



# Implementation Programme

# Implementation Programme & Actions

## Implementation Programme

Rotherham Town Centre is at a critical moment and is facing challenges to its vitality and viability. The need to deliver improvement quickly is clear for all to see. The implementation masterplan is focused on getting things done and securing meaningful change. The need to deliver change quickly is tempered with the need for change of a transformational nature. Regeneration must have a major impact on the quality and experience of the Town Centre. What is needed now, is a major development project which can create a new place and support future success. The need to drive such significant change, at pace, is the distinctive and challenging feature of this programme. Sitting alongside the major work will be a series of projects which will support and contribute towards the overall vision. These can build confidence and make substantial improvements across the Town Centre in a targeted fashion.

Action is needed now, to set in place measures which achieve the following:

- Provide a tangible bounce and boost for the Town Centre through summer 2017 and over the following months through targeted intervention
- Ensure existing funded projects with planning consent delivered as quickly as practically possible and the benefits of these schemes as early successes of the masterplan conveyed
- Accelerate other private sector development schemes through planning where their quality and ambition reflects the masterplan. Close working with the private sector will be important
- Establishing the mechanisms and foundations to deliver the transformational project at Forge Island and the residential riverside
- Getting on with these key projects in a timely and focused manner and staying with the vision for placemaking and quality as challenges emerge (as they will)
- Developing a wider programme of regeneration activity which the Council can deliver including work to the markets and a package of public realm improvements

This section helps describe how the masterplan proposals can be implemented and identifies key tasks and responsibilities.

## Forge Island Opportunity

Rotherham Metropolitan Borough Council will continue to lead-on delivery of this high priority project. Work to date has secured the site and the demolition of previous buildings on site. This is the key catalyst project which can bring about transformational change in the Town Centre. It is the number one priority for RMBC. The Council must do everything it can to accelerate Forge Island's implementation.

### Core Peninsula Site / Riverside Precinct (the core development site) (Area A)

The critical next step is to appoint a development / delivery partner to realise the vision for this site. The appointment of a development partner to design, deliver and market the Forge Island development is crucial. The development partner selected will provide expertise and capacity to the partnership. Appointment of a development partner must comply with EU procurement rules. However, the open OJEU procedure is the shorter process and is recommended in this instance for the appointment of a development partner. The process should stipulate that bids from potential development partners provide:

- financial offer;
- details of proposed future use;
- development programme;
- potential receipts, development viability and any potential funding gap; and,
- details of the Council's role and any potential support.

This scenario will potentially provide the Council with greater control over the development of Forge Island. Contractual arrangements with the development partner should provide clear objectives and parameters for the regeneration of the site and buildings.

The next steps are as follow:

- Draft a Planning and Development Brief (WYG / RMBC Planning / Regeneration)
- Set-out the mechanics of the selection process for the Developer Partner (LSH can assist working with RMBC Regeneration & Procurement)
- Publication of the opportunity through informal and objective conversations with organisations and individuals
- Co-ordination of all technical work to date for the site (WYG / RMBC to pull together pack and confirm any still outstanding gaps)
- Confirmation as to whether hydro-scheme is in or out (is there the time / appetite to include at this moment?)
- Legal arrangements / project management arrangements at RMBC for the process and delivery
- Working group to be convened to guide selection and delivery and to consider different development models and extend / nature of RMBC role.

### Former Magistrates Court (Area B)

The Masterplan has highlighted a window of opportunity to explore the delivery of a Theatre and Arts Centre at the former Magistrates Court Site. A Theatre Feasibility Study is now required. Following this and the establishment of a business case for the theatre, funding bids shall be made by RMBC to secure funding for the development.

There is a window of opportunity to seek to deliver the theatre and this work needs to be commenced as soon as possible to ascertain if this is a realistic proposition. Hopefully it is. If this proves not to be the case, then the former Magistrates Court site would be taken forward for apartments by either the developer partner for the main Forge Island development or by the Council's (other) Residential Partner.

The next step is to develop a brief for and let a contract for a feasibility study and business plan for a new Theatre and Arts Centre. This will need to confirm floor areas through a more detailed study. It will also need to identify demand for each component part, to include:

- Artistic content – main and studio theatre;
- Artistic content - flexible space;
- Managed workspace for creative businesses;
- Food and beverage offer.

### Funding opportunities

This is not a full detailed design, but the study should confirm the ability to deliver the building spatially on this site with its associated constraints and footprint.

There may be specific content for children and young people within the Arts Centre. The challenge for RMBC is to secure necessary funding through Arts Council England. Whilst there may be some regeneration funding available from the Council for wider regeneration activity it would not be appropriate for the Arts Centre to be paid for wholly by the council but Rotherham will look to champion and bring in funding from Arts Council England.

The Feasibility Study / Business case and preliminary designs are a next step which the Council need to progress urgently within the present window of opportunity.

### The Eastern Riverbank Regeneration (Area C)

A further element of the wider site is the redevelopment of the former Natwest Bank and the development to the rear of Costa Coffee (on RMBC land – Riverside Car Park) for which RMBC will need to engage with the present land owner(s). Meeting with existing landowner(s) is now a very high priority. The Council needs to gauge the appetite of the landowner(s) to help deliver the development vision in this area. Preliminary discussions with LSH have been encouraging and now detailed discussions are necessary. This will also explore the landowner(s) capacity to fund / deliver the development and how the public sector might support development in line with the plan. The should be to quickly ascertain the capacity and interest of existing landowner(s) to invest and develop.

The intention is to promote development together using their land and the council's land to realise the masterplan vision. Some form of joint venture is envisaged, but if this does not prove possible CPO may be necessary to assemble the site for development by other mechanisms. The development here is as envisaged in the masterplan with The Ring Shop, Costa Coffee and the Bank retained. The Council's Riverside Car Park provides the opportunity for substantial change in this area and gives the Council a stake in the redevelopment here. It is hoped that the Council will be able to work positively with landowners.

There may also be another option for delivery in this area, which sees a more transformational development opportunity. In this other option the uses on the Eastern Riverbank would be relocated into the main development at Forge Island and buildings would be cleared to create a larger riverside park linking with Minster Gardens. This option has been drawn-up and illustrated and one benefit is the striking vista this would create of Rotherham Minster from Forge Island. This would involve the demolition of buildings within the Town Centre Conservation Area and Historic England have expressed their reservations about this option. This bolder option would only work if it was agreeable to the existing landowners and there are no plans for compulsory purchase in this area to facilitate this approach. Given the delivery risk associated with this option it has not been embedded within the draft masterplan. However, as dialogue takes place with existing landowners as envisaged for this area it will be appropriate to share with

them the more radical plans to ascertain their feedback. If landowners are not amenable then the plans which retain them in-situ will be progressed.

Meetings to ascertain the route to delivery in this area should be progressed as a next step. Following this the Council will refine its approach to the Eastern Riverbank (for the final draft masterplan) and progress work accordingly to deliver the vision.

### South Yorkshire Police Headquarters

Preliminary discussions have taken place regarding the redevelopment of this site as part of a later phase of regeneration. At this stage, it is too early to confirm one way or the other what will happen on this site. It seems likely that the buildings are outdated in terms of modern policing requirements. From experience of other police HQ relocations, the space within the building may well be too large and inefficient and the Town Centre location not essential for some, if not most activities undertaken there. The site also has clear synergy with Riverside House and Forge Island so it is sensible for RMBC to maintain continuing dialogue with South Yorkshire Police and to support them in any future review of facilities and site searches. Should this land become available it would be used to 'support and complement' Forge Island (not change it in any way fundamentally) and could provide additional Town Centre homes.

Proposals at Forge Island will bring multi-million-pound investment to the Town Centre. The Council will have a role to play financially. This will be more than as landowner, making available the site and they may become involved in the ownership of the scheme and invest in aspects of this financially subject to the partnership arrangements developed. With the main peninsula site attracting commercial leisure development, with mixed-use development at Eastern Riverside and with a potential theatre or residential development at the former Magistrates Court investment of over fifty million pounds might be envisaged on this site.





Visualisation to show the alternative option for Forge Island with potential view towards the Minster. This view omits buildings on Corporation Street



## Residential Development Partner and Delivery of Residential Riverside

The council should identify a further (different) development partner to deliver residential opportunities within its land ownership / control now and further sites, as the Council continues to acquire land. The delivery partner will work across sites presently available and brought into the partnership.

The specific nature of this partnership is to be confirmed and there are different options and models to consider. Local Partnerships have worked with the Council recently to explore these. Initial discussions have also taken place with prospective partners and investors. A traditional joint venture approach would be one option, where the Council brings the land and the developer the funding and expertise to deliver. Other options might be a development fund, which looks for a long term return on patient investment. The funder would work with the Council to invest in sites. That partnership approach would still need to procure development expertise to deliver the schemes.

The partner selection for the residential development sites in and around the Town Centre is a priority. Housing colleagues are taking the lead on the selection process and this needs to move ahead promptly. There needs to be coordination between the residential work and the masterplan more generally and Forge Island specifically, so that proposals are aligned. The high priority site for the partnership is the former swimming baths site at Sheffield Road, which is a key market-creating site. It is envisaged in the masterplan as mainly contemporary distinctive high density urban housing. The selected partner should be able to deliver a range of development sites over time as opportunities arise. These will not just be the Starter Homes sites but wider sites, including riverside sites, such as the Royal Mail Depot. The Council will pro-actively support such landowners and developers to achieve relocation of existing operations and deliver new housing. The relocation of the Royal Mail Depot is a high priority. This site, with the former baths Site will prove the market and enable future phased delivery of land along the riverside to be secured. Also, the potential CPO

sites at Corporation Street may be delivered into the partnership. Other sites, such as the police HQ, may also come forward to the partnership subject to successful relocation of services and functions.

Later phases of the Residential Riverside need not be delivered through the partnership. For example, the Satnam land could come forward as a straight private development either with the present landowner or they may have sold-on their land to a residential developer by then. The masterplan is committed to the delivery of many hundreds of quality new homes in and around the Town Centre and will use its various powers to ensure this becomes a reality. Energy and activity will go into creating a new residential market in Rotherham and at the riverside and should landowners' hold-up regeneration activity in line with the masterplan in the longer term CPO powers may be necessary to fully realise the vision.

At this stage, no timeframe is set for the term of the partnership but it is important that momentum is developed and sustained to demonstrate results. The flow of sites into the partnership once the market is established may be the biggest challenge. This partnership is a long-term arrangement which must provide reward and benefit for all.

At this stage the potential value of investment through the residential development partnership, into this new and emerging residential market is not known. Potential investors have indicated funds in-excess-of £20m could be directed to Rotherham in terms of patient finance to create the residential market. This would align with the scale of the opportunity envisaged by the masterplan. The Council's starter homes programme has also secured potential long term loan-based investment of the same order. With success, the scale of development will increase. Other private investment in new homes could easily reach that level also.

## Implementation Programme Focusing on Public Sector-led Projects and Site Assembly

This delivery area relates to the conventional regeneration activity falling to the Council to drive and coordinate.

We need to define the key projects, the potential programme, management, tasks etc. The masterplan provides the headlines, but there is a substantial amount of very varied work to be done here. This will certainly need significant time and resource once greater detail and clarity has been provided to these projects as a next step. Each need further scoping based on the work to date in terms of actions and responsibilities. The continuing liaison with the Police regarding their prospective relocation would fall into this area also.

This delivery area comprises several important projects as follows in no particular order:

- The markets refurbishment / redevelopment...
- ...Linked with this the Third Sector Hub development,
- Land assembly projects including the relocation of Royal Mail Depot.
- Public realm / landscape projects across the Town Centre
- Public art / Lighting
- Parking Proposals
- Other regeneration activity e.g. the on-street train-bus

## Markets Refurbishment & Third Sector Hub

It is suggested that these projects are developed together as a next step. The markets refurbishment (indoor and outdoor covered) requires focused technical design work alongside ongoing consultation with stall-holders and coordination through the markets management team. RMBC will lead the work here on the refurbishment. In terms of the focus of this project the following should be progressed as a brief for the detailed design work. Neither earlier study has adequately addressed what needs to be done and a suitably experienced architect / design team now need to be appointed to develop the ideas within this masterplan. As a key next step a clear and concise brief will be prepared to direct design attention. This will provide clear design space and will ensure future work builds upon the design approach envisaged in the masterplan. The key aspects of the next work on the markets includes:

- Refurbishment of all entrances including main entrance to indoor market hall and relocation of news concession to open-up the way-in. Also links between indoor and outdoor market
- Upgrade of all external shop fronts including Eastwood Lane once arcade / rain building is removed.
- Circulation and thoroughfares, including ramp and balustrade to galley. Flooring and surfaces to be considered.
- Potential improvements to stalls and canopies subject to review
- Branding and signage to be simple and clean
- Structural review of indoor market- with the minimum spend necessary as this seems dated but functional
- Lighting upgrade
- Back of house / services and toilets.
- Physical condition of the outdoor covered market to allow-for the demolitions envisaged. This relates to the concrete podium and also the tensile structure.
- Clean the stalls
- Refinish the central service core (paint)
- Integration of landscape proposals around edges

- Review of concessions - design / functionality – which edge both the indoor gallery and outdoor covered market to consider opportunities for greater integration.
- Escalator and steps which bridge change in level to Eastwood Lane.
- All of the above to be considered in the context of a cost-effective redevelopment.
- Integration of Third Sector Hub Building as an associated architectural commission.

RMBC will also need to work closely with relevant charities in terms of the third sector hub. It is envisaged that a project officer would lead this regeneration project for the Council. Funding bids coordinated by CAB and working with RMBC could support the third sector hub. A project steering group would be required to draw together all relevant interests. Further meetings to scope the third sector hub building between CAB and RMBC.

Close working with the college is also important in terms of their land / buildings and the delivery of College Fields (see public realm).

The next steps are as follows:

- Confirmation of necessary land for demolitions and positive management of existing leases. A clear plan will be developed for any relocations.
- Drafting of a focused brief for refurbishment works for both market areas and Third Sector Hub. At this stage this will build upon the work within the masterplan.
- Initial structural assessment to ascertain the ability to deliver the scheme as described in the masterplan. This will be a high level in principle piece of work, to be the gateway to more detailed work.
- High level costings based on the masterplan proposals and the brief to help set an indicative budget for this project. It is underlined that this needs to be a cost-effective project.
- Exploration of potential funding including for Third Sector Hub.
- Appointment of design team / architect to progress to detailed planning in advance detailed proposals to a level of detail appropriate for a planning application to be submitted.
- Technical design / construction process TBC.

### Land Assembly Projects

One of the important roles RMBC can play is to deliver land for development and regeneration. The Council is being pro-active in identifying, securing and making available development land. Having the means to redevelop is important as the Council should not be buying-up land sit idle. That is where the two developer partnerships will be vital in utilising these land assets. The Council now has substantial landholdings within the Town Centre and this is providing a basis to start redevelopment.

The Council is presently progressing the acquisition of derelict land / buildings at Corporation Street. These sites / buildings have blighted this part of the Town Centre for many years and by taking back control the Council will be able to enhance the image and vitality of this area. Indicative proposals and viability assessments have been prepared for these sites for residential purposes and the masterplan supports this activity.

Preliminary conversations with Royal Mail have been positive with regard to the Council supporting Royal mail relocating away from the riverside site at Westgate. This would be on a commercial basis. The present building is underutilised and large parts of the building are not used. The hard standing parking area is though well-used. The Council will take a pro-active approach by assisting in the site search for replacement facilities for this Royal Mail depot function and are aware of Royal Mail's requirement. This site will then be redeveloped to deliver the second phase of the Residential Riverside. The future use and value of the site should be explored through a development capacity study alongside any site search, building on the masterplan.

Similar early conversations have been undertaken with Satrnam about their Car Park Site at Westgate. There appears less enthusiasm from this landowner to deliver the vision set out in the masterplan. Their nervousness about the residential market is appreciated and understood. This site is not seen as an early phase of the plan in any case. The present owners view appears to be that, providing a long-stay surface car park for town and its workers is a reasonable use of land and we would agree with that. Once the local residential market is demonstrated, by development of nearby sites, we would envisage this site coming forward, one way or the other, to complete the riverside residential area.

The Police Headquarters at Main Street has been suggested as a possible further Town Centre site. At this stage, it is just too early to confirm what will happen on this site. The site also has clear synergy with Riverside House and Forge Island, so it is sensible for RMBC to maintain continuing dialogue with South Yorkshire Police and to support them in any future review of facilities and site searches. An integrated approach will be necessary and some sharing of space / facilities at Riverside house could be an option for some uses. Replacement facilities in more appropriate locations and built to meet modern requirements and efficiencies would be needed and RMBC could assist with site search. The future use and value of the site should be explored through a development capacity study alongside any site search.

Other prospective sites and land should be considered on their ability to support the ambitions of the masterplan.

The Council will use CPO powers where necessary but will always prefer to work alongside owners and seek a commercial solution.

### Other Projects

There will continue to be various projects which the Council will coordinate / instigate to support the Town Centre. The Council will be an important one-stop-shop for such proposals looking to bring solutions forward as opportunities arise. Examples of this ad-hoc activity were described in earlier sections of the masterplan, for example the potential 'bus-train' route down from Clifton park to the Town Centre and forge Island (in the fullness of time). Here joint working between regeneration and highways functions will be important. Another example is the proposal to bring Council owned vacant shops back into active use. This similarly required close and linked working between property services and regeneration. A positive, creative and practical approach is needed with joint team working towards the goal of enhancing and supporting the Town Centre.

This strand of activity wraps up everything that falls to RMBC. The regeneration funding for this tranche of work will come through RMBC and its ability to invest directly and to secure further funding through available sources. At this stage the level of investment needed to deliver the full programme of works described is not fully costed. The market project will need to be delivered in a cost-effective manner but in any event, will run into several millions of pounds including the third sector hub. Land acquisitions, relocations and so on will be assessed on a site-by-site basis but again this will be a substantial undertaking. Investment in land will yield opportunities to generate value through redevelopment and it will be important to ensure value for any public-sector investment. The programme of targeted public realm works will also require substantial investment. Aligning highway budgets and other sources of existing spend to address the defined priorities will help. Developing 'shovel-ready' public realm / landscape schemes which deliver clear value for the masterplan and Town Centre, which can then be promoted has been proven to help attract and secure external funding (LEP/City Region). This package of work is envisaged to be in the tens of millions of pounds.



## Planning and Regeneration Support to Private development Projects

RMBC can be pro-active in efficient, timely and effective development management. Linking regeneration activity and the delivery of the masterplan with development management expectations will provide clarity in terms of expectations. The Council can support development which contributes to the vision and which meets the quality required. This gives greater certainty and removes (to a large degree) planning risk subject to the proposals and their design quality being in line with the masterplan and SPD.

It is clear that private investment in sites and development is vital to the future of Rotherham. The Council cannot do everything. There is a role for both private sector investment and funded development (beyond RMBC e.g. LEP) and the positive approach from the Council can create a can-do approach which helps see schemes delivered. The planning function at RMBC has a track-record of positive performance.

Sites where private investment or broader public sector funding is being brought to Rotherham Town Centre includes, Main Street / Liquid Site, The Guest & Chrimes site, Rotherham Bus Interchange and The RNN Group (Rotherham College) Higher Education Hub at Doncaster Gate. These are at different stages of delivery, but all will benefit from support and promotion by RMBC.

For example at Guest & Chrimes the process from here needs to build on the good work secured through the masterplan and the progress made by the Football Club and Historic England (HE) to date around a shared vision for the site and we must not lose that momentum through planning. The public / interpretive art feature is seen as essential by HE (and the Masterplan) in achieving effective Conservation and securing planning approval for the demolition of substantial parts of the existing building. The Council and ongoing masterplan implementation and planning function need to help secure this. As a next step RMBC need to meet the football club.

At Doncaster Gate the Higher Education Hub has already secured planning consent and work to discharge

conditions to allow the scheme to progress is moving ahead. The masterplan envisages other supporting activity in that area to maximize the positive benefit of this new development. The Bus interchange is already within the planning system and discussions are ongoing as to the detail of the design and materials of the building. The quality of this development needs to be high to ensure the investment secured makes a positive contribution to the Town Centre. Private sector development proposals at Main Street have been the subject of detailed discussions with the developer and it is envisaged a planning application will be submitted shortly. The developer and their planning advisors are aware of what is required on this site.

### Doncaster Gate (Higher Education Hub)

- New Higher Education Hub Delivery by RNN Group supported by RMBC.
- Wider College campus improvements delivered jointly between RMBC and RNN Group.
- RMBC to investigate Tree-lighting project with RNN Group (see public realm)
- RMBC to enhance junction of Doncaster Gate / High Street / Wellgate (see public realm)

### Interchange Area

- Refurbishment of interchange and car park led by SYPTE.
- RMBC support and add value through planning function.
- Chantry Bridge / Bridge Street highway / public realm works ongoing and led by RMBC. (see public realm)
- Effingham Square public realm refurbishment led by RMBC. (see public realm)

### Guest & Chrimes

- Refurbishment and redevelopment of listed building for new leisure uses.
- Rotherham Football Club to lead design work to ensure RMBC / HE are satisfied.
- Masterplan to form basis of continuing dialogue with RUFC and HE to agree a scheme
- RMBC to support on public art / interpretation and through planning and heritage, possible support funding bids.

### Main Street

- A new mixed retail development will provide a replacement and upsized foodstore opportunity, new large format retail stores and a drive-thru food / beverage unit and bring about significant investment to and regeneration of a highly prominent brownfield site.
- Development of site in response to masterplan by developers working with present landowners.
- RMBC secure appropriate development through planning powers.

These projects will make a strong contribution to the future success of the town individually and collectively, linked also to the wider masterplan proposals. Together, they could result in upwards of £35m investment in the Town Centre from organisation who are not the Council and this investment is vitally important to the success of the Town Centre.

## Capacity and Skills

RMBC need to bring together a dedicated team of skilled and experienced individuals to deliver the Town Centre programme. This might involve direct new appointments into the team, partnership working with consultants or government organisations (e.g. HCA) to provide the necessary skills. There is a very substantial amount of work to do, much of this time-consuming and complex. Investment in people, experienced in delivering major projects before and being able to deal on a robust, constructive and professional footing with partners and developers is vital.

Without a strengthening of the team at RMBC the challenging delivery timeline will not be met and the Town Centre will continue to struggle. Getting the right team to deliver is as important as identifying the projects in the first place. This is in no way a reflection of the present team at RMBC but a confirmation that further support and investment in the team is essential. Mapping existing skills and capacity will be a good place to start before confirming exactly what is needed by way of new expertise and resource.

Support from the masterplanning team at WYG will also be vital and discussions are underway with regard to the best way WYG may assist. Bringing in other experts for example on procurement, legal and technical matters will all be impotent.

The positive approach to planning delivery in Rotherham is also helpful in demonstrating a can-do attitude for what we hope will be fast-paced projects delivered quickly (in relative development terms). But speed is not the principal consideration, quality is what will bring about the resurgence in the town and therefore care and attention will be essential to deliver the very best for the town.

Investment in the team and skills is vital to the success of the Masterplan Implementation Programme.

## Parking & The Delivery Programme

The availability of car parking in the right locations at the right price is integral to the success of Rotherham Town Centre now and in the future. The Car Park Impact Assessment makes clear that there is a substantial over-supply of car parking at present. The masterplan proposes a focused approach to parking, which will be delivered incrementally as the projects within the masterplan are completed. We know that the end position will provide the numbers required and that there will be a good blend of parking options to serve the Town Centre. Part of this end position will be the removal of several existing surface car parks to make way for development. This will in part address the present over supply (and underuse) of many car parks.

As well as this end position, we have assessed what happens as we build-up to this and as we remove supply / capacity from the system. In some cases, for example at Forge Island, significant numbers of new multi-deck parking will be constructed but though the construction phase a substantial proportion of parking will be taken away. To ensure businesses continue to trade well and benefit from adequate car parking in the Town Centre, we have assessed the implications of blocks of parking being removed from the supply at various times. Our conclusions are that there will always be supply to meet present and future demands and that the interim arrangements will be sufficient to ensure the Town Centre continues to trade.

The adjustment of car park spaces / car parks at key times along the implementation program is summarised as follows:

1. Additional 200 spaces provided at Forge Island as a short-term measure following demolition of food store – late summer 2017
2. Interchange Car Park improvements begin on a phased basis with (we assume) 250 spaces available, while other 250 refurbished. Once first 250 complete these will open and the remainder will be refurbished. The present car park has a total capacity of 730 spaces, but at the time of the Impact Assessment, only 311 spaces were operational. Start Jan 2018 (through whole of 2018)

3. Former Sheffield Road Car Park closes removing 70 spaces – Mid 2018

4. Riverside car park closes with removal of 65- Late 2018 / Early 2019

5. Forge Island car park closes as construction commences on site on a comprehensive basis removing 550 spaces - Late 2018 / early 2019

6. Interchange car park fully open with increase of 189 spaces bringing the car parking spaces back to full capacity of 500 spaces.

7. Forge Island new multi-storey car park opens with additional 350 spaces - Mid 2020

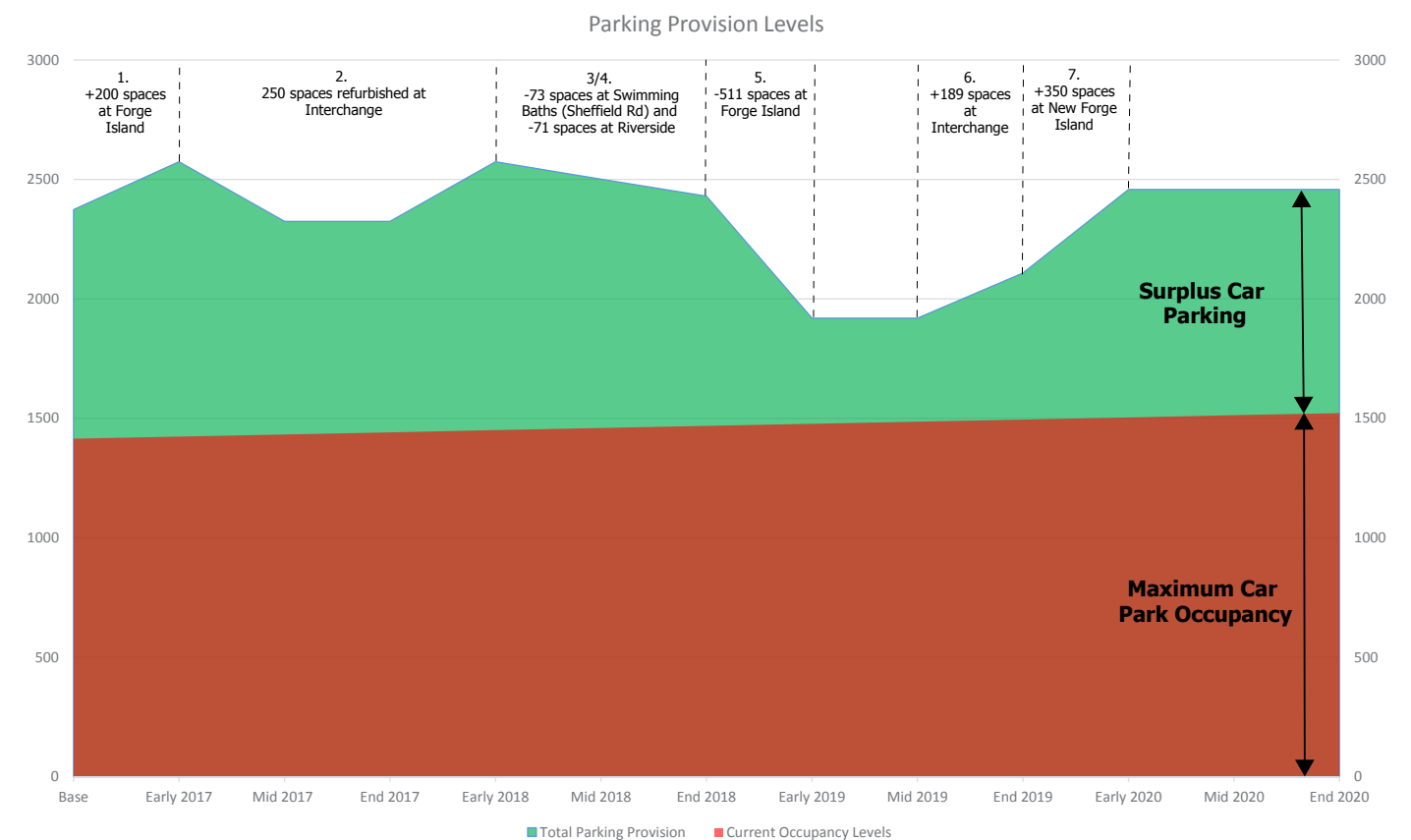
The adjacent graph shows the existing off street parking provision of 2374 and the car park maximum occupancy levels of 1415 at 2017 and 1727 in the year 2028. As can be seen, with the closure of some car parks and the increase in numbers at others, the supply never reduces to a level where need is greater than the available spaces.

Overall, with the Interchange at full capacity, with 500 spaces, the town will see an increase of 84 spaces, which brings the overall off street parking provision to 2458. With a maximum occupancy level of 1727 spaces in the year 2028, there will be a surplus of 731 spaces.

With the Westgate surface car park being a phase at the residential riverside post 2020, the loss of those 359 spaces can be accommodated and still result in an overall surplus of parking.

In summary, the delivery program and the necessary impact on parking can be accommodated and will not impinge on the viability of the Town Centre. Whilst there may be some inconvenience with parking at Forge Island being lost whilst development is under construction, parking will be available in the refurbished Interchange.

The Car Park Impact Assessments makes several recommendations, which could be implemented during the construction phases, including the introduction of short-term free parking / reduced price parking provision in car parks that are currently under-used.





## Timescale and Summary

The indicative and targeted delivery timescales are outlined for the key projects. The Town Centre is desperate for change and hence this is without doubt a very demanding and fast-paced programme. Existing and ongoing projects have been charted.

The major projects for the Council and its various partnership ventures are shown as commencing as quickly as practical and moving at pace. This will require a dedicated resource to maintain momentum. A detailed delivery programme will be required for the major projects which tests these timescales and factors in additional risk. This should not be seen as an excuse to drop the pace and go slow, but a reality check will be needed as each project becomes more rounded and distinct. The timescales are clear challenge to all.

As much progress as possible needs to be visible as quickly as possible. The close of 2020 is considered to be a critical date. Over this period it is envisaged that anything between £130-160m will be invested in the Town Centre to transform its fortunes. By that stage the Town Centre will not be finished, but it will have been very much improved and repositioned as a more sustainable, vital, vibrant and attractive place.

### Delivery Programme

Project Delivery	2017			2018				2019				2020			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Forge Island: Main Peninsula Regen. Site															
Forge Island: Magistrates Ct.															
Forge Island: Eastern RiverB															
Residential Riverside: SR Baths Site															
Residential Riverside: Royal Mail															
Residential Riverside: Satnam / others															Ongoing >>>>
Markets & Third Sector Hub															
Doncaster Gt. Higher Ed. Hub															
Interchange (bus and C/P)															
Guest & Chrimes															
Main Street / Liquid															
Public realm / Lighting / art															

**Key:**

Feasibility / Business Case / Preliminary Design

Detailed Design / Planning / Contractual

Construction / development phase / Commissioning

