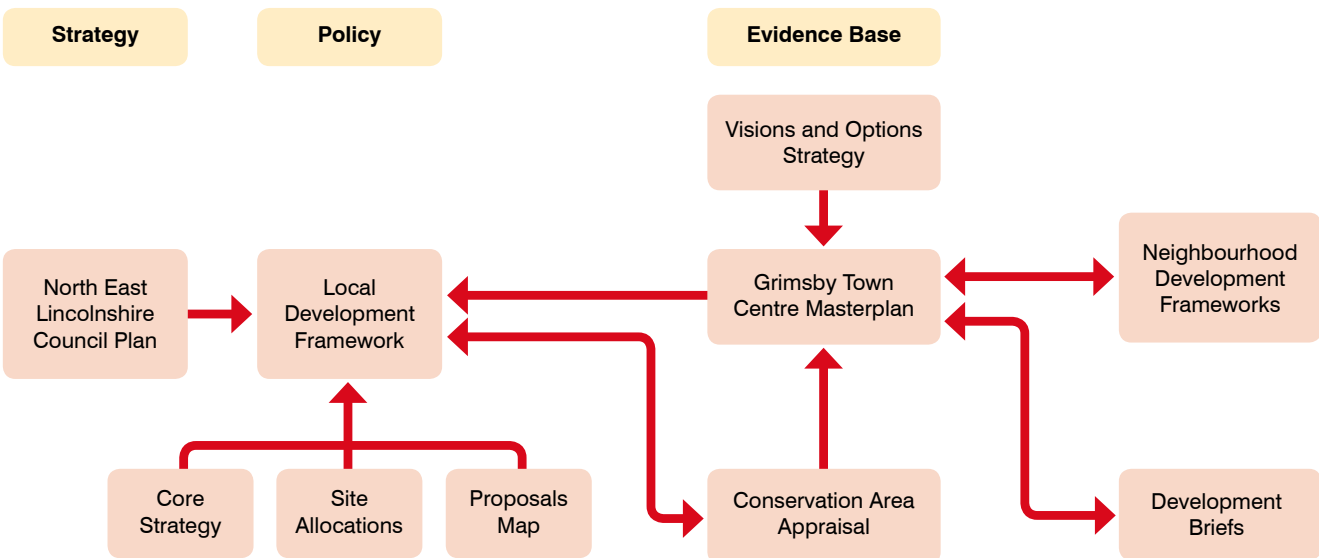
To ensure that the Masterplan is deliverable it is important that the Masterplan integrates with planning policy. Consequently, this Masterplan will be included as a development document in North East Lincolnshire Council's new Local Development Framework (LDF). Inclusion in the LDF will mean that the Masterplan will inform planning decisions regarding proposed developments in Grimsby town centre. This will ensure that all future developments in the town centre will help deliver the long-term vision outlined in this report.

1.3 Approach

Central to the approach taken in completing the Masterplan has been extensive stakeholder consultation. The Masterplan has been built on consultation undertaken for previous work, plus further consultation undertaken as part of the masterplanning process.

This consultation has informed the work and has given confidence that the long-term vision which informs the Masterplan represents the aspirations of key stakeholders, including residents and businesses. Crucially, the result of this approach is a Masterplan that is supported by those with an interest in Grimsby's long-term future and therefore a Masterplan that can be delivered.

Fundamental to the approach is the focus on deliverability through recognising that investment and physical interventions need to be targeted at selected areas to maximise their impact. For this reason, a number of projects have been prioritised in two specific areas of the town centre which can act as catalysts for transformation and where investment should be targeted. For these areas (St. James' Quarter and Waterside Quarter) separate Development Frameworks



Position of the Grimsby Town Centre Masterplan within the Policy Framework

have been produced which support the Masterplan. These supporting Development Frameworks are focused on guiding future investment and development activity in these areas to ensure that the vision outlined in the Masterplan is delivered.

1.4 Structure of the Masterplan

Grimsby Town Centre Masterplan – Final Report

This report is divided into six further sections including the appendices:

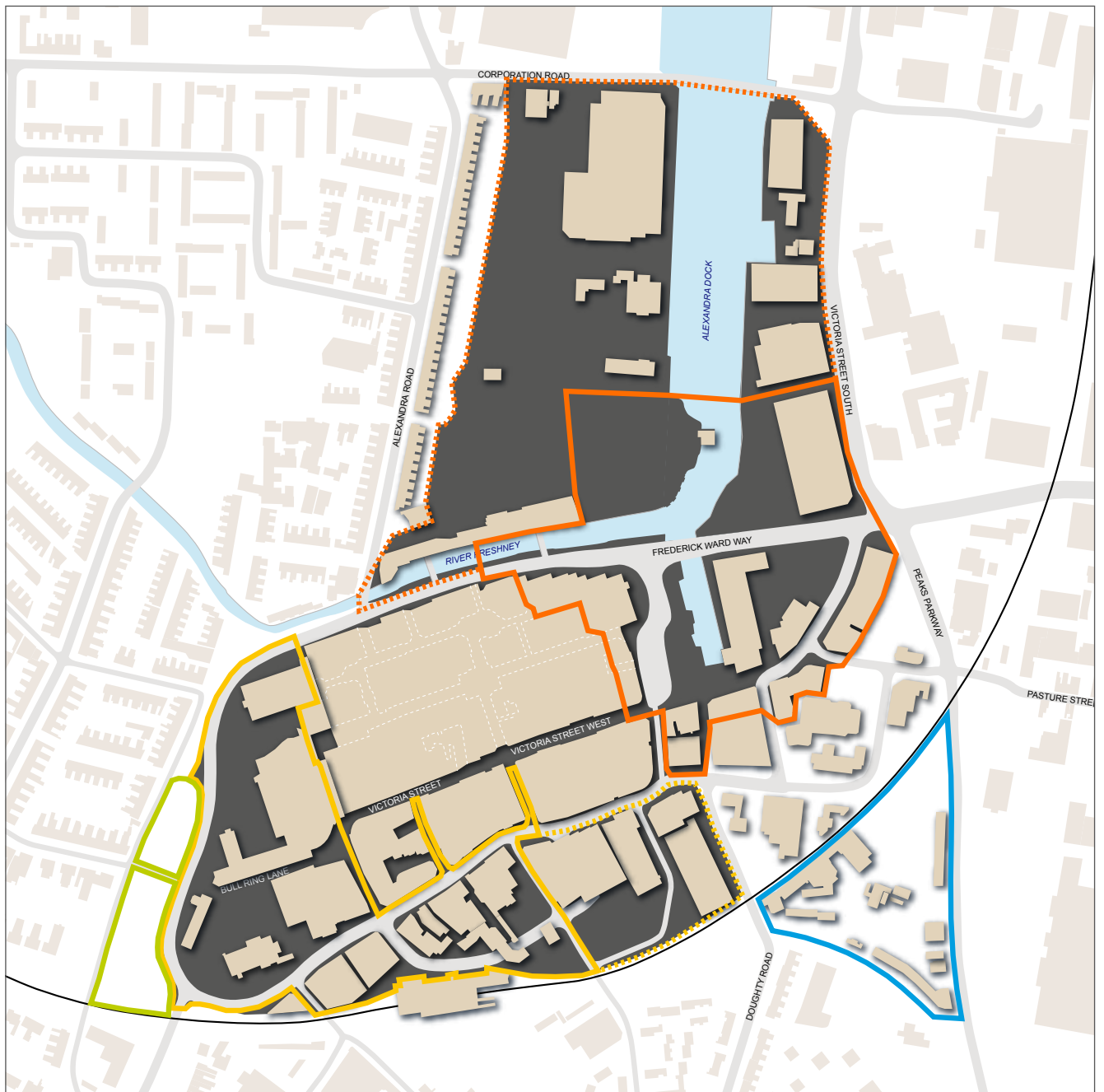
- Vision for Grimsby town centre – outline of the long-term vision for Grimsby town centre and the rationale for the approach taken;
- The Masterplan – summary of the strategic plan and interventions for the town centre;
- Strategic Approach to Delivering the Vision – overview of the projects and explanation of how the projects can be delivered, including the phasing and methods of implementation;
- Roles and Responsibilities – discussion of the critical success factors that will ensure that the Masterplan can be delivered so that the long-term vision can be realised;
- Conclusion – including key recommendations and action plan; and,

- Appendices – including the following:

- Appendix 1 - List of Stakeholder Consultations;
- Appendix 2 – Summary of Masterplan Consultation Day;
- Appendix 3 - Summary of Masterplan Questionnaire Analysis; and,
- Appendix 4 – List of Documents Used.

Development Frameworks

This report is supported by separate Development Frameworks for St. James' Quarter and the Waterside Quarter. The Development Frameworks are intended to guide future investment and development activity to ensure that the vision outlined in the Masterplan is implemented.



Development Sites

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Legend

- Waterside Quarter Development Framework Area - Core Area
- ⋯ Waterside Quarter Development Framework Area - Wider Area
- St. James' Square Development Framework Area - Core Area
- ⋯ St. James' Square Development Framework Area - Wider Area
- Doughty Road Development Brief Site
- Cartergate Development Site



Old Market Place

2

The Vision for Grimsby Town Centre

2.1 Introduction

For regeneration to successfully transform Grimsby town centre it is critical that a positive long-term vision is formed.

A vision for Grimsby will:

- **Differentiate Grimsby from its competitors** – a vision will enable Grimsby to differentiate itself from other towns in the region, allowing it to compete for new business, attract and retain skilled people and create an exciting offer for visitors. Attracting these groups has been identified in our work to date as crucial to Grimsby's future success;
- **Transform perceptions** – a positive vision will transform perceptions of Grimsby from one which is sometimes negative to one where people view Grimsby positively and are aware of the town's unique strengths. Transforming perceptions is essential for regeneration to be successful;
- **Raise aspirations** – a vision which is aspirational yet achievable will raise ambitions in Grimsby. This will raise the bar and initiate change which will raise confidence in the town; and,
- **Provide clear direction to stakeholders** – it is essential that stakeholders are provided with clear direction regarding Grimsby's economic future and ambitions for the town centre. A clear vision will enable stakeholders to understand the long-term goal and so make the steps necessary to ensure this vision can be realised.

Underpinning these key reasons for a vision is the need to attract private sector investment. A vision which is able to differentiate Grimsby from its competitors, transform perceptions, raises aspirations and provide clear direction to stakeholders will be crucial to attract the private finance needed to kick start regeneration of the town centre. The current economic downturn means agreeing this vision now is essential to ensure Grimsby is ready for when the market picks up.

2.2 What is the Vision?

“A prosperous and distinctive town centre which makes the most of its North Sea location”

There are three interlinked themes that make up this vision which have been formed to build on Grimsby's unique strengths to differentiate Grimsby from other towns and cities:

Theme 1:

Maximising the economic potential of Grimsby's North Sea location to create a *prosperous* town centre

Theme 2:

Celebrating Grimsby's North Sea heritage and culture to build a *distinctive* town centre

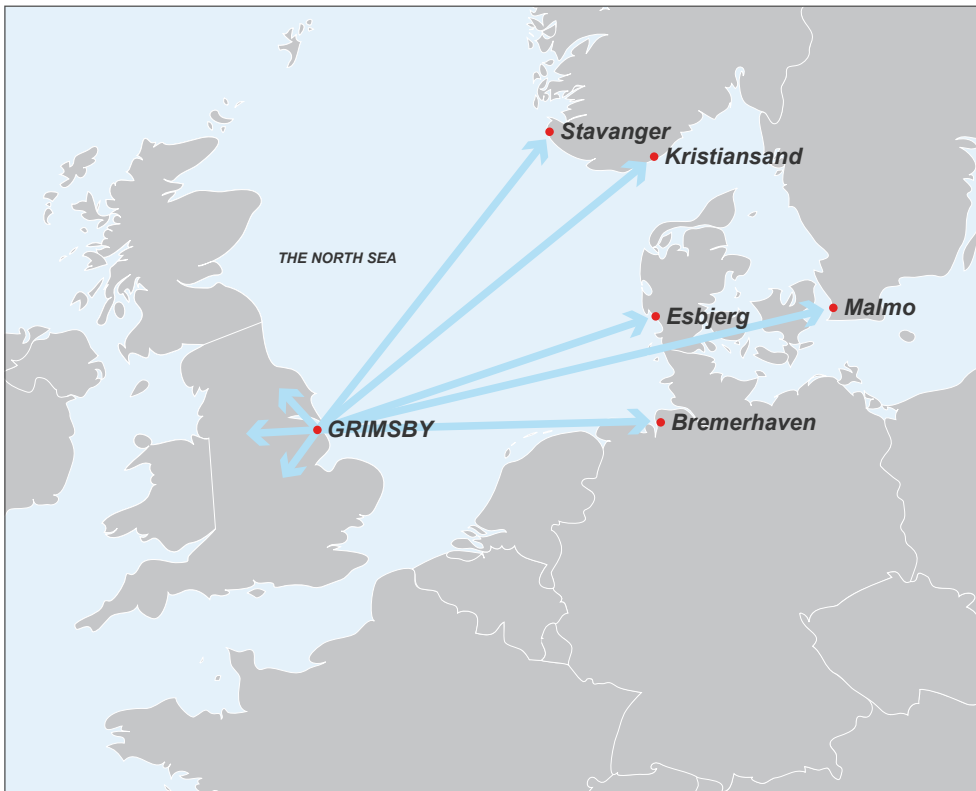
Theme 3:

Improving Grimsby's *connectivity* to the North Sea and Lincolnshire hinterland

Grimsby's North Sea location is a major asset and this is why it is central to the vision for Grimsby town centre.



From top: Kristiansand; Esbjerg; Stavanger



Grimsby as a Gateway to both the North East of England and its North Sea neighbours



Malmö



Bremerhaven

Theme 1:

Maximising the economic potential of Grimsby's North Sea location to create a prosperous town centre

Grimsby and Immingham combined are the UK's largest port by tonnage. Grimsby also has strengths in business clusters related to its North Sea location such as in food processing, chemicals and renewable energy. These clusters offer significant economic potential which with clear direction and the correct physical interventions can be developed to ensure this potential is realised.

The town's relationship with the North Sea has left a waterfront legacy in the town centre which is a major asset and must be used to its full potential. The waterfront gives Grimsby a strong opportunity to set itself apart from other towns in the region and generate positive interest in the town centre. The waterfront provides a clear focus for future investment and economic activity.



Inspiration for Sustainability and Waterfront Improvements

Case Study - Malmo

Malmo's willingness to embrace change and look ahead to the future has made it a vibrant hub of the Oresund (the area of Scandinavia encompassing Sweden and East Denmark).

Background

- Malmo is the capital of Skane County, the southernmost county of Sweden;
- As one of the first and most industrialised towns of Scandinavia, Malmo was once characterised by heavy industry; and,
- The face of Malmo has changed considerably following industrial collapse in the 1980's which led to high levels of unemployment.

Regeneration lessons

- The town has actively re-marketed itself as the 'City of Knowledge' and an attractive location for modern high tech. business;
- The opening of Malmo University in 1998 has been crucial to this re-marketing through its strong links with local businesses;
- Another central theme of regeneration in Malmo has been the focus on environment from an urban quality perspective in order to shake the image of a dirty industrial town; and,
- Pedestrian access has been improved and quality public spaces provided in the city centre. A policy shift within the local council promoted cafes and bars with pavement seating which helped to transform the feel of the city.

Theme 2:

Celebrating Grimsby's North Sea heritage and culture to build a distinctive town centre

Grimsby has a unique heritage and culture which is an excellent opportunity to differentiate Grimsby, transform perceptions and attract people to the town centre. Grimsby's origins as a Viking settlement and its subsequent development as a fishing and trading town are characteristics which need to be better promoted and made more evident in the town centre. Similarly, Grimsby's historic trade connections to its European neighbours should be utilised and strengthened as much as possible to celebrate Grimsby's unique heritage.

Grimsby's reputation as 'Europe's Food Town' offers strong opportunities to create a positive perception of the town and to develop a food related economy in the town centre based on quality eating establishments and a strong food market. This status offers fantastic scope for Grimsby to differentiate itself from other towns and cities located on the North Sea coast.



Culture and Heritage: Top to bottom; Fisherman's Memorial - St. James' Square; Fisherman c1950; Fish Dock 1964

Case Study - Kristiansand

With a population of 77,840, Kristiansand is a similar size to Grimsby and has a strong cultural offer which has recently earned it the status of the 'Best Cultural City in Norway'

Background

- Kristiansand is the administrative centre for the Vest-Agder region, Norway;
- The city is historically an international shipping port and had one of the world's largest fleets of sailing ships at the beginning of the last century; and
- Kristiansand's most important business clusters are linked to its North Sea location such as shipping, the processing industry, oil/gas engineering and renewable energy.

Regeneration lessons

- Recently named the Best Cultural City in Norway due to its strategic efforts to develop a broad range of cultural activities and a new concert and theatre house (Kilden) which is due to open in 2011 housing all types of culture including pop, rock and stand up comedy whilst housing theatre, opera and orchestra;
- Kristiansand promotes itself as a "City full of energy", emphasising the importance of energy based companies to the local economy; both as suppliers to the oil industry and as producers of/or suppliers to the renewable energy market; and,
- The University of Agder which is located in Kristiansand was granted university status in 2007 and the importance of strong links with local businesses is recognised and promoted.

Theme 3:

Improving Grimsby's connectivity to the North Sea and Lincolnshire hinterland

As a sub-regional centre within a rural area, Grimsby should serve the people living within North East Lincolnshire and the surrounding area and be the focus for a wide variety of activities such as retail, education and administration. Improving Grimsby's accessibility and connectivity to surrounding areas will enable the town to fulfil this role as a thriving sub-regional centre.

The North Sea coast and Lincolnshire hinterland contains areas of outstanding natural beauty and Grimsby should embrace this and strengthen its role as a regional destination. To ensure that Grimsby achieves this it is important that Grimsby is perceived as a key part of the region's offer and attracts people visiting the region.



Lincolnshire hinterland

Case Study - Stavanger

Stavanger's vision is to be 'an open gate' and this vision helped the town to be selected as the European City of Culture for 2008.

Background

- Stavanger is a city and municipality in the county of Rogaland, Norway;
- The city originally developed from growth in the fishing industry which resulted in new opportunities in related industries such as shipping, shipbuilding, the fish canning industry and associated sub contractors; and,
- Stavanger is often referred to as the 'Petroleum Capital of Norway' as it was chosen to be the on-shore centre for the oil industry on the Norwegian sector of the North Sea after oil was discovered in 1969.

Regeneration lessons

- Stavanger was selected to be the European Capital of Culture for 2008 (along with Liverpool); the city bid for the title to promote culture and raise the city's profile;
- Stavanger's 2008 vision was expressed through the concept of "an open gate" meaning an "openness towards the world" which involves making the region and its people even more open and inclusive towards art, ideas and opportunities; and,
- The city's one university was formerly a college and was granted university status in 2005 and has strong links with the surrounding region.

2.3 Why is this the Vision?

The vision seeks to build on Grimsby's strengths in order to address the weaknesses that have been identified in the baseline report (Stage 1: Evidence Base).

Key weaknesses to address:

Weak employment and business structure

The large frozen food processing industry which has developed in Grimsby has meant that a large proportion (over a third) of the working population in North East Lincolnshire is now employed in food and drink manufacturing. In contrast to the national trend there has been no increase in jobs in professional occupations and employment in managerial and professional occupations is below the regional and national average. New business start up has remained relatively static in recent years and the area has not attracted larger, higher value companies. The result is a local economy dominated by low skilled, low paid jobs with a large percentage of employees in part-time employment which is above the regional average.

Outward migration of young people

The New Horizons Regeneration Strategy states that the long-term population trend for North East Lincolnshire has been downward, declining by 2 per cent between 1992 and 2006. As in many areas of the country, people in North East Lincolnshire are moving out of towns into more rural areas which has meant that the population of some wards in Grimsby decreased by nearly 11 per cent

between 1991 and 2001. The New Horizons Regeneration Strategy states that the largest population decrease has been amongst the 20 – 34 age group. The 2008 North East Lincolnshire publication, 'State of the Borough', indicates that although the overall population of North East Lincolnshire is projected to increase by 4.09 per cent up to 2029 (significantly below the projected 13.16 per cent population increase for Yorkshire and Humber), the population of young people (aged 0 -24) is projected to decrease by 12.75 per cent up to 2029. The predicted outward migration of young people will result in further skills shortages as those with higher qualifications are more likely to move away.

Underutilised waterfront

The waterfront is Grimsby's major asset but is disconnected from the town centre and is neglected, inappropriately used and poorly accessible. The buildings that currently occupy the waterfront do not embrace the water and some sites are vacant. The waterfront is not a place people go to enjoy and spend time which means that the town centre's key asset is underutilised.

"Why has Grimsby turned away from its waterfront? These are huge assets for most coastal towns" (Local resident)

Lack of quality residential, office, retail and hotel accommodation

Residential - there is a need for a more varied residential offer in the town to meet the needs of all economic groups including professionals. Grimsby also currently achieves significantly lower residential property values than the national average. There is very little residential accommodation

in the town centre meaning it is largely an untested market for residential development.

Office – office space in Grimsby town centre is towards the smaller end of the market with much of the larger office stock of low specification built in the 1960's. This undermines Grimsby's chances of attracting higher value businesses and investors and therefore the majority of demand for office space in the town centre is from the public sector or from small indigenous businesses.

Retail – retail demand is comparatively low for a town the size of Grimsby which is largely due to a lack of suitable retail premises. Grosvenor, for example, have previously commented that some retailers in the fashion sector have expressed an interest in Grimsby but that the size and location of units currently available in the centre does not meet their needs. This view was also supported by the 2006 GVA Grimley study which indicated that there are few large units outside Freshney Place Shopping Centre. This suggests that a lack of suitable retail premises in the town centre is preventing Grimsby from maximising its retail potential.

"We need more speciality shops...at the moment I have to go elsewhere"
(Local resident)

Hotel - Grimsby is under provided in quality hotel provision compared with other sub-regional towns which undermines Grimsby's status and therefore fails to capture its share of overnight stays for both visitors and business.

Lack of leisure and cultural attractions

There is a lack of leisure and cultural attractions in the town centre with possibilities for the provision of commercial health and fitness, an expanded hotel market and greater green open space. Cultural attractions such as spaces for events, museums and galleries are also limited and our consultation has revealed that this is considered a major weakness that many residents would like to see addressed.

"Cultural activities are few and far between"
(Local resident)

Poor quality physical environment

Key sites in the town centre are occupied by poor quality buildings; this is particularly evident at the waterfront. There is very little high quality open space in the town centre and public spaces lack vibrancy as they have become access routes rather than memorable places that people choose to spend time in. Key locations have also become isolated due to the severance effect of major roads and the railway.

"We need parks and open spaces"
(Local resident)

Lack of education presence in the town centre

There is a limited education and training presence in the town centre. There is a need to introduce education and training facilities in the town centre to improve the knowledge and skills of the local workforce and signify Grimsby's ambitions to the private sector and assist in attracting higher value businesses. An education and training presence would

also increase footfall and spend in the local economy and could therefore be a catalyst for transforming the local economy and regenerating the town centre.

Public services not located in the town centre

Some public services are currently located away from the town centre at Europarc. This means they are less accessible and also reduces activity in the town centre. Public services in the town centre would increase footfall and spending therefore making the town centre more vibrant.

Transport system in need of modernisation

The transport system in the town centre is in need of modernisation as there are poor linkages between the existing bus station and the rail station and some areas of the town centre are dominated by vehicular traffic which restricts pedestrian and cycle movement. There is also a need to rationalise car parking in the town centre to improve circulation and maximise the existing parking offer.

"The present bus terminus is a joke – an accident waiting to happen"
(Local resident)

This is a summary of the key weaknesses in Grimsby town centre; a more comprehensive discussion of these issues is available in the Stage 1: Evidence Base Report.

2.4 Validating the Vision

The vision supports current strategies and policies as well as the findings from extensive stakeholder consultation.

2.4.1 The Council Plan (2009 – 2012)

Delivering the vision for Grimsby town centre will assist North East Lincolnshire Council to achieve the four strategic aims outlined in the three year Council Plan (2009 – 2012):

1. Improve the quality of the built and natural environment – the physical interventions will ensure that the quality of the built and natural environment is transformed to create an attractive town centre which makes the most of the North Sea location;
2. Strengthen the local economy – delivering the vision will create a town centre which attracts skilled people, visitors and investment which will strengthen the local economy. Attracting higher value businesses in sectors such as renewable energy to diversify the local economy is central to the vision for the town centre;
3. Create a safer and more secure area – the physical transformation will create a much safer and more secure town centre which people will visit to relax and enjoy; and,
4. Improve health and wellbeing – delivering the vision will improve the physical environment with more green spaces and trees and will encourage walking and cycling in the town centre.

2.4.2 Regional Economic Strategy (RES)

The vision will help Grimsby to be more competitive which supports the New Horizons Regeneration Strategy which outlines how the objectives included in the RES will be met in North East Lincolnshire to ultimately make the economy more competitive. The vision aims to strengthen Grimsby's economy by acknowledging Grimsby's strengths as a major port and its location on the Humber Estuary and develop recognised growth sectors such as chemicals and renewable energy. This will support the key RES objective to focus on expanding business sectors and to identify new and potential markets to create more businesses and develop existing businesses.

2.4.3 Regional Spatial Strategy (RSS)

The vision supports policies in the RSS which promote Grimsby to strengthen its role as a sub-regional town through town centre renaissance. The RSS promotes Grimsby as a focus for development with the aim of securing rapid urban renaissance through taking advantage of investment opportunities. The RSS encourages Grimsby to diversify and develop its local economy and promotes both service sector and knowledge industries. It also promotes sub-regional towns such as Grimsby to be the focus for housing, employment, shopping, leisure, education, health and cultural activities. The vision supports this through seeking to ensure Grimsby fulfils and utilises its position as a sub-regional town which serves the Lincolnshire hinterland.

2.4.4 'Transforming Places; Changing Lives'

The vision supports the recently published Communities and Local Government's document, 'Transforming places; changing lives'. This publication states that to create economic transformation it is important that places are able to attract and retain skilled workers, provide the right transport and communication links, offer high quality business space and green space and offer a good quality of life for employees. This supports the vision which aims to create a town centre which can make the most of the economic potential of the North Sea to ensure these aims are met. Also stated in the document is that it is vital that regeneration investment is targeted in the right places. The vision supports this by targeting areas for physical improvement rather than investment in a wider area where the impact will be less effective.

2.4.5 'Single Conversation' Approach

The Homes and Communities Agency (HCA), the newly formed housing and regeneration agency for England, has adopted the 'single conversation' approach to working with partners. This is an integrated approach to joining up local authorities and other partners and a key objective of this is to agree a mutually agreed vision. This confirms the need for a vision for Grimsby which all stakeholders buy into and this approach has been fundamental to forming the vision.

2.4.6 Renaissance Towns and Cities Programme

As a Renaissance town, the vision for Grimsby has been developed in line with Yorkshire Forward's Renaissance Towns and Cities Programme launched in 2001 to "ensure the region's urban areas are places where people want to live, work and invest". The need to make "towns and cities strong and competitive, through the advantages of good design and management, good connection and high levels of accessibility" is recognised and supported through the vision which aims to deliver these goals in Grimsby town centre.

- Ongoing consultation at the Renaissance Shop, Grimsby – the vision for the town centre is displayed at the Renaissance Shop on Victoria Street which provides an opportunity for members of the public to discuss the proposals with members of the Renaissance Team and the Town Centre Forum; and,
- Masterplan vision questionnaire – a questionnaire was distributed at the Consultation Day and at the Renaissance Shop (a summary of the completed questionnaires is included in Appendix 3).

2.4.7 Stakeholder Consultation

Stakeholder consultation has been central to forming the vision for Grimsby town centre. The consultation approach has consisted of:

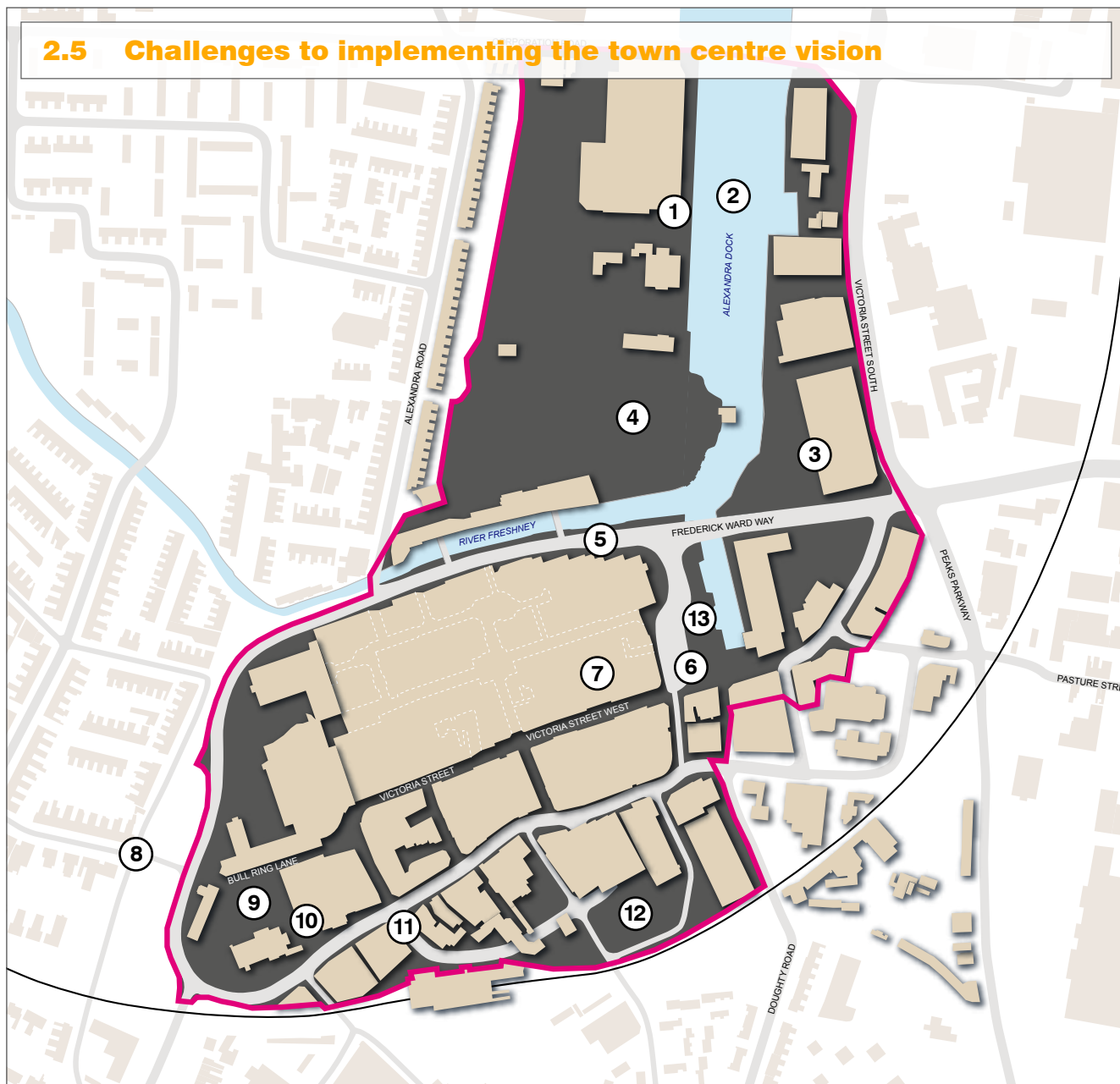
- Consultation with key stakeholders – consultation with key stakeholders such as landowners, developers and public sector agencies has been crucial to forming the vision and has built on previous consultation undertaken by North East Lincolnshire and Urban Initiatives (a list of stakeholder consultations is included in Appendix 1);
- Masterplan Consultation Day held on 7 May 2009 – a Consultation Day was held at St. James' Church, Grimsby with the aim of testing the vision with key stakeholders including members of the public (a summary of the Consultation Day is included in Appendix 2);

The response to the vision to date has been extremely positive with strong agreement that it has real potential to transform the fortunes of Grimsby town centre.



The Consultation Event that took place on the 7 May 2009 at St. James' Church

2.5 Challenges to implementing the town centre vision



Challenges to implementing the town centre vision

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Legend

There are a number of challenges that need to be addressed to implement the town centre vision.

1. Buildings do not embrace the water
2. Water under utilised
3. Low quality retail sheds surrounded by surface car parking
4. Largely undeveloped waterside
5. Severance effect of Frederick Ward Way has disconnected the waterfront from the town centre
6. Lack of a real 'heart' to the town centre
7. Freshney Place poorly integrated within the town centre and areas to the north
8. Unattractive route into the town centre from the west
9. Key public spaces such as St. James' Square have become access routes rather than places people spend time in
10. Dead frontages surrounding St. James' Square
11. Entrance to the town centre from the railway station unremarkable and not pedestrian friendly as dominated by taxis
12. Southern part of the town centre fragmented with large areas of surface car parking
13. Riverhead Square dominated by buses which restricts pedestrian movement

2.6 Vision Objectives

Theme 1 Maximising the economic potential of Grimsby's North Sea location to create a prosperous town centre

Objectives which will enable Theme 1 to be delivered have been identified:

Improve the retail offer by creating a wider range of shops

An improved retail offer with a greater range of shopping including speciality shops and a high quality market will enable Grimsby to serve as a sub-regional centre and be a retail destination for the surrounding area. As part of this offer to attract visitors there also needs to be supporting services such as cafes and restaurants as well as an attractive environment which visitors will be able to enjoy when they visit Grimsby. An improved retail offer will enable Grimsby to capture generated wealth as a more vibrant economy will result in more residents with greater disposable income to spend in the town.

"It would be good to see a larger selection of shops and food retailers"

(Local resident)

Improve the quality and supply of business accommodation

Appropriate business accommodation in the town centre is essential in attracting and retaining businesses. The quality and supply of business accommodation needs to be improved to meet the needs of higher value businesses and those within the identified growth sectors such as port related activities,

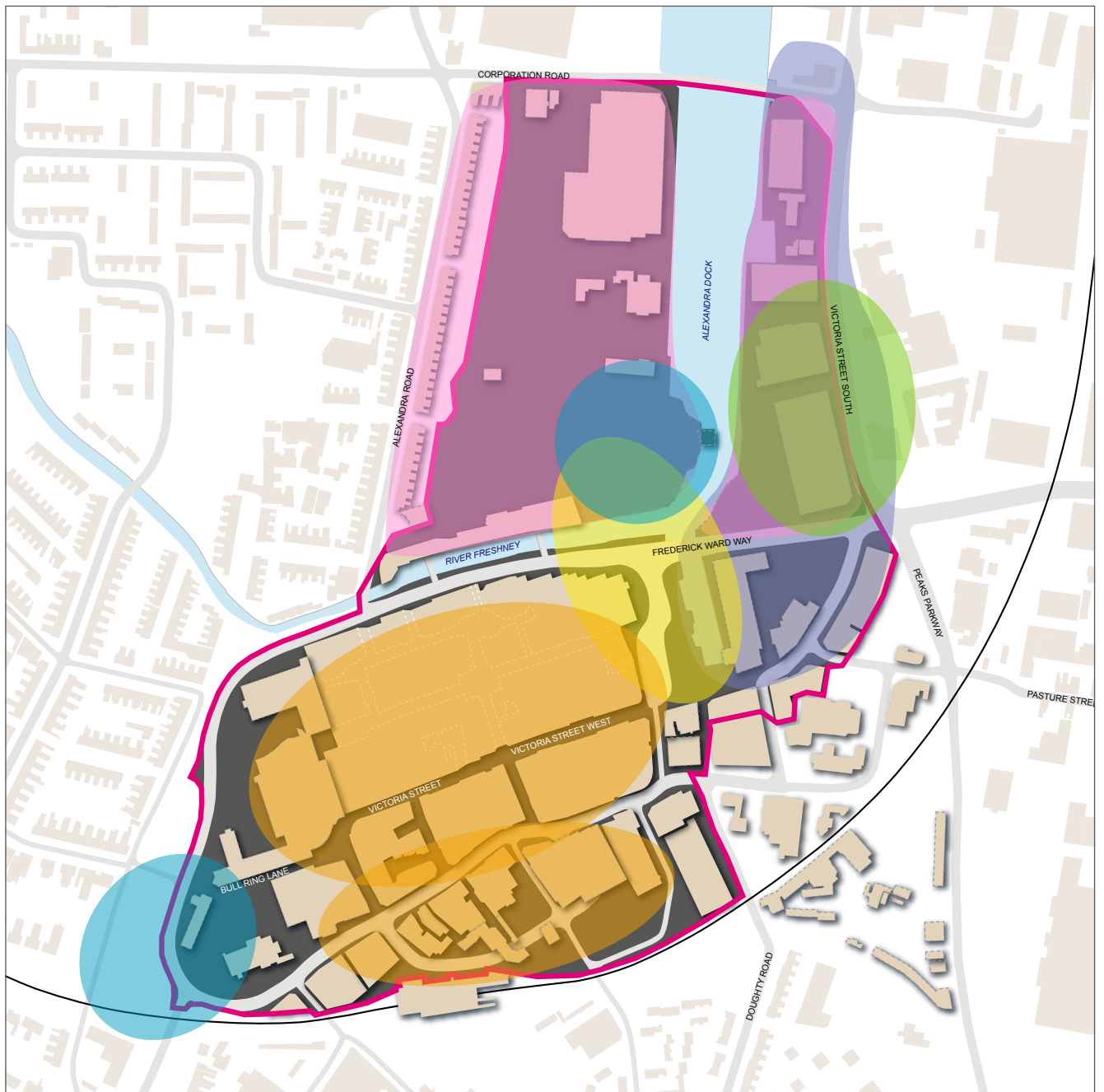
food processing, chemicals and renewable energy. New business accommodation in the town centre will assist in attracting investors and occupiers to locate in Grimsby town centre.

Create a town centre residential offer that fills the gaps in the housing ladder

It is important to create a more diverse residential offer in the town centre that will provide for a wider range of economic groups including higher value housing which will cater for the needs of professional people. Housing has an important role in Grimsby's economic growth as it is essential that there is a residential offer to attract young and skilled people which are needed to attract higher value businesses to invest in the town to diversify the local economy. Introducing housing in the town centre will mean that it is occupied after the shops and businesses close and will ensure that the town's 'heart' is a living one.

Develop a strong education and training focus within the town centre

Education and training has a crucial role to play in ensuring Grimsby's economic potential is realised. This will increase the knowledge and skill base in the town which again will help to attract businesses and diversify the economy. An education and training presence in the town centre will signify Grimsby's ambitions and will contribute significantly to changing perceptions of Grimsby therefore again helping to attract investment. It will also add positively to the vibrancy, footfall and spend in the town centre.



Maximising the economic potential of Grimsby's North Sea location to create a prosperous town centre

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Legend

- Improve the retail offer to include a strong mix of national retail stores
- Improve the business accommodation offer
- Create a new mixed use area including a new residential offer
- Create education and training uses
- Create accessible public services
- Business accommodation

Theme 2

Celebrating Grimsby's North Sea heritage and culture to build a distinctive town centre

Objectives which will enable Theme 2 to be delivered have been identified:

Create a strong cultural and leisure offer through new and improved attractions

To celebrate Grimsby's cultural offer it is important that the town centre is improved so that it is attractive to a wider audience. This may be through introducing new cultural attractions such as a theatre/art gallery, a library and bars, cafes and restaurants. The cultural offer may also be improved through cultural events and activities. Grimsby's location on the North Sea and proximity to Cleethorpes means that there is potential to attract visitors to the town centre if there is a strong and varied offer of cultural and leisure attractions.

"These types of things (cultural facilities) have transformed many other towns"
(Local resident)

Improve evidence of Grimsby's rich heritage within the town centre

Effort should be made to retain and improve historic buildings in Grimsby town centre wherever possible to improve evidence of the town's heritage. The introduction of a 'Heritage Trail', potentially linked to the Grimsby, Cleethorpes & District Civic Society's proposed 'Great Grimsby Heritage Trail', would further improve evidence of Grimsby's heritage in the town centre. This would also promote movement and could be complemented by improved public

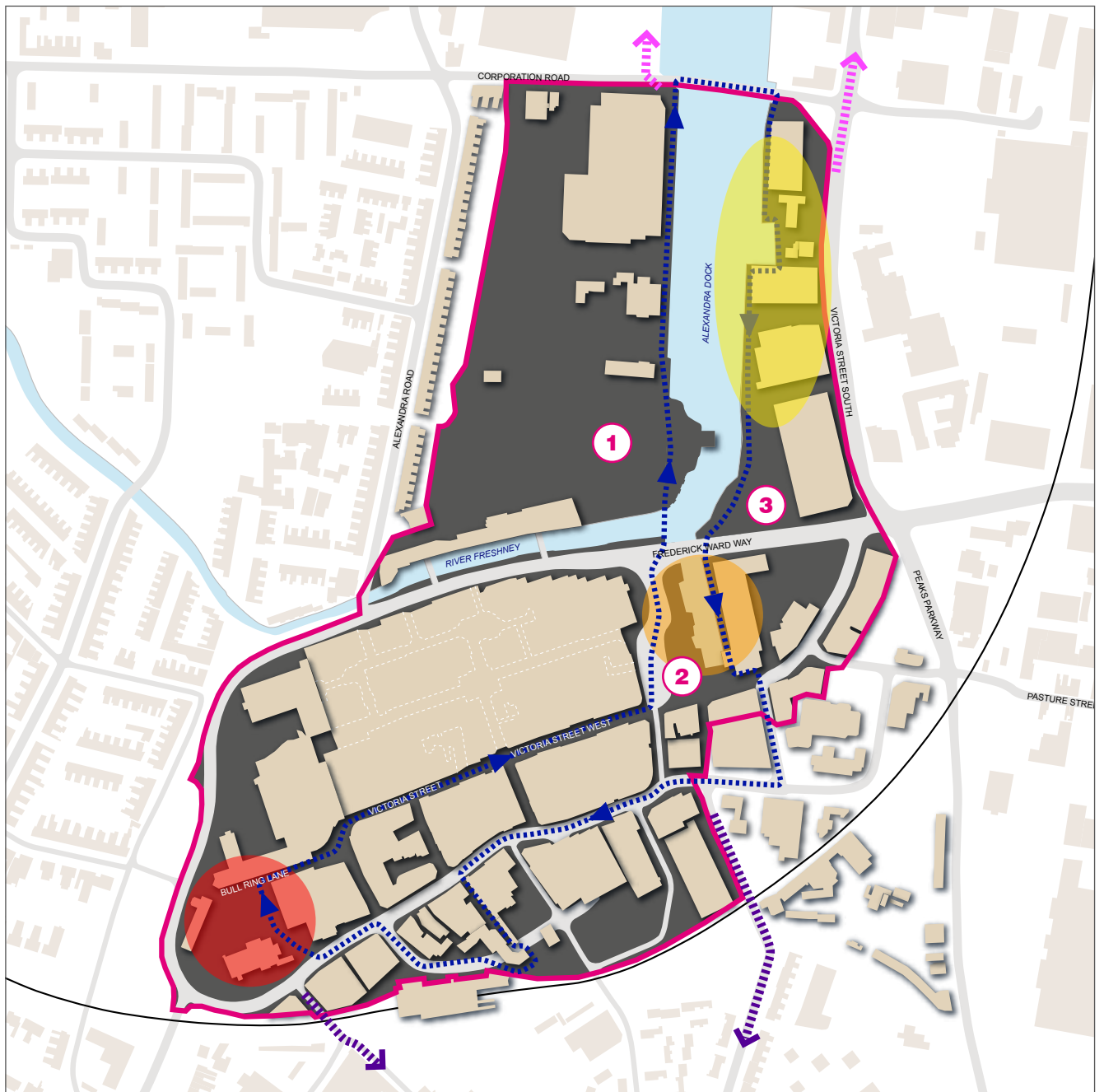
spaces and iconic new developments. High quality public art could be used in the town centre where appropriate to further enhance evidence of Grimsby's North Sea heritage. As the town centre's key asset, the water should be utilised more which could be through the introduction of water activities and events.

Improve the food market and offer of quality eating establishments to build Grimsby's 'Europe's Food Town' status

Much of Grimsby's heritage is linked to food which stems from Grimsby's location on the North Sea and this should be reflected positively in the town centre. If Grimsby's reputation as 'Europe's Food Town' is developed it offers fantastic opportunities for the town to have an improved market and attract quality eating establishments. There should be emphasis on local produce from the Lincolnshire hinterland as well as sea food from the North Sea. This will help transform perceptions of Grimsby and help to attract new residents and visitors.

Improve the physical environment through improving public realm and creating memorable public spaces

Memorable public spaces and improved public realm will help to create a distinctive town centre that sets Grimsby apart from other towns. Grimsby town centre has potential to create public spaces which utilise the town's heritage such as at St. James' Square and the waterfront at Alexandra Dock. In addition, attention should be given to creating quality green spaces in the town centre as these are currently limited. This will create an improved environment which will make the town centre a more attractive place to visit.

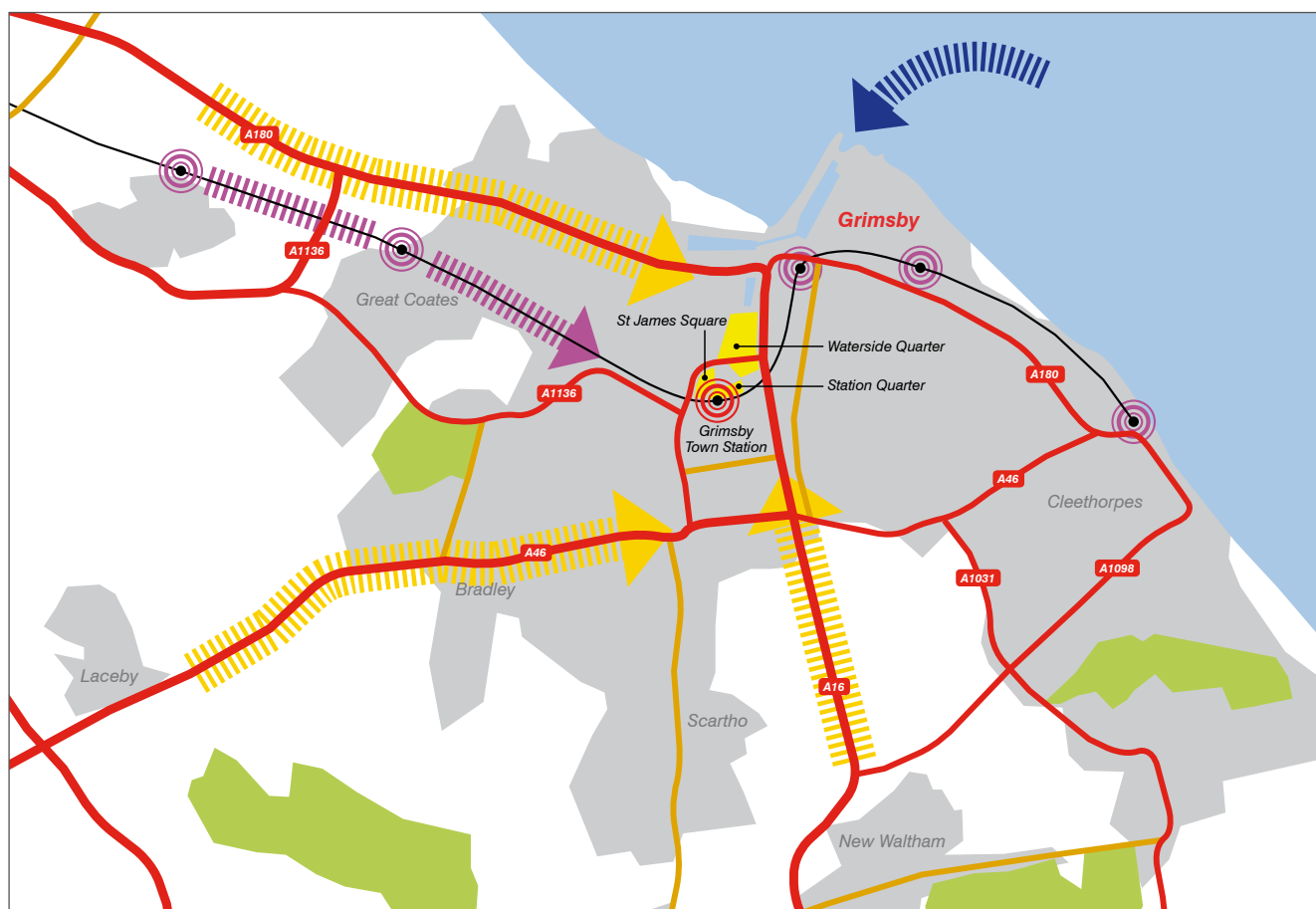


Celebrating Grimsby's North Sea heritage and culture to build a distinctive town centre

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Legend

- | | |
|---|--|
| Cultural Hub: Eastern bank of Alexandra Dock | Introduction of a heritage trail |
| Cultural Hub: Riverhead Square | Links to Fish Docks |
| Cultural Hub: St. James' Square | Links to Peoples Park |
| 1 Improved/New cultural and leisure activities | |
| 2 Riverhead Square to be transformed into a public space for cultural events and activities | |
| 3 Quality cafes and restaurants | |



Improving Grimsby's connectivity to the North Sea and Lincolnshire hinterland

Legend

-  Improved arrival experience from the North Sea to the docks
-  Improved arrival experience by road
-  Improved arrival experience by rail
-  Station environmental improvements
-  Secondary stations

Theme 3 Improving Grimsby's connectivity to the North Sea and Lincolnshire hinterland

Objectives which will enable Theme 3 to be delivered have been identified:

Create an inspiring entrance to the town centre

As a gateway to the North Sea and the Lincolnshire hinterland it is important that an inspiring entrance to the town is created. A high quality waterfront and entrance points to the town will help to transform perceptions of Grimsby so that it is perceived as an important sub-regional town.

Provide a modern and accessible public transport system

As a sub-regional town it is important that there is good access to the Lincolnshire hinterland and beyond. This includes improved connectivity between the bus and railway stations to make it easier for people to access public transport.

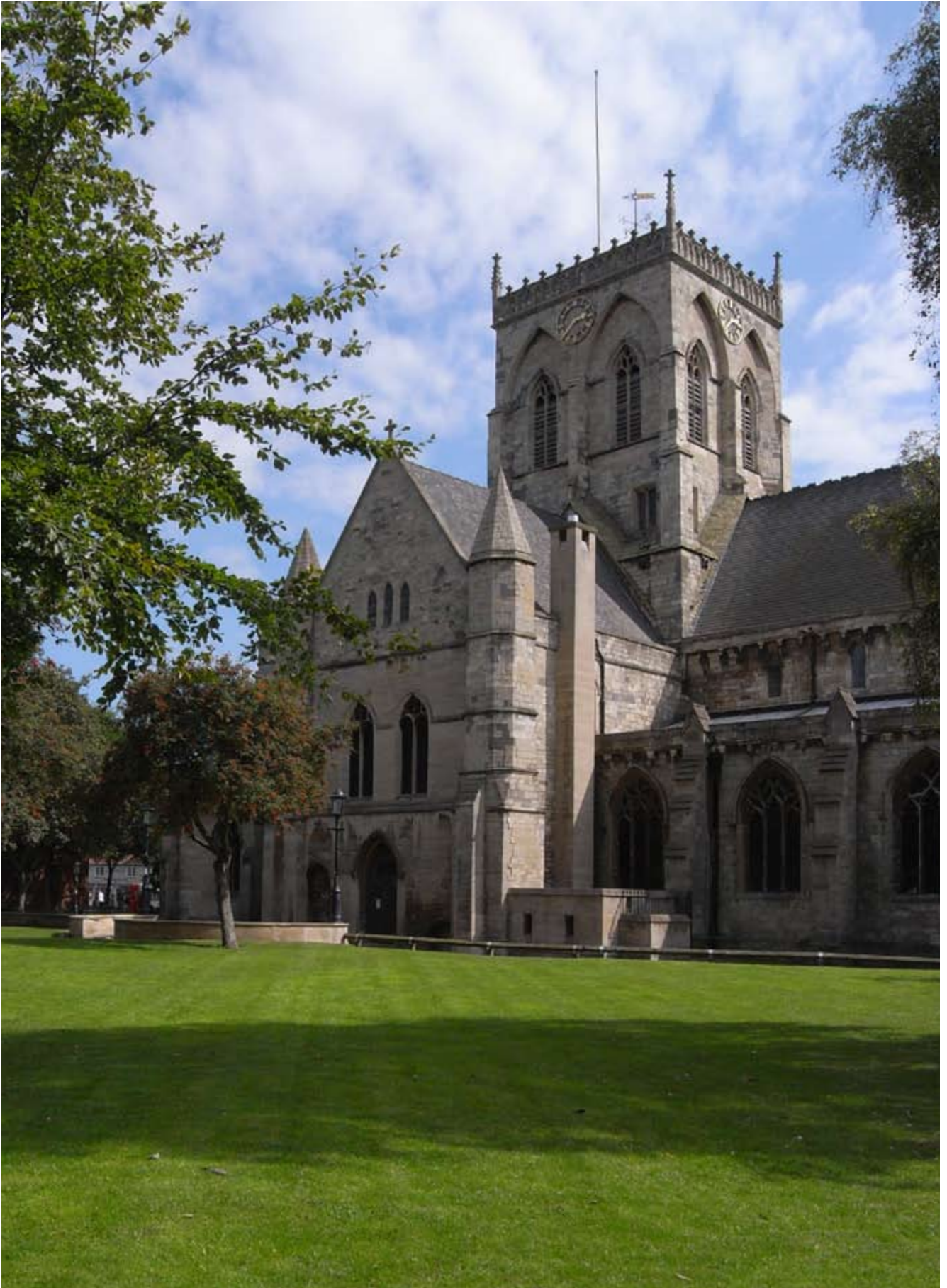
2.7 Conclusion

For the vision to be realised it is critical that there is stakeholder support. North East Lincolnshire Council and other key stakeholders such as residents, existing businesses and land owners need to be fully committed to ensuring the vision is delivered if it is to successfully regenerate the town centre. There needs to be agreement regarding the future of Grimsby town centre and the long-term aspirations of the town outlined in the vision must take priority over short-term quick fixes.

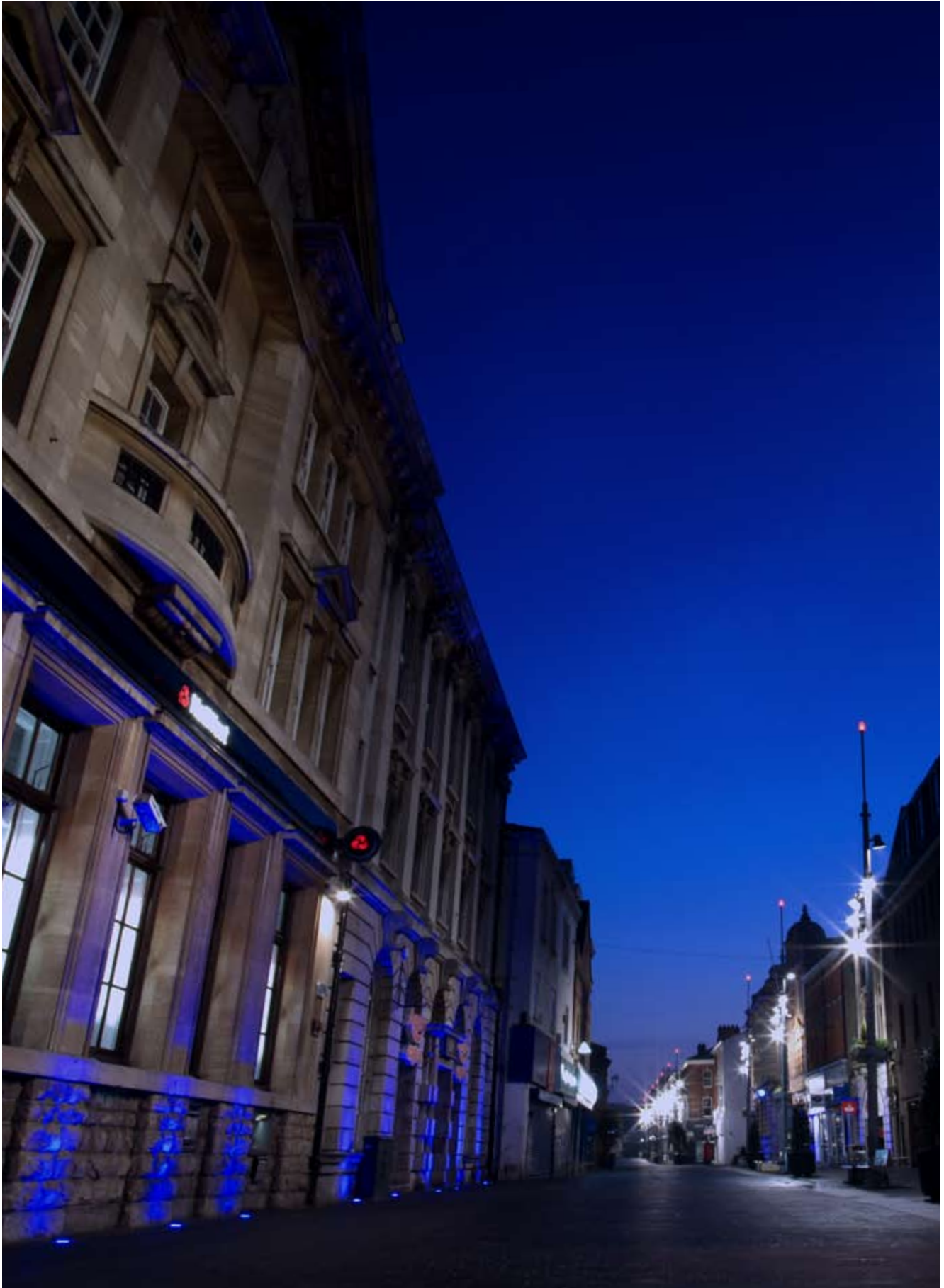
To deliver this vision, each project must be assessed against its ability to deliver the vision principles.

**Grimsby Town Centre Masterplan
Development Objectives**





St. James' Square



Victoria Street West

3

The Masterplan

3.1 Introduction

The Masterplan seeks to build upon existing acknowledged town centre strengths and to unlock the potential of the neglected and underused town centre assets, such as the waterspace. The spatial and land use proposals attempt to work with the fabric of Grimsby town centre in order to allow the town to sequentially rediscover itself.

Within the historic core, as defined by the Conservation Area, infill, repair and enhancement is the preferred approach. In areas where the existing fabric is poor in townscape, commercial or functional terms more radical interventions are proposed. It is accepted that gradual incremental change rather than a 'development revolution' is both more realistic and more desirable for the future of the town centre. It is recognised that some of the longer term projects identified within the Masterplan will be a challenge to deliver however it is the role of the Masterplan to set out a cohesive and aspirational plan for the future as well as ensuring that deliverable early projects are identified. 'Setting the bar too low' in terms of ambition for the future of the town centre will ultimately lead to a continuation of the present for Grimsby town centre which is a high risk strategy in a constantly changing world where competitor locations are actively re-inventing themselves.

The phased hierarchical approach to change set out within the Masterplan (more detail provided in Section 4) allows achievable early projects to be located within a comprehensive long term plan. The comprehensive long term vision will help to

encourage early investment. Early investment will reciprocate by supporting and building confidence in the Masterplan.

3.2 Masterplan Concept

Grimsby owes its existence to the sea and the relationship between the town and the water is re-established by the Masterplan with Alexandra Dock and Riverhead Dock both being repositioned within the heart of the town activity. Alexandra Dock will be realigned to allow its waterspace to be appreciated from Riverhead Square (both its scale and the water based activity). The long term ambition to replace Imperial House will allow Riverhead Square to be redefined and centred upon the Riverhead. The view from the Town Hall balcony along Town Hall Street through Riverhead Square to Alexandra Dock and the new development surrounding will be established. The character of Grimsby's three distinct town centre waterspaces (the Riverhead, Alexandra Dock and the River Freshney) will be acknowledged by future development. Integration of the town centre with adjacent areas through land use and improved pedestrian movement are critical objectives of the Masterplan.

Defining the focus of the different areas of the town centre helps to provide an understanding of the purpose of these areas and provides clarity which will help guide future development. However, it should be understood that concept areas are interlinked and the focus of the areas is not exclusive and supporting services such as quality eating establishments to further develop Grimsby's status as 'Europe's Food Town' will be encouraged throughout the town centre.



Alexandra Dock

Waterside focus

Future development will embrace and utilise the waterside location with active ground floors overlooking the waterspace. The Riverhead will become a civic waterspace with improved access and crossings. Alexandra Dock will become a focus of leisure activity and the River Freshney will remain a tranquil waterspace but with improved access and crossings.

Civic/commercial/leisure and cultural focus

The area where Riverhead Square meets Alexandra Dock will be a focus for civic, commercial and leisure/cultural activity containing a mixture of offices, leisure and arts uses that will combine to provide vibrancy and movement to the area throughout the day. Riverhead Square will be central to this and will provide a gateway and arrival point to the town centre which provides an unambiguous focus of town centre activity. The square will be realigned and redefined and will form the point where the sea meets the town and the visual and physical links between them are developed. The extension of Freshney Place to the east and the removal of Imperial House allows Riverhead Square to effectively move east providing a more balanced and useable space.

Residential integration

The west bank of Alexandra Dock will grow into a mixed use residential neighbourhood supported by new commercial uses adjacent to the town centre and will be integrated with the existing residential communities to the west. The new residential accommodation will utilise the waterside location and will provide a mix of accommodation which will meet the

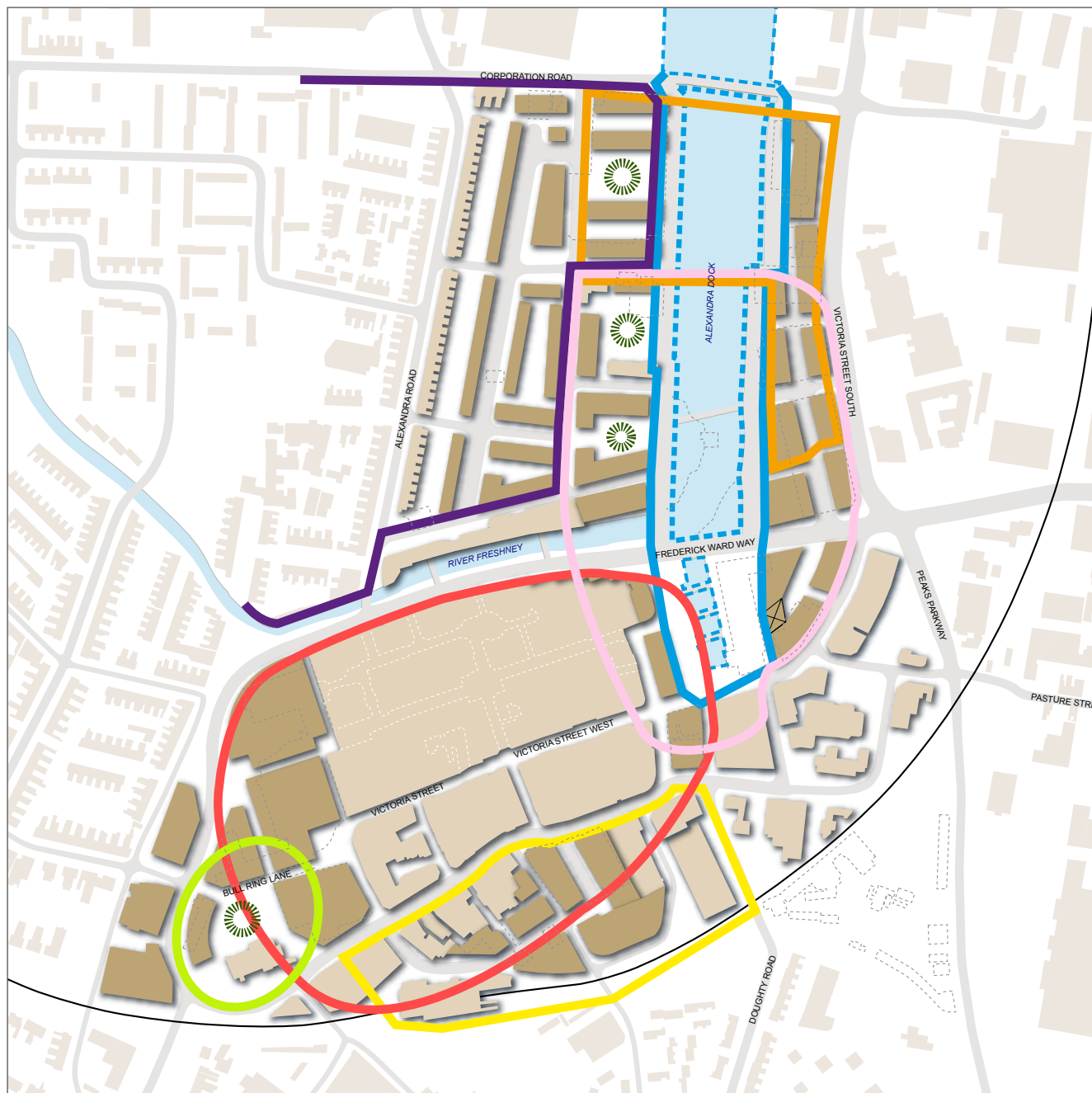
different needs of different socio-economic groups. The introduction of residential uses in the town centre will ensure that the town's 'heart' is a living one, ensuring that the town is occupied and used after the shops close.

Retail focus

Freshney Place lies at the heart of Grimsby town centre and both defines and dominates it. The continued success of Freshney Place is vital to the long term success of Grimsby as a sub-regional centre. The Masterplan seeks to allow Freshney Place to expand but using formats that allow it to reintegrate into the townscape of central Grimsby and to be better integrated into the pedestrian movement system. This will enable movement through to the waterfront from the tranquil and transport areas. The retail area within the town centre will be expanded to fully integrate Abbeygate and the adjacent sites. The expanded retail area around Abbeygate will form a new speciality retail quarter which will expand and diversify the existing retail offer. The area will build upon the successful fragments of speciality shopping by providing additional critical mass (additional floorspace), complementary uses, improved pedestrian links to the main shopping area and improved access to quality parking and public transport. Cultural uses will also be encouraged in this area to create a vibrant and mixed use area with a range of different activities.

Education and Training focus

An education and training focus in the town centre will indicate the town's intentions to improve skills and develop its knowledge economy and will help to transform perceptions of Grimsby into a place for



Concept Areas

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Legend

—	Active Focus	—	Residential Integration
- - -	Waterside Focus	—	Retail Focus
—	Education and Training Focus	—	Travel
—	Civic/Commercial/Leisure and Cultural Focus	—	Tranquil Focus
		 	Urban Greenspace

investment. There may be potential to link this education and training focus with the needs of enterprises in North East Lincolnshire such as e-factor which aims to inspire and encourage enterprise across the region. The e-factor enterprise provides a variety of units for a range of businesses including incubation units for new start businesses and the possibility of locating these in this area should be explored. An education and training focus at the northern end of Alexandra Dock will also serve as a footfall generator and increase vibrancy in this important area of the town centre.

Travel focus

The area around the railway station will be remodelled to provide a modern transport interchange where bus, taxi, car, pedestrian and rail can successfully come together within an efficient and attractive location providing Grimsby with a high quality gateway. Walking routes between the transport interchange and the town centre and other destinations will be legible, safe and attractive. The new transport interchange will provide a safe, efficient and attractive arrival point to Grimsby town centre. It will provide visitors and residents alike with a positive and lasting first impression of the town.

Tranquil focus

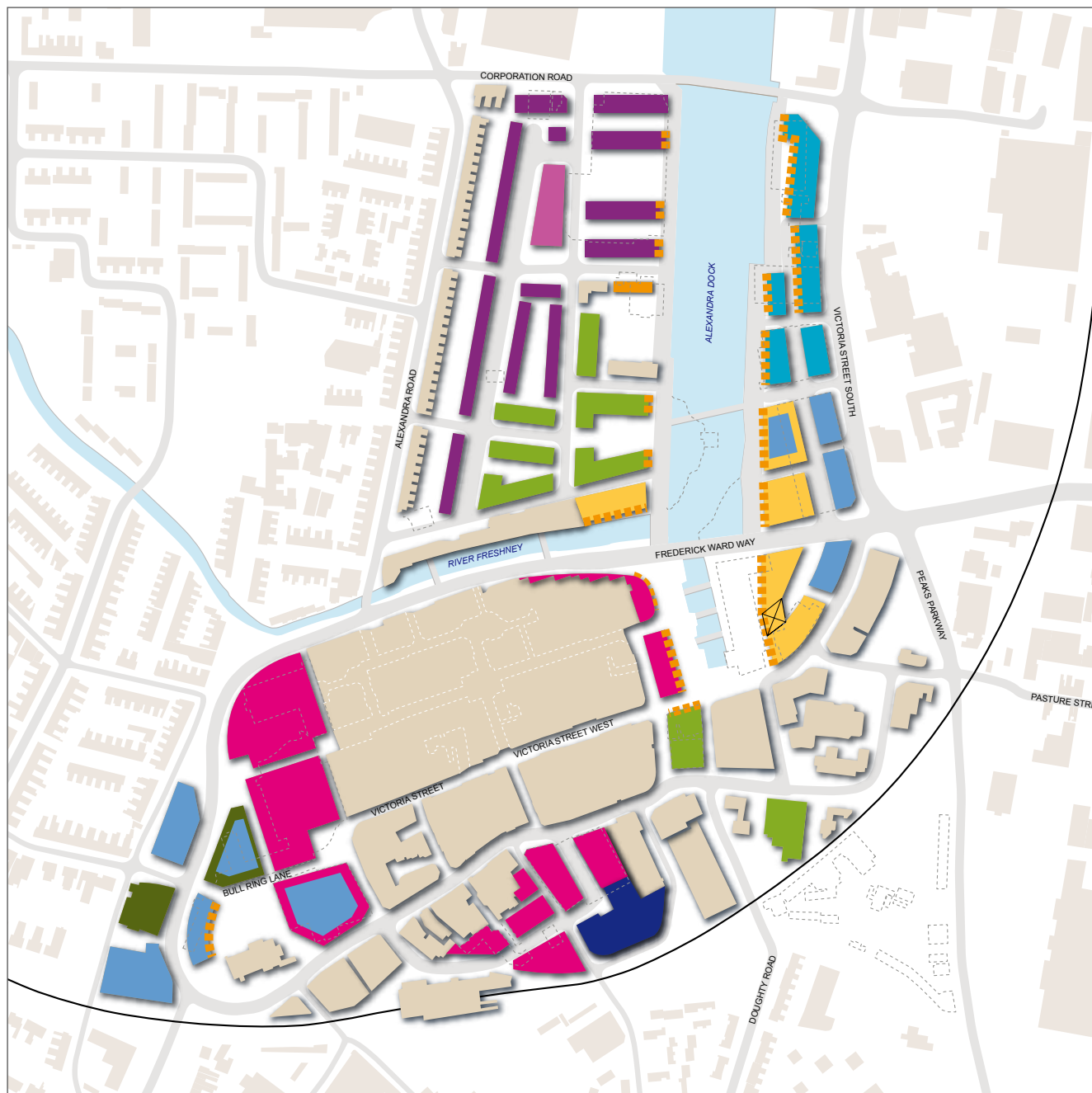
St. James' Square should remain the tranquil heart of the town centre and provide a calm, safe dwelling space but will be strengthened by the replacement of poor quality surrounding development with new and refurbished buildings which will provide activity and security with appropriate ground level uses. New buildings surrounding the

Square will complement and respect the scale of the historic church and should include social and cultural uses. Activity and movement will be encouraged with the specific aim of improving safety but this will remain a tranquil green oasis.

"The whole (St. James') area needs renovating as a priority" (Local resident)

Urban Greenspace

New green parks with appropriate tree planting will enhance the town's limited central open space provision which will soften the hard physical environment in the town centre. New green spaces on the western bank of Alexandra Dock will provide an attractive setting for new development and encourage people to visit and spend time in this key area of the town centre.



Land Uses

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Legend

- | | |
|---|--|
| ● Transport | ● Office |
| ● Education (Higher) and Training | ● Retail |
| ● Civic | ● Social/Education |
| ● Arts and Leisure | ● Hotel |
| ● Residential | ■ ■ ■ Food/Drink |

3.3 Land Use

Proposed land uses for new development set out within the Masterplan can be divided into two approaches.

Consolidation of existing uses

The approach taken for the historic town centre and retail core is to consolidate existing land use by expanding capacity and improving quality. New and improved retail provision will be provided to the east and more significantly west end of Freshney Place. Retail led redevelopment at the western end of Freshney Place will include the existing car park block, the markets and the Bull Ring block (containing Wilkinson's). This significant area of development contains the critical mass to contain anchor stores and stimulate significant footfall within the western part of the town centre.

Transformation

The approach taken for the Alexandra Dock area is transformational. Existing low value uses including bulky goods retail, depots and surface parking will be largely displaced by a combination of uses that can help capitalise on the exceptional waterfront location to create value. A town built on the back of its relationship with the sea will get a European quality waterfront of a type few, if any, competitor locations can claim and will transform perceptions of Grimsby into a place for investment.



Heights

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Legend

- 1 Storey
- 2 Storey
- 3 Storey
- 4 Storey
- 5 Storey
- 6 Storey

3.4 Heights

New development will generally reflect the heights of existing buildings within central Grimsby. Taller buildings will be located adjacent to Freshney Place and will help to break up its mass and screen it where possible. New buildings surrounding Freshney Place should usually be no more than the current height of the shopping centre.

Elsewhere taller buildings will help to enclose Riverhead Square and will be used to define the commercial and civic heart of the town. Buildings surrounding Riverhead Square should reflect the importance of the space as the heart of the town centre. New building should typically not be higher than either Imperial House or Freshney Place. The design and materials used for new buildings surrounding Riverhead Square should be bold and confident in design but must also reflect the character of Grimsby.

Taller buildings will be located along the eastern bank of Alexandra Dock however these should not generally be more than six storeys and roof lines should vary to avoid creating an oppressive 'cliff face'. Taller buildings within central Grimsby should not usually be higher than six storeys in height however heights should migrate upwards towards the point where Alexandra Dock meets Riverhead Square as this will indicate the physical focus of the town centre. Buildings on the eastern bank of Alexandra Dock will overlook the water with views towards less dense development on the western bank.

The west bank of Alexandra Dock will contain buildings which are usually between three and four storeys with lower buildings adjacent to the existing residential properties situated along Alexandra Road. New development to the southern end of the Alexandra Dock West area should typically be no greater than four storeys in height in order to avoid overshadowing or dominating the collection of listed buildings lining the north bank of the River Freshney.

New development located around St. James' Square must not dominate the historic church and therefore it is proposed that it should not be more than four storeys and buildings which are closest to the church should not be more than three storeys. All new buildings with a view of the church must demonstrate an understanding of character and apply this to all aspects of design, not solely height.

Development taking place to the south of the town centre around the railway station and Abbeygate should not typically be higher than three storeys and should respect the character of adjacent buildings.





Key Public Spaces

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Legend

- 1 Alexandra Dock West
- 2 Riverhead Square
- 3 St. James' Square
- 4 Station Approach

-  Improve pedestrian and cycle connectivity
-  Principal routes between central public open spaces

3.5 Key public spaces within the town centre

The four key spaces identified – St. James' Square, Riverhead Square, Station Approach, and Alexandra Dock West – will become the organs of the public realm. Each will be distinct from one another and carry out a different role within the town but together they will ensure the public realm functions effectively. The arterial pedestrian route from the station, along Victoria Street through to Riverhead Square will carry much of the pedestrian traffic. However, smaller 'veins' and subsidiary spaces, will emanate from each of the pedestrian nodes, and carry equal importance. The design of each space must take account of the wider pedestrian network and the role it plays within the public realm in terms of character, movement and its intended use.

Riverhead Square

Riverhead Square will become the heart of the town. Situated alongside Alexandra Dock, with strong visual connection and reference to the North Sea, a successful square is vital in delivering and realising the vision of the Masterplan.

Positioned on the edge of the retail core, with a diverse range of adjacent uses, the space will become animated throughout the day and night. This primary public square will be of civic quality and predominantly hard, in contrast to St. James' Square, and support a number of civic and leisure uses. This will be the focus for civic occasions and symbolise the identity of Grimsby. Major events such

as food and drink festivals, concerts and celebrations will be hosted in this space as part of a programme for activity in the town centre.

Riverhead Square will be equally vibrant during the evenings as it is throughout the day. The increase in cultural and leisure activities will enrich the space and encourage use at different times of day. The Riverhead itself is a unique feature of the square, and although no physical link is feasible to Alexandra Dock, is representative of the town's relationship with the water and should be celebrated as such. This body of water should be modified to allow greater interaction and become the focus of the space.

It is important that the square retains the character of the docks, through its materials and scale. However, although sufficient flexibility should be maintained within the space to accommodate events, significant large scale tree planting will help to soften the space and introduce a more pedestrian scale. Tree planting will provide a shelter and have a cooling effect as climate change takes a greater hold.

As a pivotal pedestrian interchange, the design of the square should be sensitive towards desire lines and key entrances and exits. The legibility of the space is vital in promoting onward movement and linking other places in the town centre. Therefore, important views should be maintained or even framed by vertical elements such as trees.



Riverhead Square



St. James' Square

Part of promoting better movement into Riverhead Square will be improving pedestrian access across Frederick Ward Way through creation of a shared space. The road will, in effect, become an extension of the space and the landscape treatment should reflect this. The indecision created by a continuous treatment will improve both motorist and pedestrian awareness and appreciation of one another. The anticipated high volumes of both pedestrians and vehicles mean that this should become a true shared space where neither party has priority. This will, of course, involve in depth consultation with user groups so that the way in which the scheme is detailed ensures the square is a safe place for all.

St. James' Square

St. James' Square will provide an anchor point for the public realm at the west side of the retail core. It will contrast with the more civic nature of Riverhead Square and provide an alternative space for different uses. This should remain a largely soft space but have a stronger relationship with the surrounding buildings and facilitate activity throughout the year. Encouraging more foot fall and providing active frontages that interact with the space will re-establish vibrancy within St. James' Square.

The square will become a hub of activity on sunny days. The grass lawns will present an informal location for people to meet socialise and enjoy the historic location, while mature tree planting will provide shelter and comfort away from the sunshine. It is however, important that the space is designed to provide a canvas for activity throughout the

year. The soft nature of the space should be balanced with smaller hard spaces that create intimate, calm places for people to rest and relax. Activity in the evenings will be low key and concentrated to the periphery of the square - some pavement café's may spill out of the new St. James House, however the remainder of the square will still have an important role to play. The square links the retail core and the south west corner of the town centre and must provide a safe and comfortable connection. Lighting will be key to retaining the high quality, refined nature of the space while circulation within and through the space is secure.

The historic nature of the space will be strengthened by the redevelopment of the historic core. A successful St. James' Square that relates to the heritage and history of Grimsby will be a major asset for the town. The visually dominant fisherman's sculpture is evidence of Grimsby's relationship to the North Sea but the link between the sea and the historic quarter of the town requires strengthening.

Alexandra Dock West

Through the development of vacant sites and the regeneration of existing buildings the town will reconnect with the waterfront. The public realm is vital in allowing people to re-engage with the water and provide an attractive setting for new development. Alexandra Dock West will contain interconnected waterside green spaces which will be places for people to visit and enjoy the waterfront.

The green spaces will rebalance the town's very hard nature, create shelter and areas for relaxation. Inspired by other North Sea towns, these spaces will be distinctive within the area and be a vital part of Grimsby's offer. As a base for leisure and cultural activities the spaces will create a vibrant hub, in particular during summer months. The area will provide a memorable pedestrian experience linking the town to the sea and in doing so increase the significance of the North Sea within the town.

The informal nature of the green areas will contrast with the other public spaces in the town. The riverside will be an ideal place to exercise as part of a walking, cycling or jogging circuit. This will also be the place where opportunities to interact with the water, either by participating in an activity such as canoeing, or by enjoying the waterside environment, are maximised.

The riverside also presents a major opportunity for softening the existing hard nature of Grimsby town centre. A variety of planting from grass lawns, shrub and tree planting will create interest but should also be true to the scale and nature of the docks.

The open nature of the green spaces and natural surveillance from adjacent residential buildings along the water will ensure Alexandra Dock West remains an attractive place to inhabit throughout the evening. A sensitive approach to lighting will support the calm nature of the space and provide a place for people to have a stroll after dinner, in a safe and relaxed environment.

Station Approach

Through rationalisation and redesign of Station Approach a high quality public space will be created to provide an inspiring and memorable entrance to the town centre. This will transform the space into an important gateway, not only to Grimsby town centre but the Lincolnshire hinterlands beyond.

The station is the first link in the chain connecting the railway to the town centre then onto the river and docks. The space is small in scale but complex in terms of overlapping uses. The main link to the town centre via Victoria Street should be prioritised for pedestrians through the use of materials, lighting and management. There is an obvious need for vehicular access to the station entrance but lines of waiting taxis should be controlled to ensure pedestrian movement and perception takes precedence.

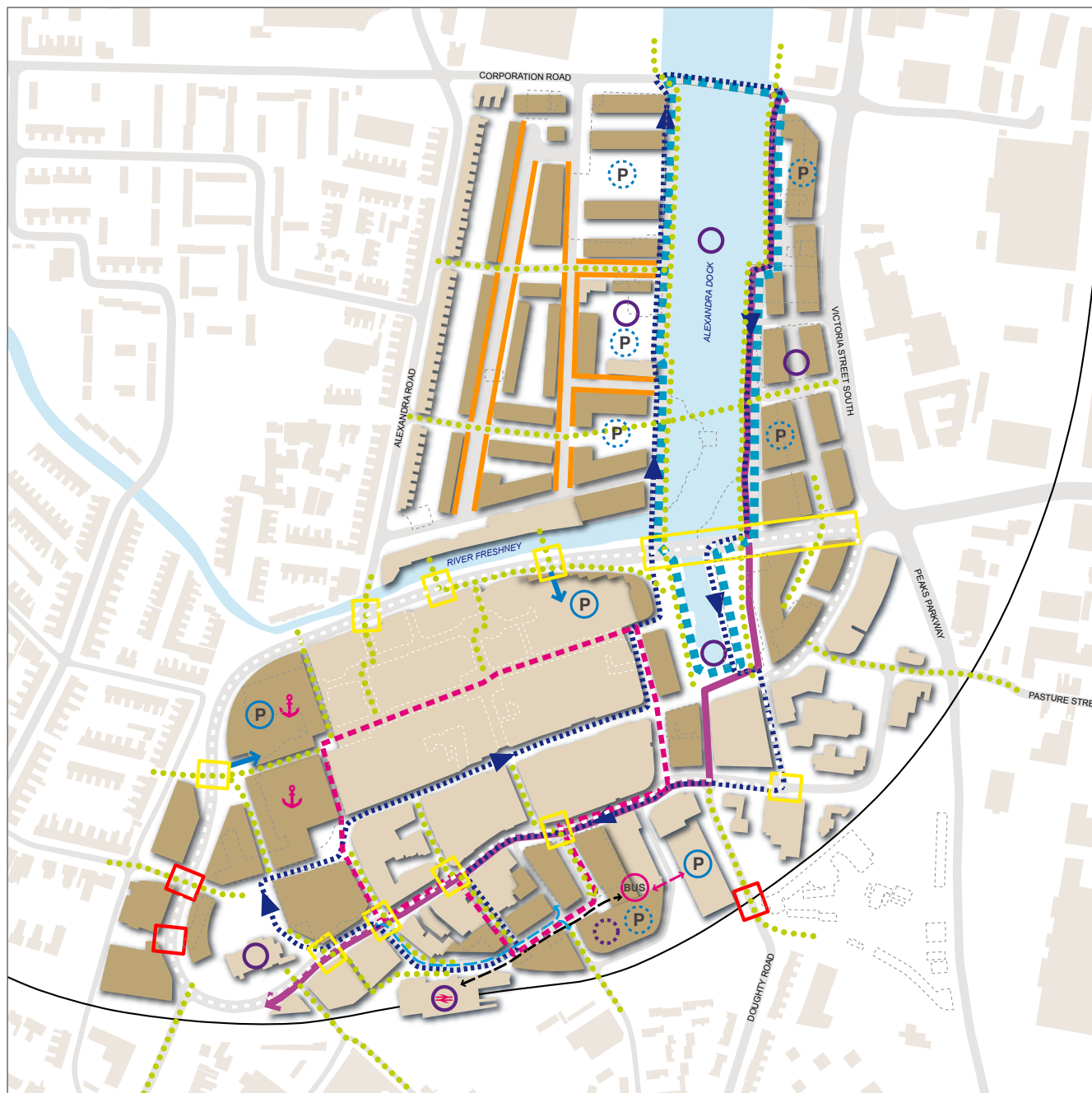
There is minimal opportunity for significant planting because of the complexities the space presents. It is, however, important that Station Approach becomes a place where people want to remain and the design of the space should reflect this aspiration.



Alexandra Dock West



Station Approach



Movement and Access

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Legend

- | | | |
|--|-----------------------------|----------------------------|
| ●●● Improved Pedestrian and Cycle Access | ○ Destination | Ⓟ Potential Future Parking |
| ▬ Heritage Trail | ○ Future Destination | ▬ On Street Parking |
| ▬ Waterside Loop | ⚓ Retail Anchors | ⚓ Railway Station |
| ▬ Retail Circuit | → One Way Route | Ⓛ BUS Bus Station |
| ➡ Food/Drink Trail | ➡ Travel Route Links | Ⓛ Central Bus Loop |
| ▬ Improved At Grade Crossing | Ⓟ Existing Parking | |
| ▬ Improved Underpass | ➡ Existing Parking Entrance | |

3.6 Movement and Access

An equilibrium between all modes of movement will be established with a focus on securing the long term sustainable growth of the town centre. All town centre users will be accommodated within a fully integrated, efficient, innovative, safe and attractive network of routes linking key destinations, spaces and arrival points. Allowing the town centre to more effectively connect with surrounding neighbourhoods and the more distant hinterland will be a critical objective.

Promoting ease of movement

The Masterplan aims to ensure that pedestrian movement to central Grimsby from adjacent residential areas to the east, west and south are all improved. Walking routes must be as direct as possible, legible, convenient and safe. New and improved walking routes should be inclusive and useable by all sections of the community throughout the day.

Shared surface treatments for many of the highways within the town centre will allow existing controlled and over engineered crossings to be removed or downgraded with barriers being removed throughout the central area. The underpasses which connect the town centre to Doughty Road and Cartergate will be subject to major enhancement.

Stimulating footfall

Within the town centre clear routes and circuits have been identified and these will be reinforced by appropriate development that will help stimulate footfall and provide security and safety at ground level. The strengthening of the town centre to the south of Bethlehem Street and Osborne Street will allow Abbeygate to be reconfigured and fully integrated within the principal town centre retail circuit. The expansion of Freshney Place with the introduction of new prime retail anchor stores at its western end will strengthen the retail circuit within this part of the town centre. Freshney Place will remain the principal generator of footfall within central Grimsby.

Pedestrian access will be introduced to the east bank area of Alexandra Dock and this will form an element of a waterfront circuit which will include all of Alexandra Dock and Riverhead Square. The circuit will be connected via new and existing routes to residential areas within the East Marsh and West Marsh areas. A new bridge link should be considered that will allow a stronger connection between the east and west bank areas. Future expansion of waterfront routes to the fish docks will be encouraged. The long term ambition to establish town centre education and arts facilities along the east bank of Alexandra Dock along with possible student housing will help to create attractors and stimulate footfall throughout the day.

A route will be established which links existing A3 and A4 uses along Bethlehem Street and Osborne Street with new food and drink premises located within Riverhead Square and those to be located along the east bank of Alexandra Dock. Licensing policy must avoid clustering of drink only premises if the town centre is to cater for all its population throughout the day.

Heritage trail

The history of Grimsby should be celebrated by the introduction of a heritage trail linking the key buildings and sites which help to explain to visitors and residents alike the significance of the what lies around them.

Signage

Wayfinding and information systems should be commissioned which help all town centre users find their way to key destinations as efficiently as possible.

Improving access to the economic, cultural and social heart of Grimsby will benefit not only current users but will help to attract new users, visitors and investors. The quality of routes and movement infrastructure will be of the highest standard ensuring that investment not only delivers perceptual change but lasting and wide ranging socio-economic benefits to the town centre and beyond.



Surface Treatment

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Legend

- Pedestrian Only
- Shared Surface Pedestrian Priority
- Shared Surface Vehicular Priority
- Home Zone
- On Street Parking

3.7 Surface Treatment

The Masterplan seeks to create a pedestrian friendly environment within the town centre whilst ensuring that the vehicular servicing and access requirements of town centre users and businesses are protected. Establishing the correct equilibrium between the access and movement requirements of pedestrians and vehicles within distinct areas of the town centre helps to guide the approach to surface treatment. Four distinct surface types have been identified for areas of public realm within the town centre.

Pedestrian Only

Areas where vehicles are generally excluded at all times are limited to St. James' Square and Alexandra Dock waterside. In the case of the former, exclusion will help to protect the tranquillity of the area and in the case of the latter exclusion is a matter of safety and amenity.

Shared Surface Pedestrian Priority

The existing successful public realm treatment of Victoria Street creates a safe and attractive retail environment with restricted vehicle access. This approach will not be replicated but will be used to inform the public realm treatment on adjacent town centre streets. Public realm treatment will reflect the character of the individual streets. Riverhead Square will become a pedestrian priority space where limited vehicular access will be permitted for servicing.

Shared Surface Vehicular Priority

Frederick Ward Way together with Bethlehem Street, South St. Mary's Gate and Osborne Street will be transformed into a shared surface highway with pedestrians, cyclists and vehicles all having access but with vehicular priority. Junctions and crossings will lose their current clutter. This approach will be reflected in the treatment of the highway surface which will aim to limit vehicle speed and acceleration. A similar shared surface treatment will be applied to new highways within the Alexandra Dock East and West areas.

Home Zone

The highways within the new residential area to the east of Alexandra Road will be set out using Home Zone principles. Landscaping, car parking and carriageway alignment will all be used to help restrict vehicle movements to a maximum speed of 20 mph.



Enabling Activity

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Legend

- Tier 1 Clearance
- Tier 2 Clearance
- Tier 3 Clearance
- Optional Clearance
- Water's Edge Remodelling

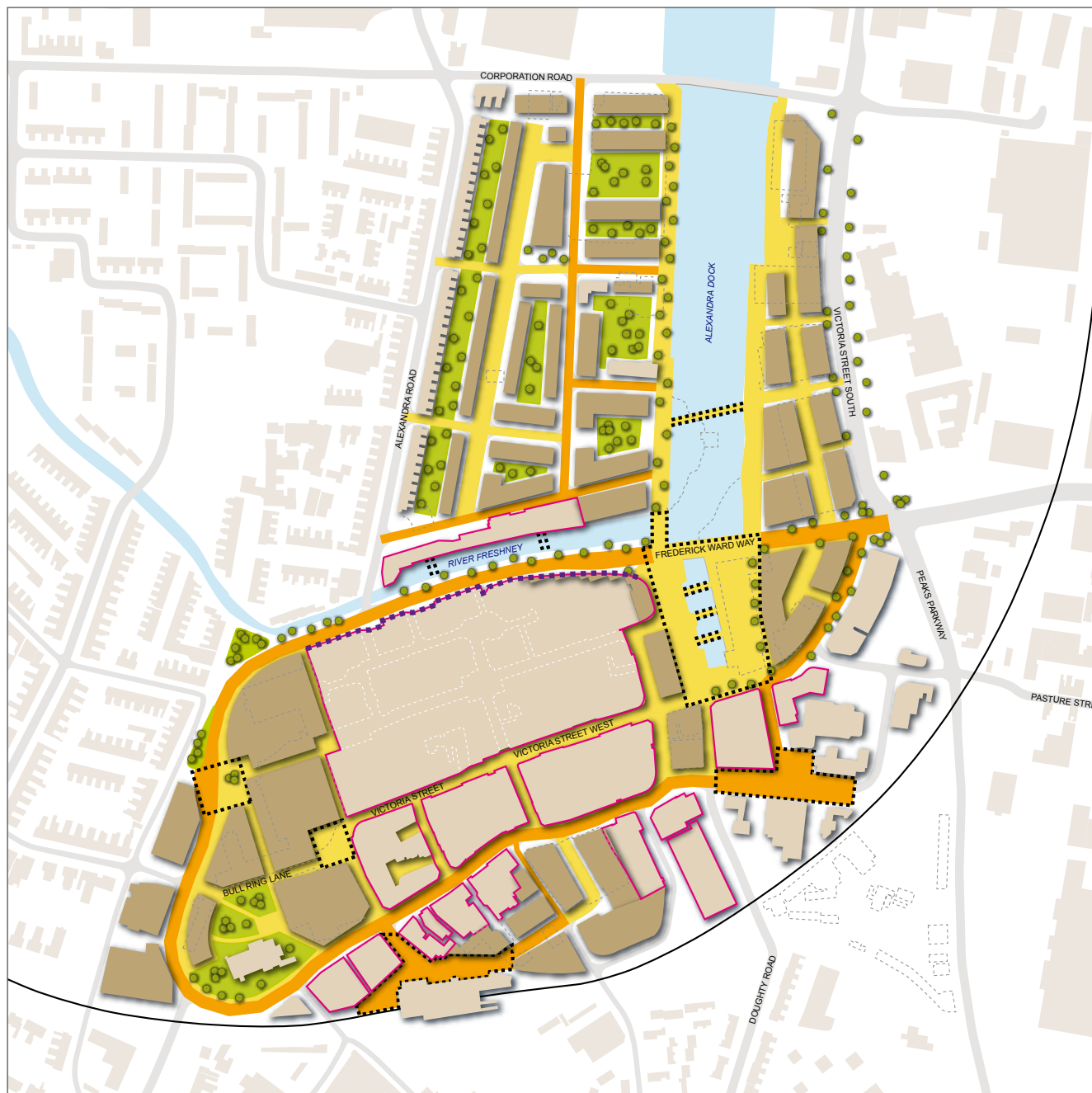
3.8 Enabling Activity

In order to deliver the Masterplan to its full extent a number of existing buildings will over time need to be acquired and removed. The initial stage of the Masterplan requires only minimal clearance with the removal of the poor quality St. James' House (located to the west of St. James' Church) and library.

Later stages of the Masterplan envisage that buildings which are currently in full or partial economic use should be removed in order to facilitate the long term vision for the town centre. This will only be achievable should activities within the initial phases of the Masterplan deliver effective changes in land values. Many of the buildings identified for removal are either approaching the end of their economic life, no longer fit for purpose or have a negative impact on the character of the town centre (leading to negative perceptions of place).

This process will require the impacts of displacement to be considered, which may have implications for sites beyond the confines of the town centre.








Historic fabric and high quality efficient contemporary buildings should be retained and refurbished where ever possible in preference to redevelopment.



Framework

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Legend

- | | | | |
|---|-----------------------------------|---|--------------------------|
|  | Landscape Enhancement |  | Block Refurbishment |
|  | Pedestrian Only/Priority |  | Frontage Enhancement |
|  | Shared Surface Vehicular Priority |  | Public Space Enhancement |
|  | Indicative Tree Planting | | |

3.9 Conclusion

The Masterplan sets out a comprehensive long-term vision for change which is focused on helping to bring the quality of the environment and the intensity and diversity of activity in the town centre into alignment with its North Sea neighbours.

The new development, spaces, activity and routes outlined in the Masterplan will transform central Grimsby without losing its essential character and identity in the process. The retail, office and residential capacity of the central area will all be significantly increased. Arts, cultural and educational uses currently absent from the town centre will be introduced to bring a civic pride and diversity of offer to the town centre. Spaces and routes will become people friendly with traffic efficiently controlled rather than excluded.

The underperforming waterspaces and public open spaces within the town centre will have their potential unlocked and will be integrated into the amenity and leisure offer helping to transform perceptions of Grimsby as a whole.

In order to achieve the economic aspirations of the Masterplan significant physical change will be required. The removal of negative structures and buildings which create the perception of neglect and historic underinvestment must be prioritised. Where valued spaces and buildings of townscape and commercial

value exist these must be protected and brought back into full economic use through targeted improvements. Remodelling and facade improvements will be required to retained structures of low townscape quality.

All new buildings and spaces must seek to match established national best practice for design and sustainability as a minimum. The threshold for design within the town centre and its immediate surroundings must now be lifted if the Masterplan is to deliver not only increased capacity but a transformation in quality and perception.



St. James' Church

4

Strategic Approach to Delivering the Vision

4.1 Introduction

Previous sections have identified the key principles and objectives required to deliver the vision. This has been translated into an overall Masterplan that will bring about transformational change to the town centre. This section illustrates that through prioritisation and a strategic approach the vision can be delivered.

4.2 Projects that Support the Vision

To deliver the vision it is important that clear deliverable projects are identified that support the Masterplan objectives.

These projects are a response to the vision objectives and have been informed by the baseline assessment, consultation and a review of development opportunities.

Supporting the Masterplan Vision

Masterplan Objectives	Riverhead Square	Alexandra Dock West	Alexandra Dock East	Station Approach	Cartergate	St. James' Square	Freshney Place Extension	Former Library Site	Doughty Road
Improve the retail offer by creating a wider range of shops									
Improve the quality and supply of business accommodation									
Create a town centre residential offer that fills the gaps in the housing ladder									
Develop a strong education and training focus within the town centre									
Improve access to public services within the town centre									
Create a strong cultural and leisure offer through new and improved attractions									
Improve evidence of Grimsby's rich heritage within the town centre									
Improve the food market and offer of quality eating establishments to build upon Grimsby's 'Europe's Food Town' status									
Improve the physical environment through improving public realm and creating memorable public spaces									
Create an inspiring entrance to the town centre									
Provide a modern and accessible public transport system									



Riverhead Square: an under utilised asset

4.3 Approach to Prioritisation

The recent Communities and Local Government (CLG) publication 'Transforming places; changing lives' emphasises the importance of targeting investment in the right places and making tough choices about where to invest, rather than spreading resources too thinly. The vision identifies many areas of transformation within the town centre which under current market conditions and availability of public funds will take time to deliver. In general terms prioritisation must focus the limited resources that are available on projects that create the greatest impact and long term benefits; however there are also a number of other important factors that influence this prioritisation:

- **Deliverability** – stakeholder consultation has revealed the importance of progressing projects that are deliverable. The Renaissance programme in Grimsby has been hugely successful in building enthusiasm, raising aspirations and creating an appetite for change. It is therefore essential that the delivery issues for all the projects being put forward are understood and that these are fed into the delivery plan. Key delivery issues considered include:
 - Cost and viability;
 - Land ownership – whether land is in public ownership or single land owner which would facilitate delivery;
 - Stakeholder support;
 - Planning – alignment with planning policy;
 - Infrastructure requirements;
 - Buildability; and,
 - Dependency on other projects/ external factors.
- **'Quick wins' versus long term benefits** – whilst it is important to focus on delivering the long term vision there is a need for incremental progress to demonstrate deliverability, maintain momentum and create stakeholder confidence. However this needs to be balanced against delivery of projects that do not meet stakeholder aspirations and impact upon the success of delivering the vision.
- **Taking advantage of current market conditions** – the current economic downturn has had an impact on the ability of the private sector to take forward new development (availability of finance, falling rental values etc.). However this results in low land values and build costs which creates an excellent opportunity to acquire, assemble and enable land in preparation for market recovery.
- **Long term value creation and 'market making'** – the current market conditions can not support the quality aspirations set out in the Masterplan and as a result, without public sector investment or control, the market is likely to respond based upon what is currently viable. This will lead to poorer quality development and little change to the perception of Grimsby. To break this cycle investment needs to be made in quality environmental measures that will change perception, increase the

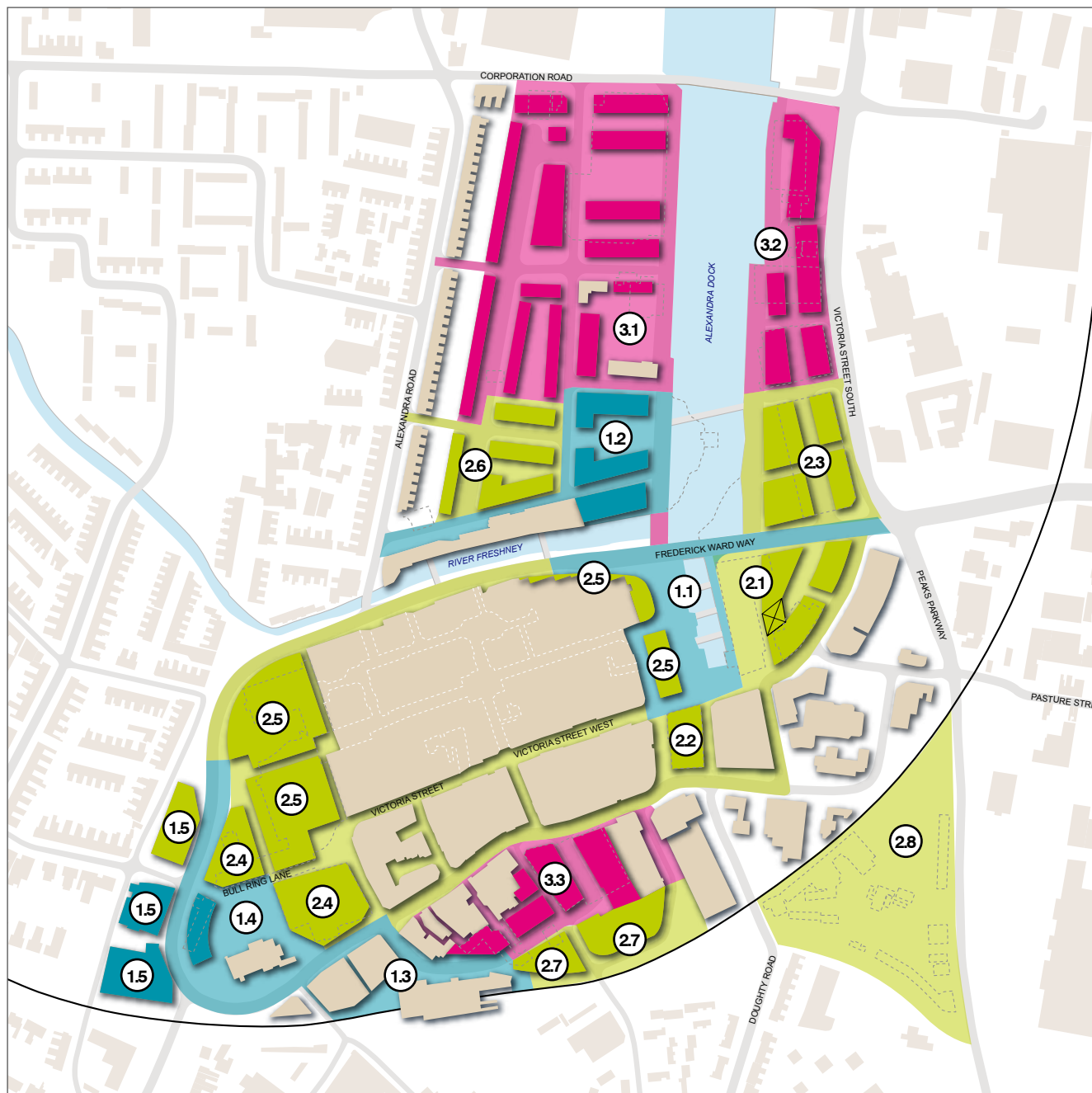
attractiveness of the town, and ultimately improve demand and values.

- **Public sector ‘pump priming’** – using public sector investment in the short term to de-risk projects, test the market and create confidence for future private sector investment.
- **Addressing areas of need** – there are current weaknesses within the town centre which have a detrimental effect on investor confidence, causing concern for stakeholders and impacting upon the perception of the town. Whilst some projects of this nature do not have as much impact as other projects, they are projects that require more urgent attention to reduce their negative effect.
- **Layered approach** – recognition has been given to how targeted investment and sequencing of actions can build momentum and create the scale of impact needed to deliver the vision – the ‘ripple effect’.



Sequential Development and Catalytic Trigger

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Tiers of Intervention

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Legend

● Tier 1 Buildings	1.1 Riverhead Square Phase 1	2.4 St. James' Square Phase 2
● Tier 1 Zone of Intervention	1.2 Alexandra Dock West Phase 1	2.5 Expansion of Freshney Place
● Tier 2 Buildings	1.3 Station Approach Phase 1	2.6 Alexandra Dock West Phase 2
● Tier 2 Zone of Intervention	1.4 St. James' Square Phase 1	2.7 Station Approach Phase 2
● Tier 3 Buildings	1.5 Cartergate	2.8 Doughty Road
● Tier 3 Zone of Intervention	2.1 Riverhead Square Phase 2	3.1 Alexandra Dock West Phase 3
	2.2 Existing Library Site	3.2 Alexandra Dock East Phase 2
	2.3 Alexandra Dock East Phase 1	3.3 Station Approach Phase 3

4.4 Tiers of Intervention

Informed by the prioritisation criteria set out previously, three tiers of projects have been developed to guide prioritisation of investment and phasing of development. These are defined as follows:

Tier 1 projects – ‘Catalytic projects’

– immediate investment targeted at areas of the town centre that are able to create the greatest impact and facilitate further phases of delivery. By their nature these projects need to be deliverable within the short term (i.e. next 5 years). In the current economic climate, when there is likely to be limited private finance, these projects are also likely to be largely public sector led or rely on attainable levels of public funding. These projects will be focused on ‘market making’, setting the benchmark for future investment in terms of location and quality. As a result, any development projects are unlikely to be viable without public sector funding or commitment.

The Tier 1 projects generally form a deliverable first phase of investment.

Tier 2 projects are defined as the projects which will be delivered as a result of Tier 1 interventions. In the majority of cases these projects are private sector led and in the current market are difficult to deliver due to poor values and low levels of demand. As a result, the projects would be expected to be delivered over the medium term (5 – 10 year timescale) when:

- The impact of the Tier 1 projects is evident and property values have improved;

- The economic climate is anticipated to have improved;
- Demand has increased partly due to changes in perception but also due to the impact of projected economic growth in the region; and,
- Development constraints that restricted early delivery have been removed.

Although Tier 2 projects are identified as medium term for delivery, it is important that the feasibility work and consultation to enable these projects to start as proposed within the programme are undertaken in advance. As a number of projects by their very nature will have longer lead in times due to issues such as complexities of land ownership and the need for business relocations.

Tier 3 projects capture the long term vision for the town centre. These are sites which are unlikely to be deliverable in the short/medium term, but should be the aspiration for any future development in these areas.

4.5 Tier 1 Projects

Set out in this section is a summary of the Tier 1 projects and justification for this prioritisation. Further detail of the design criteria of the projects is provided in the separate Development Frameworks.

Tier 1 focuses on projects that are deliverable over the next 5 years. It is therefore appropriate to provide cost and value assessments as well as target outputs / outcomes for these projects to demonstrate their viability and where public sector investment will need to be focused.

The Tier 1 projects, listed in order of priority, are as follows:

- Riverhead Square (Phase 1);
- Cartergate;
- Station Approach (Phase 1);
- St. James' Square (Phase 1); and,
- Alexandra Dock West (Phase 1).

Riverhead Square (Phase 1)

Project Ambition and Objectives

Riverhead Square will provide central Grimsby with its principal civic public open space, its focus and the gateway to both the docks and the North Sea beyond as well as to the town centre. It is the ambition of the Masterplan to deliver a comprehensive and lasting transformation of Riverhead Square which will result in an attractive, flexible and vibrant public space that will provide the people of Grimsby with a forum for relaxation, activity, exchange and interaction.

Vision Compatibility

The vision at the heart of the Masterplan recognises the value of both the practical and symbolic significance of links between Grimsby and the North Sea. The remodelling of Riverhead Square as well as Frederick Ward Way allows the lost and weak connections between town and water to be rediscovered.

Project Description

Phase 1 of the project will include:

- **Relocation of the bus station**
 - establishing an alternative solution for the bus station is crucial to the success of the project. A feasibility study into bus access is required which seeks to identify the most operationally efficient, user friendly, visually and environmentally neutral and viable solution for bus access to all areas of central Grimsby. Options may include a new fixed site or could involve providing a sequence of enhanced bus stops located on a central circuit;

- **High quality public realm treatment**
– the public realm treatment should be high quality in terms of design and materials. The design of the space should focus on creating strong visual and physical connections with Alexandra Dock to enable the square to become the main transition between the retail core and the waterside;
- **Shared space on Frederick Ward Way** – Frederick Ward Way should be designed as part of the open space. Surface treatment, landscaping and crossing should be enhanced and street furniture and signage should be rationalised to create a comfortable pedestrian route through to Alexandra Dock; and,
- **Improvement to the Riverhead** – the Riverhead is a unique element of the square and is of historical significance therefore it should play the central role in the design of the space. The edges of the Riverhead should be designed to encourage interaction with the water while not restricting movement through the square.

Phase 1 will enable a second phase of development of Riverhead Square, including an expansion of Freshney Place and redevelopment of the site to the east, partly occupied by the Riverhead bars, which will enclose the space and improve surveillance.

Project Deliverability

The project is deliverable in the short-term. Phase 1 is focused upon public sector land and its development will rely upon identified public sector investment as it is unlikely in the short term that this scheme could be delivered as part of a planning agreement as a result of associated private sector development.

Regeneration Benefit	High quality civic space Setting for new investment Improved connectivity with the waterfront Provision of public event space
Deliverability	Owned by NELC Requires temporary bus stop solution Public sector funded Strong stakeholder support
Cost	£6.2 million
Value	N/A
Funding Requirement	£6.2 million
Outcomes	Area of improved civic space - 1.5 ha Increase in surrounding property values - 15% ¹ Increase in footfall across the square - 25% ² Increase in commercial trading - 40% ³

¹Based upon evidence from a number of studies that indicate that a good quality natural environment (e.g. park and waterside locations) can increase property values by an average of 15% (Source: ECOTEC - Economic Impact of the Public Realm – A Final Report to the East Midlands Development Agency 2007)

²Based upon evidence that urban design improvements led to a 25% rise in footfall in Coventry city centre (Source: CABI – The Value of Public Space 2004)

³Based upon evidence that well planned improvements to public spaces within town centres can increase commercial trading by 40% (Source: CABI – The Value of Public Space 2004)



Riverhead Square Illustration

Cartergate

Project Ambition and Objectives

The Cartergate mixed use development project will provide a highly visible catalyst for change which will stimulate further and much needed development within the St. James' Square area of the town centre. The development will help to reconnect the town centre to the residential areas to the west via an attractive, vibrant and safe walking route surrounded by a mix of uses that will generate movement and activity throughout the day.

Vision Compatibility

The vision at the heart of the Masterplan recognises that new development must build upon the local distinctiveness whilst seeking to deliver a prosperous town centre. The Cartergate development offers the opportunity to deliver both distinctiveness and prosperity by transforming an unattractive and underperforming part of the town centre into a vibrant mixed use destination.

Project Description

The project will include:

- **New Grade A office space development** – Grade A office space which will provide much needed quality business space in the town centre;
- **New 70 bed hotel** – a new 70 bed hotel will provide much needed quality hotel accommodation; and,
- **New public square** – high quality public realm treatment including a new public square to improve the built environment

and support wider regeneration of the neighbouring West Marsh ward.

Project Deliverability

The scheme is identified as a Tier 1 Project as the site in many respects is ready to deliver – a preferred developer has been identified, the site has been cleared, a planning application is expected and Yorkshire Forward funding is committed to associated public realm works. It is understood that due to current market conditions there is a potential funding gap and therefore any funding that can be used to support this scheme observing both State Aid and procurement rules should be considered.



Cartergate

Regeneration Benefit	Improvement of gateway site Provision of new Grade A office space New hotel accommodation
Deliverability	Preferred developer identified Cleared site Yorkshire Forward commitment to public realm works and site enabling work Potential need for public sector funding support
Cost	£10 million
Value	£8 million
Funding Requirement	£2 million
Outcomes	New floorspace - 2,800sqm Gross jobs accommodated - 118 ⁴ Net additional jobs - 40 ⁵ Private sector investment - £8 million Land developed - 0.6ha

⁴Based upon English Partnerships employment densities for general office space 19 sqm. per job and assumed occupancy rate of 80% (Source: English Partnerships - Employment Densities: A full Guide 2001)

⁵Assumed deadweight effect of 43%, leakage of 25%, displacement of 20% and a multiplier of 1.1 (Source: English Partnerships - Additionality Guide 2004)

Station Approach

Project Ambition and Objectives

Station Approach will be transformed to provide an attractive and efficient arrival and departure point to and from Grimsby town centre. The new Station Approach will successfully reconcile the needs of public transport, taxis, private cars and pedestrians within a safe, welcoming and well designed environment. Improved access to the station via an enhanced environment aims to encourage increased train usage.

Vision Compatibility

Improving connectivity is a key theme within the vision for Grimsby town centre. By improving access to the station and by resolving the needs of different users, movement and connectivity within this part of central Grimsby will be transformed. Increased train usage will improve connectivity between Grimsby and its neighbours.

Project Description

Phase 1 of the project will include:

- **Improving vehicular access to the train station** – movement should be improved by creating a one way circulation system through the station forecourt and by limiting the taxi waiting areas and better defining vehicular and pedestrian areas;
- **Improving public realm** – public realm solutions are required which create an attractive and well defined approach to the town centre. Consideration should be given to the image that people arriving at the train station are met with

and the space must create a unique sense of arrival. There should also be clear visual clues which guide people exiting the train station towards the town centre. This may be achieved through lighting, public art and / or façade treatments; and,

- **Improved building façades** – the approach to the train station needs to become a well defined space rather than a thoroughfare meaning the buildings that enclose the space must influence activity with the public realm. This can be achieved through improving building façades and creating active frontages where possible.

Project Deliverability

Initial work has already begun to look at the feasibility of improvements to the taxi drop off arrangements. The area covered by Phase 1 is in the ownership of Network Rail and NELC. It is likely that any investment into new public realm works will require public sector investment. The main station building is owned by Network Rail. Surrounding properties are in private ownership and any public investment in the façades of private properties would be under de minimis (State Aid) levels to ease deliverability.

The proximity of this project to St. James' Square (also a Tier 1 project) supports the proposed improvements in this area. The scheme will create a significant uplift to an area which at present is badly connected and at the fringes of the town centre. The Tier 1 project will enable future development of the station area including new access arrangements, potential transport interchange and (through an increase in land values) high quality retail focused mixed use area.



Station Approach Illustration

Regeneration Benefit	<p>Improve key gateway to the town centre</p> <p>Improve parking/taxi drop off arrangements</p> <p>Trigger wider investment in the surrounding area</p>
Deliverability	<p>Land ownership primarily with NELC and Network Rail</p> <p>Public Sector funded</p>
Cost	£1.06 million
Value	N/a
Funding Requirement	£1.06 million
Outcomes	<p>Improved public space - 0.4ha</p> <p>Increase in surrounding property values - 15%</p>

St. James' Square (Phase 1)

Project Ambition and Objectives

Redevelopment of St. James' House including supporting public realm improvements to St. James' Square will start the process of sequential development that will eventually provide St. James' Church with the 'close-like' setting that this major historic church deserves. The redefined space surrounding the square through redevelopment of St. James' House will provide improved enclosure and overlooking which will help to create a more intimate and safer place for residents and visitors to enjoy.

Vision Compatibility

The vision at the heart of the Masterplan recognises that new development must build upon the local distinctiveness whilst seeking to deliver a prosperous town centre. The St. James' Square development offers the opportunity to deliver both distinctiveness and prosperity by providing St. James' Church, the most culturally and historically important building within Grimsby town centre, with a context of appropriate quality.

Project Description

Phase 1 of the project will include:

- **Redevelopment of St. James' House**
 - the replacement of St. James' House with a building which is sensitive to the church setting and also contributes to the Cartergate scheme is a priority. A new building which includes a small amount of commercial space and a café / restaurant will provide an active frontage and will help enclose the square. Early redevelopment of St. James' House will set the benchmark for further development around St. James' Square;
- **Supporting public realm improvements in St. James' Square**
 - high quality improvements to the public realm in St. James' Square will help create an open space that complements the character of St. James' Church. A detailed public realm scheme will also help to guide location aspects of building design (door and window location, active use distribution, façade orientation and surface modelling etc.); and,
- **Improve access to Cartergate scheme** – improved pedestrian access to the Cartergate scheme through upgrading the underpass and improved crossings across Frederick Ward Way will increase footfall and allow movement from this area to the town centre.



St. James' Square Illustration

Regeneration Benefit	<p>Improve the setting of St. James' Church</p> <p>Encourage new investment in the area</p> <p>Complement the private sector investment on Cartergate</p> <p>Create a quality green space in the town centre</p>
Deliverability	<p>Land owner keen to see site developed</p> <p>Square owned by NELC</p> <p>Scheme could be viable without public funding support</p>
Cost	£4.4 million
Value	£2.8 million
Funding Requirement	£1.5 million
Outcomes	<p>New floorspace - 1,850sqm</p> <p>Gross jobs - 78</p> <p>Net additional jobs - 29</p> <p>Improved public space - 1ha</p> <p>Increase in property values - 15%</p>

Alexandra Dock West (Phase 1)

Project Ambition and Objectives

The development of Alexandra Dock West (Phase 1) will provide the first step in a sequence of projects that will eventually lead to the total transformation of Grimsby's neglected urban waterfront into a vibrant, attractive and diverse new quarter that will strengthen and complement the existing town centre. Development within Alexandra Dock West (Phase 1) will include a mixture of cultural and commercial uses that will set the quality bench mark for future development and provide a stimulus for future waterside development.

Vision Compatibility

The vision at the heart of the Masterplan recognises both the value of the practical and symbolic significance of links between Grimsby and the North Sea. The development of Alexandra Dock and strengthening the connections to the town beyond (including Riverhead Square) will unlock the latent commercial and amenity value of Grimsby's waterfront.

Project Description

Phase 1 of the project will include:

- **Commercially led development** – a development comprising commercial office space with supporting uses should be high quality and utilise the waterside location to set the standard for future development in the Alexandra Dock area. The development should encourage pedestrian access to serve as a link between Alexandra Dock and Riverhead Square and the rest of the town centre;
- **Arts building including a new library** – central to the first phase of development should be a distinctive arts building which would accommodate the new library. A quality new building which fronts onto the water will assist in raising the bar for new development and will provide quality new space for a variety of uses connected to arts and culture; and,
- **Waterside green space** – the first stage of development should include the improvement of public space which in the future will form a series of interconnected waterside green spaces. This will improve access to the water and will encourage people to visit and spend time in the waterside area.



Alexandra Dock West (Phase 1) Illustration

Regeneration Benefit	Create the market for future investment Create new high quality commercial quarter Kick start regeneration of the waterfront area Improve access to public services High profile development on key gateway
Deliverability	Land in single ownership Vacant site Sustainable level of development proposed in Phase 1 Library urgently requires new location
Cost	£35 million
Value	£22.9 million
Funding Requirement	£12.1 million
Outcomes	New commercial floorspace - 14,500sqm Private Sector Investment - £22.9 million Gross jobs accommodated - 406 Net additional jobs - 95 ⁶ Increase in surrounding property values - 15% min. Land developed - 1.3ha

⁶Assumes a 50% displacement effect due to the potential for use as public sector accommodation

4.6 Tier 2 Projects

The Tier 2 projects are briefly summarised below.

Freshney Place Extension

Freshney Place is a successful shopping centre that has attracted many of the national retailers to the town. Whilst the current economic climate has left a number of empty units, the long term aspiration of Grosvenor is to expand the Shopping Centre and bring a wider range of retailers to the town including a department store.

The Freshney Place extension will involve retail led development at both ends of the existing store with a potential department

store/anchor tenant at the St. James' end of Freshney Place with associated prime retail stores. The Riverhead Square end of Freshney Place should be extended and face onto the Square, with potential restaurant/café and bar accommodation at ground level.

Whilst there is good support for such a development being progressed in the short term, we anticipate that retailers may be unwilling to commit to new stores in the current climate. In addition the Riverhead Square end will require relocation of the bus station before development can commence. The St. James' end of Freshney Place will require acquisition of a number of properties and potentially a new location for the market.

Regeneration Benefit	Improved retail offer within the town centre Potential new department store New cafes/restaurants and bars Eastern end creates new frontage onto Riverhead Square
Deliverability	Requires increased retailer demand Reliant on private sector involvement

Riverhead Square (Phase 2)

Following development of the new public square it is essential that the area to the east of Riverhead Square (currently part occupied by the Riverhead bars) is developed to create the appropriate space and frontage for the long term sustainability of the square.

Whilst it is expected that land values will improve to make the scheme more viable, the site is currently in fragmented ownership which may take time to assemble. Also, the additional supply of residential and commercial space will be difficult to sustain in the short term.

Regeneration Benefit	New retail and commercial premises New cafes/restaurants and bars Improved frontage onto Riverhead Square
Deliverability	Requires increased occupier demand Land assembly issues Reliant on private sector involvement

St. James' Square (Phase 2)

This project will build upon the new St. James' House development and the supporting public realm improvements made in Phase 1. The project will include redevelopment or remodelling of the retail block at the east of St. James' Square (occupied in part by Wilkinsons) to create an active St. James' Square as well as redevelopment or refurbishment of St. James' Hotel.

The redevelopment of the retail block is not viable as a Tier 1 project due to the number of ownerships and strength of businesses currently occupying the block which would preclude acquisition. The hotel is held under a number of long leaseholds which again would preclude acquisition in the short term.

Regeneration Benefit	Improved frontage onto St. James' Square Improved hotel New retail space
Deliverability	Requires increased occupier demand Land assembly issues Reliant on private sector involvement

Doughty Road

Doughty Road is owned by NELC and is the current base for the council depots. The site is slightly removed from the town centre, at the other side of the railway line however is a prominent site if travelling into Grimsby on Peaks Parkway.

The site (subject to a separate development brief), following the relocation of the

council depots, is able to accommodate a number of different uses. Primarily, it could be an opportunity for secondary business space (not suitable for prime waterfront accommodation). However the potential to use the site to decant uses from the Alexandra Dock area should be explored further, including the potential to accommodate a large retail store/supermarket.

Regeneration Benefit	An important gateway site albeit slightly removed from core town centre Potential site to accommodate uses currently existing on Alexandra Dock
Deliverability	Under NELC ownership Redevelopment requires relocation of depots

Alexandra Dock East (Phase 1)

Following the development of Riverhead Square, improved connectivity between the town centre and the waterfront and the initial phase of development on Alexandra Dock West an initial phase of development on Alexandra Dock East should be viable.

The area identified for Phase 1 includes empty units such as the MFI store and therefore acquisition and relocation of businesses on this site may be feasible.

This initial phase of development, predominantly commercially led, would not be sustainable as a Tier 1 project given the current levels of take up of commercial space, however following proposed economic growth and changes in market perception this size of development should be feasible. Some level of public sector support may be required to support additional recreational, cultural and arts/leisure opportunities aspired to in this area including the development of a new footbridge across Alexandra Dock.

Regeneration Benefit	Key gateway site New commercial and residential offer for town centre New footbridge improving connectivity with the town centre
Deliverability	Currently in a number of ownerships Requires relocation of existing occupiers Reliant upon an increase in demand and values to make the scheme viable

Station Approach (Phase 2)

The wider aspirations for Station Approach are to develop a transport interchange in proximity to the railway station to improve connectivity between bus and train travel as well as new access into the station from Garden Street.

Whilst there is need for a better transport interchange, the lack of suitable and available sites and the need for a proper integrated public transport solution (involving highways remodelling, Park and Ride proposals etc.) means that such a scheme is not deliverable in the short term.

Regeneration Benefit	New transport interchange Improved access to the railway station from Garden Street
Deliverability	Requires acquisition of a new site Location and size needs to be informed by wider transport study

Alexandra Dock West (Phase 2)

This second phase of development is focused upon the area of the Alexandra Dock West site acquired to facilitate Phase 1 but not developed at the time due to insufficient demand to accommodate development of the whole area. This area is focused upon the introduction of new residential development to the waterfront area.

Regeneration Benefit	Introduction of new residential offer for the west bank Improve link into neighbouring residential community Develops vacant site
Deliverability	Remainder of site acquired to facilitate Phase 1 Reliant upon level of demand for residential accommodation in this area

Current Library Site

It is proposed that the current library site including the retail units fronting onto Riverhead Square would be improved and redeveloped for commercial use with retail and restaurant / bar at ground level.

Under the Tier 1 proposals the library would be relocated to Alexandra Dock West, however it is unlikely that the site would be available for improvement or redevelopment until after the library has decanted and therefore is included as a Tier 2 project.

In addition, further work is required to inform the redevelopment or refurbishment options for the site including a structural survey of the existing library site (known asbestos problems) and the conservation area assessment.

Whilst the redevelopment of the site would help improve the built environment around Riverhead Square, it is likely that in the short term there will be insufficient demand to bring the site forward and realise a development of this nature.

Regeneration Benefit	Improves the environment and quality of the enclosure of Riverhead Square New and improved retail/commercial/bar/restaurant development
Deliverability	Reliant on increased demand to make the development viable Part of site in NELC ownership Retail units in multiple ownership Site subject to review in conservation area assessment Library site subject to detailed structural assessment

4.7 Tier 3 Projects

These include:

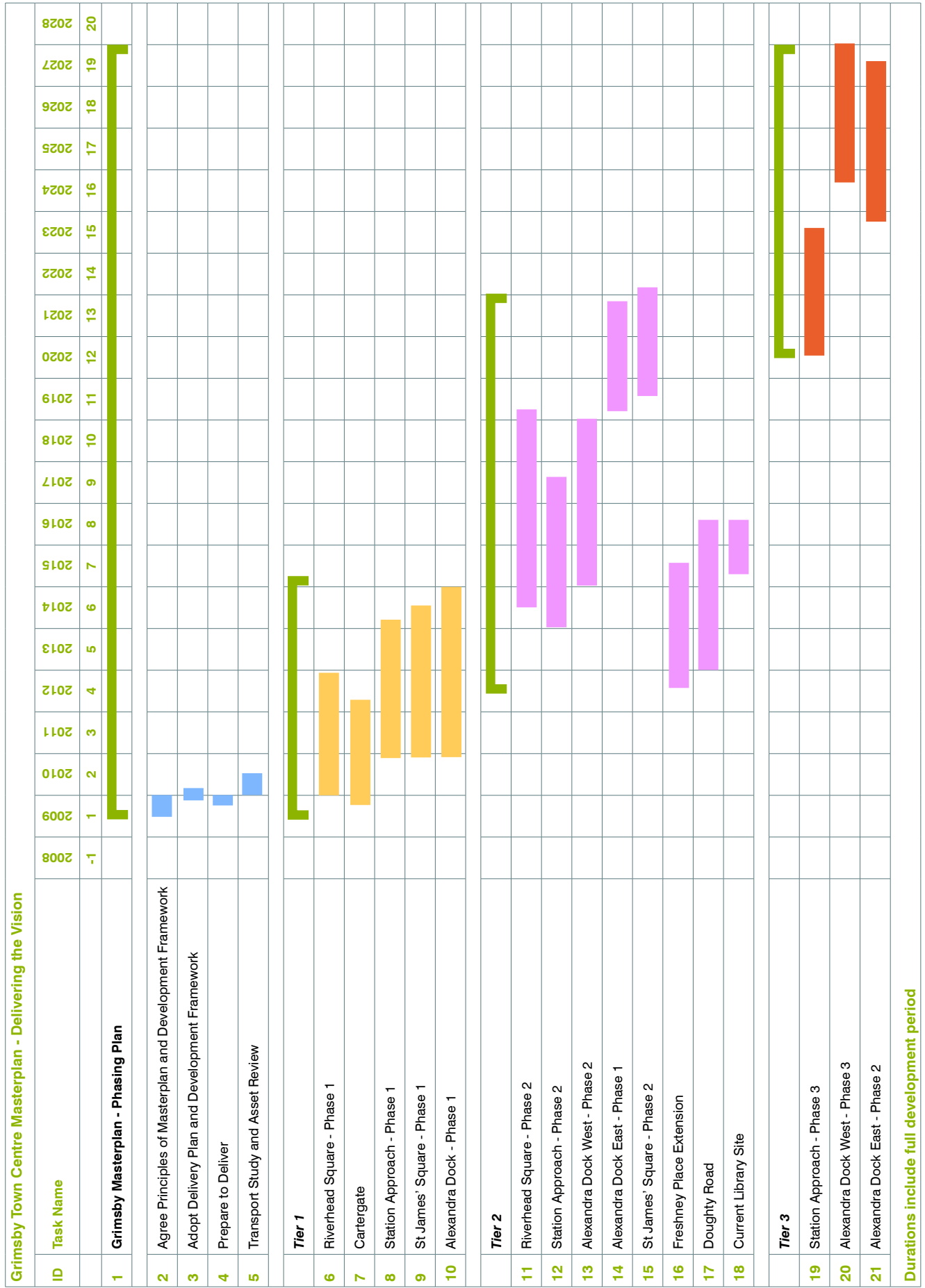
- **Station Approach (Phase 3)**
 - redevelopment of the wider area to support the vision for high quality, retail led mixed use area that focuses upon independent and speciality retailers. A development of this nature is unlikely to be viable in the current market due to limited demand for such premises, poor values and fragmented land ownership.
- **Alexandra Dock West (Phase 3)**
 - development and remodelling of the remainder of Alexandra Dock West area to support a high quality sustainable mixed use area that reflects its waterfront location. In the short/medium term, it is unlikely that the level of commercial, retail and residential demand is present to make a development of this nature viable. The scheme would need the cooperation and support of Sainsbury's Supermarkets and British Land as landowner and occupiers.
- **Alexandra Dock East (Phase 2)**
 - similar to Alexandra Dock West, in the short/medium term it is unlikely that the level of demand will support the level of development proposed, however the aspiration for a commercial/leisure focused mixed use area should be retained. The longer term aspiration for this area should also include a potential education and training focus to the town centre. Whether this is premises for delivery for education, student residential accommodation or spin off research/commercial premises is to be determined

4.8 Delivery Programme

The delivery programme has been informed by the proposed tiers of intervention set out in the previous sections. Later projects are dependent on the delivery of Tier 1 projects for them to become viable or are currently constrained by factors of ownership, planning, market or stakeholder agreement. Whilst these projects are not Tier 1 overcoming the constraints should commence as early as possible to ensure they can start when Tier 1 projects have been successfully completed.

Programme Assumptions

The above phasing plan commences following the proposed NELC cabinet meeting at which agreement to the Masterplan and Development Framework principles will be reached. This will allow NELC to begin to prepare for delivering the Masterplan vision.



The following section emphasises the importance of organising to deliver the Masterplan. This must take place at the start of the programme to ensure that a clear direction is agreed and project teams are aware of their objectives. A three month period has been assumed following the cabinet meeting and it is anticipated this will involve:

- Establishing project delivery teams and setting objectives;
- Stakeholder consultation and alignment towards Tier 1 projects;
- In principle funding commitment for Tier 1 projects; and
- Commence marketing and promotion of the Masterplan.

The Masterplan recommends a number of key preparatory projects which must be completed prior to final proposals for the individual projects. The phasing programme has an allowance for these which include a transport study, NELC asset review and acquisition of land for Alexandra Dock West Phases 1 and 2.

All project durations are inclusive of the full development period taking account of land acquisition, agreement with land owners, private sector procurement, design, planning, consultation and construction.

The nature of Tier 1 projects dictates that they must be delivered early in the programme and completed in order to act as a catalyst for further development. These projects are less dependent on the private sector taking high levels of risk. However it is assumed that later projects will rely to a greater degree on improved market conditions. Therefore the commencement of Tier 2 projects has been delayed to beyond Year 5 in the hope that this will better capture a rising market. It is recommended that to assess the appropriate start dates for these projects that the project teams monitor the market and carry out market testing.

It is assumed that, in most cases, projects will be phased and supply restricted to avoid high levels of competition between private partners and competing projects. This does extend the programme but is likely to create higher demand.

4.9 Conclusion

Difficult decisions will have to be made to prioritise investment and resources to ensure that the vision and Masterplan objectives can be delivered. The approach taken prioritises sites and phases of development which can be delivered in the short term (1 to 5 year time frame) but importantly provide the catalyst for future investment and wider regeneration. The Tier 1 projects include:

- Riverhead Square
- Cartergate
- Station Approach
- St. James' Square
- Alexandra Dock West

It has been estimated that the cost of delivering the Tier 1 projects would be £56.7 million but generate a value of £33.7 million. This leaves a funding requirement of £23 million.

The project programme illustrates that all these Tier 1 projects can be delivered within the next 5 years.



Alexandra Dock

5

Roles and Responsibilities

5.1 Introduction

In the current economic climate it is essential that the public sector take the lead in the delivery of the early phases of the Masterplan. However in the longer term the private sector must be encouraged to invest finance and resources in to Grimsby. The successful delivery of Tier 1 projects will improve the attractiveness of Grimsby to potential investors and at that point a long term public/private partnership should be considered. The following section discusses the roles of both the public and private sectors and provides guidance on procurement, management and governance.

5.2 Role of the Public Sector

Public sector stakeholders are committed to delivering the Masterplan vision and must play a lead role in ensuring its success. This role will continue throughout the full duration of the Masterplan with particular emphasis on facilitating catalytic development projects in the first 5 years which will improve the perception of Grimsby town centre and attract private investment. Project facilitation will involve policy change, funding support, strategic relocation of public sector services and reducing risk for private sector investors and developers.

Use of Public Sector and Stakeholder Assets to Maximise Vision Delivery

There are considerable opportunities for public sector stakeholders to act as a catalyst for the wider regeneration vision set out in the Masterplan. Tier 1 projects such as Alexandra

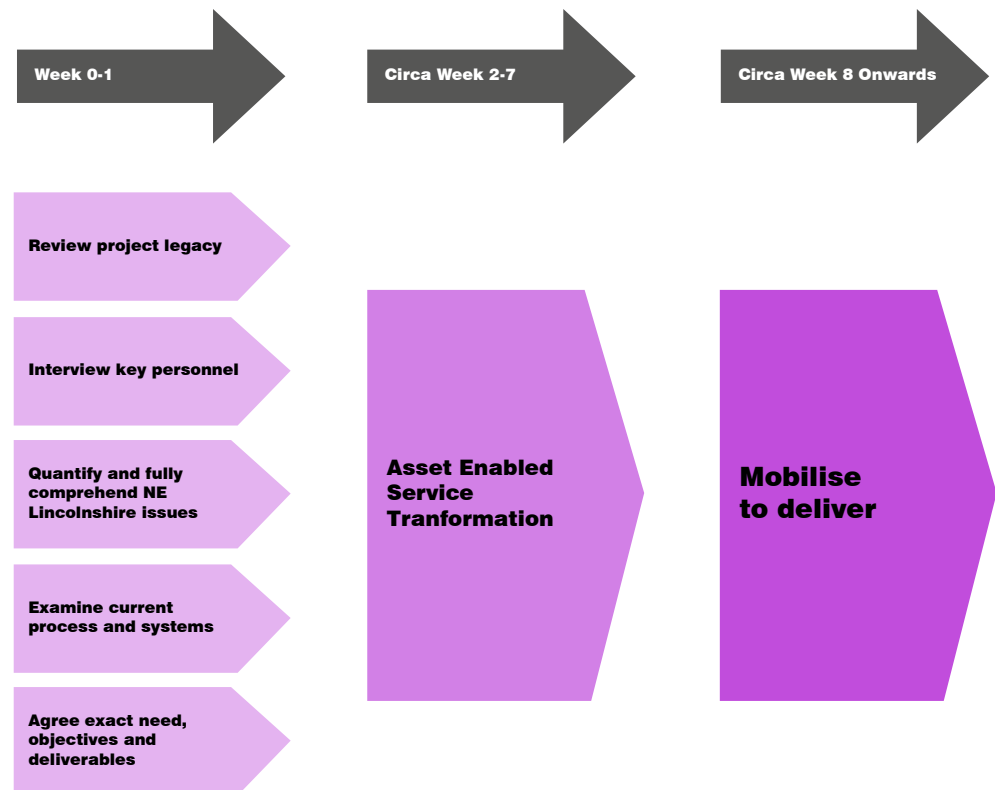
Dock West are likely to require a commitment from the public sector to make it viable. As key stakeholders and as direct contributors, public sector agencies have the ability to act as a catalyst to development by leveraging inward investment through its own property portfolio and creating footfall and spend within the local economy through its large employment base. There are currently high standards of public service provision within Grimsby and the drive to deliver even better services more efficiently must lie at the heart of any change programme.

A public sector commitment to relocate services to the town centre is required. This in turn will create a legacy of projects which deliver service and estate efficiency improvements

NELC should take the lead in this regard and review its own property assets in the context of improving efficiency and delivery of services (something which has already been started within the Donaldson's Report of 2005). It recognises the need to replace or update parts of the existing public sector estate (principally the need to re-provide the main library). As a next step, a rapid review of public sector assets against need can culminate in a clear and deliverable plan for action. The outline of a three stage approach that would deliver the action plan is set out in the diagram overleaf.

As can be seen, the preparatory work is capable of being undertaken in a matter of weeks to enable a clear definition of the level of commitment that the public sector are able to make to support development through occupancy in the town centre.

Three Phase Approach



Whilst NELC provide perhaps the most immediate opportunity to commit a part of their property estate to help facilitate the Masterplan, other public sector bodies should also be encouraged to consider locating within the priority areas of the Masterplan. This includes the NHS, Emergency Services, and education bodies - most notably the Grimsby Institute of Further and Higher Education (GIFHE). GIFHE are currently planning expansion and redevelopment of their campus. Where possible GIFHE's own accommodation requirements or associated residential

accommodation or research/business space should be encouraged to be located on Alexandra Dock. A number of the case studies, provided in Section 2, illustrate the impact new educational facilities have on a town/city centre. It would create a strong anchor tenant for an area and help facilitate wider development. It would significantly increase footfall, vibrancy and spend around the town centre throughout the day. It would also create a step change in the educational reputation of the area, encouraging an increase in student numbers and improved investor confidence in the area.

Planning System and Statutory Powers

NELC should use the planning system and its statutory powers to influence and enable the Masterplan. The planning system is one of the most powerful mechanisms for guiding development and enabling the regeneration of the area, however equally if not used correctly or left ambiguous is perhaps one of the greatest barriers to delivery and one of the most cited reasons for influencing private sector willingness to invest.

Delivery of this Masterplan is a long term vision which requires a long term commitment and strategy. This strategy should ensure the vision principles are embedded in policy and provide direction to stakeholder officers and a level of certainty to public and private investors.

A key area requiring clarity is the planning framework. Adoption of the Masterplan and Development Framework within planning policy will help to ensure a long term approach will be taken and will provide confidence to developers considering investing in Grimsby town centre.

The adopted development plan is the North East Lincolnshire Local Plan 2003. In accordance with the provisions of the Planning and Compulsory Purchase Act 2004 all councils are required to prepare a new style local planning framework entitled the Local Development Framework (LDF). This will eventually replace the current Local Plans and Unitary Development Plans. The LDF will comprise a suite of documents including a Statement of Community Involvement

(SCI), Development Plan Documents (DPDs) such as the Core Strategy and Site Specific Allocation, Area Action Plans (AAPs) and Supplementary Planning Documents (SPDs) and will be required to be in general conformity with the Regional Spatial Strategy. The Grimsby Town Centre Masterplan is proposed to inform the LDF in relation to the proposals for the various areas of the town centre. The Core Strategy is the principal DPD of the LDF. It will set out the vision and strategic spatial objectives for spatial development in Grimsby. North East Lincolnshire Council is currently in the process of preparing its Core Strategy. The final consultation is scheduled for November 2009 and the submission to Government Office is proposed to take place in December 2009.

The Council is proposing that within the Core Strategy, there will be a section that deals with renaissance of the town centre and specifically a 'text box' that sets out the key principles for each development framework area. It will also define the subject of the Masterplan and provide a steer for development. It is proposed the 'text box' will refer back to the Masterplan and thereby require it to be a material consideration when dealing with proposals for development of specific sites. The Masterplan will therefore take the form of an evidence base supporting document to the Core Strategy.

For all LDFs there is a requirement to prepare a Site Specific Allocations DPD which must be in general conformity with the Core Strategy. It is intended that the DPD for Grimsby town centre will be informed by both

the key principles set out in the Core Strategy and the Masterplan in terms of the site specific allocations for each of the projects.

The Draft First Issue of the Site Specific DPD is due for consultation in December 2009 although subsequent key stages will await the outcome of the examination of the Core Strategy by the Government Office to ensure that it is sound.

The preparation and adoption of the Core Strategy and the Site Specific Allocations DPDs will ensure that both legally the documents are robust and that they pass the test of 'Soundness'. The key principles and the site specific proposals for the three Tiers of projects contained within these documents will, when they are adopted, have been informed by this Masterplan.

NELC can play an important role in the management of planning applications avoiding lengthy application and protracted negotiation processes. This requires the provision on:

- Clear unambiguous planning guidance for applicants;
- Early engagement of planning officers in key applications;
- Updating of the Masterplan and development frameworks to ensure relevance to market conditions and development constraints; and,
- Strong and well informed leadership by planning officers and committee when dealing with applications.

Through the adoption process the planning authority must consider and identify the role of Section 106 (S106) in capturing income and other contributions to help deliver vision principles. Whilst S106 contributions can be used to provide important contributions to the Masterplan vision it must be recognised that overly burdening a project with S106 and other levies will reduce viability. This will have particular impact on public owned assets where a S106 contribution will have direct impact on the land receipt. By understanding the S106 need for the entire Masterplan, contributions can be structured in an equitable way ensuring maximum impact.

Whilst a strong stakeholder engagement strategy will help facilitate land assembly, it should also be recognised that the public sector may also need to use Compulsory Purchase Orders (CPOs) to facilitate the regeneration of key regeneration areas.

Other statutory powers such as the licensing of premises to control the location and opening/closing of bars, licensing of taxis, and licensing of private landlords should all be used where appropriate to uphold the integrity of the vision.

Working with the Environment Agency

It is recognised that future redevelopment of Riverhead Square and Alexandra Dock will need to facilitate flood risk mitigation and a detailed Flood Risk Assessment is required before development commences.

Furthermore, through continued consultation with the Environment Agency (EA), started as part of the masterplanning process, the

Masterplan proposals can be developed to form a strategic approach to flood risk mitigation in Grimsby town centre. This may be through using the potential of the Riverhead and the banks of the Alexandra Dock to accommodate flood waters to shape future development in these areas. This potential has been considered in the proposed introduction of a waterside park on the west bank of Alexandra Dock which could potentially accommodate flood waters if necessary in extreme circumstances.

Future development in the waterside areas needs to also ensure that the long-term flood risk is considered and plan for the anticipated sea level rise in the next 100 years and beyond. The longevity of future development needs to be considered in the Flood Risk Assessment to ensure redevelopment of the waterside areas is sustainable.

Working with Funders and Public Sector Agencies

Public sector partners, led by NELC, need to present a unified front to external stakeholders and must be aligned to deliver the strategic vision. Strong leadership must be exercised to align stakeholders to a common goal whilst recognising their different objectives.

A number of the high priority projects (particularly Tier 1) within the Masterplan are reliant on public sector agencies and partners. Whilst consultation with all these organisations has been ongoing for some time, this document presents more detail which will enable specific discussions to be held.

Alignment of all public sector agencies and key stakeholders to deliver the vision principles is necessary for success. It is important that support is gained from partners whose cooperation will ensure key projects can be delivered. This should be done by demonstrating the way in which projects will benefit each individual stakeholder and partner.

It is recommended that the public sector lead in the development of a comprehensive stakeholder management plan which captures the needs and interests of all stakeholders (including the private sector) so an engagement plan can be developed accordingly. This should also be informed by a full review of programme risks and identification of risk owners and mitigation measures.

Attracting External Funding

It is essential that external funding is secured, particularly to enable the Tier 1 projects. The delivery of Tier 1 projects is not viable without external funding, and it is likely that some Tier 2 projects will also need some support. The public sector has the expertise and capability to draw in external funding which the private sector is not able to access.

It is however worth noting that the level of public sector funding for regeneration projects is likely to significantly reduce in the short to medium term as public spending is cut to reduce Government borrowing levels (impacting on the levels of funding from sources such as Yorkshire Forward), Lottery commitments reduce, and European funding is directed towards the new member states of

the EU. As a result this has changed funding priorities and value for money criteria.

There are a number of actions that the public sector can take to optimise the levels of funding available including:

- Demonstrate deliverability in the Masterplan programme and individual projects;
- Illustrate the impact projects have on the delivery of the wider vision – this will be of particular importance to public realm projects that do not deliver tangible direct outputs within the first phase;
- Evidence a joined up approach amongst public stakeholders to deliver wider socio-economic impacts, efficiency savings, and improved public services;
- Investment in quality and innovation to demonstrate added value and transformational change; and,
- Focus on long term sustainability, such as low carbon solutions

Yorkshire Forward has been a long term supporter and funder of the renaissance of Grimsby town centre and it is understood that in the region of £10 million has been forecast for the delivery of the Tier 1 projects. Yorkshire Forward have been closely involved in the development of the Masterplan however a wider business case will need to be prepared to support the need for funding with clear evidence to justify the level of funding requested and benefits it will create. It is recommended that an economic assessment of the Masterplan is commissioned to provide the necessary evidence.

The Homes and Communities Agency has recognised Grimsby as a priority to support the diversification of the housing offer and create communities where people want to live. It is recognised that areas such as West Marsh and Freeman Street are their main areas of focus, however the town centre (particularly around Alexandra Dock) could provide part of a sustainable housing offer for the area.

The focus of the latest **European funding** programme (2007 – 2013) for Yorkshire and the Humber is on promoting innovation and stimulating successful enterprise, particularly from the identified target growth sectors, and supporting socio-economic renewal amongst the region's most deprived communities. Whilst funding levels are relatively low, this funding source should be explored further particularly in relation to the development of specialist business space and support; and community support and facilities.

The **Lottery funding** programme is highly oversubscribed however it is understood that it is a source which the area has not used significantly in the past. Particular focus should be on funding opportunities for the new arts/library facility on Alexandra Dock West, and the new Riverhead Square. Linking to the vision objectives arts, culture and heritage are perhaps themes to develop further in any discussions.

The **Carbon Trust** has a number of funding programmes to support low carbon developments. Perhaps of most relevance is the availability of interest free loans to support public sector bodies invest in low

carbon technologies for their own premises. In the case of Grimsby town centre this could support a low energy solution for Alexandra Dock West and Riverhead Square.

The Local Transport Plan

(LTP2 up to 2011, LTP3 beyond 2011) provides a potential source of funding for highways and transport elements of the Masterplan, however it is recognised that the LTP2 funding is likely to be already committed. There maybe an opportunity for a 'major scheme bid' if the regional significance of the scheme can be demonstrated. Any supporting business case should make reference to the Masterplan objectives and be informed by the outcome of the transport study.

Prudential Borrowing is a route open to local authorities to access borrowing within defined affordability parameters. The level of borrowing is dependent upon the strength of covenant that the local authority is able to provide and their perceived risk status based upon financial performance funding.

The Private Finance Initiative (PFI) provides a way of funding major capital investments, without immediate demands on the public sector. Private consortia, usually involving large construction firms, are contracted to design, build, and in some cases manage new projects. Contracts typically last for 30 years, during which time the building is leased by a public authority. This mechanism is a potential route to take for the development of new premises for the public sector on Alexandra Dock and the development of the new library/arts centre.

Attract Private Sector funding

Private sector investment is vital to the success of the Masterplan and a number of the Tier 1 projects are dependent on attracting a suitable development partner. The current property market dictates that developers who are investing either cash or resource are more selective in choosing the projects to which they commit. Much of their decision will be based on the level of risk involved in a project. This provides an opportunity for NELC to use their statutory powers, council assets and accommodation needs to reduce development risk and attract private sector investment.

Reducing the development risk will involve:

- Undertaking a traffic and transport study to inform the development of key Masterplan projects such as Riverhead Square, Alexandra Dock and Station Approach;
- Investing in environmental improvements in Riverhead Square, St. James' Square and Station Approach to improve perception and development viability;
- Relocating the bus station;
- Improving pedestrian access from Riverhead Square to Alexandra Dock;
- Ground condition and archaeological surveys for Cartergate (already committed);
- Adopting the Development Framework within the planning framework to ensure a planning application based on this Masterplan passes smoothly through the system

- Preparing detailed development briefs for Alexandra Dock West and St. James' Square;
- Ensuring Section 106 obligations and charges are clarified and attached to the development brief;
- Aligning the objectives of all stakeholders involved in the projects;
- Agreeing land acquisition arrangements with land owners;
- Making a clear statement of NELC's commitment to delivering the long term vision;
- Carrying out market testing of development proposals to ensure they are aligned with private sector expectation;
- Supporting commercial development and town centre investment by relocating public services to become tenants in the new projects; and,
- Investing in infrastructure and environmental improvements to remove developer's abnormal costs and improve development values.

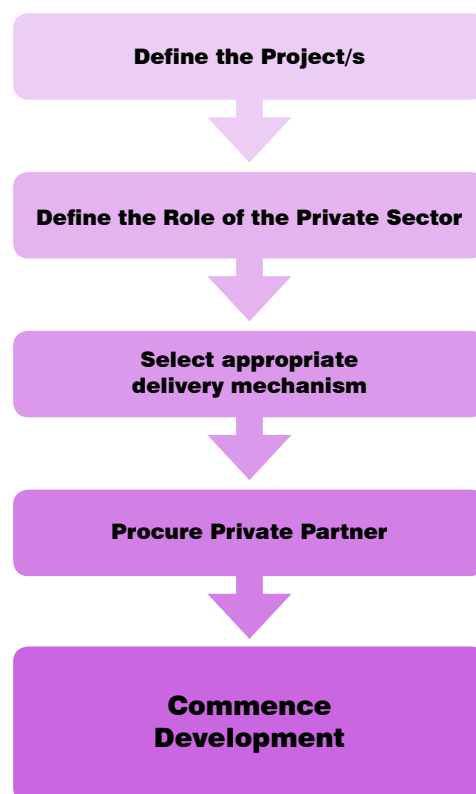
Develop a strong marketing campaign and programme of events

It has been emphasised throughout our work to date that transforming perceptions of Grimsby is fundamental to regenerating the town centre and developing a strong marketing campaign and a programme of events will play a vital role in enabling this. People need to be aware of the strengths that Grimsby has and marketing and events related to the vision for the town centre will

help achieve this and ensure Grimsby is considered as a place to live and also visit and invest in.

5.3 Role of the Private Sector

Private sector involvement in several guises will be essential to delivering the Masterplan vision. Public investment into early catalytic projects will be required to kick start the regeneration of the town centre however over the long term this must then be replaced by private investment. This will also bring with it the expertise and experience of the private sector in designing, managing and delivering development projects of this type.



Private sector organisations must be embraced as partners and tasked with the delivery and long term management of projects. Guided by the development frameworks, developers and design teams will bring their expertise to guide development solutions which are both aspirational and deliverable.

Involvement by the private sector will indicate the level of success stakeholders have had in improving the perception of Grimsby. Their investment into development projects will continue to raise perceptions and with it will increase land and property values. Future sales of public assets will be improved, providing further funds for investment into delivering wider Masterplan visions. Private led development will create employment opportunities and will also support the need and viability of other businesses by introducing large numbers of economically active people to the town centre.

Private Sector Engagement and Procurement

Securing the right private sector partners is critical to delivery and will have a big impact on smooth and long term success.

Several public/private delivery structures are available and the nature of the specific project/s will dictate which of these is most appropriate. The following diagram indicates the process which must be followed to procure a private sector partner:

There are several delivery mechanisms available to deliver projects involving both the public and private sectors. These include

both contractual arrangements such as development agreements and corporate based partnerships (including local asset backed vehicles ('LABVs')) and it is important that selection of a delivery route is based on the project to be delivered and the public sector appetite for risk. The right route will help to maximise development and deliver the aspirations of all parties.

Tier 1 projects will rely heavily on the public sector to provide funding to facilitate delivery and also to carry out public realm and infrastructure works. However Alexandra Dock West Phase 1 and the redevelopment of St. James' House may require a private sector partner to develop these projects and carry out the long term management. It is likely that the private partner will be procured for these projects using a development agreement and land transfer/sale.

The relatively small scale of Tier 1 projects lends them to being delivered under this mechanism which will be specific to the particular project, provide a high degree of control and can be established comparatively quickly.

Tier 1 is unsuited to corporate vehicles as they are dependent on public sector assets having a substantial value against which a private partner would invest. Those Tier 1 projects which contain development are not in public ownership and are of insufficient scale to warrant the formation of a corporate vehicle (i.e. LABV).

In the current market and due to the high levels of associated risk private organisations will not invest long term finance into Grimsby

until conditions improve and development in the town centre carries less risk.

Due to the diverse nature of subsequent Masterplan projects there is likely to be a need for a variety of different structures to deliver the Masterplan projects. This should be considered in more detail following the delivery of Tier 1 projects and will greatly depend upon the development market, private sector interest and the specifics of the projects to be delivered.

Having decided upon the delivery route it will be necessary to attract private partners to the process. This will require an OJEU procurement process but should be pre-empted by market testing and marketing.

5.4 Management and Governance

Following adoption of the Masterplan and Development Framework, stakeholders must take a pro-active approach to preparing for delivery of physical projects and take the appropriate steps to ensuring Grimsby becomes an investment opportunity for the private sector.

Good governance of the process will involve a clear direction, strong leadership and dedicated, cross disciplinary teams with relevant regeneration expertise. The team should involve the necessary individuals across all stakeholders to ensure the public sector is aligned in their vision.

A clear governance structure will be required for both strategy development and delivery and must recognise the vision, individuals, organisations, funding, scrutiny and other factors which need to be accommodated.

Management of the programme will require a dedicated team to progress development, engage with stakeholders, carry out consultation and procure private partners.

Monitoring and Evaluation

An integral part of managing the project must be a clear explanation of how success will be achieved and also measured. Key performance indicators (KPIs) which link outputs to delivery principles are critical to maintaining a consistent and focused approach. To ensure KPIs are measurable it is first important to set clear objectives against which delivery can be measured. Objectives should identify 'what is to be delivered' and also 'how stakeholders will know when this has been achieved'.

Specific project objectives should be set which are consistent with the higher level vision principles and should be measurable in terms of outputs and outcomes so that future performance can be measured. These objectives should be embedded within the delivery framework and become the drivers for the delivery team so they begin to underpin behaviour.

KPI's should be linked to the objectives and should be SMART - Specific, Measurable, Achievable, Realistic and Timely.

5.5 Conclusion

This section has outlined the recommended roles and responsibilities of the public and private sector in delivering the Masterplan and reinforced the importance of setting up a robust governance structure to oversee the delivery of the programme. The key points highlighted in this section are:

- The public sector should use its own assets and accommodation requirements to enable the regeneration of the town centre
- The presence of educational establishments within the town centre could have a transformational effect on the property market, perception and vibrancy of the town centre
- The Masterplan and associated development frameworks fit with the emerging Local Development Framework
- The public sector should use the planning system and statutory powers to guide and enable the delivery of the Masterplan
- A stakeholder management plan should be developed to properly align stakeholders needs and aspirations
- KPIs should be set up to define delivery targets and measure performance.



Corporation Bridge

6

Conclusion

6.1 Introduction

The Masterplan provides a new vision for Grimsby town centre – ‘to create a prosperous and distinctive town centre which makes the most of its North Sea location’, which will create a distinctive and vibrant place where people will want to live, work, and visit. It sets a number of objectives that will support the vision, but equally importantly it sets out a clear plan to promote delivery and bring about change. It recognises that at present there are a number of weaknesses; however it aims to address these and will build upon its strengths such as its prominent waterfront, its rich heritage and its economic importance in key economic sectors.

This section summarises the key recommendations required to enable this to happen.

6.2 Key Recommendations

6.2.1 Prioritisation

At the heart of this document is the need to support deliverability both in the short to long term. This has been achieved through prioritisation and focus in the short term on catalytic projects that will change perception and create the market for future investment.

The Masterplan recommends the prioritisation of investment into 5 key projects (‘Tier 1’) which have been selected as ones which are able to be delivered in the next 5 years and importantly are able to act as a catalyst for wider regeneration of the town centre. These 5 Tier 1 projects are

shown in the table overleaf. The total cost of delivering the Tier 1 projects is in the region of **£57 million**. The public sector will need to take the lead on these catalytic projects to set the benchmark in terms of quality, raise perceptions and create a new market product. Whilst some of these Tier 1 projects will be able to attract private finance, it is estimated that there will need to be a contribution of **£23 million** from the public sector.

The Tier 1 projects will require some urgent further work to inform the design solution. This includes a transport study (for the relocation of the bus station and improvements to pedestrian access across Frederick Ward Way), and Conservation Area Appraisal adoption (to inform all projects).

Tier 2 projects are identified as those which are unlikely to be deliverable in the current market; however that is not to underestimate the important role they play in delivering the vision. It is therefore essential that feasibility work on these Tier 2 projects commences so to understand the barriers to their delivery and how these can be unlocked. This is particularly important in the second phase of development on Riverhead Square. The first phase will make a significant change to the area and help properly define the heart of the town centre. However the quality and sustainability of the square will be compromised without surrounding development to properly enclose and overlook the space.

Tier 1 Projects		
Projects	Scope	Rationale for Investment
Riverhead Square (Phase1)	Relocation of bus station Downgrading of Frederick Ward Way New public square	Deliverable first phase Creates new civic heart to town centre Key gateway site Improves connectivity with waterfront Enables 2nd phase of development
Cartergate	Mixed use development including Grade A commercial space Improved public realm	Preferred developer already identified New high quality business space Site in NELC ownership Cleared gateway site Need for funding support to achieve scheme objectives
Station Approach (Phase 1)	Improved public realm and environmental treatment to façades Improved access/ taxi drop off and parking arrangements	Improve arrival experience to town centre Promote better use of public transport Enable later phases of development within the station area
St. James' Square (Phase 1)	Redeveloped St. James' House creating new commercial space with restaurant/coffee shops at ground floor Public realm improvement to St. James' Square	Create a high quality green public square Improve enclosure of the square Create setting for wider investment in the area
Alexandra Dock West (Phase 1)	New library/arts centre Grade A commercial space Supporting retail/ restaurant and bars New waterside park	Public sector take the development risk on key regeneration site New high quality business space to attract and retain growth businesses Better access to public services Set the benchmark for future waterfront development Better use of waterfront asset Cleared site Site in single ownership

It will be necessary to undertake some 'sacrificial' projects or fund temporary measures in order to deliver the long term vision. It is important that the community and stakeholders are aware of this to avoid criticism over 'money wasted'. For example, this may include a temporary bus stop/station to facilitate Phase 1 of Riverhead Square until a solution for the transport interchange is realised. Similarly temporary public realm works may be required for demolished sites or where future phase 2 developments will occur.

6.2.2 Enabling Actions

The Masterplan provides a challenging yet deliverable programme of work which will enable transformation of the town centre. There are a number of important steps that need to happen to help deliver the vision.

Public sector leadership

The public sector has an important role in guiding and directing investment in the town centre informed by the principles set out in the Masterplan and development frameworks. This should include resisting development that does not meet these principles or quality aspirations. Equally, out of town investment or investment elsewhere that could undermine the success of the Masterplan, for example by adversely affecting the supply and demand of goods, services or premises, should be avoided. It is important that the public sector, where necessary, uses its statutory powers to support and enable the regeneration of the town including compulsory purchase powers, Section 106 measures, licensing of premises etc.

Using public sector assets to act as a catalyst for regeneration

The Masterplan report demonstrates that a first phase of development on Alexandra Dock West is viable however it is likely to need a public sector pre-let to help facilitate this and establish a new prime commercial quarter within the town. NELC should undertake a review of its own property assets and accommodation requirements to help kick start regeneration in this area. Wider engagement with other public sector agencies should also explore further potential accommodation requirements and the opportunity for efficiencies gained by shared services and accommodation. The public sector is currently one of the largest employers in the region and as a result could make a significant impact to footfall and spend within the town centre.

Working in partnership with the private sector

The private sector must be seen as a true partner in the regeneration of the town centre. Without the support of the private sector the Masterplan will fail. Using partnering mechanisms that promote shared risk taking, that build trust and confidence, are focused upon deliverability, and provide long term benefits for both parties should be encouraged. It is recommended that further soft market testing, including a developer and investor event, should be considered as part of the Masterplan launch. This is necessary as Grimsby is not currently a priority for developers. It will be important to demonstrate what the public sector is doing to change perception, test the market and provide clear direction and guidance for the private sector.

Inform the emerging Local Development Framework

The Masterplan should be adopted to inform the emerging Local Development Framework and provide the evidence base to support the Core Strategy. The development frameworks for St. James' Quarter and the Waterside Quarter, accompanying this Masterplan, should inform the Site Specific Allocations.

Retain flexibility

Future proofing and flexibility has been built into the Masterplan proposals. Whilst the integrity of the vision must be upheld, the Masterplan needs to evolve to respond to changing market conditions, demographic conditions and Government policy amongst other things.

A programme approach

The success of the Masterplan and regeneration of the town centre will not be achieved by purely focusing on this area. In particular, regeneration areas such as the Fish Docks, Freeman Street, Cleethorpes, and West Marsh will have an important role to play in developing a strong, sustainable economy and in developing an attractive area where people want to live and visit. These regeneration areas need to complement the Masterplan and vice versa.

Supporting socio-economic renewal

The Masterplan is a physical response to anticipated changing socio-economic conditions within the town and the wider area. Economic strategies, such as the New Horizons Strategy, outline the potential for economic growth based upon identified target sectors such as Ports, Food Processing and Renewables. Schools,

colleges and universities need to support a skilled workforce in these key sectors. Similarly, measures need to be put in place to support local people in surrounding deprived communities to secure employment and benefit from physical and economic change.

Championing a low carbon economy

Government policy is increasingly promoting environmental sustainability and low carbon economies. The regeneration of Grimsby town centre, particularly where public investment is being made, provides an excellent opportunity to not only comply with policy but to be an exemplar for sustainability. This should include promoting innovation and piloting new technologies and as result reinforcing the area's reputation for renewable energy.

Community engagement and ownership

Community consultation and engagement has been at the heart of the renaissance of the town to date with numerous community events, partnership structures and a dedicated renaissance shop put in place. Retaining this enthusiasm and commitment is essential to ensure that projects are developed that respond to peoples' needs whilst also building capacity and civic pride.

Building and maintaining stakeholder support

A wide range of stakeholders have been consulted as part of the development of the Masterplan, however the ongoing engagement and analysis of stakeholder requirements and aspirations needs confirming within a stakeholder management

plan. In particular, consultation with the following organisations should be seen as a priority:

- Network Rail – delivery of Station Approach project;
- Diocese of Lincoln – redevelopment of St. James' House;
- Stagecoach – temporary and long term bus stop/station solution;
- Hackney Carriage Association – improvements to the taxi drop off at the station;
- Grosvenor – potential expansion of Freshney Place; and,
- Associated British Ports – Alexandra Dock West.

Putting learning at the heart of Grimsby's renaissance

Many sub-regional towns of similar size and demographic breakdown have been rejuvenated on the back of a strong learning and educational ethos within the town, and/or the physical presence of a college or university. A number of UK and European examples have been cited in this report. This approach not only brings learning and skills development to a prominence, supporting inward investment, business growth and entrepreneurship, but also creates a vibrancy and life which would make a significant impact on Grimsby town centre. Discussions with Grimsby Institute of Further and Higher Education along with other education and training providers should explore this further with reference to a potential presence on Alexandra Dock.

Taking the lead on delivery

A strong governance and management structure is essential to oversee the implementation of the Masterplan. This should include a dedicated team to progress feasibility work, engage key stakeholders and maintain community consultation. It is important that a set of key performance indicators (KPIs) are established to monitor progress and performance in the implementation of the Masterplan. These KPIs should be SMART (Specific Measurable Achievable Realistic and Timely).

Changing perceptions

A negative perception of Grimsby was identified as one of the main barriers to change in consultation with stakeholders. A change to a more positive perception will occur through the investment in high quality and high profile projects in Tier 1, however it is recognised that this needs to go hand in hand with strong branding and marketing of the town and its wider hinterland.

Celebrating Grimsby's heritage

Grimsby has strong cultural associations with its port and maritime heritage; food; and links with its European trading neighbours across the North Sea. This needs to be celebrated with greater evidence illustrated within the physical environment of the town centre, but also through festivals and events, which together will help create a truly distinctive town.

6.3 Additionality

The Masterplan provides a clear link with the town centre vision and objectives, however the benefits of any intervention need to be properly understood and measured to justify the approach being taken.

The Masterplan aims to focus investment on key regeneration areas within the town centre (Tier 1 projects) and as a result facilitate later phases of development. Due to the current economic climate the Tier 1 projects will need to be public sector led and therefore the benefits need to be clearly articulated:

Economic – the town centre vision sets out the aspiration to capture the economic benefits of growth industries, in particular those within the food, chemical, ports and renewable sectors. Key current constraints to delivering the vision are the lack of skilled labour, poor quality business accommodation, and low levels of business start up and entrepreneurship. Wider business support and specific skills and education programmes need to form an important part of addressing this weakness and connect opportunities to the surrounding communities. The Masterplan can however play an important role in developing high quality business space to generate higher value new employment opportunities, improving the setting and environment in which the developments sit, as well as in later phases supporting a stronger education and training agenda within the town centre.

Tier 1 outputs include the development of over **19,000 sq. m of new business space** created as a result of Tier 1 projects. It is anticipated that this will accommodate over **600 new jobs**, creating a **net additional 164 jobs**.

Tier 1 projects will also create wider economic benefits for the town. Investment in new public spaces, along with new business space will generate an increase in visitor numbers and retail spend within the local economy resulting in improvements to the viability of existing businesses and generating demand for the development of new businesses. Based upon case studies of locations where investment in new and improved public space and the public realm has been made it is anticipated that this has typically led to a minimum of a **15% increase in property values, 25% increase in footfall and 40% increase in commercial activity** in the town centre.

Tiers 2 and 3 of later development will be supported by the increase in demand created by the Tier 1 investment and wider economic growth supported by improving land and property values.

Environmental – the vision identifies the need to support the development of a distinctive high quality town centre where people want to live, work and visit. Stakeholder consultation has revealed that the current environmental quality of the town centre impacts upon the level of investment as well as the number of people using the area. Tier 1 projects focus environmental improvements on areas of the town where

assets can be improved and would make a significant impact to the image and perception of the area such as the waterfront, St. James' Square, and the station. In addition, improvement and promotion of the cultural and heritage aspects of the town, such as the 'Europe's Food Town' initiative, will support the creation of a diverse and distinctive centre.

Direct outputs generated from Tier 1 projects will include new and improved public space and improved pedestrian routes, however it will be the action taken to address poor quality areas (Alexandra Dock West, Station Approach, and existing bus station) which will make a significant impact. The design principles set out in the Masterplan set out clear design expectations to ensure that new development and public spaces are of a high quality.

The Masterplan and the Tier 1 projects aim to set the benchmark in terms of environmental sustainability, in particular contributing and supporting the region's growing reputation for renewable energy.

Infrastructure – the vision emphasises the importance of connecting Grimsby to its wider sub-region both through improved physical connections but also through shared promotion, branding and marketing. The ability of Grimsby to act as a sub-regional centre will to a large extent be influenced by its employment, retail, visitor and cultural offer, however in addition the Masterplan also proposes improvement to town centre infrastructure to facilitate this change.

Tier 1 investment proposes a first phase of improvement to connectivity between bus and train travel by relocating the bus station from Riverhead Square with a longer term aspiration to create a new interchange in the vicinity of the bus station. This will be supported by improvements to the train station area which will significantly improve the image and perception of this important gateway.

A new traffic model is proposed to help inform improved bus routes and stopping points as well as improved pedestrian and cycle routes around the town centre. In particular the route across Frederick Ward Way from Riverhead Square to the waterfront is essential to make the most of this key town centre asset.

Flood attenuation measures are an important aspect of the Masterplan and proposals that can be adopted that facilitate development in the town centre whilst providing a safe and environmentally sustainable solution should be considered.

6.4 Action Plan

The following table summarises the actions which will be required to ensure the Masterplan is delivered and regeneration is successful. As highlighted in earlier chapters it is essential that the private sector take a proactive approach to managing and facilitating this process.

Immediate actions focus particularly on preparing to deliver. Short term focus is on feasibility and stakeholder engagement. The medium term moves into the delivery stage and work on site.

Immediate 0 to 6 months
<ul style="list-style-type: none"> • Adoption of Masterplan and Development Frameworks in planning policy; • Transport assessment; • Establish project team, management and governance structure; • Set KPIs; • Tier 1 stakeholder alignment – Stakeholder Management Plan; • Progress negotiations with landholders/stakeholders to progress Tier 1 projects; • Public Sector Asset Review; • Funding application for Cartergate; • Detailed Development Brief for Alexandra Dock West Phase 1 and St. James' Square Phase 1; • Commence detailed design of Riverhead Square Phase 1 and Cartergate; and; • Complete development agreement for Cartergate.
Short Term 6 to 18 Months
<ul style="list-style-type: none"> • Procure public realm contractor; • Re-locate bus station; • Commence Riverhead Square Phase 1; • Detailed design of Station Approach Phase 1; • Commence Cartergate; • Commence marketing and branding; • Procure developer for Alexandra Dock West Phase 1 and St. James' Square Phase 1; • Engagement with Grosvenor in relation to Freshney Place extension; and, • Full title search for Tier 2 projects.
Medium Term 18 months to 3 years
<ul style="list-style-type: none"> • Commence St. James' Square Phase 1; • Commence Alexandra Dock West Phase 1; • Commence Station Approach Phase 1; • Commence land/property owner negotiations for Tier 2 projects; • Soft market testing; • Assess delivery mechanisms; and, • Commence long term partner procurement.



St. James' Square

7

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Appendix 1

7.1 List of Stakeholder Consultations

The following stakeholders have been consulted in completion of the Grimsby Town Centre Masterplan:

Organisation	Name	Role
North East Lincolnshire Council	Duncan Ferguson	Urban Renaissance Co-ordinator
	Lisa King	Urban Regeneration and Renaissance Manager
	Ivan Pannell	Urban Renaissance Projects Officer
	Jodie Hartley	Admin Assistant
	Martin Dixon	Senior Development Management Officer
	Neal Rothwell	Corporate Asset Manager
	Damien Jaines-White	Estates and Valuations Manager
	Dick Crump	Transport Strategy Manager
	Martin Lear	Principal Transport Officer
	Simon Moss	Principal Transport Officer
	David Robinson	Economic Development Officer - Food Town
	Phil Glover	Economic Development Manager
	Linda Bulbeck	Markets Manager
	Sue Wells	Deputy Director of Environmental Services
	Stephen Peel	Conservation and Design Officer
	Madeleine Bell	Deputy Director Strategic Housing
	Chris Holliday	Spatial Planning and Policy Manager
	Ian King	Team Leader Spatial Futures
	Marc Cole	Executive Director Regeneration
	Michele Cusack	Regeneration Director
	Cllr Geoff Lewis	Portfolio Holder for Regeneration & Housing
	Cllr John Fenty	Chair of the Greater Grimsby Renaissance Partnership

Organisation	Name	Role
Yorkshire Forward	James Trowsdale	Senior Renaissance and Property Manager
	Gemma Firth	Urban Renaissance and Property Manager
Greater Grimsby Renaissance Partnership	Ann Turner	Civic Society
	Lee Becket	Arts Forum
	Dave Ranshaw	Grimsby Town Centre Forum
I-Space	Richard Burns	Director
Wates	Helen Drennan	Business Development Manager
Strawson	Niel Strawson	Director
Banks, Long & Co.	Tim Bradford	Partner
ABP	Kevin Francis	Property Director
Hackney Carriage Association	Dave Atkin	Chair
Stagecoach	Ron Smith	Operations Manager
Sainsbury's	Chris Wakelin	Development Executive
Environment Agency	Jake Newby	Flood Risk
Shoreline Housing Partnership	Tony Bramley	Chief Executive
Grimsby Institute of Further and Higher Education	Tony Addison	Associate Principal - Hospitality and Support Services
	Adrian Clarke	Executive Director of Strategic Services
Urbo	Andy Dainty	Director
Grosvenor	Simon Armstrong	Project Director
St. James Diocese	Jo Middleton	Community Projects Officer
	Cannon Michael Hunter	Rector of St. James' Church
GVA Grimley	Eve Fawcett	Director

Presentations in relation to the Grimsby Town Centre Masterplan have been made to the following stakeholder groups:

- North East Lincolnshire Council Scrutiny Committee
- North East Lincolnshire Council Joint Management Board
- Greater Grimsby Renaissance Partnership
- Urban Renaissance Programme Board

Appendix 2

7.2 Summary of Masterplan Consultation Day

7.2.1 Introduction

The Masterplan Consultation Day was held on 7 May, 2009 at St. James' Church, Grimsby. The aim of the Consultation Day was to test the vision for Grimsby town centre with key stakeholders including local residents. Presentation boards explaining the vision were displayed at the venue.

The morning session was attended by invited stakeholders and consisted of a presentation and workshop and the afternoon session was a public event which was open to all.

7.2.2 Presentation and Workshop

This session included a presentation by the EC Harris team explaining the vision and the related objectives and principles followed by an organised workshop. The workshop involved the attendees separating into four groups with each group discussing current perspectives of people with different interests in Grimsby town centre and how delivering the vision would change these perspectives. The different perspectives of Grimsby town centre considered those of a young person; a visitor; a middle aged professional and a business considering where to invest. A summary of the key points raised by each group is provided here.

Group 1: Young person perspective

The perspective of a young person (aged 18-30) living in Grimsby was discussed.

Summary of key points:

- Higher value businesses need to be attracted to the town as there are limited local job opportunities for graduates;
- There needs to be more for young people to do as there is little to do apart from go drinking in the bars at Riverhead Square which can be intimidating;
- There needs to be a range of residential accommodation in the town centre to appeal to young people including professionals; and
- There needs to be more parks and open spaces for young people to relax and enjoy.

Group 2: Visitor perspective

The perspective of a visitor to Grimsby was discussed.

Summary of key points:

- There needs to be a range of leisure activities to attract visitors to the town centre;
- Signage needs to be improved to guide people where to go when arriving in the town;
- St. James' Square needs to be improved to make it more attractive to people visiting St. James' Church; and,
- Improvements should be made to the Fishing Heritage Centre to ensure it receives more visitors.

Group 3: Middle-aged professional perspective

The perspective of a middle-aged professional living in Grimsby was discussed.

Summary of key points:

- There needs to be more cultural activities to provide alternative entertainment to the bars which are aimed at young people;
- A museum and/or an arts centre would be welcomed by many people in the town;
- There should be more restaurants in the town centre as people currently have to travel elsewhere; and
- There should be more open spaces where people can go to relax.

Group 4: Business perspective

The perspective of a small business considering locating to Grimsby was discussed.

Summary of key points:

- There needs to be evidence that change is occurring in the town centre to raise confidence in the town;
- Transformation of Riverhead Square would help create a positive perception of the town centre;
- An education focus in the town centre would serve as an anchor in attracting new higher value businesses with Lincoln used as an example of education helping transform a town; and

- There is a need to stick to the vision so businesses know future aspirations for the town centre.

7.3.3 Public Open Event

This session was an opportunity for members of the public to drop-in to view the presentation boards explaining the vision and discuss their views with members of the EC Harris team and members of the Greater Grimsby Renaissance Team. This session was well attended and visitors were encouraged to complete questionnaires to find out their experiences of the town centre and their views regarding the vision.



Appendix 3

7.3 Summary of Questionnaire Analysis

7.3.1 Introduction

Questionnaires intended to test the Masterplan vision and objectives were distributed at the Consultation Day held on 7 May, 2009 at St. James' Church, Grimsby and at the Renaissance Shop, Victoria Street, Grimsby. Completed questionnaires were forwarded by North East Lincolnshire Council to EC Harris and 84 completed questionnaires were received by 10 August, 2009. The completed questionnaires have been analysed and a summary of the responses for each question is provided here.

Breakdown of age and interest in Grimsby town centre of questionnaire respondents

N.B. 9 respondents did not specify their age or interest in Grimsby town centre.

Age

Under 16: 0
16 – 24: 8
25 – 40: 19
41 – 65: 35
Over 65: 13

Interest in Grimsby town centre

Local resident: 50
Work in Grimsby town centre: 8
Visitor to Grimsby town centre: 6
Student: 2
Local business: 7
Other: 2

19 of the respondents who indicated that they were a local resident also indicated that they worked in Grimsby town centre.

7.3.2 Summary of responses

The Vision

1. Grimsby needs to make more of its unique North Sea location in terms of its economic advantages, heritage associations, and environmental strengths such as its waterfront.

There was strong agreement that Grimsby needs to make more of its unique North Sea location with virtually all respondents strongly agreeing with this statement. A number of respondents stated that the derelict waterfront areas should be improved to create an attractive entrance to the town and one respondent commented that "Alexandra Dock could be Grimsby's jewel" (local resident, aged 41-65).

2. Grimsby needs to be a stronger sub-regional centre serving the local area in terms of retail, leisure, employment opportunities, and cultural attractions.

There was agreement that Grimsby needs to be a stronger sub-regional centre serving the local area with the majority of respondents strongly agreeing with this statement. One respondent (local resident, aged 41-65) stated "there are no other big towns nearby so we can draw people in from a wide area". A number of respondents said that more cultural attractions in particular are needed in the town with several of these stating that they would like to see a museum in Grimsby.

What needs to be done?

3. Improve the environment within the town centre, including the waterfront, making it a more attractive place to visit, shop, live and invest.

There was strong agreement that the environment within the town centre, including the waterfront needs to be improved and it was clear from the comments in response to this question that many respondents had strong opinions regarding this. A number of people said that they would particularly like to see the environment of Riverhead Square improved with many of these indicating negative views about the buses ("the buses make a mess of the town centre" (local resident, aged 41-65)) and the bars ("get rid of the pubs and bars at Riverhead Square" (local resident, aged 41-65)) which currently occupy this area of the town centre.

One respondent (local resident, aged 41-65) commented that while the environment of the town centre needs to be improved, this improvement needs to be concentrated on the existing core first.

4. Create a new civic space and an improved heart of the town centre on Riverhead Square, which will require investigating an alternative solution for bus movement and stopping in the town centre.

The majority of respondents stated that they strongly agree with creating a new civic space on Riverhead Square. The comments

revealed that people can see the potential of using Riverhead Square for other uses ("Riverhead Square would make a wonderful place for a civic area" (local resident, aged 41-65); "this area could be used much better for activities or services" (local resident, aged 41-65)) and that people think that the bus station should be moved to achieve this ("the bus station is dangerous and needs moving to some where safer" (local resident, aged 24-40); "the buses should be kept out of the town centre, only drop offs and pick ups in the centre (local resident, aged 41-65)).

A small number of respondents did disagree with this statement although their comments revealed that this was because of concerns about movement of the bus station reducing bus access to Freshney Place Shopping Centre and not because they did not want a new civic space at the heart of the town ("the bus station now is convenient for older people and women with children" (local resident, aged 41-65)). This makes it important that the bus access to the core shopping area is considered when thinking of a possible alternative solution for bus movement in the town centre. As one respondent stated, "as a bus user my interest is ensuring that the service will be maintained or improved – I don't care where the bus station is situated as long as I can get to work on time and get home in a reasonable time" (local resident, aged 41-65).

5. Make it easier to travel by public transport to and from the town centre by identifying a solution for integrating bus and train travel.

There was strong agreement that travel by public transport to and from the town centre should be made easier through identifying a solution for integrating bus and train travel. One resident stated “a road/rail/taxi interchange would be ideal” (local resident, aged 41-65). Although there was strong agreement with the statement it should be noted that some concerns were raised regarding where a new integrated transport interchange could be located.

6. Improve pedestrian access from Riverhead Square to Alexandra Dock area by investigating means of managing the traffic flow and/or new pedestrian crossing arrangements on Frederick Ward Way.

Virtually all respondents answered that they strongly agree with this statement. There were also some comments stating that cycle access should also be improved as well as pedestrian access with several suggestions of a cycle lane around Alexandra Dock.

7. Ensure there is an appropriate level of parking to meet the needs of visitors, residents, and businesses whilst not preventing development on key sites.

Responses to this statement varied with responses ranging from ‘neutral’ to ‘strongly agree’. Interestingly, it was clear from the comments that a number of respondents

interpreted an appropriate level of parking to mean less rather than more parking in the town centre with many stating that they felt there were currently too many car parks. A number of people stated that they would prefer to see parking out of the town centre with a possible park and ride scheme introduced. Several people also stated that public transport should be encouraged rather than focusing on car parking arguing that car parking increases the amount of cars in the town centre.

8. Improve access to public services by investigating the potential relocation of public services to a central location.

Most respondents agreed that access to public services should be improved by investigating the potential relocation of public services to a central location. There were some comments however stating strong opinions that money is being wasted on again moving council offices which indicates the importance of ensuring the right location is chosen if public services are relocated.

9. Create an improved market within the heart of the retail area to attract a wider range of users.

The majority of people who completed the questionnaire agreed with this statement. Some people indicated that they thought a new market in a new location was required and some thought that the existing market should just be modernised. A number of people suggested that the market needs a more diverse offer (“the market is good but needs more varied stalls” (local resident, aged 41-65)).

10. Improve the retail offer through quality retail accommodation and promoting a wider range and type of shops.

Most respondents stated that they agree that the retail offer should be improved. In particular, it was indicated by a number of people answering the questionnaire that a greater selection of shops would be welcomed ("it would be good to see a larger selection of shops and food retailers" (local resident, aged 25-40)) as would more speciality shops in particular ("smaller specialist shops would be nice" (local resident, aged 41-65); "more local speciality shops are required in the town centre, at the moment I have to go elsewhere" (local resident, aged 41-65)).

11. Support an improvement to St. James' Square as an area that reflects the setting and the importance of the church.

Virtually all respondents indicated that they strongly agree with this statement and the statement provoked a lot of response suggesting that St. James' Square is particularly important to residents of Grimsby. There was strong agreement that St. James' Church is a key asset and that this needs to be reflected in the surrounding public realm and buildings ("the church is perhaps the heart of the town and needs to be in an appropriate setting" (local resident 41-65)). The comments suggested that at present this is not the case ("the whole area needs renovating as a priority" (local resident, aged 41-65); "why so many blank brick walls around the place?" (local resident, aged 41-65)).

In particular, St. James' House was frequently mentioned in comments from respondents as a key aspect of St. James' Square that needs to be improved ("St. James' Square looks ok apart from St. James' House which spoils it" (local resident, aged 41-65); "I think St. James' House should go but any building replacing it should reflect the age and style of the church" (local resident, aged 41-65)).

12. Improve the arrival points into the town centre, such as the station, to create a strong first impression and help change perceptions.

The majority of people answered that they agree with this statement with agreement that the approach to the station in particular needs improving ("the station is pretty grim" (local resident, aged 41-65); "work is needed on the station area" (local resident, aged over 65); "it's an eyesore" (local resident, aged 41-65)). Several respondents suggested that a new transport interchange should be a landmark building and a local business that completed the questionnaire indicated that more directional information on arrival is required to assist people arriving in the town.

13. Investigate the feasibility for a new cultural facility to potentially include library, cinema, theatre, media centre etc..

Virtually all respondents to this question answered that they strongly agree with this statement. Many people indicated that they consider there to be a need for such attractions to attract people to the town who are not just going out drinking, particularly

families and older people. A number of further suggestions were mentioned such as a museum and an art gallery. In relation to this statement, one respondent wrote “these types of things have transformed many other towns” (local resident, aged 41-65).

14. Prioritisation: With reference to the statements (numbers 3 to 13) which do you think is the most important?

Improving the environment within the town centre, including the waterfront (Statement 3) was indicated as a priority by the majority of respondents as was creating a new civic space and an improved heart of the town centre on Riverhead Square (Statement 4). Also frequently mentioned as a priority was easier travel by public transport to and from the town centre (Statement 5) and investigating the feasibility for a new cultural facility (Statement 13).

15. Is there anything missing in the town centre which is not included in the list above?

The space for other general comments was used by the majority of people who completed the questionnaire which suggests that people have a strong interest in the future of Grimsby town centre and that people have strong opinions regarding what should be done.

Many people used this question to state that it is essential to transform the “yob drinking culture” that they feel exists if Grimsby town centre is to be successfully transformed. It is clear that many residents feel strongly

that the drinking culture is a major issue that needs to be addressed (“doing all this work and spending all this money will not take away the vandals we now have. Over a weekend the overspill from the pubs finds broken windows, rubbish and general anti-social behaviour” (local resident 41-65)). Consequently, greater policing in the town centre is mentioned by a number of respondents to make it safer and less intimidating, particularly at night.

Another issue frequently raised in this question was the need to ensure disabled access in the town centre. A number of people stated that disabled parking access needs to be improved and several people stated that new developments must consider wheelchair access.

Other respondents used this space to again emphasise their views regarding St. James’ House (“demolish St. James’ House, this building is tired and serves no purpose” (local resident aged 41-65)), the need for more open spaces (“we need parks and open spaces, playgrounds and places for musicians and buskers” (local resident aged 25-40)) and the desire for a museum or art centre.

7.3.3 Conclusion

The response to the vision and objectives through the completed questionnaires was generally extremely positive and this gives us real confidence that members of the public support the approach we have taken in forming the Masterplan.

The questionnaire analysis has also raised a number of important issues such as maintaining bus access to the retail core and improving disabled access that have been taken into consideration when developing our proposals.

Crucially, the prioritisation of improving the quality of the physical environment and creating a new civic space and an improved heart of the town centre on Riverhead Square (Question 14) from the completed questionnaires has helped bring forward the Riverhead Square development as a Tier 1 project. The prioritisation of these statements reveals the support that transforming this area of the town centre has which makes it essential that the Riverhead Square development is a priority project.

Appendix 4

List of Documents Used

The following documents have been used in completion of the Grimsby Town Centre Masterplan.

Document
Visions and Options Strategy for Great Grimsby Town Centre (2006)
New Horizons Regeneration Strategy for North East Lincolnshire (2006 – 2022)
The Regional Economic Strategy for Yorkshire and Humber (2006 – 2015)
Yorkshire and Humber Regional Housing Strategy (2005 – 2021)
Yorkshire Forward Investment Management Plan for Grimsby (2007)
Cultural Strategy “Making the Connections” (2006)
Place Branding Report (Draft) (2009)
Grimsby Market Hall and Bus Relocation Study (2008)
Planning Policy Statements and Guidance
Statement of Community Involvement (2006)
The Strategic Flood Risk Assessment for North and North East Lincolnshire
Developer Contributions to Education Facilities (2005)
North East Lincolnshire Housing Land Availability Assessment (2008)
Housing Needs and Market Assessment (2006)
Retail and Leisure Study (2005)
Yorkshire Forward Strategic Framework Plan (2003)
Design North East Lincolnshire Places and Spaces Renaissance (2008)
Corporate Plan “Progressing with Pride” (2008 – 2011)
The Future of Secondary School Education in North East Lincolnshire: Our Strategy for Change

Document (continued)
Green Space Strategy (2005)
Local Transport Plan 2 (2006 – 2011) (Supplemented by the LTP 2 Progress Report)
Hotel Market Study, North East Lincolnshire (Final report) (2008)
North East Lincolnshire Economic Well Being Strategy (2008)
Business and Town Centres Project: Baseline Analysis for Grimsby (2006)
Business and Town Centres Project: Analysis for Grimsby – August 2006 to November 2007 (2008)
Central Grimsby Conservation Area Appraisal (Draft) (2009)
Civic and Administrative Office Accommodation Strategy (2005)
North East Lincolnshire State of the Borough (2008)
Economic Impact of the Public Realm – A Final Report to the East Midlands Development Agency (2007)
The Value of Public Space – CABI (2004)
Employment Densities: A Full Guide – English Partnerships (2001)
Additionality Guide – English Partnerships (2004)



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