



# RUGBY

## REGENERATION STRATEGY



NOVEMBER 2022





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# FOREWORD



When I took office as Leader of Rugby Borough Council, I stated that I had sought that position in order to transform our town centre for the better.

Whilst there are many things that are positive about our town centre, it is well-known throughout the borough that our town centre is not achieving its full potential.

The problems that we face in Rugby town centre are by no means unique. Towns of our size, up and down the country face exactly the same issues as changing shopping habits change what were once thriving retail hubs.

But whilst our problems are not unusual, it has long been my belief that the strengths of this borough place us in a far, far stronger position than most to tackle those problems. This spatial strategy is about giving us the means to harness those strengths and use them to bring about a scale of change that is at very least a once in a generation opportunity - if not once in a century.

We are one of the fastest growing towns in the entire United Kingdom, and with the scale of that growth comes huge economic opportunity. In addition to our growing population, we are also without any doubt one of the best located and best connected towns in the country. This strategy will enable us to maximise these considerable assets to drive the transformation of our town centre.

The town centre of the 20th century was one characterised by identikit high streets, dominated by major chain store retailers, with little local identity. As we reach the end of the first quarter of the 21st century, with so much shopping now taking place online or out of town, where retailers can enjoy more space, we need to recognise that a thriving town centre will do so on a fundamentally different basis.

A thriving 21st century town centre is one which blends a variety of uses to create a destination. We will still have retail, but there will be far more of the sort of independent retailers we currently have in Regent Quarter. We will look to significantly increase the range of restaurants, bars and other places of entertainment, along with enhanced areas of public spaces to ensure that our town centre becomes a place where people come to meet and enjoy themselves. We will also look to increase the number of homes in our town centre significantly - something which will not only help to address the need for affordable housing in the borough, but will also bring much needed additional footfall into the town centre to support businesses.

This strategy will also ensure that both our town centre and borough as a whole, adapts to meet our climate change aspirations. Building more homes on brownfield sites, in our town centre, will reduce the need to build on green fields in the future. Investing in alternative, more sustainable transport options, will also reduce reliance on the car.

It is my firm belief that this spatial strategy offers a comprehensive solution to the issues we face in our town centre - a solution that is right for Rugby. The adoption of this spatial strategy will galvanise our regeneration efforts, and will act as an investment prospectus to secure public and private sector funding to make the changes necessary. It is a vitally important step on our journey to transforming our town centre, and one which will give us to the means to fund and build a town centre which will thrive for years to come.

**Councillor Seb Lowe**  
**Rugby Borough Council**

# 1 INTRODUCTION

## A new vision for Rugby town centre

- 1.1 Rugby is one of the fastest growing boroughs in the country. Planned housing and employment growth is focused around Houlton, South West Rugby and Coton Park East. In these locations, it is envisaged that over 11,500 homes will be delivered over the next 10-15 years, alongside the creation of significant new employment opportunities.
- 1.2 This is an exciting time for Rugby and sets an important context for future opportunity in the town centre. It is fundamental that Rugby town centre remains at the heart of the borough; that it encompasses an offer to attract this growing catchment and that of the wider sub-region, alongside maximising the potential of its existing catchment and appeal.
- 1.3 Rugby is the principal town in the Borough of Rugby and a key sub regional settlement in Warwickshire. It plays a critical role in terms of amenity and service provision for an immediate and wider community.
- 1.4 It is a town steeped in history – following its rapid expansion in the mid 19th Century as a result of railway investment and coalescence by virtue of its central location nationally, Rugby was the birthplace of the jet engine, housed the once largest radio transmitter in the world, and of course Rugby School was famously the birthplace of the game of rugby and remains an asset to this day.
- 1.5 The central positioning of Rugby remains advantageous and is a driver of growth and

investment within the borough. Being located on the West Coast Mainline, the town centre connects to Central London within an hour, and logistics is a key sector aligned with access to the 'Golden Triangle' motorway network (M6/M1/M42), A5 corridor and London's 'Magic Circle'.

- 1.6 Even within this context however, Rugby town centre has not been immune to wider influences in recent years. The continued growth of online retailing, which was exacerbated through the COVID-19 period, has had huge impact on town centres up and down the country. Even with its relatively affluent catchment and history, Rugby town centre has been impacted.
- 1.7 Over the last 18-months, during a period like no other before in living memory, the local community, businesses and wider stakeholders have come together to feed into establishing a clear vision and framework for investment in Rugby town centre. This document is the result of that process.
- 1.8 Collectively we want to ensure that we preserve the best of the town centre; that it remains vibrant and attracts people from across our community. We recognise that we need to ensure that the town centre is resilient to market and macro-economic changes. In doing so, we will celebrate what is special about Rugby town centre.

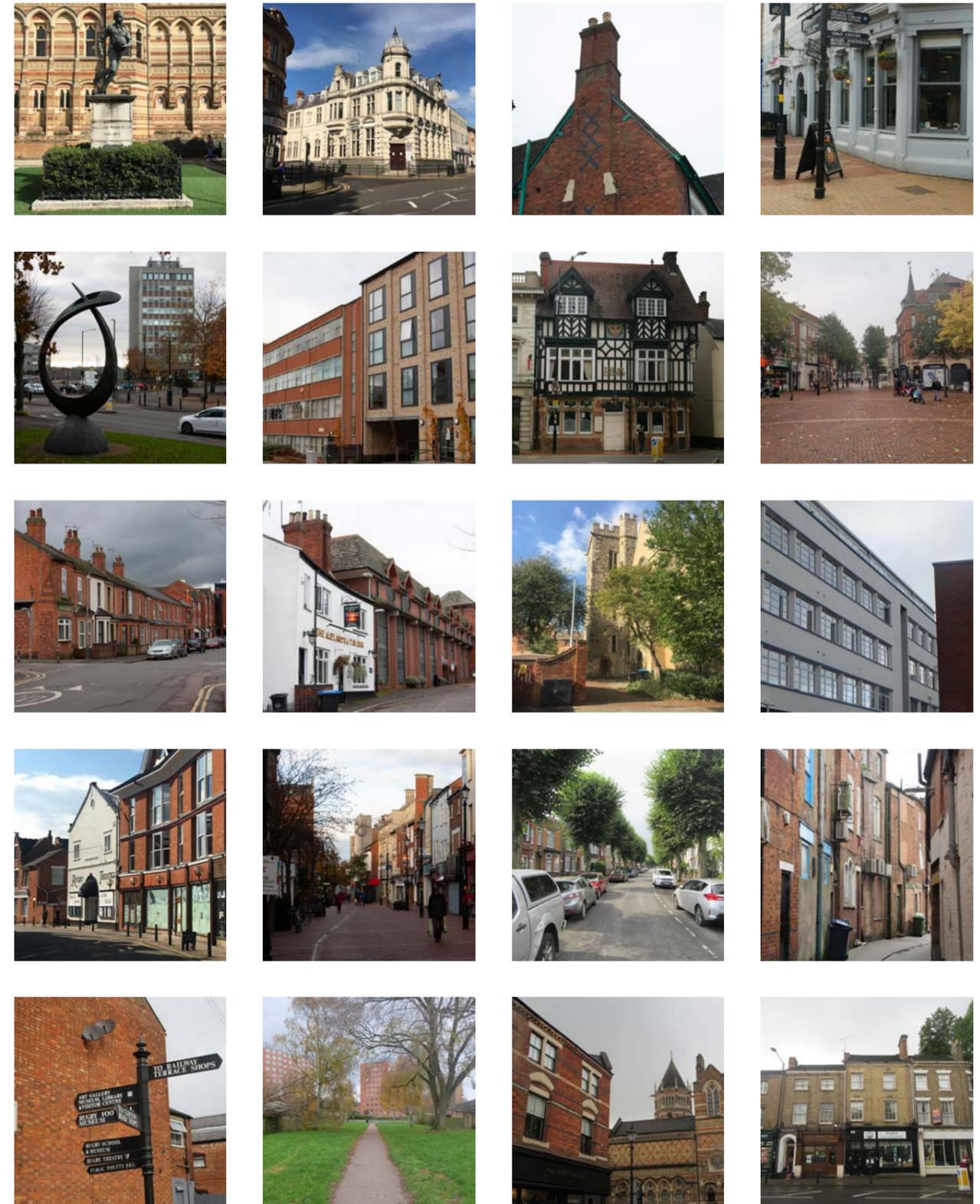


Fig 1 Photographs illustrating the rich range of characteristics of Rugby town centre

## Scope

- 1.9 The Regeneration Strategy focuses on Rugby town centre, including Rugby Town Hall in the north and Rugby School in the south and the key movement corridors of Corporation Street and North Street. It links key nodes surrounding the centre, including Rugby Railway Station in the north east, Elliott's Field Retail Park to the north and the Hospital of St Cross to the south.
- 1.10 Its purpose is to provide a clear framework for decision-making including setting parameters for development, steering investment priorities and providing the basis for landowners and investors to progress their plans with confidence. It is the blueprint through which the Council will seek to work in partnership to influence change and investment in the town centre.
- 1.11 The Strategy is highly ambitious with significant interventions proposed. However, it is also pragmatic, recognising that for real change to occur, a series of steps will need to take place to shift perceptions in the town centre and build up confidence for investors and consumers. It includes both physical and non-physical proposals and delivery strategies where required to enable decision-making and leverage change.

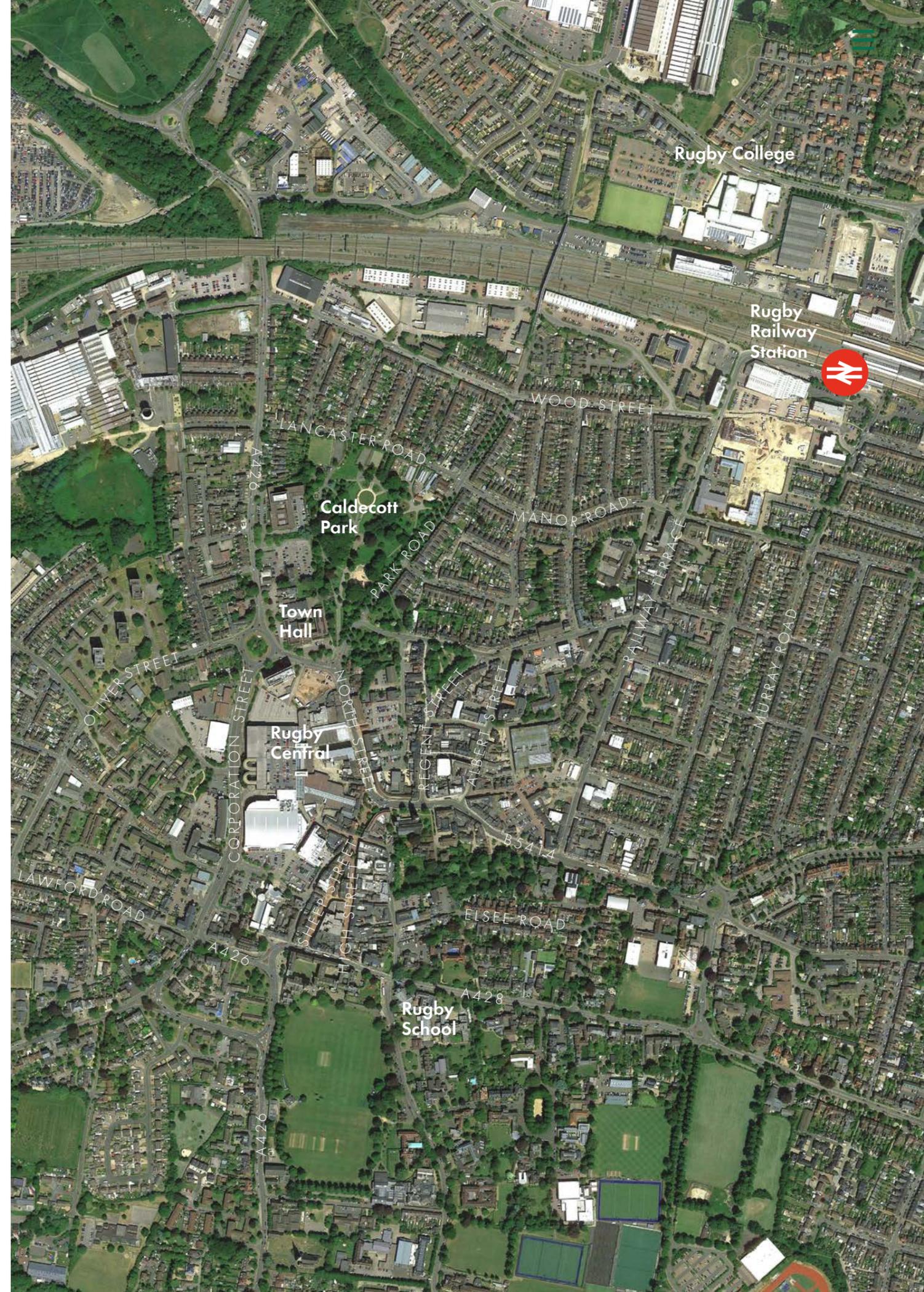


Fig 2 Aerial photograph highlighting the existing town centre context (opposite page)

## Regeneration context

1.12 Investment in the town centre must also align with other destinations and wider ambitions for the Borough. For example, we have considered the complementary role that the town centre plays alongside Junction One and Elliott's Field.

1.13 The Council also have plans for significant wider change including the delivery of homes and jobs across three strategic projects:

- Coton Park East – Allocated for 800 homes, 700 currently have planning permission.
- Houlton – Adjacent to the proposed Rugby Parkway Railway Station, delivering 6,200 new homes, significant new employment space, community facilities, open space and new retail.
- South West Rugby – Delivering 5,000 new homes and significant new employment space as well as new retail and community facilities.

1.14 The ambition of these projects demonstrates an appetite to invest in Rugby, which has become an attractive market for developers.

1.15 The Regeneration Strategy offers an opportunity to position the town centre positively in response to the significant growth envisaged in the wider Borough.

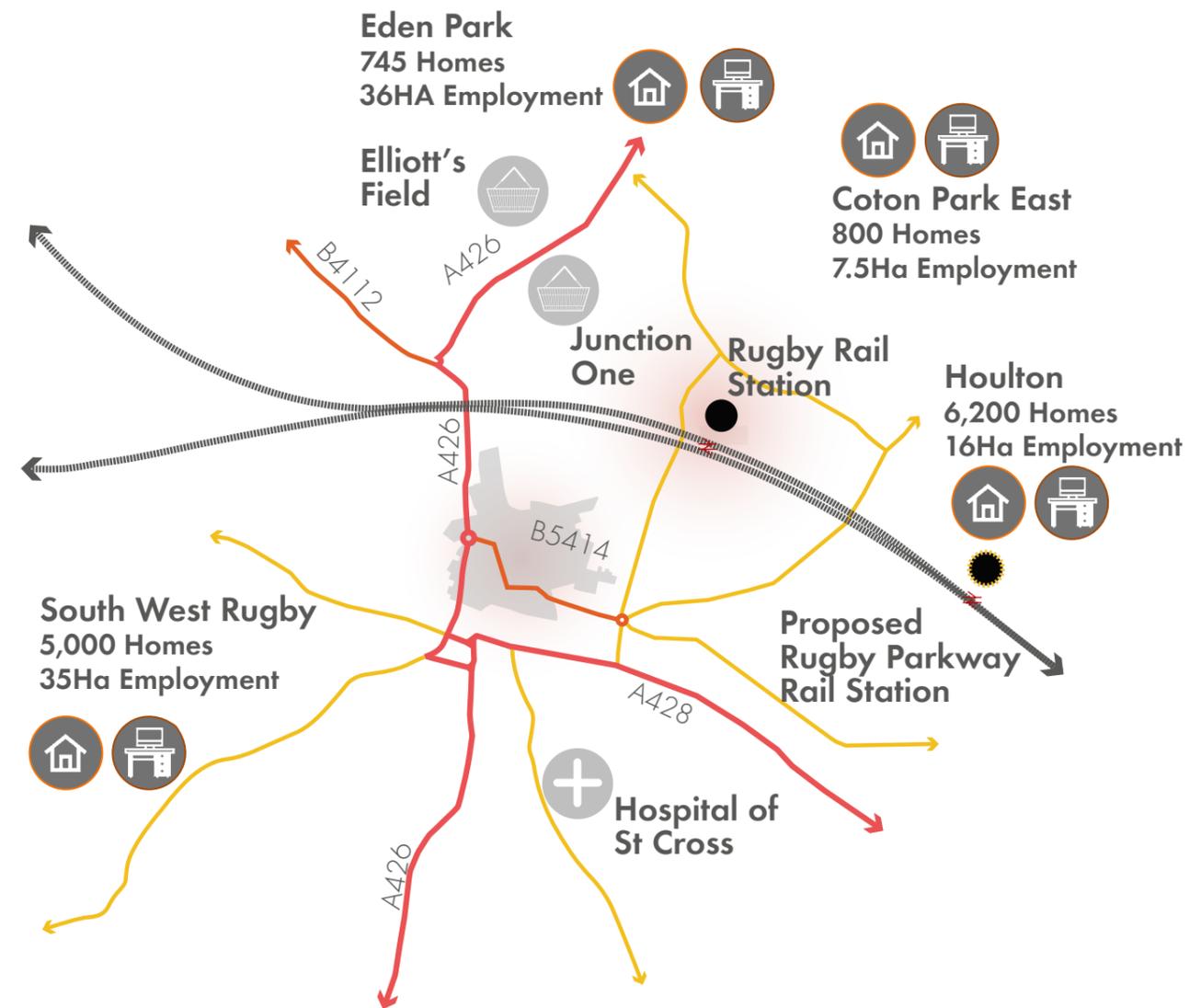


Fig 3 Strategic regeneration context

## How have we involved the community and local businesses?

1.16 We have undertaken three key stages of engagement, commencing in January 2021 and completing in November 2021. An additional programme of business engagement was undertaken in April 2022:

- Stage 1: January – February 2021: one-to-one stakeholder meetings held including Rugby Council officers, key local representatives, major businesses and landowners;
- Stage 2: March 2021: a two-week public consultation was held with the wider community including a survey to establish local priorities for the regeneration of the Town Centre, with over 1,200 survey responses received;
- Stage 3: September – November 2021: a six-week public consultation exercise including website production, an online survey, in-person exhibitions, an on-line drop in business session and an on-line stakeholder workshop, held as listening exercises and opportunity to test vision, objectives and initial thinking on major projects and our 'big ideas', with 635 survey responses received; and
- Business breakfast: April 2022: A more informative and direct opportunity for local businesses to engage in the process, including conversation around direct town centre improvements that could be delivered to create greater resilience.

## Status of document

1.17 The Regeneration Strategy is based on an extensive evidence base and significant stakeholder and community engagement as noted. Many people and organisations have generously given their time, feedback and opinions and so are eager to see delivery of development within Rugby town centre in accordance with the Strategy.

1.18 The Regeneration Strategy sets out a strategic vision and framework for investment and change in Rugby town centre to 2035. It will be agreed by the Council to directly inform funding and investment decision making and will be a material consideration for planning applications in the future.

1.19 This is a long term vision, and as such it covers a period beyond existing planning policy. The Rugby Local Plan review will be informed by this document, and the evidence base sat behind it, in any review of town centre policies.



Fig 4 Our online surveys received a high response rate

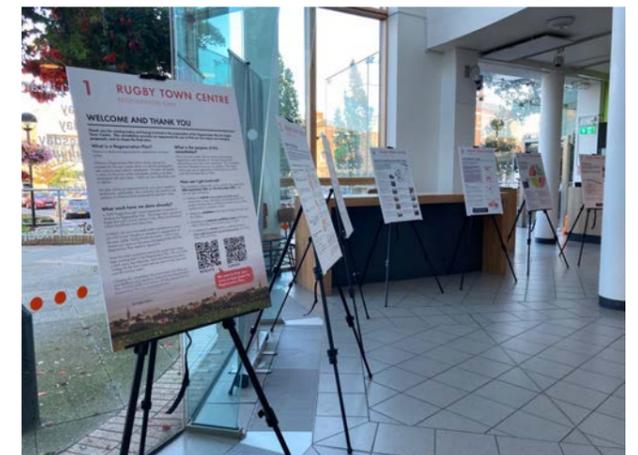


Fig 5 Exhibition in Rugby Art Gallery and Museum

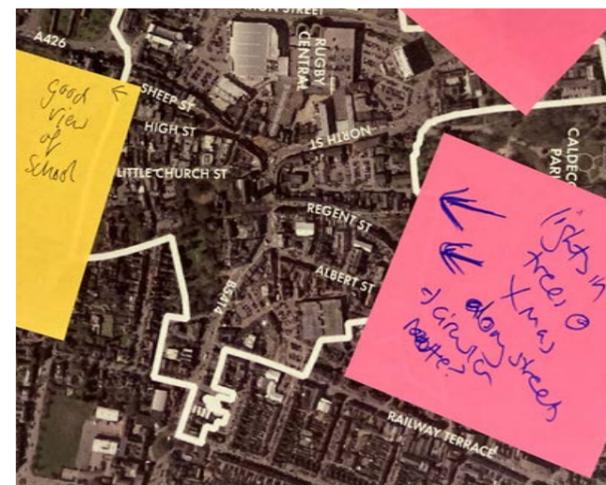


Fig 6 Exhibition at The Benn Hall



### SWOT analysis - strengths

1.20 Our baseline research identified a number of key strengths which are a key asset to Rugby town centre.



Attractive and plentiful built heritage



Well located bus stops within the town centre



Enjoyable streets and spaces in the town centre



Affluent catchment for town centre across Borough, with low average levels of deprivation



Lots of parking to chose from and favourable tariffs



Quality large and pocket green spaces, street trees, and places to rest



Strong theme of independent shops



Successful traffic calming and pedestrianisation in central areas is successful



Intimate streets and alleys create people-centric environment



High levels of one year businesses survival rates (over 90%)

Excellent rail connections



Strong north/south connections



Very well connected



Very walkable and cyclable town centre

### SWOT analysis - weaknesses

1.21 A number of weaknesses undermine the success of the town centre.

**Underutilised car parks**

Parking impacts on the quality of the public realm



Limited purpose-built office/workspace provision within the town centre (only 7 purpose-built offices)



Poor road safety for pedestrians and cyclists



Retail offer is based around value retailers



Lots of hard-surfacing - not good for climate adaptation

Poor setting around the Museum

Lack of intuitive navigation and wayfinding



Taxis create a barrier to pedestrians and the quality of the public realm on Church Street



Fragmented cycle infrastructure and poor quality cycle parking

“Rat-running”



Covid-19 social distancing trials unpopular

No leisure anchor in Rugby and Food and Beverage offering is scattered around the town



Poor station arrival, interchange, pedestrian and cyclist environment



Poor bus frequencies, connectivity, reliability, bus stop arrangements and information

Expensive bus fares



Empty retail units  
Empty and disused buildings

Green spaces which aren't being used effectively



Poor access to green space



Railway is a barrier to North-South movement - unsuccessful resolution as present



Competition with other centres / retail  
Highway dominance particularly on the gyratory / North and Church Street

### SWOT analysis - threats

1.22 This page identifies the key threats which could limit the future performance and resilience of Rugby town centre.



Large provision of out of town retailing and competition from neighbouring towns



Growth: Unfettered growth and development without sustainable and active travel



Railway arches and associated traffic

Lack of defined strategy or masterplan for large areas of the town centre



Further car dependence



Impact of Covid-19



Air quality continues to worsen

Climate emergency



Health: Lack of investment in walking, cycling and public space



Highways: Continued investment in highways at the expense of more sustainable modes of transport



Retail trends decline and increase in on-line transactions



Parking: Insufficient parking provision as part of development

Resistance to changes in parking locations and patterns of vehicle use



Design quality

## SWOT analysis - opportunities

1.23 Many of the weaknesses and threats on previous pages present opportunities to enhance the town centre, and have helped to shape the vision and proposals in the Regeneration Strategy.

**Create a diversity of spaces** which people want to use

**Create better link with Warwickshire College** - use of empty units for projects/experiments/exhibitions

**Create stronger east/west connections within town centre**

**Enhance alley character whilst making these routes feel safe and giving them more character**

**Ensure green spaces are usable** - with overlooking and an attractive and comfortable setting

**Reduce street clutter and improve the quality of the public realm**

**Live Local – Love Local:** Encourage local people to use their local town centre

**Deliver a successful interchange at the train station**

**Create a pedestrian/cycle link from the station into the town centre**

**Improve pedestrian and cyclist wayfinding and signage**

**Meanwhile uses** to activate areas which are not in use or awaiting redevelopment

**Improved link from the north of the railway into town centre** - encourage further integration from Warwickshire College

**Improve public transport** to make it an attractive offer

**Improve walking, cycling and bus connectivity** to Rugby town centre from surrounding neighbourhoods

**Implementation of Rugby Parkway Station** as part of major development

**Reconsider the existing gyratory arrangements**

**Further traffic calming measures**

**Improve the quality of car parking** and reduce the impact of vehicles on the quality of the public realm

**Improve pedestrian and cyclist access and crossings** including quietways for cycling

**Improve cycle parking**

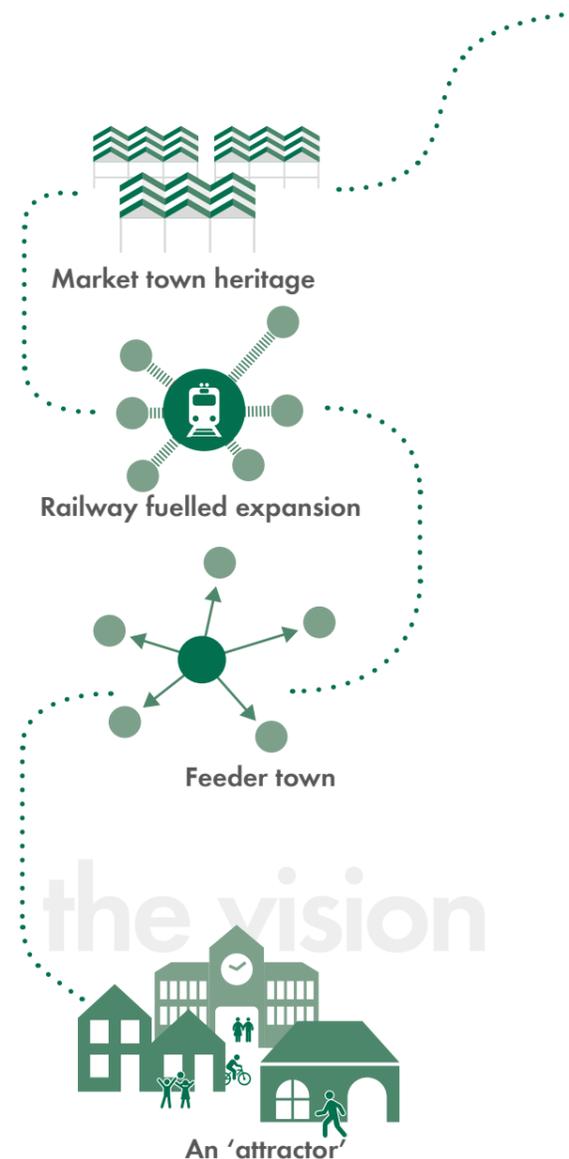
**Improve vibrancy within the town centre through different use mix**

**Consider leisure uses**, increasing residential within the town centre and purpose built offices/flexible workspace

## 2 A VISION FOR RUGBY TOWN CENTRE

### Vision for the Town Centre

- 2.1 Rugby town centre has always evolved to take full advantage of changing times – from its original birth as a market town drawing on a significant trading catchment, through its growing national significance with the convergence of major railway routes, to today where it is an important service centre for the community.
- 2.2 The vision to guide investment and change in the town centre over the next 15 years recognises we need to keep evolving, and the feedback we received through the process was clear:
- Rugby needs to compete with other centres sub-regionally as the borough grows – ensuring Rugby residents choose Rugby town centre;
  - The town centre needs to be a place that people want to go, not have to go;
  - We want Rugby town centre to be known as a great place to go;
  - The centre needs to be vibrant and home to a strong business community and economy – strong in the daytime and strong in the night-time; and
  - We want to attract visitors, but we also need a centre that our residents are proud of and that meets their needs.



**Fig 7** Our vision shapes a new identity for the town centre

### Rugby town centre in 2035

Rugby town centre will be the first choice for Rugby residents and visitors.

It will be vibrant, resilient and a community focal point; supported and characterised by a strong daytime and nighttime economy, a culture of entrepreneurship, and a thriving hub of independent and national-brand businesses.

We will deliver a place and a mix of uses that puts people first, celebrates Rugby's heritage and contributes positively to the lives of our community creating a prosperous and sustainable place that we can all be proud of.

### Putting People First

- 2.3 It is important that Rugby town centre is an inclusive town centre. We know that the town centre catchment is diverse in terms of its demographics, its social and ethnic composition, and its economic fortune. We also know that whilst the offer in the centre is varied, it does not currently reflect this level of diversity.
- 2.4 The town centre needs to be accessible, welcoming, and diverse. We must also recognise economic barriers to town centre access and use and look to cater for all needs to ensure it is a town centre for all our communities.
- 2.5 Rugby's diversity, both now and in the future is a strength and will continue to generate great opportunities for the town centre.
- 2.6 Improving service provision to meet the existing range of community needs will attract greater footfall into the centre, and delivering a range of housing opportunities, including affordable housing, can further complement the diverse population we have, and better meet housing needs we know exist.
- 2.7 Our ambitions include the desire to grow an independent business and retail economy in Rugby town centre, alongside retaining and attracting national high street brands. This balance will be key to attracting the full spectrum of the town centre's catchment in the future.



### Creating a Resilient Town Centre

- 2.8 To enable Rugby to be a resilient vibrant town centre, we need to strengthen and diversify its offer and mix – responding to the different audiences we are trying to attract and supporting an expanded day and night-time economy.
- 2.9 So much of the business offer within Rugby is outside of its town centre, beyond the Council itself as a major employer. Wider economic changes are resulting in general trends for office downsizing and modernisation, and the market around flexible working continues to develop. Both of these trends present significant opportunity to attract business into Rugby town centre. Growing the business community will protect and encourage more investment in the retail offer within the town centre in the future from both independent and high street brands.
- 2.10 Notwithstanding the above, the retail offer must evolve. A key measure of the success of the centre will be its ability to attract footfall and spend during the day, evening and night-time across weekdays and weekends.
- 2.11 In a post-COVID-19 world we know the importance of leisure and food and drink offer alongside retailing to attract people into town centres. We want to attract these wider ranging activities into the centre, complementing our existing theatre and cinema offer. We will embrace opportunities around competitive socialising, look to diversify the Rugby Market offer to include food, drink and specialist markets, and support the expansion of our café and restaurant offer.



### Investing in our Physical Environment

- 2.12 The Regeneration Strategy will ensure the town centre is better connected to its existing and future communities, and that heritage is protected and enhanced as a core principle at the heart of Rugby town centre's character and appeal.
- 2.13 Rugby town centre is compact in scale, with many enjoyable streets and spaces that are easy to get around. However, the town centre is constrained by the significant highway infrastructure to the south and west (A426 and A428) and the railway tracks to the north, creating a physical and psychological barrier with surrounding neighbourhoods, resulting in some local people travelling (largely by private vehicle) elsewhere. The physical environment and routing on foot or on bicycle between the station and the core of the town centre is challenging and a missed opportunity.
- 2.14 The ambition is to break down these barriers, and fully integrate active and sustainable travel, connecting the town centre to surrounding neighbourhoods, schools, employment, retail parks, healthcare and other key attractors, as well as future development and growth. This means re-imagining roads as streets for people, prioritising routes and links for walking, cycling and public transport, and creating high-quality public realm that is centred on active and sustainable accessibility.
- 2.15 Rugby is blessed with a rich historic environment, with the town centre Conservation Area covering a variety of Victorian and Edwardian assets. The town's market heritage comes to the fore at its historic



core, specifically at Market Square. Rugby's fine grain and tightly packed plots give it much of its character, a synergy between high quality townscape and intense commercial activity.

- 2.16 These attributes will inform new development, particularly repairing urban fabric and integrating old with new through a continuation of grain.
- 2.17 Key historic assets will be protected, enhanced and highlighted where possible and appropriate through the strategy. It will be important to protect views which contribute to the townscape, and which aid in wayfaring and navigating around the town. Opportunities will be sought to reinforce or create new views which further enhance the townscape and pedestrian orientation.
- 2.18 Although there are large parks around the edge of the town centre, the heart of the town is lacking in green space. There is an opportunity to create greener streets and spaces which could include street tree planting, improvements to existing spaces and the creation of new pocket parks and spaces for a range of activities. Improvements are already taking place to the green spaces around St Andrew's Church, which will help set the tone for other opportunities in the town centre.



### Ensuring a Delivery Focus

- 2.19 Rugby Council is committed to ensuring that Rugby town centre's Regeneration Strategy is delivered. This is a vision and framework that will be taken forward in partnership with the private sector, wider public sector and voluntary and Third Sector to the benefit of Rugby residents and visitors for years to come.
- 2.20 Rugby Council are a significant employer and landowner within Rugby town centre and recognise the importance of their own asset and investment decision making as a result.
- 2.21 To deliver the scale of change proposed and the diverse mix of uses envisaged, there needs to be an emphasis on maximising the use of public sector assets. This will focus on the positive intensification, re-use and re-development of Council owned assets which are currently underutilised or have a key role as catalysts for leveraging wider investment and change.
- 2.22 We will ensure throughout these investment decisions that we consider environmental impact and the role for re-use and intensification via refurbishment as well as redevelopment. Circular economy principles must be maximised through each decision in the town centre, including the re-use of materials on sites which do result in redevelopment.

# Regeneration strategy objectives

- 2.23 The vision is underpinned by a series of objectives. Sitting across the town centre regeneration programme, they capture our commitments and expectations and will inform our own and our partners decision making around development and investment to 2035.
- 2.24 It is intended that development and investment proposals in the town centre will be considered against these objectives, and they will form a core part of any future funding application progressed in relation to projects being delivered within Rugby town centre.
- 2.25 The objectives have been summarised in a table capturing its alignment with the key principles for change documented. Each principle has been broken down into a range of priorities which respond to baseline conditions noted through the process and which have been tested with the local community, businesses and stakeholders. For each priority we have identified a clear objective to guide investment.
- 2.26 The objectives recognise that the regeneration programme needs to capture much more than direct physical change within Rugby town centre. There is a significant existing

business and resident community which will be impacted by any change that is delivered. The Council are committed to ensuring that the benefits of change are felt by this existing community; that the programme creates greater opportunity and resilience from a social and economic perspective as a critical non-physical outcome to the process. We expect our partners to do the same working alongside us.

PRINCIPLE	PRIORITY	OBJECTIVE: Investment in the town centre will...
Putting People First	Equitable and inclusive	...be inclusive, ensuring we deliver a place that actively welcomes all of our current and future communities - reflecting cultural, economic and other barriers to access amenity and experience.
	Climate resilience	...contribute to addressing the climate emergency, modernising the existing built environment, prioritising re-use over redevelopment, and future proofing new development
Creating a Resilient Town Centre	Economic vibrancy	...secure greater resilience in the town centre economy by increasing the mix of uses, retaining a core retail offer and supporting, attracting and growing businesses within the centre
	Sustainable connectivity	...deliver a movement network that enables safe, active and sustainable localised journeys, and a step-change in mode of transport from wider communities and visitors accessing the centre
	Homes and public spaces	...deliver a balanced housing offer, innovative in design, supported by and sat within high quality and accessible open spaces and public realm
Investing in Our Physical Environment	Character, culture and heritage	...respect existing heritage by creating assets for the future, putting culture at the heart of new spaces created and existing spaces improved

Fig 8 Regeneration Strategy principles, priorities and objectives

### 3 OVERARCHING STRATEGY

- 3.1 The Rugby town centre Regeneration Strategy has been developed as a series of inter-connecting layers that together combine to establish an overarching framework for change.
- 3.2 Principally captured as a programme of physical projects and interventions. Combined these layers will transform the town centre, delivering against our agreed vision and directly addressing key issues and priorities identified through the process including during engagement.
- 3.3 Delivery considerations across each of the frameworks presented are considered in more detail within the subsequent section of the Regeneration Strategy.

#### Strategic Projects

- 3.4 Across the subsequent frameworks presented in the remainder of this section, six projects have been identified as having catalytic potential. The delivery of these catalyst projects will have significant wider impact on the town centre – either in terms of addressing market failure or growing market potential, leverage private sector investment and enable a greater scale of change, or materially positively improve the way people use and access the town centre.
- 3.5 Some of these projects, subject to securing / resolving funding and finalising a delivery strategy, are within the gift of the Council. Others will require partnership working to unlock.



Fig 9 Six key strategic projects - set out on the following pages



- 3.6 Rugby Council are the largest single employer within Rugby town centre. Their main office is located at the Town Hall on Evreux Way. The Town Hall houses Council services including Council Tax and benefits, waste services, environmental health, sport and leisure, parks and open space, parking services, housing and planning.
- 3.7 Alongside the preparation of the Regeneration Strategy, Rugby Council have been undertaking a review of their office requirements in the future. This review has considered long term market changes around office occupation, and the gradual shift to greater flexibility in working patterns and habits. It has also, given its timing, been able to reflect on the impact of the COVID-19 pandemic on those changing working patterns and habits.
- 3.8 The outcome of this initial accommodation strategy has identified that the Council could reduce their floorspace requirement from 55,000sqft to 30,000sqft, without reducing employment levels.
- 3.9 In parallel to this process, Rugby Council have been engaging with their wider public sector partners to establish the potential to create a 'Rugby Hub' – a centrally based location from which multiple partners operate within the Town Centre. This has included engagement with South Warwickshire NHS Foundation Trust in relation to NHS run activities within Rugby at both Hospital St Cross and Webb Ellis Industrial Estate, Coventry and Warwickshire Clinical Commissioning Group in relation to health facilities including GP surgeries, the Department for Work and Pensions in relation to

the Job Centre on Albert Street and others.

- 3.10 In addition, and as part of the scope of the project the Council are reviewing and ensuring a long-term strategy is in place in relation to both Benn Hall and the Rugby Art Gallery and Museum (RAGM) – both of which are key assets as part of any future visitor and cultural strategy for the town centre.
- 3.11 This Regeneration Strategy is being funded via a grant secured through the Government One Public Estate programme. Its overarching strategic objectives are to:
- Provide a long-term solution to Council accommodation to meet operational needs;
  - Promote and enable town centre regeneration;
  - Encourage partner investment in the town centre; and
  - Leverage wider public sector involvement, streamline service provision and meet community needs as much as possible.
- 3.12 At the time of writing the Rugby Hub project is still evolving as a concept. Alternative delivery options are being explored including the testing of the extent to which a full public sector hub can be achieved, timing of partner decision making, funding and delivery strategy, and potential locations. The Council is exploring finding a solution to its accommodation requirements as part of this process and independently if required.
- 3.13 The Regeneration Strategy process has considered a range of alternative locations where a Rugby Hub development could be

accommodated – whether delivered by Rugby Council alone, or in partnership with the wider public sector. This has focused on assets owned by the Council within the town centre.

- 3.14 The Regeneration Strategy concludes that the two most likely options for future accommodation of the Hub within the town centre are:
- Option 1 – Remain on the existing site at Evreux Way, either through investment in the existing Town Hall to improve office accommodation and house partners in-situ including the potential release of the Police Station on North Street for development purposes; or
  - Option 2 – Relocate from the existing site at Evreux Way and develop new accommodation on North Street Car Park – to accommodate either the Council alone or Council plus wider partners subject to agreeing commercial terms and delivery strategy. Under Option 2, a long term future for Benn Hall would need to be defined, and the balance of land at Evreux Way would be released for development purposes. The Regeneration Strategy identifies RAGM as a potential relocation opportunity for Benn Hall if required. This is considered in more detail in the later High Street Character Area analysis.
- 3.15 The uncertainty around the strategy for Rugby Hub at the time of writing means that the Regeneration Strategy cannot be conclusive in identifying where it will be delivered and the impact that will have on the wider town centre regeneration process.

- 3.16 It is clear that the delivery of the Rugby Hub, whether on the existing site or North Street car park, will be a major footfall driver for the town centre. It is extremely important the Council's footfall is at least retained within the town centre to drive the future regeneration process.
- 3.17 The Regeneration Strategy does however note that there is the potential for the extent and nature of impact to differ across the alternatives presented.
- 3.18 Within Option 2 specifically, the delivery of Rugby Hub at North Street car park would be instrumental towards creating a new focal point / anchor for the town centre. It has the ability to tie in with the redevelopment of Rugby Central across North Street, especially if delivered in conjunction with the proposed improvements to North Street, and transform the animation and activity in that location.
- 3.19 Any increase in employees within that location, will help to support the lunchtime and evening trade enabling growth of new food and beverage, leisure and retail uses coming forward in the immediate vicinity.
- 3.20 New public realm including a pocket park, could come forward and enhance the area for both employees, visitors and the wider community. This would create an attractive commercial location, that could support the delivery of new flexible workspace to compliment the offer.
- 3.21 Option 2 would also include the release of land for development purposes at the existing Town Hall site.

# RUGBY MARKET



3.22 Rugby Market is a twice-weekly (Friday and Saturday) outdoor market at the heart of Rugby town centre (situated at Market Place, top of the High Street) offering a wide range of Bric-a-Brac and locally-produced produce at good value. Additionally, a Farmer's Market is held on the last Thursday of every month, focusing on fresh produce and baked goods.

3.23 There are up to 22 stalls, with the Market jointly run by the Rugby First (BID) and Rugby Council.

3.24 The Council are currently in the process of letting a new contract for management of the market. Within the scope of works, there is the potential for a new market concept which could include relocation of the market to a new permanent home (including need to explore balance of covered and uncovered space), and potential evolution of the market to include food and drink uses.

3.25 The Council have commissioned a survey (July 2022) to understand key elements of the town centre. As part of this, a series of market-related questions were posed to inform the future vision for the market. To summarise, over 50% of the respondents do frequent the market, and c.40% do want the market to operate twice a week. Predominantly, if the market were to be expanded, residents were keen for the new market to include a greater food and beverage (c.40%) and specifically a street food offering (c.20%). There was additionally a keenness for a speciality Farmers market to be part of the new offer (c.68%). The key take-away therefore

being that the market is a valued part of the Rugby town centre offer, but the offering should be diversified to attract more people and more spend.

3.26 It is assumed that a new Rugby Market will be delivered at some point in the future as part of a strategy to ensure its long-term viability, enhance its contribution to the centre and encourage visitors to the centre alongside a diversified offer. Whilst any such process should be managed carefully, a new market offer could be an important part of the retail and experience mix in Rugby town centre in the future, specifically a strong contributor to the future events programme.

3.27 Aligned to above, there are three potential options identified – all which will seek to deliver a sustainable long term market proposition within the town centre:

- Option 1 – Remaining on existing site at Market Place as an outdoor market, with potential to increase in size to 30-40 stalls, allowing for the potential activation of Sheep Street pedestrian area.
- Option 2 – Relocated to North Street car park as an indoor or outdoor market at the larger capacity of 30-40 stalls, potentially alongside / as part of a Rugby Hub development.
- Option 3 – Relocated to Gas Street car park as an outdoor market at the larger capacity of 30-40 stalls. Under Option 3, there is an opportunity to consider an additional indoor market to accommodate part of the stalls.

This would be subject to further detailed ground contamination studies, which could inform whether an indoor market could be constructed on the site.

3.28 The market will continue to be a footfall driver, regardless of where it is located. However, a more diverse market offer, to include for example a greater food and beverage offer, farm produce or seasonal goods, could be a more compelling driver in terms of greater footfall and animation. It is important that the Strategy for the town centre identifies the best location to drive this activity. The market will also form an important part of the meanwhile strategy to animate key locations supporting phased change across the town centre.

3.29 Based on community engagement undertaken there is a strong support and rationale for retaining the market at Market Place. Unlike the other two options, it would help to create opportunities for commercialisation of pedestrian areas and help to reduce vacancies in the traditional retail units with the core. This should however include investment to improve and expand the market offer as an important anchor for the Sheep Street / High Street area of the town centre.



Fig 10 Rugby Market

# ROUNDS GARDENS



3.30 Rounds Gardens is a Council-owned housing estate comprising 221 flats across three blocks. It accounts for over 5% of the Council affordable housing accommodation. Rounds Gardens is situated north-west of Rugby Central Shopping Centre and is nestled within a predominantly residential area and although close to the town centre, it is physically separated by the road network, leaving the community isolated.

3.31 Over the last two years, the Council have been working towards approving a project to regenerate the estate. The Council are preparing development plans and have commenced deconstruction of the high rise flats and low level homes in their ownership. In line with the estate renewal process, existing tenants were re-housed to allow for vacant possession.

3.32 The demolition of the existing properties is due to complete in winter 2023. Thereafter, the development of new homes will commence (subject to securing planning permission) with a completion in around 2026.

3.33 The redevelopment of Rounds Gardens has the potential to improve and diversify the residential offer, the immediate public realm and, influence greater change across the town centre. Given where it is positioned, redevelopment proposals could 'open' up the area and create an improved interface into Corporation Street West residential area. The development proposals could link into the rationale for downgrading Corporation Street West (another Catalytic project), helping to

improve permeability, and addressing the severance issue. It would have a knock-on impact and ability to link into wider Regeneration Strategys for Rugby Central, to deliver new routes though to Rugby Central, and the through to core town centre locations (e.g. North Street to Regent Street areas).

3.34 If successful, it could help to greatly improve the landscape and environment for Rugby residents and be a catalyst to improve the housing stock within Corporation Street West.



Fig 11 Example of high quality residential development

# RUGBY CENTRAL



3.35 Rugby Central Shopping Centre (formerly known as The Clock Tower Shopping Centre) was bought in early 2021 by Karenor Partners Ltd. Since that time, through asset managers Running Hare, investment proposals have been developed and tested with the local community – with a Phase 1 planning application currently lodged with the Council for determination.

3.36 The vision for the Phase 1 delivery is to revamp the offer at Rugby Central to align with shifting shoppers' retail habits. This includes space to accommodate a more diversified operator mix with greater food and drink and leisure uses, rather than traditional high street retail.

3.37 The proposed Phase 1 project seeks to redevelop the eastern entrance and shopping parade, delivering new improved retail units, a new entrance and gateway along North Street and two blocks comprising 210 flats (this may be subject to change). The vision is to create a new 'image' for Rugby Central that is attractive, vibrant and drives footfall during the day and night-time.

3.38 Later phases of delivery at Rugby Central are less clear at the current time in terms of their scope or delivery programme. The Regeneration Strategy highlights the significance of east-west connections through the Rugby Central area and envisages a Phase 2 delivery programme would include the long-term redevelopment of the Rugby Central car park and the now vacant Cemex site to improve both frontage to and connectivity across Corporation Street.

3.39 There is important interface between Phases 1 and 2 of Rugby Central and a number of critical infrastructure projects. This includes Corporation Street, North Street and the junction at Evreux Way. The Regeneration Strategy proposes significant simplification of these important movement corridors – making them more usable for pedestrians and supporting improvements to east-west connectivity. At the Evreux Way junction, by delivering a signalised junction in place of the existing roundabout, it is intended that better development form, and more prominent and active frontages can be created on gateway sites including the Town Hall and former Cemex offices.

3.40 The redevelopment of Rugby Central will have a significant impact on the town centre. It is considered necessary that traditional retail floorspace is contracted within the centre as part of the delivery programme. The proposed Phase 1 delivery is a positive strategy for not simply contraction but replacement of space that can diversify the offer and therefore generate footfall in the core area.

3.41 Linking to the proposed Rugby Hub redevelopment, it could support creating a more attractive offering for employees and visitors to the town centre, through provision of evening-orientated uses. It will help to create a more attractive environment for future commercial schemes (particularly if focused around North Street). More widely, the redevelopment helps to address some of the gateway and movement issues around North Street.

3.42 The Council's ambitions as established within this Regeneration Strategy are to realise the full potential of Rugby Central through the ultimate implementation of both phases of the project.

3.43 Key priorities are illustrated on the indicative sketch as follows:

1. Strengthen North Street frontage in parallel with improvements to North Street environment.
2. Transform frontage and activity on Corporation Street.
3. Strengthen east-west connections to western side of Corporation Street.
4. Create legible streets and spaces which enhance north-south and east-west connectivity at Rugby Central.
5. High quality development to transform Evreux Way.
6. Improve linkages to Town Hall site.
7. Enhance connections to Rugby Art Gallery and Museum, and High Street.

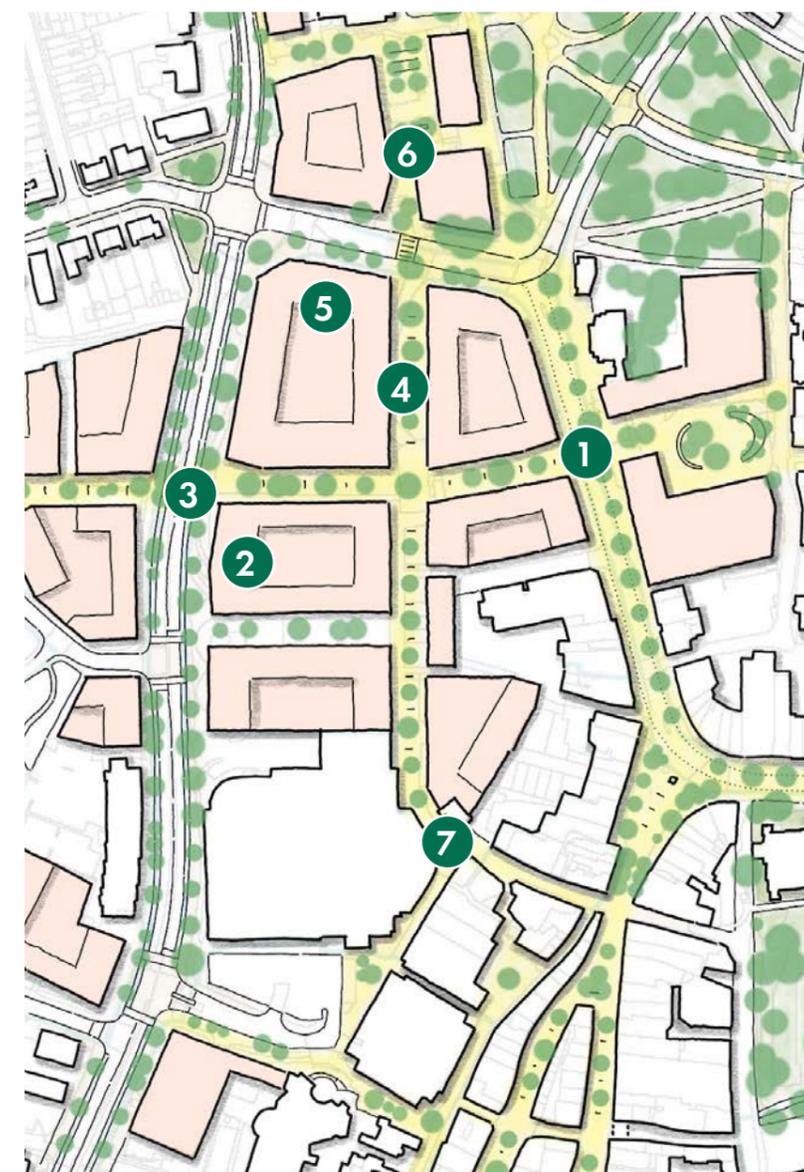


Fig 12 Illustrative proposals for Rugby Central

# REIMAGINING EVREUX WAY AND CORPORATION STREET



# CHURCH STREET / NORTH STREET



3.44 This is an important project that will improve the connections between the core retail area and the wider neighbourhoods including Council-owned assets and Round Gardens, through a relatively hostile and disjointed area of the town centre. The proposed works will enable significant opportunity to create active and positive frontages on key sites including the Town Hall and former Cemex site. If delivered alongside those wider strategic projects this is a hugely significant and radical project that will completely change the western side of the town centre, increasing permeability, accessibility and an important arrival point for the local community and visitors.

3.45 Currently Corporation Street and the Evreux Way roundabout are designed to facilitate vehicular access and movement through, rather than to, Rugby, at the expense of the safe and convenient movement of pedestrians, cyclists, buses and local access.

3.46 Evreux Way roundabout and the large expanses of carriageway take up valuable public space which could be better used to unlock more sustainable development with active frontages, improve the local environment, and importantly address the severance that these environments create. That severance impedes people in surrounding neighbourhoods from accessing their town centre by active and sustainable travel modes.

3.47 The ambition is to reimagine Corporation Street as a street for people and create a high quality northern gateway environment at the Evreux Way junction. This can be achieved through the reallocation of road space and re-designing of the Evreux Way roundabout, ideally replacing the roundabout with a compact signalised junction. This would create a more permeable, accessible and enjoyable arrival to Rugby town centre for all visitors including pedestrians, cyclists, buses and taxis.



**Fig 13** Illustrative proposals for Corporation Street and Evreux Way, including the removal of the roundabout

3.48 Key priorities for Corporation Street are illustrated on the sketch plan above:

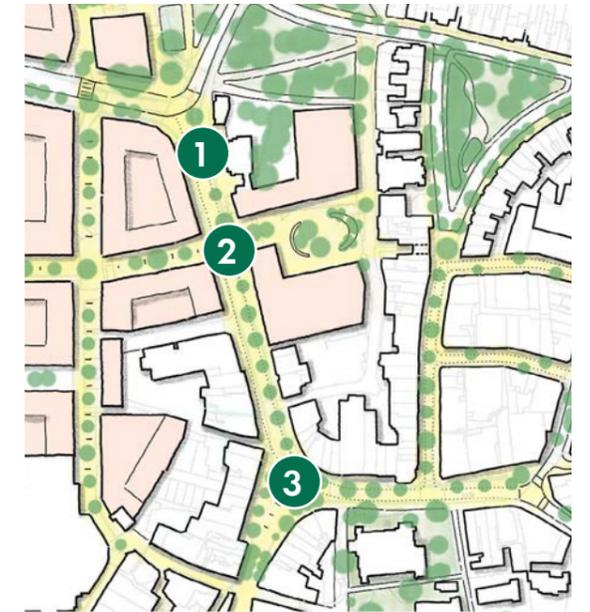
1. Convert Evreux Way roundabout to a signalised junction and create high-quality gateway to Rugby town centre.
2. Strengthen east-west connections between Rugby Central and key sites west of Corporation Street.
3. Reallocate road space on Corporation Street to create a street environment for all.

3.49 Church Street and North Street are the backbone of the town centre, however they suffer from a number of issues, including closed shops, poor quality buildings, significant street clutter, as well as conflicting movement and placemaking needs. The current road layout, as well as bus and taxi arrangements cause difficulties for everyone and negatively impact on the sense of place and heritage. The environment lacks street greening, pedestrian crossings and rest places to enjoy the town centre.

3.50 The ambition is to create an environment where local culture, communities and everyday economies can come together. An environment where sustainable living, working and active travel are fully integrated. Where health and well-being, heritage and environment are celebrated and accessible to all.

3.51 This can be achieved through the creation of a high-quality public realm scheme that puts people and placemaking at its heart. A space that enables everyone to move around safely and enjoyably by sustainable and active travel.

3.52 The roads should be replaced with streets for people supported by high quality public realm and greening. The designs should provide for an efficient 21st century bus system, as well as address parking and taxi provision to enable a fully accessible, welcoming environment for all. The designs need to have flexibility in mind to ensure these important streets continue to have resilience to future economic, social and climate change.



**Fig 14** Illustrative proposals for Church Street and North Street

3.53 Key priorities for Church Street and North Street are illustrated on the sketch plan above:

1. High quality town centre public realm scheme on North Street and Church Street, and adjoining streets and alleyways.
2. Strengthen east-west linkages between Rugby Central and Regent Street area and beyond.
3. Create more attractive and welcoming threshold between High Street and North Street / Church Street.

# Movement Framework

## The Existing Situation

3.54 Rugby town centre is well connected by road, including proximity to the M1, M6 and M45. It is also very well connected by rail, with connections to Stafford, Birmingham, Glasgow and Edinburgh, as well as London Euston in only 48 minutes. There is a comprehensive bus network which provides good connectivity during the day, and a large proportion of the town centre is very walkable and easy to cycle around due to its flat terrain.



## The Challenge

3.55 The town centre faces a number of transport and movement challenges that require careful consideration, to ensure Rugby continues to support, and lead the way with sustainable and active travel. The main challenges are as follows:



## RESPONDING TO FUTURE DEVELOPMENT AND GROWTH

3.56 Significant growth and development is planned around Rugby, therefore it is important that existing communities and future generations continue to have access to high quality and sustainable transport choices including rail and buses, as well as well-connected, safe and convenient walking and cycling routes.



## CLIMATE EMERGENCY

3.57 Both the County and Borough council have an action plan in place to get to net zero carbon by 2030. It is important that the movement framework responds urgently, proactively and with innovation to this climate emergency target.

## HEALTH AND WELL-BEING AND ECONOMIC RESILIENCE

3.58 Rugby Borough Council and Warwickshire County Council have set ambitions to improve the health and well-being of its people as well as to make local economies more resilient to future change. The County Council has also developed Local Walking and Cycling Plans (LCWIPs) and Bus Improvement Plans (BIPs) in line with Government policy. It is important that the Rugby town centre movement framework fully supports and builds on these plans and policies to deliver holistic, flexible, active and sustainable active and sustainable travel measures.

## TOWN CENTRE PHYSICAL CHALLENGES

3.59 There are significant barriers resulting from the highway infrastructure that surrounds Rugby including the A426, Rugby school gyratory / A428, Corporation Street and Evreux Way roundabout, as well as the railway tracks to the north. Severance caused by this infrastructure needs to be addressed to enable greater provision and access to active and sustainable travel choices.

3.60 There is a need for high-quality streets and spaces within the town centre that meet peoples' needs, including health and wellbeing, and where active and sustainable travel is a priority over the private vehicle.

3.61 Rugby station needs to be sustainably integrated with the town centre and wider area through excellent walking and cycling routes as well as a reliable, well-connected and accessible bus network.

## FUTURE TRANSPORT AND TECHNOLOGY

3.62 There is a need to be forward looking to ensure Rugby is at the forefront of transport innovation and technology, ensuring people have excellent access to sustainable travel choices.

### Proposed Framework

3.63 This section sets out the ambition, framework for change and key projects to help deliver a sustainable, well-integrated and connected town centre to 2035. A town centre where walking, cycling and using public transport is second nature and accessible to all. The framework has been developed through detailed consideration of planning policy, leading best practice, stakeholder and community feedback, issues and opportunities identification.

### Our Ambition

1. A phased shift from highly trafficked, engineered roads and junctions to streets and spaces that prioritise safe and convenient walking, cycling and public transport access including re-designing Corporation Street and Evreux Way roundabout from roads to streets.
2. The creation of a town centre that is fully integrated with existing and future surrounding neighbourhoods, employment and leisure facilities by sustainable and active modes of transport, including rail, bus, walking and cycling. This includes the creation of new routes and spaces as part of future development.
3. The development of a 21st century public transport system including significant changes to the bus network and Rugby station environment to support a network which is zero-emission, reliable, legible, safe and fully accessible to all during the day and night time.
4. A parking, deliveries, servicing and taxi system that prioritises disabled users, zero or low-emissions vehicles, including bicycles, e-bikes, e-cargo bikes, scooters and electric vehicles. A system that is efficient, supports the local economy and balances the needs of other users and uses.
5. Regeneration, growth and development that is founded on car-free or car-lite principles and supported by high quality walking, cycling, micro-mobility, bus and taxi infrastructure.

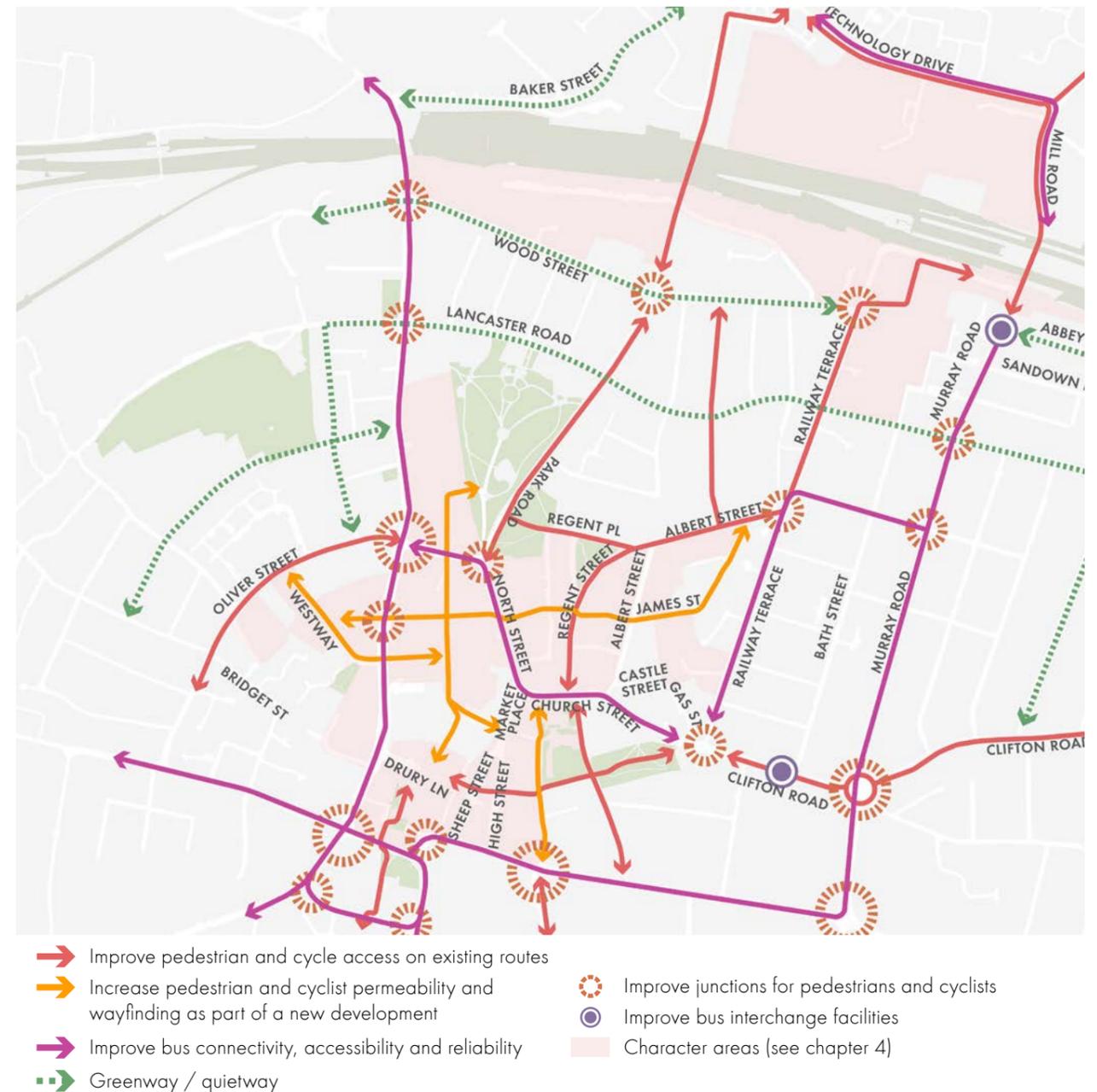


Fig 15 Town centre movement framework



Fig 16 An integrated approach to movement and public realm is vital

### Key Transport and Movement Projects

#### STREETS FOR PEOPLE

3.64 The conversion of Corporation Street, Evreux Way roundabout and Rugby School gyratory to streets for people, where walking, cycling accessibility, junctions, crossings and bus accessibility are significantly improved.

#### HIGH-QUALITY TOWN CENTRE STREETS AND SPACES

3.65 The introduction of high-quality public realm on North Street, Church Street, High Street and Sheep Street that creates an enjoyable, accessible space for people to enjoy both during the day and night time, and importantly support an efficient 21st century bus system, high quality walking and cycling facilities, public realm and greening. Ensuring these spaces are fully integrated with the wider neighbourhoods by walking and cycling, buses, appropriate taxi provision, and the identification of new streets and spaces as part of development and car parking release.

#### WELL CONNECTED NEIGHBOURHOODS

3.66 Addressing barriers caused by the A roads and railway tracks including crossings and junction improvements to better integrate existing and future neighbourhoods to Rugby town centre. The creation of dedicated quietways, greenways, and bus route and service improvement measures to link the town centre with the station, retail parks, schools, health centres, existing and future residential areas.

#### 21ST CENTURY PUBLIC TRANSPORT

3.67 The creation of a high-quality station environment and integration of Rugby station with the town centre and wider area by bus, walking and cycling. Supporting an efficient bus system that is accessible, reliable, affordable and flexible providing excellent connectivity between the town centre, surrounding neighbourhoods, key attractors such as the retail park, and the wider region, including proposed growth and development areas. Multi-modal hubs could be considered in suitable central locations that enable visitors to interchange between buses, cycle hire and obtain up-to-date travel information, Wifi and local maps.

### Car Parking in the Town Centre

3.68 Parking provision has a clear role in supporting flexible car-based access to the town centre and will continue to be an important mode of transport in the future.

3.69 Across the movement framework the aims are to:

- Better balance the needs and priorities for car parking with the requirement for greater public space over the short, medium, and longer term
- Enable more sustainable future development and creation of high-quality public space
- Support strategic objectives including reducing the impacts on climate change, air quality and improving health and well-being.

3.70 The movement strategy advocates the need to intercept cars before they enter the town centre through signing, access improvements and the relocation of car parks to the periphery. Providing high-quality car parking at appropriate locations, which prioritise facilities for disabled users, cyclists, electric charging points and delivery hubs, where appropriate. Supporting local businesses with the development of more sustainable delivery mechanisms including electric vehicles, cargo bikes, click-and-collect and last mile delivery hubs.

3.71 As with many other towns and cities, balancing parking provision with other aims and needs is complex and that has been further

complicated by the Covid-19 pandemic which has modified travel mode choices, perhaps permanently. As such, future development and / or changes within Rugby will need to respond cautiously and responsibly to pandemic impacts, weighing up the need to revitalise the town centre with the health, well-being, equality and climate change considerations.

3.72 See overleaf for the principles of change that have been identified to help support more positive vehicle trips and associated parking within the town centre over the long-term timeframe of the framework and beyond:

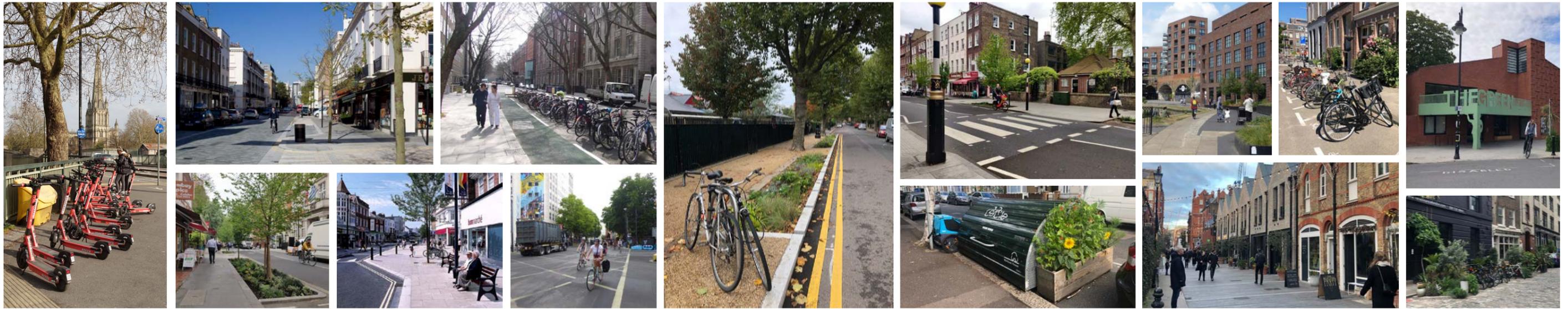


Fig 17 Precedent images highlighting a range of initiatives to support the movement framework

### 1 OPTIMAL STAY

3.73 Making best use of existing key retained town centre parking assets in the short term, for all stay durations and purposes. This should include consideration of the rationalisation, relocation and removal of parking locations and types to encourage change in travel behaviour. Enabling a coordinated parking regime that encourages more visitors to stay, shop and enjoy the town centre for longer, and reduce the impact of vehicles on the local network. This could include the use of technology to optimise space availability, wayfinding signing, easy to use ticketing systems, and high-quality pedestrian routes to and from the facilities. In the medium to longer term, interceptor car parks should be considered to interceptor vehicles prior to them entering the town centre, and in doing so reducing the negative impacts of vehicles on the local environment including the public realm.

### 2 ALTERNATIVE TRAVEL MODES

3.74 Providing effective sustainable travel mode alternatives to the private car. It is important that any changes to car parking including rationalisation, relocation and removal goes hand-in-hand with measures to improve access to alternative, more sustainable modes of transport. Greater emphasis and incentives to use buses including changes to car parking tariffs to encourage this shift also need careful consideration.

### 3 PLACEMAKING

3.75 Minimising the impacts of town centre on-street and surface car parking on the streetscape and local access and strategic movement. Helping to create more vibrant, inviting places for people and for businesses to undertake deliveries and provide outdoor dining / trading space. This may include the redesign of streets and surface car parks, introduction of greening and standardised ticketing systems.

### 4 PRIORITISING DISABLED USERS AND SUSTAINABLE VEHICLES

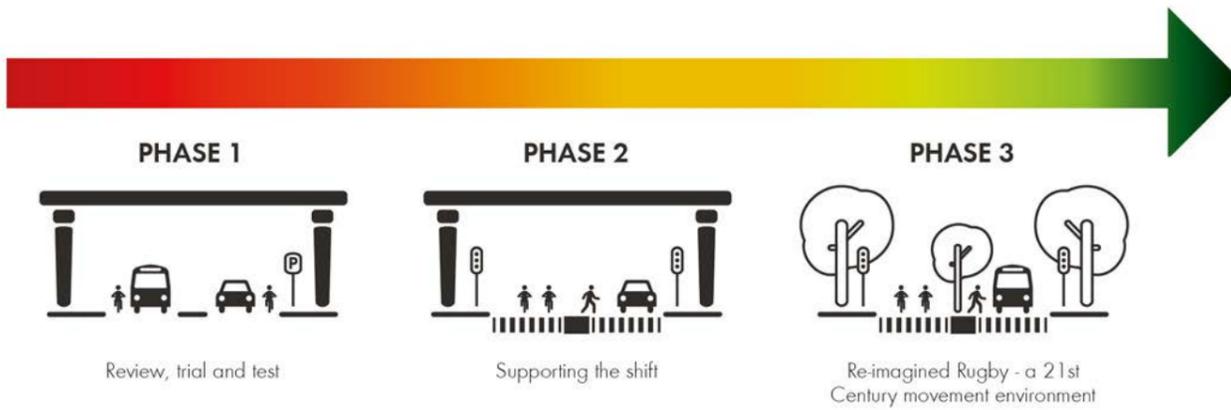
3.76 Where parking is provided, ensuring that disabled users and sustainable vehicles including disabled parking facilities, electric vehicles and car clubs bays are prioritised. Such parking will need to be carefully located and designed to ensure they are appropriate for use. Well located, safe and secure parking for cycles, e-scooters and e-cargo bikes should also be considered. It is also important that, where possible, appropriately located taxi ranks and greater support for low-emission taxi services are considered.

### 5 CAR-LITE AND CAR-FREE DEVELOPMENT

3.77 Supporting and enabling future development and growth that prioritises sustainable transport modes and access whilst also making appropriate provision for car use and access.

### 6 SUPPORTING LOCAL BUSINESSES WITH SUSTAINABLE CHOICES

3.78 Work with businesses to help reduce employee and visitor trips by vehicle and support them with more sustainable delivery choices including e-cargo bikes, electric cars, local delivery hubs and click-and-collect facilities where appropriate and feasible.



**Fig 18** Phased approach to movement for Rugby

### A Phased Approach

3.79 It is recommended that a phased approach to achieving the ambition is undertaken to ensure fully sustainable change can be achieved, making the best use of resources that are available, with strong community support and leadership.

3.80 A phased approach to change will help ensure local communities and businesses are able to adjust whilst projects and supporting development is planned, consulted upon and delivered. The transport, movement and parking framework for change will be targeted specifically to enable and support the wider town centre masterplan development and public realm framework objectives.

#### PHASE 1: REVIEW, TEST AND TRIAL

3.81 It is during this phase that the masterplan proposals are discussed and developed further. Working alongside the community and key stakeholders, some proposals may be trialled and tested such as changes to traffic management, meanwhile uses on car parks and introduction of parklets in car parking spaces, with amendments made in response to the trial outcomes.

3.82 It is also during this stage that some lower cost, lower risk projects could be implemented, including neighbourhood pedestrian and cyclist route improvements, wayfinding, signing and lighting measures.

3.83 Others may include town centre visitor information as well as localised pedestrian crossing, public realm and cycle parking measures. Innovative and sustainable modes of transport such as e-bikes, e-scooters and on-demand bus services may be trialled for local community and business delivery use.

#### PHASE 2: SUPPORTING THE SHIFT

3.84 This phase takes the tests and trials from phase one forward to permanent interventions. The nature of streets and spaces are reconsidered, with a much greater shift towards the re-prioritisation of movement and placemaking needs within the town centre and surrounding neighbourhoods. This requires the planned relocation of some movement functions out of the town centre.

3.85 This phase also sees the more challenging projects being implemented, including junction improvements, additional pedestrian crossings, bus lanes, cycle lanes, and the rationalisation and redevelopment of some of the surface car parks to support greater uptake of more active and sustainable transport modes as well as significantly improve the quality of the public realm. As this mode shift progresses, then parking provision for development moves further to car-lite and car-free with car parking to the town centre's periphery, enabling greater public realm and green space to be provided. The car parking changes will be accompanied by further improvements to walking, cycling, bus routes and services and greater rail station integration.

#### PHASE 3: RE-IMAGINED RUGBY - A 21ST CENTURY MOVEMENT ENVIRONMENT

3.86 With the people-focussed movement and placemaking principles established and initial measures trialled, tested and proven, this phase sees more significant changes to infrastructure, deepening the emphasis on local access over strategic movement, through substantial changes to the road network. One such project could be the re-design of the Rugby School gyratory to create greater space as well as safe and convenient access for pedestrians, cyclists and buses. Surface car parks are redeveloped and replaced with interceptor car parks in this phase. These interceptor car parks will be positioned on the outskirts of the town centre, intercepting cars before they arrive in the town centre, and are fully integrated with bus services, cycle hire, and prioritise disabled and low emission / electric vehicle parking.

3.87 It is during this phase that bus routes will be streamlined and efficient. Bus services will be fully accessible, legible and reliable, incorporating leading-edge technology. Low emission and where appropriate on-demand 'hopper' buses will provide greater local coverage improving access for all and benefiting surrounding villages, the local environment and air quality. Rugby Railway Station would be a 21st century station with integrated buses, walking and cycling facilities and high-quality public realm.

# Public Realm and Open Space Framework

## Existing public realm

- 3.88 Rugby is served by a range of green spaces. The largest of these, to the north of the town centre, is Caldecott Park which serves communities in the north of the town and provides a range of facilities on site. Close to the park are the smaller public green spaces of Jubilee Gardens and Chestnut Field. The south of the town has a wider range of less formal public open spaces, including recreation grounds and Rokeby Open Space which follows the Sow Brook. Much of the green space in the south of the town forms part of the Rugby School as sports fields, pitches and courts.
- 3.89 The town centre generally has good access to open space provision that is over 2 hectares in size (e.g. local park size), although some areas are deficient. Expanding the Borough's Green Infrastructure Strategy (as identified in the Local Plan) into the town through Caldecott Park would help unlock key development opportunities, particularly for residential uses which rely on public open space as a source of amenity, especially in high density schemes. This would also help soften the hard, grey landscape found in the west of the town centre, along Corporation Street.
- 3.90 Analysis of Urban Greening Factor during the baseline phase of work demonstrated that the town centre has a deficiency of green space, with opportunities to improve both the quality and quantity of planting and green space within the town centre.

- 3.91 Key benefits of securing a higher index score include:
- Healthy living
  - Mitigating flooding
  - Improving air and water quality
  - Cooling the urban environment
  - Encouraging walking and cycling enhancing
  - Biodiversity and ecological resilience

## Drivers for change

- 3.92 A number of factors have placed even greater emphasis on the importance of the public realm:
- The pandemic has transformed the perception of the role of public and green spaces in town and city centres. The Town Centre must have high-quality public realm that meets the needs of local users and visitors. It is widely acknowledged that access to green space has significant benefits (Improving Access to Greenspace, Public Health England, 2020).
  - Rugby town centre is likely to experience an increase in residential population in the coming years. The public realm must meet the needs of new residents and support health and well-being.
  - The onus is on the town centre to attract visitors over convenient out-of-town retail parks or online shopping. The public realm has a vital role to play in creating an enjoyable retail experience.

- In 2019, the Council declared a climate emergency, and recently published a draft Climate Change Strategy and Action Plan which sets out the approach and actions required to meet the net zero by 2030 target. The public realm has a key role to play in contributing to the delivery of these targets.

## Key principles

- 3.93 In parallel with the movement strategy and development opportunities, we have developed an emerging public realm framework. This focuses on improving Rugby as a connected, green place, with an emphasis on:

- Creating high quality streets and spaces.
- Enhancing arrival and connections for residents, workers and visitors.
- Establishing a greener character including street tree planting to aid climate resilience.
- Integrating water management, biodiversity, air quality priorities as part of healthy streets and spaces.
- Enhancing existing spaces and establishing a connected network of walkable routes.
- Creating new urban green spaces.



Fig 19 Illustrative views showing green links along good quality public realm, AAM

### Public realm framework

3.94 These principles have informed the development of a spatial framework for the public realm. The Strategy incorporates a number of key priorities:

#### 1. CREATING A CONNECTED PLACE

3.95 The movement framework establishes a clear vision and route map to achieving a well-connected and accessible town centre. The public realm framework has a key role in supporting this approach, establishing a legible, attractive location:

- Down-grading the primary streets which run through the central parts of Rugby to create a more people-friendly environment which is less dominated by vehicles including Corporation Street, Evreux Way, North Street, Church Street and the gyratory system.
- Creating improved east-west and north-south connections across the town centre which knit key destinations and character areas together including several key development sites.
- Improving existing public spaces, and finding opportunities to create new spaces, including greening where possible.
- Enhancing the connection between the town centre and the railway station, offering more legible, greener routes with better wayfinding for pedestrians and cyclists.

#### 2. INTEGRATED APPROACH TO GREEN INFRASTRUCTURE

3.96 The public realm framework is a cornerstone of an integrated approach to Green Infrastructure in the town centre.

- Introducing high-quality, robust planting and retaining high value and mature trees should be a priority for Rugby's public realm enhancements.

- Use planting to encourage investment in streets and public spaces, joining different developments through a connected and green public realm.
- Utilise planting to reinforcing key routes through the town centre and improve connections between open spaces.
- Trees can transform the character of a space or street. Tree planting in the town centre should be bold and contrasting. Trees should carefully selected in response to microclimate and planting conditions with adequate investment in the tree pit and underground infrastructure to ensure healthy growth.

#### 3. INTEGRATED APPROACH TO BLUE INFRASTRUCTURE

3.97 A principal consideration for the public realm framework is the management of water and mitigation of surface water run-off.

- National planning policies strongly recommend Sustainable Urban Drainage Systems (SuDS) for managing surface water runoff. In order to address the dominance of impermeable surfaces SuDS should be integrated into the design of the town centre public realm wherever practical, on a street-by-street, and site by site basis.
- SuDS features also present an opportunity for increased biodiversity, visual interest, the provision of seating, and integrated play. A range of features could form part of the approach to SuDS including trees, low-level planting, rain gardens, swales, channels and permeable paving. Features should be carefully integrated to avoid obstruction of pedestrian movement, and carefully considered in relation to the associated management and maintenance regime.



Fig 20 Public realm framework

### Illustrative public realm masterplan

3.98 The following public realm projects are envisaged - these are expanded in greater detail in the projects table on page 98. The references in brackets relate to the project references in the table.

1. Improve public realm on Sheep Street and High Street, and adjoining side roads and alleys (PR6)
2. Improve pedestrian and cyclist permeability through Westway (M1)
3. Improve Rugby Station pedestrian and cyclist connectivity along Railway Terrace, alongside wider improvements to wayfinding, junction and crossing improvements to enhance linkages between the town centre and station (M3)
4. Improve pedestrian and cyclist access on Lawrence Sheriff Street (M1E)
5. New green space by The Retreat (PR3)
6. High quality town centre public realm scheme on North Street and Church Street, and adjoining streets and alleyways (PR1A)
7. Evreux Way and Caldecott park gateway public improvements (PR1B)
8. New public space by North Street (PR4)
9. Opportunity for new public space on existing Asda car park (PR2)
10. New public space on existing Old Market Place car park PR5)
11. Create iconic gateway environment around Rugby School gyratory (PR7)
12. Convert Evreux Way roundabout to a signalised junction and create high-quality gateway to Rugby town centre (M2)
13. Reallocate road space on Corporation Street to create a street environment for all (M1C)
14. New streets and spaces as part of Rugby Central redevelopment (RC20/21)
15. Station gateway development (SG1)



Fig 21 Illustrative public realm masterplan

## Rugby town centre Character Areas

- 3.99 Through an analysis of the geographical and commercial context, 'opportunity areas' or key character areas have been formed. These are sites which share broadly common characters and identities. Creating defined character areas allows for the ability to concentrate a specific mix of uses to come forward at a range different built forms. This will help to create a cohesive town centre, with unique areas that complement rather than compete with one another. This will further help to focus investment to the right places and influence change, across the Regeneration Strategy period.
- 3.100 Through the analysis, eight character areas have been defined:
1. Station Gateway
  2. Webb Ellis Industrial Estate
  3. Old Market
  4. Old Town
  5. High Street
  6. Rugby Central
  7. Town Hall
  8. Corporation Street West
- 3.101 A broad land use strategy across the character areas identified is shown on Figure 22. These are indicative and do not prescribe a specific location for the delivery of the Rugby Hub.

## A Flexible Framework - accommodating unknowns

- 3.102 The Regeneration Strategy period extends to 2035. Across this time period, there may be significant shifts within the property market that may be unforeseen and have implications on detailed considerations for the land use mix across the town centre.
- 3.103 This has perhaps been most evident in recent years and as we look ahead to the changes that have and are taking place within our town centres and offices resulting from the COVID-19 pandemic.
- 3.104 Where we have been able to – for example in reflecting on the Rugby Hub project as an opportunity to leverage investment in this context – we have factored these emerging market influences into the land use framework for the town centre.
- 3.105 This includes reflecting the shift to more flexible working practices driving businesses to reduce their commercial floorplates, the rise of flexible workspaces, the reduction of bricks and mortar retail in High Streets and, the shift towards 'experiential' leisure to drive animation back into town centres has been captured in the Regeneration Strategy.
- 3.106 Implicitly the Regeneration Strategy needs to be flexible. It needs to be able to respond to these market changes, and it needs to respond to key catalyst projects that are not fixed at the time of writing – namely Rugby Hub and Rugby Market.



- Station Gateway** - Workspace, ancillary convenience and food and beverage, higher density residential
- Webb Ellis Industrial Estate** - Stacked industrial and workspace, family homes, flats
- Old Market** - Evening / night-time economy, culture / events, food and drink, daytime leisure, retail, medium density residential
- Old Town** - Office / workspace, retail, food and beverage, events
- High Street** - Café / informal dining, active leisure, family leisure, competitive socialising, ancillary retail, co-working space, hotel
- Rugby Central** - Retail, food and beverage, leisure, higher density residential
- Town Hall** - Interceptor car park, hotel, medium density residential
- Corporation Street West** - Medium density residential, family homes, ancillary food and beverage and leisure

**Fig 22** Land use framework



**Fig 23** Examples of contemporary town centre living



### Key Future Land Uses

3.107 To be resilient and attract investment into Rugby town centre, we need to deliver a vibrant mix of land uses, both through re-use and intensification of existing buildings and through development and redevelopment of underutilised assets.

### Town Centre Employment

3.108 Rugby town centre does not have a strong existing office market with Rugby's central location and motorway links meaning new office stock has mainly concentrated in peripheral or out of centre locations. This has resulted in Rugby Council being the main employer and economic anchor within the centre. Other occupiers in the town centre tend to be very localised and serve the immediate population providing services such as legal, accounting and recruitment.

3.109 This lack of strong office market has meant that the office floorspace (including workspace) in Rugby town centre is limited and of relatively aged and poor quality. This has resulted in a loss of key businesses, impacting the wider high street via a loss of daily / doorstep footfall. A major employer, Cemex, has recently decided to sell their office premises on Evreux Way and move to new premises out of Rugby, as they were unable to find a suitable new premises in Rugby town centre.

3.110 To move away from a public sector dominated economy, to drive positive footfall and spend 7-days a week, Rugby town centre

must attract more private sector investment and business activities. This would grow the number of people working in the town centre and create the 'every-day' footfall to support the more diverse retail and leisure offer we want to deliver.

3.111 As a result, we think it is important to deliver modern, fit-for-purpose offices that could support medium and larger sized occupiers now looking for smaller floorplates. There is a small co-working space in Rugby but further business workspace including incubator or accelerator space, possibly in connection to the Council, should also be introduced.

### Town Centre Living

3.112 Rugby is a growing borough with a significant amount of residential development coming forward in key locations. Most significant is the urban extension at Houlton which has proposed development of up to 6,000 homes. Closer to the town centre is Rounds Gardens which has the potential to deliver circa 400 homes and Cattle Market which will deliver approximately 360 homes. However, to this point, there has been limited new build residential development in the town centre.

3.113 Residential development is an important component of any town centre regeneration programme. It represents a significant opportunity to drive greater activity within the centre and can meet specific housing needs in a positive way – including locating older person and affordable living close to amenity and service provision.

3.114 Given the wider residential market strengths across Rugby, and to provide a balanced market in the centre, residential development is considered to be an important opportunity within the town centre.

3.115 It is important that a mix of homes is delivered – including both a mix of property types and tenures. This offer should include both housing and apartments whilst also providing suitable living arrangements for the elderly. A diverse tenure of homes should also be delivered including market homes for sale, build to rent properties, and a suitable provision of affordable homes – balanced with the existing affordable homes already available in the town centre.

3.116 The Regeneration Strategy recognises in the medium to long term that the existing affordable housing areas – primarily owned by the Council – will need to be better understood to ensure they are continuing to meet housing need and are sustainable from an environmental and investment perspective.

3.117 Increasing the size and diversifying the population within Rugby town centre through housing delivery will increase footfall and the frequency of spend in shops and on food, drink and other leisure activities. Consideration will need to be given to the infrastructure needed to support an expanded town centre community – including expanded health facilities and schools to support the mix desired including family living within the urban area.

### Town Centre Retail, Leisure and Hotels

3.118 Retail will always be an important part of the offer within Rugby town centre but we must recognise that the high street market has significantly changed – and plan positively in this context.

3.119 Vacancy in Rugby town centre is currently 15% (PMA, Q2 2022), higher than the national average of 14%, whilst Elliott's Field Retail Park continues to show strength with good occupation and footfall. The retail offer and experience in the town centre needs to be improved to compete with Elliott's Fields, and more linked trips between the two need to be created so the latter can be embraced as part of a wider town centre retail offer.

3.120 National chain retailers continue to look to find their place on high streets across the country – with many making investment decisions based on sub-regional connectivity. To attract these names, Rugby town centre needs to be well connected with affordable public transport links to new and growing communities across the borough and more widely.

3.121 Importantly however Rugby town centre needs to develop its own unique retail offer – building on the thriving independent business culture that already exists in the centre, in particular around Old Town. Any new retail floorspace and investment should complement and cater for this type of activity to support its continued growth.

3.122 There are a number of successful cafés and restaurants in Rugby town centre, but we believe this can and should be strengthened by encouraging more of this provision – in particular to ensure activity in the centre after 6pm. Proposals at Rugby Central will also deliver a more diverse mix in the future including more food and beverage outlets.

3.123 The town centre will look to capitalise on national market trends in competitive leisure, for example Escape Rooms, Darts, the resurgence of Bowling Alleys, and other activities. This should be implemented alongside the expansion of the existing cultural offering to include more intimate music venues, and potential to attract activities like independent film and West End screenings. This will diversify footfall and encourage a more positive night-time activity, which will drive linked trips and further support expansion of a positive food and drink culture in the town centre.

3.124 In addition, we will support the expansion of the hotel offer in the town centre. The current offer is poor, with a small number of independent hotels, Bed &Breakfasts and one budget hotel near the station. The market analysis undertaken as part of the Regeneration Strategy has identified the opportunity for additional hotel provision, across a range of standards from budget to boutique, in the town centre, particularly linked to Rugby School but also in support of the desire to expand the cultural and leisure offering in the centre.



Fig 24 Examples of high quality workspace



Fig 25 High quality streetscape and ground floor uses

## Block structure

3.125 The town centre has a compact but irregular urban form reflecting its medieval heritage. The original medieval streets radiate out from Rugby's Market Place. Outside of the medieval core, the urban grain becomes much coarser with a number of larger blocks formed by retail, shopping centres and offices dominating the area between North Street and Corporation Street.

3.126 Alongside the larger urban blocks are large service areas and car parks. Immediately west of Corporation Street, the urban grain remains coarse but with slightly smaller blocks - mostly services and civic buildings - and again car parks and service areas. A more regular urban grid form is established in the residential neighbourhoods to the north and east of the town centre.

3.127 The town centre's immediate hinterland is diverse in its urban form, and often irregular in structure, possibly reflecting the different times at which they were developed or redeveloped.

## Flexible development strategy

3.128 The Regeneration Strategy establishes a scale of development which is ambitious, but sensitive to existing context. The proposals adopt a flexible approach, allowing inherent flexibility for a range of land uses, an essential approach given the long-term trajectory of change envisaged. The framework identifies a range of more comprehensive proposals on major development sites, alongside opportunities for retrofit or refurbishment of

retained buildings in more sensitive locations.

## Building heights

3.129 The approach to building heights varies across the town centre, responding to the particular character and context of the existing urban environment. Typical height ranges are set out on an indicative basis for each character area in Chapter 10. Typically, the Regeneration Strategy assumes a range of heights from 2 storeys to 6 storeys. Individual schemes might ultimately include taller elements, but this should be determined on a site-by-site basis. Any proposals exceeding an upper height range of 4-6 storeys is likely to require demonstration of exceptional circumstances and design quality.

## Development quantum

3.130 In total, the illustrative proposals assume a total development quantum of approximately 350,000 sqm GEA across a range of uses including residential, commercial employment / office, active ground floor uses (retail, food and beverage, leisure) and hotels. The illustrative proposals assume the following approximate mix:

- 2,000 homes
- 35,000 sqm (GEA) of employment uses
- 10,000 to 15,000 sqm (GEA) of retail, leisure and food and beverage
- 40,000 sqm (GEA) of other flexible space.

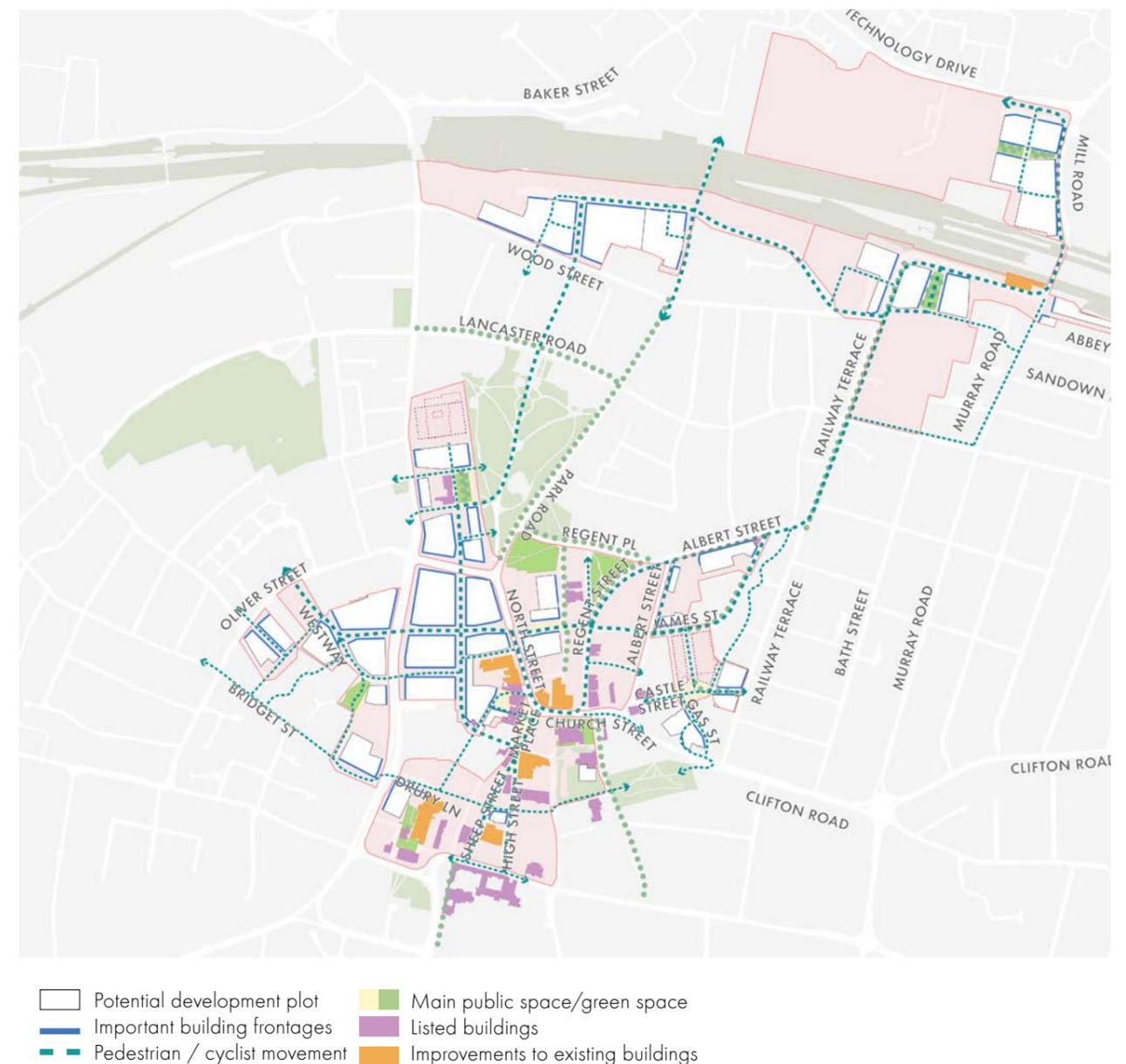


Fig 26 Development framework (see chapter 4 for character area details)

## Meanwhile Uses Framework

### THE IMPORTANCE OF MEANWHILE

3.131 Meanwhile activity is a relatively recent and therefore a continuously evolving concept. A 'meanwhile' or interim use describes a situation where a space is utilised for a duration of time, before it is turned into a more permanent end state, taking advantage of a short window of opportunity. Generally, meanwhile use is to benefit the local community and whilst it can be on a commercial basis, meanwhile generally is an investment rather than an income generating exercise.

3.132 It is important to note the role that events have played in COVID-19 recovery strategies for town centres. Following periods of separation there was a strong desire for "togetherness" which manifested in many cases as events. Event spend in the public sector increased vastly in 2021 due to the European Regional Development Fund (ERDF) Welcome Back Fund. This has reset public expectations in many areas, following periods of austerity where event funding and roles such as the town centre manager vanished. However, the ERDF funding was short-lived, and the current economic climate has created some uncertainty around public funding for events in the short term.

3.133 This Regeneration Strategy sets out an ambitious strategy for Rugby town centre, but it recognises that this process will take a number of years to be realised. Well-designed and implemented meanwhile strategies enable immediate and short-term activation of space and market testing, which can offer a stepping-stone to solving more significant issues. Successful meanwhile use can assist with:

- Addressing local issues
- Generating additional and new footfall
- Community engagement and communication
- Integrating local heritage, local pride and education
- Commercialisation of underutilised spaces
- Trial approaches / market testing

### Proposed High Level Framework

3.134 The consideration of current meanwhile uses across the town centre is documented in more detail within the Meanwhile Use and Brand Analysis supporting paper to this Regeneration Strategy.

3.135 Based on an extensive review and gap analysis of events within Rugby town centre including comparison with local competitors (e.g. Leamington Spa, Coventry) and similar profile towns at a further distance (e.g. Worcester), recommendations for a future meanwhile approach are summarised in the following table on page 62.

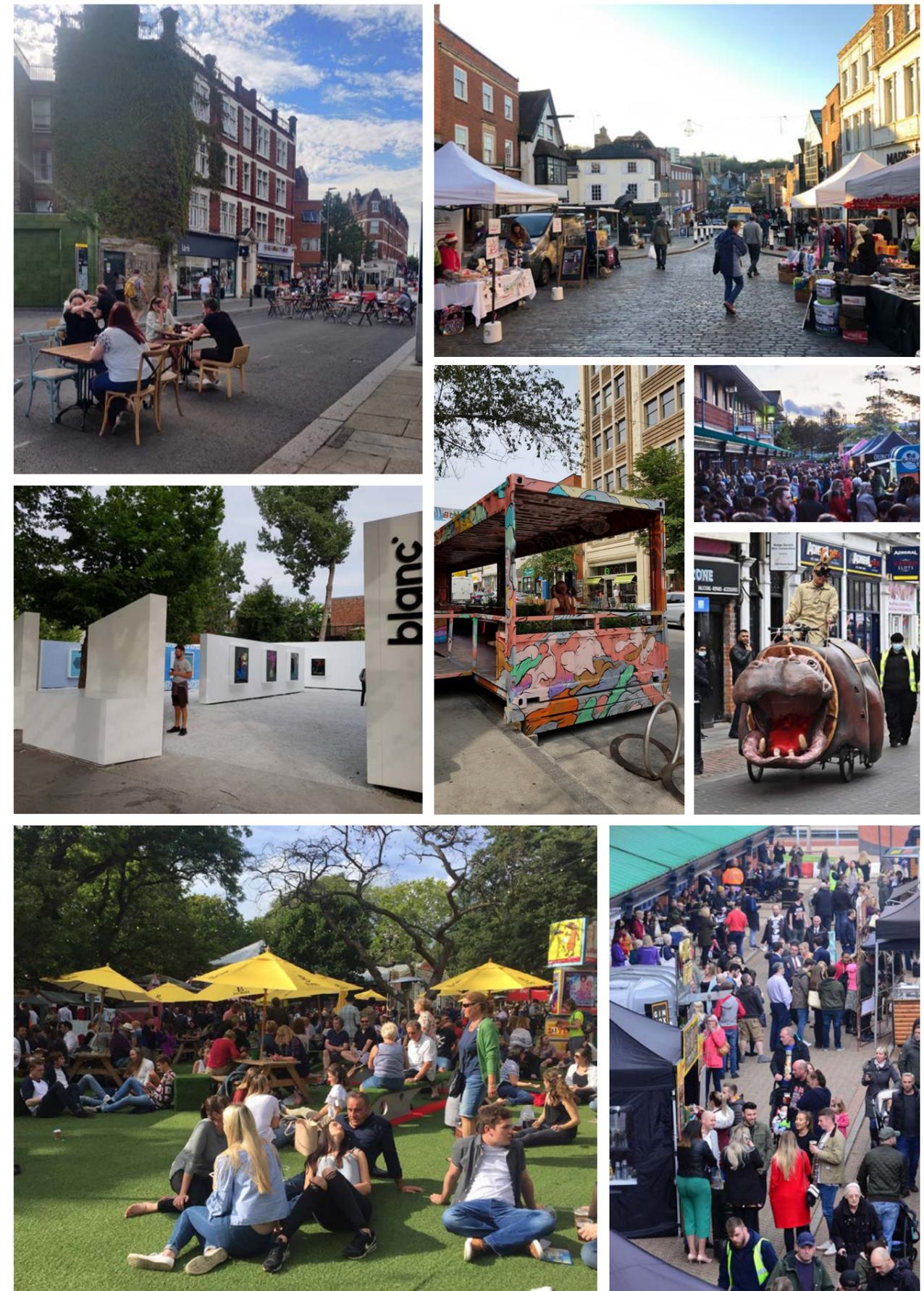


Fig 27 Examples of meanwhile uses

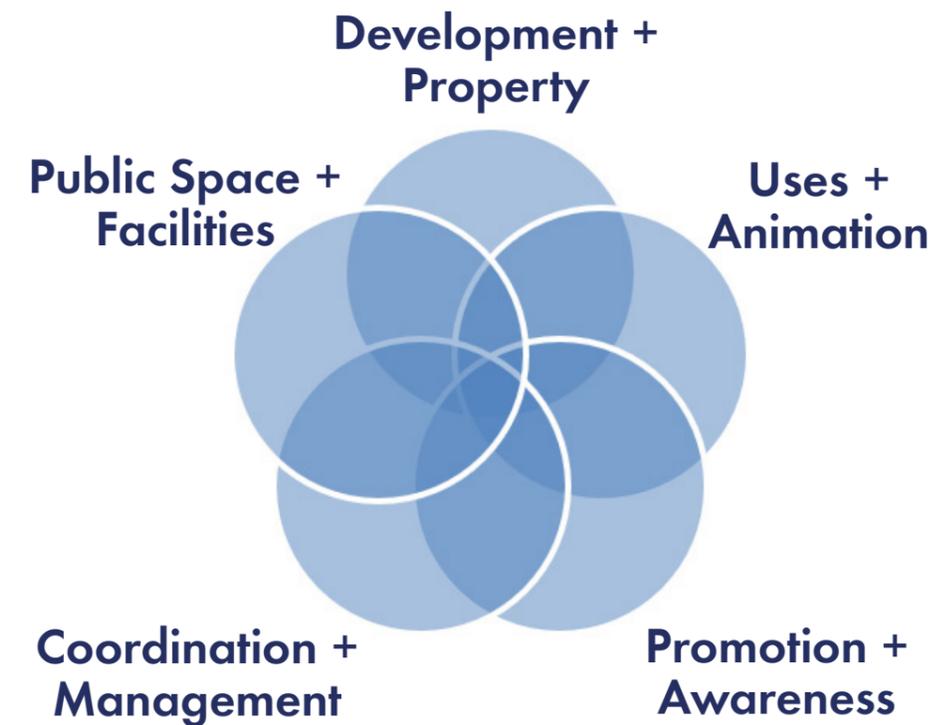
Opportunity	Overview	Key Locations
<b>Markets</b>	<p>Rugby prides and positions itself on being a “market town.” However, feedback regarding the market is generally negative. We are aware of other projects that are investigating the future of the market and do not wish to encroach upon those, but it would be remiss not to mention the feedback received.</p> <p>There is a strong desire for Rugby to retain a market, but a desire that the quality and offer is improved. When combining this with the gap analysis against competitors, it is clear there is an opportunity for the market to expand and refine.</p> <p>This could include additional “specialist” markets such as an improved farmers market or chocolate market and street food markets that span into early evening.</p> <p>In addition Rugby’s “twin” links with Russelsheim, Germany and Evreux, France should be considered to inform further themed markets.</p> <p>Avison Young have experience in supporting Walsall town centre’s market to attract visitors by enlivening the offer with street performers and random acts of kindness. This event (see case study in appendix) attracted 90% of pre pandemic footfall levels and secured significant regional media interest. We would recommend when the market is relaunched that activity such as additional enlivenment will help to reposition the markets to residents.</p>	Existing market location, Sheep Street, North Street Car Park (temporary).
<b>Food and Drink</b>	As above, there is potential for markets to be expanded to include Street Food Events. This will help build confidence in the town centre on its path to establishing a strong night time economy. We recommend that the council sources a partner to hold trial events in summer 2023 and progresses to monthly events if successful. Whilst the event itself will be low cost/free (depending upon commercial arrangement), we recommend investment is made into the marketing of the event to attract visitors.	Existing market location, Sheep Street, North Street Car Park (temporary).
<b>Christmas</b>	<p>There is potential to expand the Christmas offer as currently the town centre hosts a Lights Switch On event with accompanying fun fair, market stalls and fireworks display.</p> <p>As with the above food and drink recommendation, partnering with a market event company would add a vibrancy to the Lights offer and extend the dwell time.</p> <p>Additionally, RBC could look to strengthen the Christmas Lights offer with large floor mounted light structures. There would be possibilities to have these sponsored by local businesses to limit the cost to RBC.</p> <p>As per the aforementioned market enlivenment, the event (or other festive dates) could be further extended by character appearances and/or street performers on weekends and late-night shopping days to generate additional footfall and dwell time.</p>	Existing market location, Sheep Street, North Street Car Park (temporary).
<b>Festival</b>	<p>Several interviewees spoke favourably about bringing back the multi-site Cultural Festival which stopped during Covid – it is unclear as to why it has not returned yet, but this would provide a tried and tested format to enhance the event calendar.</p> <p>The use of local venues to introduce a music festival would be a further addition to the calendar as there is already a strong music scene in existing venues. Creation would involve collaboration between businesses, RBC events team and BID and would require creation of branding, poster advertising and social assets to advertise the events.</p>	Town-centre wide, potential to activate vacant shop units on temporary / pop-up basis
<b>Cultural</b>	<p>The game of rugby is a large part of Rugby town’s history but not formally marked by an event. Running family fun days around this heritage with Rugby skills classes, demonstrations, stalls with rugby memorabilia and link in any food associated with watching the game. This could be done in collaboration with Rugby School and Webb Ellis Museum. More widely to align with ambitions to encourage healthy lifestyles, other sporting events could be facilitated through a meanwhile strategy including temporary skateboard and bike facilities, climbing walls, and trampolines.</p> <p>Tripointium (the place of the three bridges) was a Romano-British small town located just outside Rugby. Whilst other towns make much of Roman history, Rugby does not. A festival such as a “Roman Day” could be introduced and could feature a scaled model or rebuild Tripointium.</p> <p>Libraries - The town centre library is a valuable and well utilised asset. As with arts, bringing some of its facilities out into the high street will help showcase its offer and provide enlivenment but additionally thought could be given to events such as a unique award-winning project designed to give people who love music the chance to see top-notch artists in their local library. The benefit of the library location being near the present night time economy provides an opportunity to tempt new audiences into the night time economy.</p> <p>The King’s Coronation in 2023 provides additional opportunity for community cultural events. These could potentially be tied to specialist markets /street party type events. The 2022 Jubilee celebrations did not have the desired result, so would recommend a strong working party to oversee this event if it proceeds.</p>	Town-centre wide, potential to activate vacant shop units on temporary / pop-up basis, Caldecott Park
<b>Art and Music</b>	<p>The town has a strong arts offer with self-producing and touring theatre at both the Rugby Theatre and Benn Hall. In addition, there is the museum and art gallery and the Rugby Ball Trail. However, what is missing is the opportunity to bring art out on to the street and enliven the high street in a different way. This may be possible through:</p> <p>Art Trails -</p> <ul style="list-style-type: none"> <li>• Introduce Rugby college students to local Graffiti/Street Artists and hold workshops in void town centre units.</li> <li>• Possible collaboration to brighten up the bridge across the railway connecting the town centre and the College with street art.</li> <li>• Add to the 2015 Rugby Ball art trail with new additions. ‘Keep the ball moving’ by adding to the five current installations already in situ.</li> </ul> <p>Art Exhibition - Consider a pop-up exhibition in partnership with Rugby College in empty units.</p>	Town-centre wide, potential to activate vacant shop units on temporary / pop-up basis, Caldecott Park

**Fig 28** Meanwhile uses framework

## 4 DELIVERY STRATEGY

- 4.1 This section captures the delivery strategy associated with the successful implementation of the Rugby town centre Regeneration Strategy.
- 4.2 The Regeneration Strategy is ambitious in the scale, nature and pace of change it envisages within the town centre. Over a circa 15-year delivery period it captures projects with the potential to create a revitalised town centre, including a number of projects that have been identified as catalysts for wider change.
- 4.3 Rugby Borough Council are committed to delivering against the vision and objectives established within the Rugby town centre Regeneration Strategy. Whilst the change envisaged is not underestimated, the Council acknowledge the huge opportunity to take advantage of market factors to deliver long term, sustainable and positive change within the town centre.
- 4.4 The Council further recognises that this commitment is not simply focused on the outcomes of the regeneration process – but rather ensuring that the process itself delivers benefits for the local resident and business community. It is therefore important to recognise that the delivery of the strategy for the town centre is not solely physical.
- 4.5 The Delivery Strategy identifies the need for co-ordination of input and shared responsibility across a range of stakeholders, and includes recommendations around branding and place marketing, event programming, and management alongside physical interventions.

- 4.6 One of the objectives of Rugby town centre's Regeneration Strategy is to ensure a delivery focus. This section outlines how that objective will be achieved, including:
- Challenges to Delivery: summary of the key barriers to delivery identified through the preparation of the Regeneration Strategy;
  - Delivery Themes: review of the key themes cutting across the Regeneration as Council commitments and expectations of stakeholders through the delivery process;
  - Action Plans: summary of the projects identified within the Regeneration Strategy, covering development, public realm and movement, and non-physical project priorities;
  - Phasing Strategy: articulation of the build-up of and interface between projects identified across three time periods – short term (0-2 years), medium term (3-9 years), and long term (10 years +); and
  - Focus on Key Areas of Change: character area narrative including development strategy, design considerations, movement and public realm priorities, and phasing.



**Fig 29** The phased delivery approach for the Strategy reflects five key areas of activity and intervention

# Challenges to Delivery

## Macro-Economic, Social and Political Influences

- 4.7 It would be remiss to not recognise the significant times in which the Rugby town centre Regeneration Strategy has been prepared.
- 4.8 The commencement of the preparation of the plan aligned closely with the COVID-19 pandemic.
- 4.9 The pandemic had a huge impact on our communities up and down the country, and within our town centres. Rugby was not immune from this, and in a period where the UK economy had still not fully understood the impacts of leaving the EU, and with wider structural changes taking place within the office and retail markets.
- 4.10 In the context of town centres, the COVID-19 pandemic accelerated changes within the office and retail markets. The pandemic emptied our offices, with many only now seeing material signs of recovery as the workforce retains a greater degree of working from home within their routine than before the COVID-19 pandemic.
- 4.11 We have also seen the closure of many shops on our high streets, and the loss of a number of well-known and established retail brands from Rugby's retail market. This includes the closing down of M&S and B&M Bargains.
- 4.12 During this period, though we did see innovation across our urban areas. This included fast-tracking road closures to create more pedestrian and outdoor seating and recreation areas, and pro-active and positive

place management measures.

- 4.13 Coming out of the COVID-19 pandemic we also note opportunities within the office market – as occupiers make decisions on their accommodation strategy and downsizing aligned with lease breaks presents opportunities to attract businesses into core urban areas.
- 4.14 Now, in a post-pandemic period, the UK and global economies face a relatively bleak outlook. Energy price increases, prospects of recession, high inflation rates and increasing interest rates, and a cost-of-living crisis, coupled with a period of political uncertainty within the UK with the prospect of return to austerity-like conditions, present a challenging context for investment and delivery.
- 4.15 It is impossible to accurately predict the full extent of the impact and influence that these external factors will have on Rugby town centre and the delivery of this Regeneration Strategy.
- 4.16 The Strategy has been prepared in this context – recognising that there is a need for flexibility to ensure it has longevity. This comes in the form, for example, of a range of recommended land uses on key sites set in the context of design and development parameters.
- 4.17 There is also a recognised need to ensure the Regeneration Strategy is kept under regular review. Any such review should take account of the changing context for investment within the town centre – economic, social, political, and environmental.

## Development Viability and Funding Challenges

- 4.18 Viability challenges exist across the development proposed in Rugby town centre. This includes market challenges generally within both retail and offices, the emerging nature of residential development within the core of the town centre, and the emphasis within the Regeneration Strategy on quality of development from the first phases of delivery including significant contribution to an enhanced public realm.
- 4.19 It is a fundamental principle of the Regeneration Strategy that early phase and catalyst delivery will have positive impact on market conditions and therefore improve viability over time.
- 4.20 This highlights the importance of delivering the identified short term and catalyst projects to a high-quality standard to set longer term benchmarks for development and to 'lift' the local market – recognising the need for innovation and efficient and effective use of public sector investment to leverage private sector investment.
- 4.21 With political uncertainty and change in the UK comes funding uncertainty. Whilst in recent years we have seen significant public investment in town centres come through programmes such as the Future High Street Fund and Town Deals, these appear to have been replaced by a Levelling Up programme, suggested to be sized at £4.8bn. With decisions imminent on Round 2 bids, it is hoped that Round 3 locations (including Rugby) are invited to make submissions to the programme.

4.22 Rugby Council has recently submitted a successful application to the UK Shared Prosperity Fund (UKSPF).

4.23 It is critical that this, and any other funding secured from the public sector is channelled into projects that create the right conditions for private sector investment. This includes the need to create a quality physical environment and critical mass to leverage investment.

## Council Ownership and Impact on Car Parking

- 4.24 The Regeneration Strategy includes a number of development and project proposals on land which is currently owned by the Council – and recognises that a significant proportion of this land are car parking assets. These assets will generate an income for the Council currently, and historically have been important to support Council employees and visitors making trips to the town centre.
- 4.25 The Regeneration Strategy has concluded that there is too much car parking within the town centre – and critically that a significant extent of that oversupply is across relatively inefficient and often poor-quality surface level car parks.
- 4.26 The strategy recommends the release of these assets to enable positive development and investment to take place. However, it does not recommend the complete removal of car parking from the town centre, and certainly not from Day 1 of the implementation period.
- 4.27 In the context of the climate emergency declared by the Council in 2019 and the need to create clean air zones within urban centres, it is important to be proactive about changing behaviours in relation to private car trips into

the town centre. However, whilst there is an aspiration to reduce the number of cars within the town centre – a shift to electric cars will mitigate some environmental concerns, and we should still therefore plan positively for some parking to be retained.

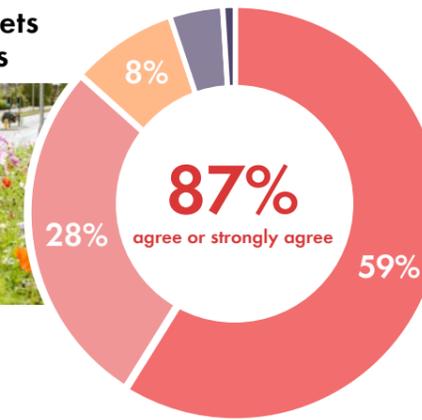
4.28 In considering its car parking assets, the Council will need to think pragmatically about the loss of income generation, balancing it with potential future additional income streams including, for example, improvement of retained assets, Electric Vehicle charging infrastructure, the commercial structure of the Rugby Hub project, and any receipts it may receive for land assets release for development purposes.

4.29 Decisions will need to be made in this context which balance financial impact with changing behaviours, reducing car dependency, and creating the right environment and opportunities for development across the town centre. This must be implemented alongside ensuring quality, accessible and affordable public transport provision.

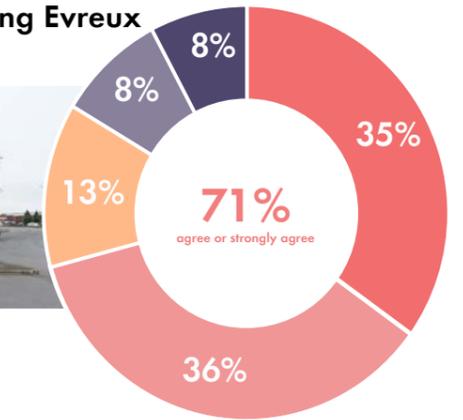
### Third Party Land and Existing Business Impact

- 4.30 The Regeneration Strategy includes the potential for delivery on land and assets not owned by the Council. In instances this will include the displacement of existing businesses.
- 4.31 It is important that the implementation of the Regeneration Strategy does not simply displace these affected businesses out of the area where there is potential and value in retaining them, either within the centre where appropriate or as a worst case within the borough more widely.
- 4.32 Businesses will need to be supported through this process to ensure their needs are met through any relocation – this may include financial support as appropriate but will also include support to find the right locations to enable the business to operate efficiently and in a way to maximise its potential in the future.
- 4.33 In some cases this movement of businesses may happen naturally, and some will want to cease operation, but where this is not the case there is a recognised key role for the public sector to provide that support as necessary to facilitate positive change in the future

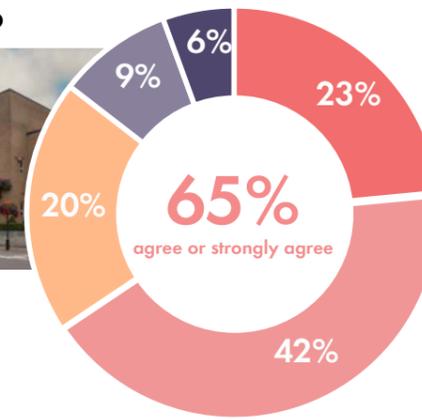
#### Green Streets and Spaces



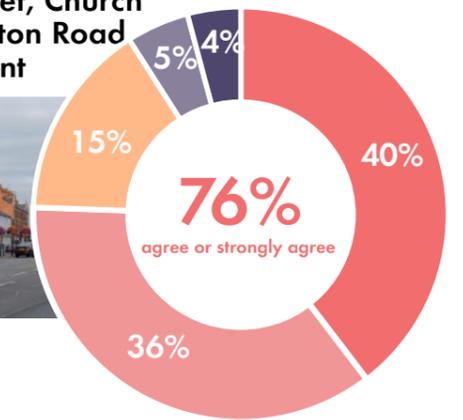
#### Re-imagining Evreux Way



#### Rugby Hub



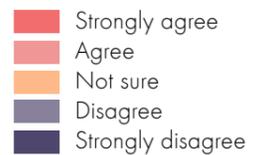
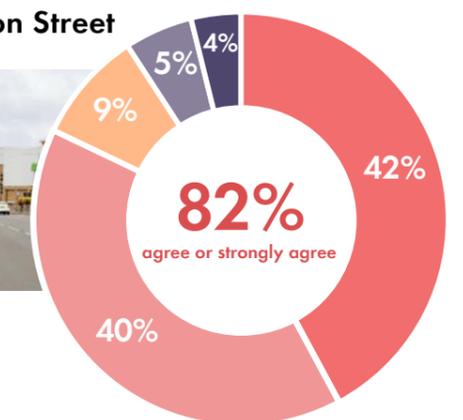
#### North Street, Church Street, Clifton Road environment



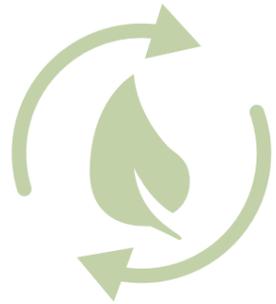
#### Transport proposals



#### Corporation Street

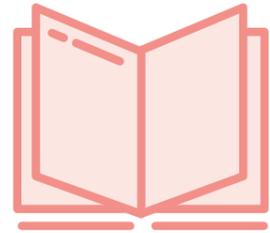


**Fig 30** Our stage 3 engagement demonstrated a very strong degree of support for a number of our key delivery proposals



## Delivering Sustainable Change and Addressing the Climate Emergency

- 4.34 Rugby Council declared a climate emergency in July 2019, and has made a commitment to reduce the Council's CO2 emissions to net zero by 2030. The Council has also committed to provide community leadership to help reduce CO2 emissions towards net zero across the borough, establish action to tackle climate change as a key driver of all decision-making; and take action to mitigate the impact of climate change on a Borough wide basis and beyond, through adaptation.
- 4.35 The Council's Corporate Strategy (2021-24) sets out clear commitments in this space, and local political governance is in place including a Climate Emergency Working Group consisting of seven Councillors.
- 4.36 Future delivery in the town centre in line with this Regeneration Strategy will be progressed in accordance with this context and these commitments. The Council expects all partners in delivering against the Regeneration Strategy Vision and Objectives, and the strategies set out, mirror and integrate the commitments made.
- 4.37 This will be further enabled through the adoption of the Climate Change and Sustainable Design and Construction Supplementary Planning Document (programme for adoption noted below) – which will require specific consideration in future development proposals.



## Establishing a Planning Framework

- 4.38 The Rugby Borough Local Plan and Policies Map (2011 – 2031) was adopted in July 2019. Given the Local Plan is relatively recent in terms of its adoption and therefore examination by an Inspector, there is no stated programme for a review of the document.
- 4.39 The Council has the committed intention to prepare a supplementary Planning Document relating to Gypsy and Traveller Site Allocations, to be adopted in Autumn 2024 against current programme. It also intends to adopt two Supplementary Planning Documents relating to Planning Obligations (programmed in the LDS for a January 2023 Adoption), and Climate Change and Sustainable Design and Construction (programmed in the LDS for a December 2022 Adoption).
- 4.40 It is expected that if and when any review of the Local Plan takes place, and/or the preparation of a new Local Plan commences, that the Rugby town centre Regeneration Strategy is integrated into policy relating to the town centre (i.e. update to Policy TC1, TC2, TC3 of the current Local Plan). The alignment of an update to the Regeneration Strategy to ensure it is an up-to-date evidence base for the purposes of the Local Plan should be considered.
- 4.41 Given the time likely lapse between the completion of the Regeneration Strategy and any review of the existing planning policy for the town centre, it is considered prudent that weight is given to the document to be a material consideration within future planning



applications – as a minimum. This should include agreement of the document by Rugby Council Cabinet.

- 4.42 In addition, the Council should consider the potential to progress the Regeneration Strategy as an additional Supplementary Planning Document. It is advised that this route is considered once there is greater certainty around the nature and defined location for the Rugby Hub project, and on completion of the Car Parking and Development Enabling Strategy (project NP3).
- 4.43 On Council owned sites, and where adjacent third party interests are identified as being delivery critical, individual Outline Planning Applications may be prepared to ensure additional steps are taken to strengthen the planning framework. This may be necessary as part of any future land assembly and Compulsory Purchase Order (CPO) implementation, and/or to maximise the value of Council assets pre-disposal.

## Governance and Resource

- 4.44 The Council recognise that the Regeneration Strategy represents a coherent programme for intervention and change across the town centre. This needs to be resourced appropriately – ensuring capacity and capability is in place, within the right structure, to enable the Strategy to be delivered.
- 4.45 The Council's role across this programme is varied – including as 'lead' (e.g. as decision maker, asset owner / occupier), as having a 'supporting' function (e.g. associated with



business relocations and funding applications), or as Statutory Authority (e.g. through pre-application processes and planning application determinations).

- 4.46 The Council will reflect on the implications of this Regeneration Strategy and ensure that appropriate governance and resource is in place to deliver identified priorities.

## Third Party Land Interests

- 4.47 The Regeneration Strategy has identified four key areas where third party land issues are known to be key considerations: Corporation Street West character area; properties between the Council owned North Street Car Park and North Street; the Stagecoach Depot; and Rugby Central Car Park.
- 4.48 As a principle, Rugby Council wants to work positively with occupiers and owners of assets across these areas. This will include exploring appetite for delivery in line with the Regeneration Strategy and where appropriate and possible, support to enable business relocations to facilitate redevelopment.
- 4.49 Subject to securing capital through its own budget or via funding applications, the Council will positively progress strategic land assembly required to deliver the Regeneration Strategy – focusing on acquisitions that leverage marriage value and optimum outcomes associated with existing Council ownerships. Where necessary the Council will use its Statutory Powers including Compulsory Purchase Orders to secure interests required to deliver in line with this Regeneration Strategy.



### The Importance of Partnership Delivery

- 4.50 One of the genuine measures of success for the Rugby town centre Regeneration Strategy will be the extent to which it leverages private sector investment into the area.
- 4.51 Rugby as a borough has a significant track record and prominence as a location to invest – with significant growth envisaged in key locations comprising numerous urban extensions, and development taking place at the station. But too little of this investment takes place within the core of the town centre.
- 4.52 The recent sale of the Rugby Central shopping centre to an owner looking to progress with a reimagined and partially redeveloped centre, and the acquisition of the former Cemex building in the town centre for redevelopment purposes, are indicators that interest is there to be built upon.
- 4.53 As one of, if not the, largest asset owner within the town centre, the Council will want to play an active role in the delivery of the Regeneration Strategy. However, it recognises the importance of working in partnership to deliver the full ambition and scale and nature of change established within this document.
- 4.54 This means working with existing private sector asset owners – including at Rugby Central and the former Cemex offices – to push for the best outcomes for the town centre and its community. It also means attracting new investors and developers into the town centre – focusing on those that share the same values and commitment to deliver in line with this Regeneration Strategy.

- 4.55 In order to attract the right calibre of partner to the town centre, there is recognition of the need to ensure a critical mass of development and investment is possible. Whilst a full options assessment will need to be undertaken in advance of any decisions on Council-owned town centre assets – it would be prudent to assume that progression of delivery across released assets would be best considered as a package of sites rather than standalone disposals.
- 4.56 Subject to further testing and Council appetite and capacity (including budget), a Joint Venture structure could be considered across this package, which could also include delivery of the Rugby Hub. Alternatively released assets could be disposed with the benefit of planning as a package, under a Developer Agreement to secure desired outcomes.
- 4.57 More widely, the Regeneration Strategy has been developed in partnership with a number of public sector stakeholders who will be critical to its delivery. This includes an important ongoing relationship with Warwickshire County Council as Highways Authority, Homes England as the Government's housing delivery agency, United Utilities, National Grid, Network Rail, and the NHS and 'blue light' services.



### Putting Our Community First

- 4.58 The Regeneration Strategy has been developed through an extensive process of community and stakeholder engagement. It has been clear throughout that there is a genuine sense of local passion and enthusiasm for the town centre, and a desire to see investment and positive change.
- 4.59 The strategic moves and key principles in the Regeneration Strategy have received a high degree of support through the engagement which is a good basis for progressing the key interventions defined in the Regeneration Strategy.
- 4.60 The Council will continue to engage the community and key stakeholders on key projects and future implementation strategies for the town centre. In some cases, it is envisaged that the engagement process will identify champions and supporters who will remain actively involved in projects as they move forwards.

### Achieving Quality in Design

- 4.61 It is vital that proposals for new development, public realm enhancements and movement interventions are of the highest design quality.
- 4.62 The Regeneration Strategy sets a high bar for emerging proposals with a clear steer in relation to placemaking, design and delivery principles.
- 4.63 As set out in the planmaking section, it is envisaged that the Council will draw upon the



- Regeneration Strategy in defining appropriate planning policies relating to the town centre. Design quality will be a key focus in this regard. As noted above, there is also potential for the Council to prepare supplementary design guidance (SPD) for the town centre. This could be in the form of site-specific development briefs, or overarching design guidance for the whole town centre.
- 4.64 In this context, it might be appropriate for the Council to prepare a town centre specific design code (or design guidance) which sets out the key design priorities for streets, spaces and buildings with appropriate reference to historic character and opportunities for contemporary design solutions.
- 4.65 Alongside design guidance and policy, it is recommended that the Council identify design champions or design guardians to highlight the importance of good design in relation to major planning decisions and strategy development.
- 4.66 In addition, applicants should be required to engage proactively in a Design Review process, particularly for major schemes. This might involve early design review as part of the pre-application process, and further review prior to the submission of application material.

### Long Term Stewardship and Commercialisation of Public Realm

- 4.67 Delivering high standards of maintenance and care within the public realm will ensure the environment remains safe and attractive to users. It also ensures the obligations under any future development agreements or leases are being adhered to and in the early part of the public realm life cycle the necessary maintenance is being undertaken ensures warranties are kept in place.
- 4.68 Below is an indicative example of the types and frequency of tasks that should be undertaken within the public realm.
- 4.69 It is important especially during any warranty period that these maintenance recommendations are upheld as deviating from them may invalidate any claim for remedy in event of a defect. It is also noted that the maintenance regime may alter in time e.g., the trees will initially need to be watered twice

weekly for their first two months and weekly for the following ten months.

- 4.70 Whomever resumes the responsibility for managing the estate should develop a site specific plan that retains all rights under the warranties.
- 4.71 Over the course of the life of the public realm there will be a need for periodic replacement of all of the items delivered. This replacement will be influenced both by the materials selected on installation but also the levels of usage they receive. A robust approach to maintenance and early stage rectification of any faults can increase the life span of every element.
- 4.72 A high level life cycle cost illustration is included below – summarising when lifecycle costs could be expected across the town centre – subject to the detail of design and delivery of the public realm across the area.
- 4.73 Any future public realm strategy (outside of private interests) must have regard to value

Daily	Site inspection* *only feasible if on site presence but helps maintain exceptional standards Security patrols and CCTV monitoring Immediate attention to items affecting health and safety
Weekly	Cleaning and litter removal Landscaping and watering
Monthly	Redecoration of street furniture Statutory inspections and audits Tree survey Bulb planting
Ad Hoc as required	Repairs Graffiti removal Gritting Lighting bulb replacement

Fig 31 Overview of typical public realm maintenance regime

generation and direct commercialisation and/or service charge structures to be in place to enable funds to be in place. This will create reserve funding to mitigate large scale cost items.

- 4.74 Once developed, it is feasible to consider events and schemes that may in fact generate revenue within the realm. This revenue can be retained to help reduce the ongoing running costs or as commercial return subject to whether service charge can be leveraged to address ongoing costs and maintenance.

4.75 Some examples of commercialisation opportunities include:

- Sponsorship of elements of the estate, for example local businesses may wish to sponsor a bench or an area of planting;
- Specialist markets;
- Hiring out available space; and
- Making the space available for filming - production companies frequently look for underutilised locations.

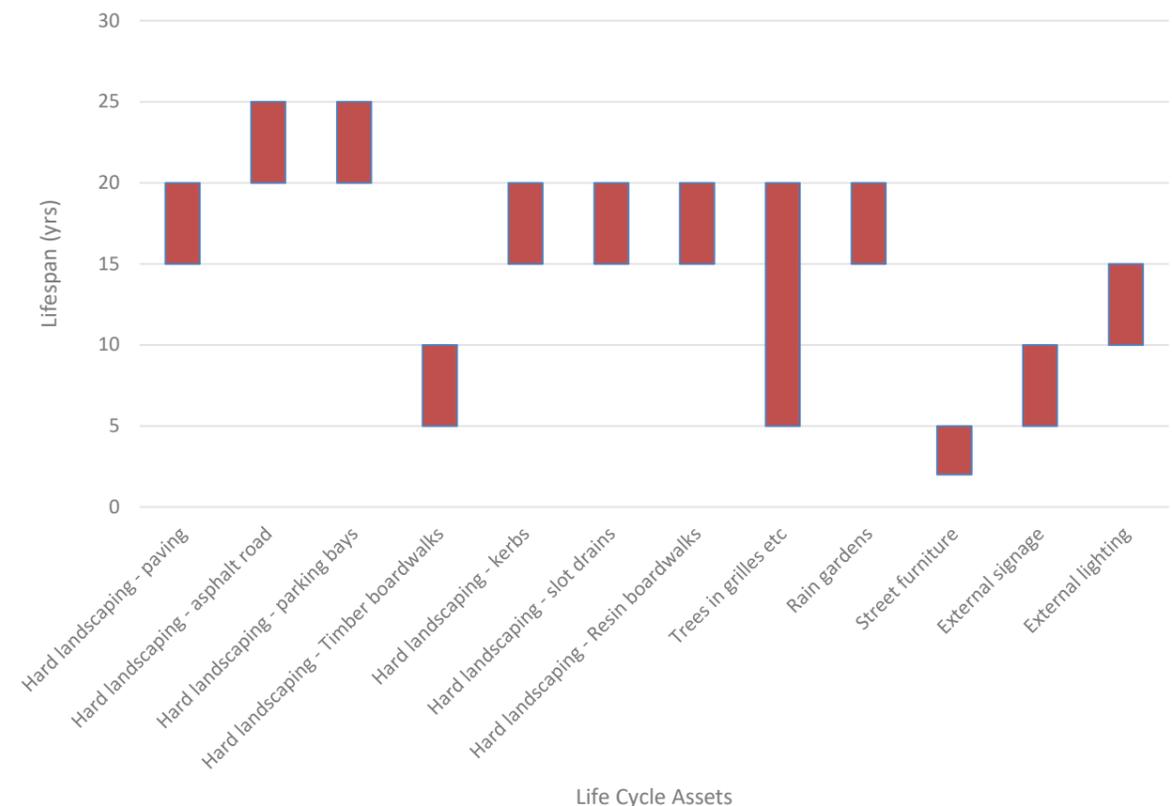


Fig 32 Graph illustrating typical life span and life cycle of public realm assets

## The Role for Meanwhile

- 4.76 The Regeneration Strategy is supported by a stand alone review of existing meanwhile / temporary activities and events programme for the town centre – set in the context of national best practice, and sub-regional competitors. It makes specific recommendations around a meanwhile strategy across the centre and for key sites which has been integrated into the Regeneration Strategy.
- 4.77 The design and delivery of a robust meanwhile strategy will be an important part of attracting positive footfall into the town centre, is a means to test and develop new markets / concepts and can activate different areas of the town. It should be delivered in partnership with the private sector – including perhaps most critically the owners of the Rugby Central Shopping Centre.
- 4.78 The design of future public realm across the town centre must include considerations of how it can facilitate events and meanwhile uses in the future. This includes ensuring a robust materials palette, and that elements including water sources and power connections are designed in sufficiently to create options in the future.

## Brand Development and Place Marketing

- 4.79 The Regeneration Strategy has considered the existing Rugby town centre brand and identified areas where this can be improved in the future.
- 4.80 There is a need to have a town centre identity that can be used to communicate the town centre's key messages to different groups including: residents, visitors, investors and the media.
- 4.81 Whilst the Regeneration Strategy has clear aspirations, it is important that branding is reflective of both the history and future of the town and resonates with different groups for different purposes.
- 4.82 The analysis supports the view that people feel Rugby town centre has a story to tell that isn't yet getting out. The positives of the town centre are a too-well-kept secret. People know there is a strong history, but there are question marks over how that is best utilised and leveraged in the future.
- 4.83 Taking on board the themes identified in the analysis it is evident that heritage is a huge factor in the mind of town centre stakeholders. However, the regeneration programme is rooted strongly in the future of the town centre. There is therefore a careful balance to strike between celebrating the past and looking forward to a successful future.
- 4.84 The people of Rugby were repeatedly mentioned as a special part of what makes the place unique. When you start to combine the

history of Rugby with its people an insightful story emerges.

- 4.85 A story of a town that changed the rules...
- "A fine disregard for the rules of football," said of William Webb Ellis, inventor of the game of Rugby
  - "Why not substitute a turbine for a piston engine." Sir Frank Whittle, inventor of the Jet Engine
  - "Curiouser and curiouser." Lewis Carroll, author, educated at Rugby school
  - "I refuse to fight." Charles Frederick Carter (educated at Rugby School and founding vice chancellor of Lancaster University, sentenced to imprisonment for refusing to fight in World War II)
  - "It's a magazine." Edward Cave, publisher and inventor of magazines, expelled from Rugby School for... breaking the rules.
- 4.86 Combine the above with Rugby school being initiators of the house system used worldwide in schools today, Rugby's key location on the rail network, the famous brand names that have emerged from Rugby over the years – British Thomson-Houston, Rugby Cement/Cemex, Gilberts and it's easy to see that Rugby has had an impact on the world far beyond sport.
- 4.87 We believe Rugby has a fighting spirit. The people of Rugby are innovators, inventors and trailblazers. They are quite literally the game changers.

4.88 This will be the guiding brand proposition for the town centre in the future:

- 4.89 Rugby town centre – **The Game Changer.**
- 4.90 The Council will work with local creative practices to develop a clear brand framework for the town centre taking its lead from this proposition.
- 4.91 Establishing a brand for the regeneration programme and then using that brand consistently across the town centre will help in ensuring clear messaging and provide an identity, this is incredibly important for making the public realm a destination.
- 4.92 A communication strategy should be developed and throughout the build process and a brand agreed upon that can flow through the development and post development. Involving local schools and community groups is encouraged, it contributes to social value and supports the Council's objectives in delivering inclusivity. Encouraging interest in the scheme from a wider variety of sectors and age groups will contribute to its longevity.
- 4.93 The brand should also be used for all signage and wayfinding across the town centre, this contributes to the sense of place.
- 4.94 The set up and control of social media outlets will also be captured as part of the branding and communication strategy. This is the quickest route of engagement with the community and can help deliver positive messages and provide much needed updates as the estate develops.

## Regeneration Framework Action Plans

### Flexibility

- 4.95 As noted previously, the Regeneration Strategy is not a fixed strategy for Rugby town centre.
- 4.96 It sets out an agreed Vision and Objectives and identifies a number of projects identified as being significant opportunities to deliver against those agreed ambitions across eight character areas.
- 4.97 At the time of writing there are material unknowns within the Regeneration Strategy – including within projects identified as key catalysts for wider change. This includes, for example, the need to crystallise the nature and location of delivery associated with the Rugby Hub (insert project reference) and the need for more clarity around car parking release.
- 4.98 Once greater clarity is established associated with these fundamental pieces of the town centre, it may be necessary to update the Regeneration Strategy to include greater certainty on programme and strategy for delivery and greater optioneering around Rugby Hub delivery and alignment with wider development opportunity across car parking assets to be released.
- 4.99 As previously noted, alternatively it may be necessary to update the Regeneration Strategy as part of any future Local Plan review process.

4.100 The following three tables summarise the projects identified across the town centre including: development projects, movement and public realm projects, and non-physical priorities. A total of 57 projects have been identified in total including 27 development projects, 24 movement and public realm projects and 6 non-physical priorities.

4.101 The action plans identify:

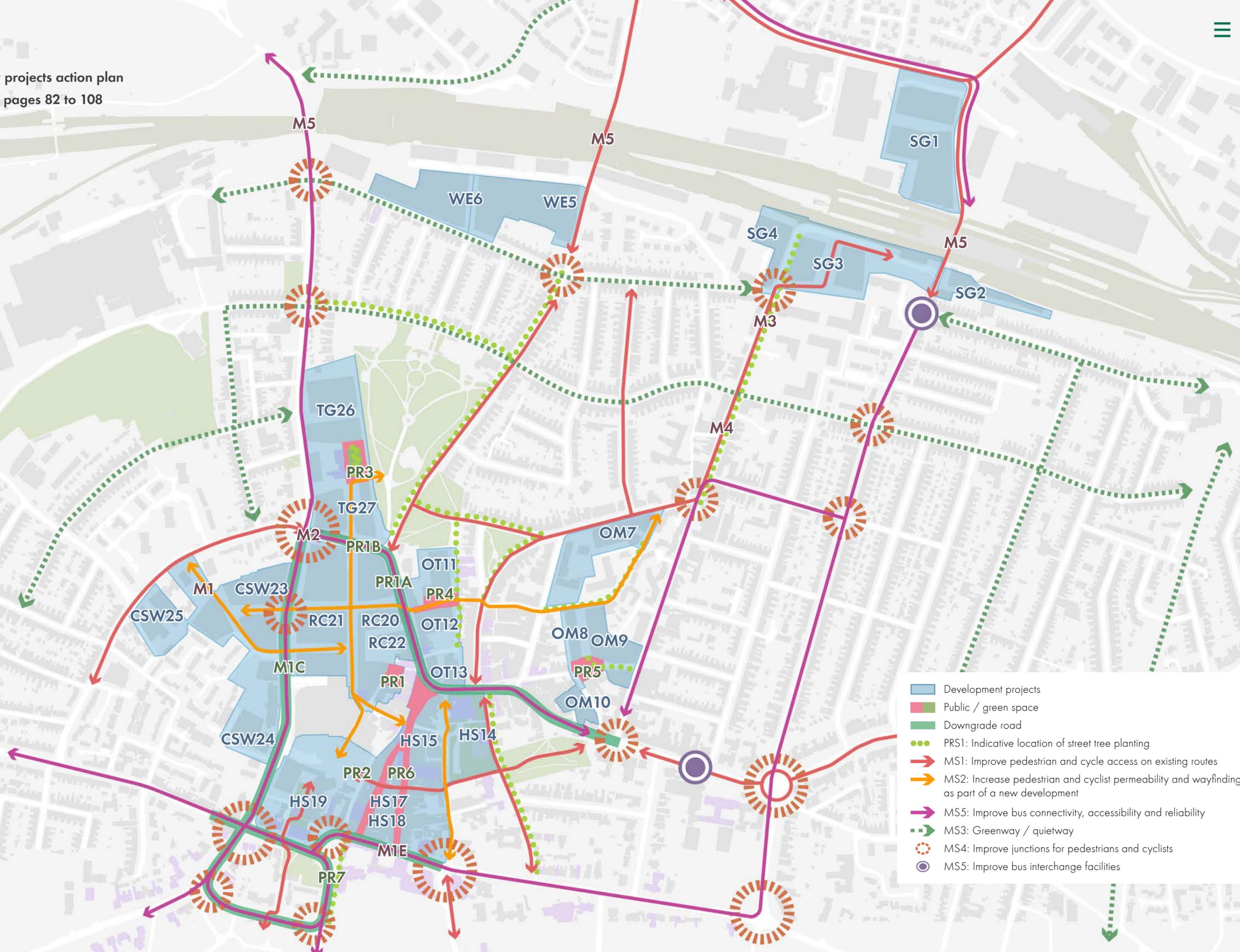
- Project references
- Project names
- Description of project
- Location of project (by character area)
- Known land ownership
- Lead delivery responsibility
- Timescales (short i.e. 0-2 years, medium 3-9 years, long 10 years+)
- Funding (low i.e. under £250,000, medium i.e. between circa £250,000 and £1mn, and high i.e. likely over £1mn +)
- Interdependencies between projects
- Desired outcomes from project delivery
- Key next steps

4.102 The action plans have been ordered in terms of phase of delivery – aligned with the subsequent phasing narrative. Shading has been used to indicate the assumed role of the Council in relation to the project identified: i.e. distinguishing between lead, supporter / facilitator, or statutory in nature.

4.103 The non-physical action plan describes the status of each project, categorising projects against three options:

- Explore = Potential to pursue. Further thought to be given to funding arrangements and mobilisation of the intervention.
- Action = Likely to come forward, and currently within Council's existing pipeline of work.
- Continue = Live and aligned with current Council Activity.

Key projects action plan  
See pages 82 to 108



- Development projects
- Public / green space
- Downgrade road
- PR1: Indicative location of street tree planting
- MS1: Improve pedestrian and cycle access on existing routes
- MS2: Increase pedestrian and cyclist permeability and wayfinding as part of a new development
- MS5: Improve bus connectivity, accessibility and reliability
- MS3: Greenway / quietway
- MS4: Improve junctions for pedestrians and cyclists
- MS5: Improve bus interchange facilities

# Rugby town centre Framework Delivery Approach

## DEVELOPMENT SITES

- Council-led
- Council Supported
- Council as Statutory Authority

Ref	Name	Description of potential development options	Character Areas	Status	Ownership	Delivery Responsibility	Timescales	Cost	Interdependencies	Outcome(s) / Theme Alignment	Next Steps
SG4	Myson House and Car Park	Redevelopment of Myson House and surface car parking, to deliver new homes and workspace.	Station Gateway	Stepnell Development Ltd have recently purchased the site. A planning application has been submitted for Myson House and car park. The outline application seeks for the "demolition of six storey office block and construction of 2no. six storey apartment blocks with associated external works and landscaping."	Stepnell Development Ltd	Private sector delivery by developer. Council should proactively engage to understand the quality and type of housing coming forward.	Short term	Medium	N/A	<ul style="list-style-type: none"> <li>Enables a diverse mix of homes to come forward in line with investment already present (Market Quarter)</li> </ul>	Council to engage with developer to understand scheme coming forward.
HS16	Old Town Hall	The old town hall building is proposed to be retrofitted to deliver new flexible commercial uses.	High Street	At present, no engagement or planning application has been submitted.	Al Bell Trustees	Council to consider opportunities to partner with landowners and support delivery through unlocking funding.	Short term	Medium	N/A	<ul style="list-style-type: none"> <li>Delivery of new leisure / retail / workspace floorspace increases the mix of uses securing greater resilience in the town centre.</li> <li>Enables a greater opportunity to improve the public realm and create new routes for pedestrians and cyclists.</li> </ul>	The Council needs to engage with landowners and businesses.
HS18	Woolworths	Refurbish the building to deliver flexible commercial uses to reanimate the high street.	High Street	<p>Planning application has been submitted for the redevelopment of the Woolworths Building. Proposal comprise:</p> <p>"The renovation and conversion of the existing buildings at 30 and 32 High Street, and 15 Sheep Street (excluding most of the ground floor at 30-32) to provide residential accommodation consisting of 32 units, including rooftop penthouse extensions and alterations to the existing building facades."</p> <p>No decision has been made.</p>	PDR Investment	Private sector delivery by developer. Council should proactively engage to steer new development as it progresses through planning.	Short term	Low	N/A	<ul style="list-style-type: none"> <li>Delivery of new leisure / retail / workspace floorspace increases the mix of uses securing greater resilience in the town centre.</li> </ul>	The Council needs to engage with the developer to steer the proposal and the uses coming forward.
TH27	Town Hall	To deliver a mixed-use scheme that could comprise hotel, new residential, open space, and ancillary retail / leisure.	Town Hall	The Council's operation remain in the Town Hall and the Benn Hall is operational. A study is underway to determine where the Rugby hub could be relocated.	Hope 4 (Rugby) Ltd, RBC	Council responsibility to determine most appropriate approach. Could look to undertake direct delivery or procure a private sector development partner via a Joint Venture.	Short / Medium term	High	NP3: Car Parking Strategy Rugby Hub Study (on-going)	<ul style="list-style-type: none"> <li>Introduction of a new housing offer type which delivers an increasingly balanced housing offer.</li> <li>Delivery of new leisure / retail / workspace floorspace increases the mix of uses securing greater resilience in the town centre.</li> <li>Will create new routes and permeability, improving the opportunities to prioritise sustainable modes of transport.</li> </ul>	<p>Dependent on the outcome of the Rugby Hub study. Will require the Council to commission a car parking study that encapsulate both public and private car parks across the town centre.</p> <p>RBC have control over the delivery of this site. Should consider commissioning a more detailed design study to determines the best scheme for the site.</p>

Ref	Name	Description of potential development options	Character Areas	Status	Ownership	Delivery Responsibility	Timescales	Cost	Interdependencies	Outcome(s) / Theme Alignment	Next Steps
SG3	Bus Depot	Redevelopment of bus depot to deliver residential-led scheme with ancillary commercial ground floors. Density of development in this location, alongside other parcels in Character Area SG could support improvement of Mill Road underpass, and wider connectivity around the station.	Station Gateway	No current plans for redevelopment. Previous engagement has been undertaken with Stagecoach and an alternative site was sought at the time. No site was found, but this process needs to be revisited to explore current and future options to facilitate this move given the importance of the site.	Midland Red South Ltd	Council to consider station gateway masterplan and procure private sector development partner / consider Joint Venture.	Medium term	High	N/A	<ul style="list-style-type: none"> <li>Enables a diverse mix of homes to come forward in line with investment already present (Market Quarter).</li> <li>Create opportunity to deliver new open spaces as part of the residential redevelopment.</li> <li>Creates an opportunity to improve the public realm and create new routes through the development.</li> </ul>	<p>Council to engage with landowner and explore schemes for site.</p> <p>Could form part of a detailed masterplan / design study.</p>
OM7	RBC Depot and Job Centre	Delivery of a residential-led scheme with ancillary flexible commercial ground floor.	Old Market	Both the Depot and Job centre are in active use. However, RBC are keen to relocate the Depot's activity elsewhere to release the site.  At present, no engagement or feasibility studies have been carried out.	Thorncroft Investments, RBC	Council to consider self-delivery or look to partner with landowner to deliver scheme.	Medium term	Medium	N/A	<ul style="list-style-type: none"> <li>Leverages council owned assets to make meaningful change.</li> <li>Introduction of a new housing offer type which delivers an increasingly balanced housing offer.</li> <li>Delivery of residential and new leisure / retail floorspace increases the mix of uses securing greater resilience in the town centre.</li> </ul>	<p>Council to engage with landowners and businesses to determine their future ambitions for the site, and whether there is an opportunity for redevelopment. It may be that potential acquisition is required on the third party land.</p> <p>Given the activity on the site, there may need to be a parallel investigation in terms of finding an alternative site for the Depot.</p> <p>The Council should undertake a detailed design and feasibility study to determine an optimal scheme to take forward.</p>
OM10	Gas Street Car Park	Potentially some residential development, but alternatively consideration as new location for Market.	Old Market	The car parks are in active use and no immediate schemes have been proposed.	RBC	Council to determine most appropriate approach. Could look to undertake direct delivery or procure a private sector development partner via a Joint Venture.	Medium term	Medium / High	NP3: Car Parking Strategy  Market relocation study (on-going)	<ul style="list-style-type: none"> <li>Leverages council owned assets to make meaningful change.</li> <li>Introduction of a new housing offer type which delivers an increasingly balanced housing offer.</li> <li>Potential delivery of a new market, to animate the location and diversify the offer.</li> </ul>	<p>Council to commission town centre wide car parking study to identify when the surface car parking can be released.</p> <p>In parallel, the outcome of the market study needs to be confirmed.</p> <p>A site remediation study is required to understand the extent of the historic gas works within the site.</p> <p>The council should undertake a detailed design and feasibility study to identify a suitable scheme.</p>

Ref	Name	Description of potential development options	Character Areas	Status	Ownership	Delivery Responsibility	Timescales	Cost	Interdependencies	Outcome(s) / Theme Alignment	Next Steps
OT11	Chestnut House	A potential location for Rugby Hub or a new Grade A office. This scheme could help create a new focal point for the town centre and improve the commercial offering.	Old Town	At present, the site is occupied by professional services businesses. At present, there are no immediate proposals for redevelopment.	Astra Court Management, Private	Council to consider self-delivery or partner with the Local Enterprise Partnership (LEP) to deliver the Grade A offices.	Medium term	Medium	Rugby Hub Study (on-going)	<ul style="list-style-type: none"> <li>• Delivery of office floorspace increases the mix of uses securing greater resilience in the town centre.</li> <li>• Will help support SMEs and businesses, and growth in the local economy.</li> </ul>	<p>Council to review the outcome of the Rugby Hub study, and whether this is a suitable location.</p> <p>The Council should look to acquire the site, to gain control for delivery.</p> <p>The Council should engage with the LEP.</p>
OT13	Church / North Street Retail Frontage	Proposal includes creating a new cut through one of the retail units to improve connections between the High Street and this character area. Rather than redevelopment, the retail parade will be retrofitted to deliver new residential with the retail ground floors preserved.	Old Town	At present, there are no proposals for the retail parade. They are still occupied. No engagement has occurred.	Rugby One	Council should consider opportunities to partner with the landowners to bring forward delivery. Could consider support delivered through access of funding for new route/ cut-through.	Medium term	Medium	N/A	<ul style="list-style-type: none"> <li>• Deliver a movement network that enables safe, active and sustainable localised journeys.</li> <li>• Delivery of new leisure and retail floorspace increases the mix of uses securing greater resilience in the town centre.</li> </ul>	<p>The Council should seek to engage with the landowner to determine their ambitions.</p> <p>The Council should explore and conduct a business relocation study to determine the impact on the existing businesses and whether there is an opportunity to retain them on the site.</p> <p>In parallel a detailed design and feasibility study should be conducted to understand the most suitable options for the site.</p>
HS14	Herbert Gray College Redevelopment	Redevelopment of the listed college to deliver a new hotel. This scheme includes a part retrofit to preserve the heritage elements of the building.	High Street	<p>A planning application was submitted to convert the college into a 'luxury' extra care scheme. The proposal set out the intention to deliver "two-5 storey blocks to form 78 Extra Care Residential Units (Class C2), a 3-storey 52-bed Care Home (Class C2) and an ancillary Well Being Centre (including café, restaurant and leisure/spa facilities), together with associated works, including alterations to boundaries."</p> <p>At this stage, the planning permission has not been implemented. Dependent on the applicant's future ambition, the site may be available for redevelopment.</p>	Caldecott Square	Private sector delivery by developer. Council should proactively engage to steer new development or look at opportunities for self-delivery.	Medium term	High	N/A	<ul style="list-style-type: none"> <li>• Respecting existing heritage by creating assets for the future.</li> <li>• Refurbishment of existing buildings contributes to addressing the climate emergency.</li> </ul>	The Council should engage with the developer to identify whether there is an opportunity to partner and deliver the new uses on the site.
HS15	Market Place	Proposals include a retrofit of the retail units and upper floors to provide new flexible commercial uses.	High Street	At present, no engagement or planning application has been submitted.	Glendine Development, Kin Yip Properties	Council to consider opportunities to partner with landowners and support delivery through unlocking funding.	Medium term	Low	N/A	Delivery of new leisure / retail / workspace floorspace increases the mix of uses securing greater resilience in the town centre.	<p>The Council needs to engage with landowners and businesses.</p> <p>The Council should seek to understand the development opportunity through detailed site feasibility studies.</p>
HS17	34 High Street 11-14 Sheep Street	Proposals seek to retrofit the building to deliver new retail, leisure and food and beverage (F&B) uses.	High Street	The property is currently occupied. At present, no engagement or planning application has been submitted.	Hope Mens & Ladies Clothing, Private	Council to consider opportunities to partner with landowners and support delivery through unlocking funding.	Medium term	Low	N/A	• Delivery of new residential / leisure / retail / workspace floorspace increases the mix of uses securing greater resilience in the town centre.	The Council should seek to understand the development opportunity through detailed site feasibility studies.

Ref	Name	Description of potential development options	Character Areas	Status	Ownership	Delivery Responsibility	Timescales	Cost	Interdependencies	Outcome(s) / Theme Alignment	Next Steps
RC20	Rugby Central Phase 1	Part redevelopment of the shopping centre's eastern entrance and shopping parade to delivering new improved retail units, a new entrance and gateway along North Street and two blocks comprising 210 flats.	Rugby Central	<p>Planning permission has been submitted by RunningHare,. The proposal comprises:</p> <p>"Demolition of part of Rugby Central Shopping Centre and the erection of a mixed-use development scheme in two separate blocks, both 7 storeys in height providing commercial floorspace within Use Class E of the Town and Country Planning (Use Classes) Order 1987 (as amended) and sui generis floorspace (bar or public house) on the ground floor and residential (Class C3) on the upper floors together with new public realm, hard and soft landscaping, roof top amenity space, cycle storage, refuse storage, plant rooms, a replacement shop front for Unit 3a Manning Walk, revised servicing arrangements, associated infrastructure and works."</p> <p>No decision has been made.</p>	Karenor Partners Ltd	Private sector delivery by developer. Council should proactively engage to steer new development as it progresses through planning.	Medium term	High	NP4: Bus Strategy	<ul style="list-style-type: none"> <li>• Delivery of new retail / food and beverage, increases the mix of uses securing greater resilience in the town centre.</li> <li>• Introduction of a new housing offer type which delivers an increasingly balanced housing offer.</li> <li>• Create opportunities to deliver new routes to improve permeability for pedestrians.</li> </ul>	<p>The Council needs to engage with the developer to steer the proposal and the uses coming forward.</p> <p>The application includes amendments to the bus standing on North Street that should be linked to a wider bus and movement study. There should be coordinated with the recommendation set out.</p>
SG1	Royal Mail and MSCP	Redevelopment of the Royal Mail and Car Park site, north of the station to deliver a residential-led scheme. Density of development in this location, alongside other parcels in Character Area Station Gateway (SG) could support improvement of Mill Road underpass, and wider connectivity around the station.	Station Gateway	<p>No immediate plans for redevelopment.</p> <p>Will require engagement with Royal Mail and Madeley Development Ltd on future ambition for sites.</p> <p>Detailed design and site feasibility studies will need to be conducted, and land assembly.</p>	Royal Mail Madeley Developments Limited	Council to consider station gateway masterplan and procure private sector development partner / consider Joint Venture.	Medium / Long term	High	N/A	<ul style="list-style-type: none"> <li>• Enables a diverse mix of homes to come forward in line with investment already present (Market Quarter).</li> <li>• Create opportunity to deliver new open spaces as part of the residential redevelopment.</li> </ul>	<p>Council to engage with landowners and explore schemes for site.</p> <p>Land assembly will be required.</p> <p>Could form part of a detailed masterplan / design study for the Station area.</p>
HS19	RAGM + Car Park redevelopment	Proposals seek to consider this one of the alternative locations for Rugby Hub. If delivered here, this would be alongside new commercial uses, including retail, leisure and food and beverage.	High Street	RAGM is currently operational but has been under review. A new location for the current uses has not been secured. The car park remains in use by ASDA.	RBC, Private	Council responsibility to determine most appropriate approach. Could look to undertake direct delivery or procure a private sector development partner via a Joint Venture.	Medium / Long term	Medium / High	NP3: Car Parking Strategy Rugby Hub Study (on-going)	<ul style="list-style-type: none"> <li>• Delivery of new leisure / retail / workspace floorspace increases the mix of uses securing greater resilience in the town centre.</li> <li>• Create opportunities to deliver greater public realm.</li> </ul>	<p>Dependent on the outcome of the Rugby Hub study. Will require engagement with private landowner (we believe is ASDA) on the car parking spaces. Will require the Council to commission a car parking study that encapsulates both public and private car parks across the town centre.</p> <p>RBC need to commission study to determine the best alternative location for RAGM, if the study identifies this is the best location for Rugby Hub. Or alternatively if the site has capacity for the two uses (or more) to coexist on the site.</p>

Ref	Name	Description of potential development options	Character Areas	Status	Ownership	Delivery Responsibility	Timescales	Cost	Interdependencies	Outcome(s) / Theme Alignment	Next Steps
TH26	Police Station	An interceptor car park and residential is proposed.	Town Hall	The property is currently occupied and is an important public service. It is understood, that the Warwickshire Police have been undertaking their own review of their asset requirements in the town centre. At present, no engagement or planning application has been submitted.	The Association Of Police And Crime Commissioners	Council responsibility to determine most appropriate approach. Could look to undertake direct delivery or procure a private sector development partner via a Joint Venture.	Long term	Medium	N/A	<ul style="list-style-type: none"> <li>• Introduction of a new housing offer type which delivers an increasingly balanced housing offer.</li> <li>• Will deliver an interceptor car park to enable a shift towards more sustainable modes of transport across the town centre.</li> </ul>	<p>Within Public sector ownership. Need to engage to understand if an alternative site can be provided.</p> <p>RBC should consider acquisition of the site to control delivery of interceptor car park in the short/medium term.</p>
WE5	NHS Railings	Redevelopment of the NHS Sidings, to deliver new homes, aligned with the wider residential development within Webb Ellis Estate.	Webb Ellis	NHS Sidings is still operational. Engagement with the NHS will be required to understand if the site is still suitable given the development delivery in the immediate vicinity. This will determine when the site could be considered for redevelopment and potentially through the One Public Estate mechanism.	Coventry and Warwickshire Award Trust	Council to potentially lead on discussions for OPE programme or look to consider self-delivery.	Long term	Medium	N/A	<ul style="list-style-type: none"> <li>• Enables a diverse mix of homes to come forward in line with investment already present (Market Quarter)</li> </ul>	<p>Council to lead on discussions for OPE programme with NHS Trust and LGA.</p> <p>May require strategic overview of all public assets, to determine opportunities for an integrated healthcare hub.</p>
SG2	Network Rail Station Car Park	Redevelopment of the surface car park to provide residential, flatted / Build to Rent accommodation.	Station Gateway	No immediate plans for redevelopment. The site remains an active car park for the station. Release of the site will be dependent on a comprehensive car parking study.  Will require engagement with Network Rail alongside this.	Network Rail	Council to consider station gateway masterplan and procure private sector development partner / consider Joint Venture.	Long term	Medium	NP3: Car Parking Strategy	<ul style="list-style-type: none"> <li>• Enables a diverse mix of homes to come forward in line with investment already present (Market Quarter).</li> <li>• Creates means to consider sustainable transport improvements.</li> </ul>	<p>Council to commission town centre wide car parking study.</p> <p>Engage with Network Rail to determine if the site needs to be retained for parking or is tied to any access and servicing maintenance for the railway.</p> <p>Could form part of a detailed masterplan / design study.</p>
WE6	Industrial redevelopment	Reprovision of industrial stock, to deliver an intensified, co-location scheme (industrial and workspace).	Webb Ellis	Units are well occupied at present. This should come forward as the industrial stock begins to become dilapidated or no longer fit-for-purpose.  A more detailed masterplanning process is required to understand and articulate the potential of the site as a whole. This process, which requires engagement with landowners, is needed to provide more detailed delivery advice.	Multiple Freeholders and leases	Council to guide redevelopment through planning framework, through site allocation process or look to proceed with land assembly and delivery.	Long term	Medium	N/A	<ul style="list-style-type: none"> <li>• Boost employment floorspace to support economic growth.</li> </ul>	<p>The council should engage with landowners and tenants to determine the current ambitions for the area.</p> <p>The council should consider acquisition of the units, to be held on an investment basis till wider site assembly (and control) can be achieved.</p> <p>A relocation study and business tenancy schedule may be required in parallel, to ensure as many businesses can be retained in Rugby.</p> <p>Detailed masterplanning should then sought to determine a suitable scheme.</p>

Ref	Name	Description of potential development options	Character Areas	Status	Ownership	Delivery Responsibility	Timescales	Cost	Interdependencies	Outcome(s) / Theme Alignment	Next Steps
OM8	BT Building	Delivery of a residential-led scheme with ancillary flexible commercial ground floor.	Old Market	Historically, the old exchange has been converted to office and is occupied by tenants that include Architects. The other half of the property (which is separate) is still operational. At this stage, engagement with BT on their operations has not been conducted and there are no current plans for redevelopment. However, previous examples identifies that finding alternative sites for BT operations can be difficult and lengthy. This will therefore be long term opportunity.	BT	Council to guide redevelopment through planning framework, through site allocation process or look to proceed with land assembly and delivery in the long term.	Long term	High	N/A	<ul style="list-style-type: none"> <li>• Introduction of a new housing offer type which delivers an increasingly balanced housing offer.</li> <li>• Delivery of residential and new leisure / retail floorspace increases the mix of uses securing greater resilience in the town centre.</li> </ul>	Council to engage with BT on their future operations and requirements of the site. The council should earmark this site for residential, mixed use development to guide future delivery.
OM9	John Barford redevelopment	Redevelopment of the Multi Storey Car Park (MSCP) to provide new residential, and flexible commercial ground floors.	Old Market	The MSCP and surface car park is still in active use, although occupancy rates are relatively modest. There are no immediate plans for redevelopment.	RBC, Private	Council to determine most appropriate approach. Could look to undertake direct delivery or procure a private sector development partner via a Joint Venture.	Long term	High	NP3: Car Parking Strategy	<ul style="list-style-type: none"> <li>• Introduction of a new housing offer type which delivers an increasingly balanced housing offer.</li> <li>• Delivery of residential and new leisure / retail floorspace increases the mix of uses securing greater resilience in the town centre.</li> </ul>	<p>Council to commission town centre wide car parking study. Identify the appropriate phasing for MSCP, and when it can be released for development.</p> <p>The Council should seek to acquire the privately owned car parking site and hold the investment interest till comprehensive redevelopment can occur.</p>
OT12	Banks redevelopment	Proposal for the reprovion of the commercial floorspace to consider workspace and new retail, to deliver new modern units, fit for purpose.	Old Town	As we understand, the presence of banks on High Streets may become obsolete as they move services online. We anticipate this will occur in the medium to long term, in line with lease terms. Looking forward, the Council should proactively address new uses that could come forward in this location and suitable schemes. This will additionally become of greater relevance with the redevelopment of Rugby Central Phase 1 and the improvement of the entrances and new routes aimed to be created as part of these proposals. No immediate schemes have been proposed at present.	Sharplink, RBC	<p>Council to look to support the redevelopment in the longer term.</p> <p>Council should consider engaging the LEP to determine if there are opportunities to bring forward commercial schemes.</p>	Long term	Medium	NP3: Car Parking Strategy	<ul style="list-style-type: none"> <li>• Delivery of new leisure / retail / office floorspace increases the mix of uses securing greater resilience in the town centre.</li> </ul>	<p>Council to commission town centre wide car parking study to identify when the surface car parking can be released.</p> <p>The council should earmark the site as a redevelopment opportunity and steer delivery through planning framework.</p>

Ref	Name	Description of potential development options	Character Areas	Status	Ownership	Delivery Responsibility	Timescales	Cost	Interdependencies	Outcome(s) / Theme Alignment	Next Steps
RC21	Rugby Central Phase 2 (Multi Storey Car Park conversion)	Comprehensive redevelopment to remove the 'blank façade' from the MSCP and deliver new homes, flexible commercial uses including a hotel.	Rugby Central	There has been engagement with Runninghare in the past, but there are no plans for a partnership approach.  Some consideration has been given to site assembly required and the feasibility of releasing the car parking for alternative use. However this was a high level concept, and no immediate studies have been done.	Multiple ownership (including RBC)	Given the likely complexity with delivering this site, the Council should steer delivery.  Could look to undertake direct delivery or procure a private sector development partner via a Joint Venture.	Long term	High	M2: Convert Evreux Way roundabout to a signalised junction and create high-quality gateway to Rugby town centre.  CSW23: Big Box Retail, Fire Station CSW24: Morgan Sindall CSW25: Westlands	<ul style="list-style-type: none"> <li>• Introduction of a new housing offer type which delivers an increasingly balanced housing offer.</li> <li>• Delivery of new leisure / retail / workspace floorspace increases the mix of uses securing greater resilience in the town centre.</li> <li>• Will create new routes and permeability, improving the opportunities to prioritise sustainable modes of transport.</li> </ul>	<p>Will be hinged on Council commissioning a comprehensive car parking study.</p> <p>Land assembly may be required over the medium term.</p> <p>This would require comprehensive masterplanning, to determine the best scheme.</p> <p>Council could look to procure development partner.</p>
RC22	Retrofit period buildings	This seeks to retrofit the properties with deliver new residential accommodation. The proposals seek to retain the historic facades.	Rugby Central	The properties are currently occupied. At present, no engagement or planning application has been submitted.	Multiple ownerships (fragmented)	Council to guide development through planning framework.	Long term	Low	N/A	<ul style="list-style-type: none"> <li>• Introduction of a new housing offer type which delivers an increasingly balanced housing offer.</li> <li>• Respecting existing heritage by preserving and enhancing period facades.</li> </ul>	<p>Council to engage with landowners and determine future ambitions.</p> <p>Council to scope out feasibility of delivering retrofit scheme.</p>
CSW23	Big Box Retail, Fire Station	Across the development parcel, new residential is proposed, this will include a mixture of homes and flats.	Corporation Street West	The properties are currently in use, some of which serve important public services.  At present, no engagement or planning application has been submitted.	T. J. Morris Limited, RBC	Council responsibility to determine most appropriate approach. Could look to undertake direct delivery or procure a private sector development partner via a Joint Venture.	Long term	Medium	M2: Convert Evreux Way roundabout to a signalised junction and create high-quality gateway to Rugby town centre.  RC21: Rugby Central Phase 2 (Multi Storey Car Park conversion)	<ul style="list-style-type: none"> <li>• Introduction of a new housing offer type which delivers an increasingly balanced housing offer.</li> </ul>	<p>The Council needs to engage with landowner and businesses.</p> <p>Site acquisition to be considered to control delivery.</p> <p>Detailed feasibility study required to determine scheme.</p>
CSW24	Morgan Sindall	A flatted residential scheme is proposed to be delivered.	Corporation Street West	Potential for long term redevelopment for residential is identified, subject to and assuming the retention of Morgan Sindall within the town centre.	Sreit (No. 2) Limited	Council responsibility to determine most appropriate approach. Could look to undertake direct delivery or procure a private sector development partner via a Joint Venture.	Long term	Medium	M2: Convert Evreux Way roundabout to a signalised junction and create high-quality gateway to Rugby town centre.  RC21: Rugby Central Phase 2 (Multi Storey Car Park conversion)	<ul style="list-style-type: none"> <li>• Introduction of a new housing offer type which delivers an increasingly balanced housing offer.</li> </ul>	<p>The Council needs to engage with landowner and businesses.</p> <p>Site acquisition to be considered to control delivery.</p> <p>Detailed feasibility study required to determine scheme.</p>
CSW25	Westlands	New residential that could include new houses, or extra care scheme.	Corporation Street West	The property is currently occupied. At present, no engagement or planning application has been submitted.	WCS Care Group Limited	Council responsibility to determine most appropriate approach. Could look to undertake direct delivery or procure a private sector development partner via a Joint Venture.	Long term	Medium	M2: Convert Evreux Way roundabout to a signalised junction and create high-quality gateway to Rugby town centre.  RC21: Rugby Central Phase 2 (Multi Storey Car Park conversion)	<ul style="list-style-type: none"> <li>• Introduction of a new housing offer type which delivers an increasingly balanced housing offer.</li> </ul>	<p>The Council needs to engage with landowner and businesses.</p> <p>Site acquisition to be considered to control delivery.</p> <p>Detailed feasibility study required to determine scheme.</p>

## MOVEMENT AND PUBLIC REALM INTERVENTIONS

- Council-led
- Council Supported
- Council as Statutory Authority

Ref	Name	Description	Character Areas	Status	Ownership	Delivery Responsibility	Funding Source	Cost	Timescales	Interdependencies	Outcome(s) / Theme Alignment	Next Steps
PR6	Improve public realm on Sheep Street and High Street, and adjoining side roads and alleys	Refresh these streets and spaces including repaving, lighting, street furniture, planting and shop front improvements.	High Street	No studies or actions have taken place.	WCC	WCC with an active role by RBC in the process, to ensure that the identified measures are in line with local needs and longer term aspirations.	High Streets Fund	High	Short term	OT13: Church Street / North Street	<ul style="list-style-type: none"> <li>Brings to life these important historic streets and better connects them to the wider area</li> <li>Helps improve conditions for existing businesses and enables new businesses to open up</li> </ul>	Commission a public realm specialist with support from movement planning to undertake a study (RIBA Stage 2/3) to identify a series of costed measures to improve the quality of these streets and spaces including potential meanwhile / event spaces.
MS1	Area wide: Improve pedestrian and cycle access on existing routes	Improve key routes, links and spaces for pedestrians and cyclists including crossings, junction improvements, signage, cycle infrastructure, lighting, seating, and green infrastructure.	ALL	Can build on the WCC Local Cycling and Walking Improvement Plan (LCWIP)	WCC	WCC including transport planning, highways and public realm specialists. Recommended that RBC play an active role in reviewing proposed schemes and the approval process.	N/A	High	Short term	N/A	<ul style="list-style-type: none"> <li>Enables more local trips to be undertaken by active travel</li> <li>Improves sustainable connectivity between the town centre, existing and future neighbourhoods</li> <li>Helps reduce the negative impacts of vehicles on the local environment</li> <li>Helps to meet climate emergency targets</li> </ul>	Building on the LCWIP, work with WCC to bring forward improvements on-street.
MS3	Area wide: Create greenway/cyclist Quietway	Create high-quality quiet routes and links for cyclists (and pedestrians) that improve access, movement and connectivity to key attractors including the town centre, schools, retail parks, hospitals and green spaces. This could include relocation / rationalisation of parking, cycle infrastructure, junction and crossing improvements and secure cycle parking.	ALL	Can build on the WCC Local Cycling and Walking Improvement Plan (LCWIP)	WCC	WCC including transport planning, highways and public realm specialists with support from RBC	N/A	High	Short term	N/A	<ul style="list-style-type: none"> <li>Enables more local trips to be undertaken by active travel</li> <li>Improves connectivity between the town centre, existing and future neighbourhoods</li> <li>Helps reduce the negative impacts of vehicles on the local environment</li> <li>Helps to meet climate emergency and air quality targets</li> </ul>	Building on the LCWIP, work with WCC to bring forward improvements on-street.
MS4	Area wide: Improve junctions and crossings for pedestrians and cyclists	Improve junctions for pedestrians and cyclists, improve existing, and introduce additional pedestrian and cyclist crossings.	ALL	Can build on the WCC Local Cycling and Walking Improvement Plan LCWIP	WCC	WCC including transport planning, highways and public realm specialists with support from RBC	N/A	High	Short term	N/A	<ul style="list-style-type: none"> <li>Reduces over reliance on private vehicles, particularly for short journeys</li> <li>Reduces severance</li> <li>Improves road and personal security</li> <li>Helps to meet climate emergency and air quality targets</li> </ul>	Building on the LCWIP, work with WCC to bring forward improvements.

Ref	Name	Description	Character Areas	Status	Ownership	Delivery Responsibility	Funding Source	Cost	Timescales	Interdependencies	Outcome(s) / Theme Alignment	Next Steps
M1	Improve pedestrian and cyclist permeability through Westway	Improve the quality of this link for pedestrians and cyclists including personal security.	N/A		WCC	WCC including transport planning highways and public realm specialists.	N/A	Medium	Short term	RC20: Rugby Central Phase 1 RC21: Rugby Central Phase 2 (Multi Storey Car Park conversion)	<ul style="list-style-type: none"> <li>Improves pedestrian connectivity to a currently severed neighbourhood</li> </ul>	Liaise with WCC to identify measures and associated funding to improve this link.
M3	Improve Rugby Station pedestrian and cyclist connectivity along Railway Terrace	Create a high quality link between Rugby station for pedestrians and cyclists including footway, junction and crossing improvements, lighting, seating and public realm measures.	Station Gateway		WCC	WCC. Recommend commissioning a public realm-led consultancy with support from transport planning to undertake study. RBC should be an active stakeholder in the project to ensure measures delivered are in line with masterplan framework principles.	N/A	High	Short term	N/A	<ul style="list-style-type: none"> <li>Improves the relationship between Rugby station and the town centre</li> <li>Improves pedestrian and cyclist enjoyment and safety</li> <li>Encourages greater number of trips by active travel</li> </ul>	Undertake a RIBA Stage 2/3 design review and develop up costed options for creating a high-quality link between the station and town centre. Project should be lead by public realm designers, supported by transport/movement experts.
M1E	Improve pedestrian and cyclist access on Lawrence Sheriff Street	Create a more pedestrian friendly environment that links High Street / Sheep Street to Lawrence Sheriff Street and wider area.	N/A		WCC	WCC including transport planning highways and public realm specialists.	N/A	Low	Short term	N/A	<ul style="list-style-type: none"> <li>Improves connectivity</li> <li>Improves road safety</li> <li>Improve sense of place</li> </ul>	Undertake a RIBA Stage 2/3 review of the existing situation and identify opportunities to improve the look and feel of this environment, footways, potential crossing and traffic calming measures.
M1F	Improve existing car parks	Improve wayfinding, access arrangements, parking layouts, ticketing and signage to existing car parks to reduce the impacts of vehicles on the local network, improve utilisation of currently under used car parks and enable temporary car park closures for pop up events.	N/A		RBC	Parking Services, Planning, Transport Planning and Public Realm specialists. Support required by WCC Highways and transport planning if changes are recommended to the highway and road signage.	N/A	Low - Medium	Short term	N/A	<ul style="list-style-type: none"> <li>Improves parking management</li> <li>Reduces the impact of vehicles on the local network</li> <li>Maximises underutilised parking assets</li> </ul>	As part of a Development Enabling Study, see non-physical interventions for more detail, identify measures and make recommendations on how to improve existing car parks.
PRS1	Area wide: Indicative location of street tree planting	Delivering street tree planting alongside development projects and new routes established through the framework.	All	To be aligned with development projects coming forward and through the creation of new routes identified in the framework. This is early in its conception and no plans have been finalised.	RBC / WCC Multiple ownerships	RBC to coordinate with delivery of sites coming forward across the plan	The national lottery heritage fund. S106/ CIL	Low - Medium	Short/ Medium Term	All development projects	<ul style="list-style-type: none"> <li>Improves public realm environment and contributes to addressing climate emergency</li> </ul>	<p>Coordinate with Development Services (Planning), Landscape and, Parks and Recreation officers on tree planting for new developments</p> <p>Identify scope and extent of project to support business case for funding (if required)</p> <p>Targeted action plan to identify precise locations and species.</p>

Ref	Name	Description	Character Areas	Status	Ownership	Delivery Responsibility	Funding Source	Cost	Timescales	Interdependencies	Outcome(s) / Theme Alignment	Next Steps
PR3	New green space by The Retreat	Delivering a new green public space by the proposed location for new commercial (Hotel). This will support creating outdoor locations for residents and visitors to dwell.	Town Hall	No studies or actions have taken place	RBC	RBC to coordinate with development proposals for Town Hall site (TH26).	May be part of S106	Medium	Short/ Medium term	TH26: Town Hall	<ul style="list-style-type: none"> <li>Better supports existing and future local businesses and enterprise through unlocking of more public space and greater activation of the street</li> <li>Improve access and enjoyment of public space and green space.</li> </ul>	<p>Identify opportunity to deliver as part of the development opportunities for Town Hall.</p> <p>Determine whether S106 monies can be used, or whether external funding needs to be considered.</p>
MS6	Other area wide: electric car / van hire clubs, cycle / scooter hire scheme, cargo bike (pedal / electric) hire scheme, last mile delivery hubs	Better integrate alternative active travel and sustainable mode options into the town centre, surrounding existing and future neighbourhoods, schools, hospitals, retail parks, employment areas and other attractors.	ALL		WCC	WCC including transport planning highways and public realm specialists.	N/A	Medium - High	Short/ medium term	N/A	<ul style="list-style-type: none"> <li>Reduces the overreliance on the private vehicle to travel to, from and around Rugby, particularly for short and medium distance journeys</li> <li>Better integrates existing and future neighbourhoods and employment areas</li> <li>Improves air quality and fully supports the national response to climate emergency</li> </ul>	Prepare a spatial plan that identifies appropriate locations for these schemes that enable greater take up of these modes but which do not have an undue impact on other road users, quality of the public realm and future development opportunities.
PR1A	High quality town centre public realm scheme on North Street and Church Street, and adjoining streets and alleyways	The creation of a high quality town centre public realm scheme that better reflects its historical setting. Including the rationalisation and relocation of movement functions, reallocation of road space for placemaking measures, clutter removal, pedestrian crossings, shop front improvements and street greening.	Old Town	There have been previous studies undertaken in this area which will require appraisal.	WCC	<p>WCC including transport planning, highways and public realm specialists with support from RBC</p> <p>It is recommended that RBC play a significant role in project brief development and the commission procurement process as well as being an active stakeholder as part of design decisions</p>	S106/ CIL	High	Medium term	<p>RC20: Rugby Central Phase 1</p> <p>RC21: Rugby Central Phase 2 (Multi Storey Car Park conversion)</p>	<p>Encourages a greater number of visitors</p> <p>More dwelling and enjoyment throughout the day, week and year</p> <p>Better supports existing and future local businesses and enterprise through unlocking of more public space and greater activation of the street</p> <p>Improves access and movement for pedestrians, cyclists, buses, and taxis</p> <p>Reduces the negative impacts of vehicles including air quality and physical barriers to pedestrians and cyclists</p> <p>Improve access and enjoyment of public space and green space</p>	<p>Commission a feasibility study (RIBA Stage 2/3) that builds on the vision and principles of the masterplan to develop concepts and a costed delivery strategy for Church Street / North Street. It is recommended that high video camera surveys and a comprehensive engagement exercise is undertaken as part of the project.</p> <p>It is recommended the project is led by public realm specialists with support from sustainability, urban design, transport planning, engineering, consultation, and cost specialists.</p> <p>Bus operators and taxis will require careful consideration.</p>

Ref	Name	Description	Character Areas	Status	Ownership	Delivery Responsibility	Funding Source	Cost	Timescales	Interdependencies	Outcome(s) / Theme Alignment	Next Steps
PR1B	Evreux Way and Caldecott park gateway public improvements	Would include changes to the existing road layout on Evreux Way to encourage more walking and cycling, as well as better integration of surrounding existing and future development, crossings and green / blue infrastructure. Should include improvements to the entrance and setting of Caldecott Park and its relationship with the town centre.	N/A	No studies or actions have taken place.	WCC / RBC	WCC including transport planning, highways and public realm specialists with support from RBC.  It is recommended that RBC play a significant role in project brief development and the commission procurement process as well as being an active stakeholder as part of design decisions.	S106/ CIL	High	Medium term (subject to what happens to the McDonald site / Town Hall)	M2: Convert Evreux Way roundabout to a signalised junction and create high-quality gateway to Rugby town centre.  OT13: North Street / Church Street RC20: Rugby Central Phase 1 RC21: Rugby Central Phase 2 (Multi Storey Car Park conversion) TH27: Town Hall	<ul style="list-style-type: none"> <li>Improves connectivity particularly for sustainable and active travel modes</li> <li>Improves access to green space</li> <li>Better integrates green space into the wider town centre</li> <li>Enables more appropriate development to come forward and to better integrate it into existing town centre streets</li> </ul>	<p>Commission a consultancy to undertake a feasibility study (RIBA Stage 2/3) that builds on the vision and principles of the masterplan to develop concepts and a costed delivery strategy. It is recommended that high mast video camera surveys and a comprehensive engagement exercise is undertaken as part of the project.</p> <p>It is recommended the project is led by public realm specialists with support from sustainability, urban design, transport planning, engineering, consultation, and cost specialists.</p>
PR1	New courtyard by Windmill Lane	Delivering a courtyard as part of the North Street development proposals, to create a new courtyard / cut-through into Old Town.	Old Town	No studies or actions have taken place	Rugby One	RBC to coordinate with landowner, and part of redevelopment negotiations for retrofit / redevelopment proposals.	May be part of S106	Medium	Medium term	OT13: Church / North Street Retail Frontage	Improve permeability and increases walking routes	Engage with landowner over redevelopment proposals.
PR2	New public space on existing Asda car park	Delivering a new green public space as part of the redevelopment proposals for RAGM. This will help to soften the current landscape and provide a new place to 'pause' in the High Street.	High Street	No studies or actions have taken place	Private (ASDA)	RBC as part of development proposals for RAGM (HS19)	May be part of S106	Medium	Medium term	HS19: RAGM + Car Park redevelopment	<ul style="list-style-type: none"> <li>Better supports existing and future local businesses and enterprise through unlocking of more public space and greater activation of the street</li> <li>Improve access and enjoyment of public space and green space.</li> </ul>	Engage with ASDA and coordinate with plans for RAGM redevelopment.
PR4	New public space by North Street	Delivery of a new public space, orientated around the redevelopment of North Street car park. Creates a new meeting point and central focus for the anticipated employees from the commercial offering.	Old Town	No studies or actions have taken place	RBC	RBC to coordinate with delivering of development in Old Town (Rugby Hub or new commercial).	May be part of S106	Medium	Medium term	OT11: Chestnut House OT13: Church / North Street Retail Frontage: NP3: Car parking study	<ul style="list-style-type: none"> <li>Better supports existing and future local businesses and enterprise through unlocking of more public space and greater activation of the street</li> <li>Improve access and enjoyment of public space and green space.</li> </ul>	<p>Identify opportunity to deliver as part of the development opportunities for Old Town</p> <p>Determine whether S106 monies can be used, or whether external funding needs to be considered.</p>
MS2	Area wide: Increase pedestrian and cyclist permeability and wayfinding as part of new development	Increase routes, links and access for sustainable and active travel as part of new development	ALL	In corporate as part of future planning policy documents	RBC	RBC Development Services	N/A	Medium - High	Medium - longer term as	N/A	<ul style="list-style-type: none"> <li>Enables more sustainable development to come forward and encourages existing and future access by active travel</li> <li>Reduces severance</li> <li>Improves road / personal safety</li> <li>Improves sense of place</li> <li>Helps to meet climate emergency and air quality targets</li> </ul>	Review existing planning policy and where possible incorporate a sustainable and active travel strategy.

Ref	Name	Description	Character Areas	Status	Ownership	Delivery Responsibility	Funding Source	Cost	Timescales	Interdependencies	Outcome(s) / Theme Alignment	Next Steps
MS5	Area wide: Improve bus connectivity, accessibility and reliability	The creation of an integrated, fully accessible, affordable, well connected, reliable, and sustainable bus system.  Better connect Rugby, its existing and future hinterlands with an appropriate hierarchy of bus routes and types, ranging from bus rapid transit on strategic routes, to local on-demand hopper buses within local neighbourhoods and rural locations.	ALL	Can build on the WCC Local Cycling and Walking Improvement Plan LCWIP	WCC with active involvement from RBC as part of a steering group to review emerging ideas and schemes.	WCC with active involvement of RBC and bus operators.	N/A	High	Medium - longer term	N/A	<ul style="list-style-type: none"> <li>Reduces the overreliance on the private vehicle to travel to, from and around Rugby, particularly for short and medium distance journeys</li> <li>Reduces poverty and improve health and well-being, particularly for those who are reliant on public transport to get to and from work and education</li> <li>Improves air quality and fully supports the national response to climate emergency.</li> </ul>	It is recommended that a comprehensive bus study is undertaken for Rugby and the regions. The study would look to set up partnership working with bus operators, key stakeholders, and the local community to review the existing bus vehicles, services, routes and stops. This comprehensive review would culminate in a phased masterplan for buses including as short-, medium- and longer-term projects and measures to improve the bus system. Greater emphasis should be given to innovation, technology, and sustainability to help ensure the long-term role of buses.
M5	Improve railway crossings for pedestrians and cyclist	Improve road safety, personal security and accessibility at these key crossings to reduce the severance caused by the railway tracks for walking and cycling I	N/A	N/A	WCC	WCC including transport planning, highways and public realm specialists	N/A	Medium/high	Medium - longer term	N/a	<ul style="list-style-type: none"> <li>Reduces severance caused by the railway tracks</li> <li>Helps reduce over reliance on private vehicles for short journeys</li> </ul>	Liaise with WCC to identify measures that could be introduced over the short, medium and longer term to improve these key environment
MS7	Elliott's Field Sustainable Connectivity	Improve sustainable and active travel between the town centre, Rugby Railway Station and Elliott's Field. This could include improvements to existing bus services, reliability and fares, pedestrian and cyclist crossing / infrastructure improvements, electric vehicle and cycling parking. A shuttle bus between the town centre, Rugby Railway Station and Elliott's Fields may also be considered.	N/A	No studies or actions have taken place	WCC	WCC including transport planning highways and public realm specialists.	N/A	Medium/high	Short / Medium term		<ul style="list-style-type: none"> <li>Reduces traffic congestion and associated negative impacts including air quality and poor road safety</li> <li>Encourages greater footfall within the town centre</li> <li>Encourages greater take up of more sustainable and active travel</li> <li>Improves road safety for pedestrians and cyclists</li> <li>Better connects existing and future developments</li> </ul>	Review existing routes, links and crossings to identify short, medium and longer term measures to improve sustainable and active travel to and from Elliott's Field to the town centre, station and wider area. Working with bus operators, identify improvements to existing bus services, including routing, bus priority measures, bus stop improvements and fares. Also explore the opportunity for a shuttle bus service between the retail park, station and town centre. Work with the retail park to review the existing parking system to encourage more people to arrive by bus, walking and cycling

Ref	Name	Description	Character Areas	Status	Ownership	Delivery Responsibility	Funding Source	Cost	Timescales	Interdependencies	Outcome(s) / Theme Alignment	Next Steps
PR5	New public space on existing Old Market Place car park	Delivering new public realm and green space on the surface car park.	Old Market	No studies or actions have taken place	RBC	RBC to coordinate alongside John Barford MSCP redevelopment.	The national lottery heritage fund Council's reserves	Medium/high	Long term	OM9: John Barford redevelopment	<ul style="list-style-type: none"> <li>• Improve access and enjoyment of public space and green space.</li> </ul>	<p>Needs to align with car parking study, and timescales for release.</p> <p>Need to coordinate whether this could come forward as part of the redevelopment of John Barford MSCP or in isolation as a first phase.</p>
PR7	Create iconic gateway environment around Rugby School gyratory	Major redesign of the gyratory, including consideration of two-way working and potential closure / partial closure of a junction arm to create a place for people and a high quality people-led gateway to the town centre.	N/A	No studies or actions have taken place.	WCC	WCC including transport planning, highways and public realm specialists with support from RBC.  It is recommended that RBC play a significant role in the project brief development and procurement process as well as being an active stakeholder as part of design decisions.	N/A	High	Longer term	M2: Convert Evreux Way roundabout to a signalised junction and create high-quality gateway to Rugby town centre.  St Andrews Gardens masterplan	<ul style="list-style-type: none"> <li>• Enables an environment that is much greater aligned with this historical location</li> <li>• Creates a greater sense of arrival and place for all visitors</li> <li>• Reduces the impacts of strategic (non-local) vehicle movement on local access and movement</li> <li>• Encourages more local trips by walking, cycling and bus</li> <li>• Improves pedestrian and cyclist crossings and access to and from the town centre to neighbouring residential areas</li> <li>• Improves bus accessibility, reliability and road safety</li> <li>• Helps to meet climate emergency and air quality targets</li> </ul>	<p>Commission a multi-disciplinary consultancy to undertake a study (RIBA Stage 2/3), including placemaking, urban design, transport planning, engineering, modelling, sustainability and consultation experts.</p> <p>It is recommended that high-mast video camera surveys and a wide reaching, comprehensive engagement exercise is undertaken as part of the project.</p>
M2	Convert Evreux Way roundabout to a signalised junction and create high-quality gateway to Rugby town centre	Replace the roundabout with a signalised junction that prioritises pedestrians, cyclists and bus access including wide, one-stage pedestrian and cyclist crossings to improve connectivity to existing and future development and road safety. Create a high quality gateway environment around the junction including development with active frontages, green and blue infrastructure.	N/A		WCC	WCC including transport planning, highways and public realm specialists with support from RBC.  It is recommended that RBC play a significant role in project brief development and the commission procurement process as well as being an active stakeholder as part of design decisions.	N/A	High	Long term	M1C: Downgrade Corporation Street to create a street environment for all  RC20: Rugby Central Phase 1  RC21: Rugby Central Phase 2 (Multi Storey Car Park conversion)	<ul style="list-style-type: none"> <li>• Improves visitors' sense of arrival at this important northern town centre entrance point</li> <li>• Creates a much more welcoming and enjoyable experience for all visitors to the town centre</li> <li>• Improves pedestrian and cyclist access, movement, and road safety on what is a currently a vehicle dominated road environment</li> <li>• Enables and support more sustainable development either side of this important route</li> <li>• Integrates the town centre with a wider area by sustainable and active travel modes</li> </ul>	<p>Commission a multi-disciplinary consultancy to undertake a study (RIBA Stage 2/3), including placemaking, urban design, transport planning, engineering, modelling, sustainability and consultation experts.</p> <p>It is recommended that high-mast video camera surveys and a comprehensive engagement exercise is undertaken as part of the project. Careful consideration will need to be given to potential future development access arrangements.</p>

Ref	Name	Description	Character Areas	Status	Ownership	Delivery Responsibility	Funding Source	Cost	Timescales	Interdependencies	Outcome(s) / Theme Alignment	Next Steps
M1C	Reimagine Corporation Street to create a street environment for all.	<p>Change the nature of this road from a strategic highway route to a local street environment for people to access and enjoy.</p> <p>Reallocate road space to provide improved footways, greening, bus priority and cycling infrastructure.</p> <p>Improve road safety including junction measures, high quality one-stage pedestrian / cyclist crossings and appropriate cycle infrastructure that link to proposed future development sites.</p> <p>Improve bus stop accessibility and bus reliability.</p> <p>Improve wayfinding and signage.</p> <p>Improve the quality of the public realm including decluttering, footway improvements and tree planting.</p>	N/A		WCC	WCC would lead with RBC as a key stakeholder and active participant as part of design decision process.	N/A	High	Longer term	<p>M2: Convert Evreux Way roundabout to a signalised junction and create high-quality gateway to Rugby town centre.</p> <p>It is important to ensure that this large-scale project is supported by other wider sustainable travel initiatives such as bus improvements and pedestrian and cyclist route schemes to enable the benefits of the scheme including improving traffic flow, bus reliability and air quality to be fully felt.</p>	<ul style="list-style-type: none"> <li>• Enables and supports more sustainable development either side of this important route to come forward</li> <li>• Creates a much more welcoming and enjoyable experience for all visitors to the town centre</li> <li>• Reduces the overreliance on the private vehicle to travel to, from and around Rugby, particularly for short and medium distance journeys</li> <li>• Better integrates the town centre with wider neighbourhoods</li> <li>• Improves bus accessibility and reliability</li> <li>• Improves air quality and fully support the national response to climate emergency</li> </ul>	<p>Commission a multi-disciplinary consultancy to undertake a study (RIBA Stage 2/3), including placemaking, urban design, transport planning, engineering, modelling, sustainability and consultation experts.</p> <p>It is recommended that high-mast video camera surveys and a comprehensive engagement exercise is undertaken as part of the project.</p> <p>Careful consideration will be needed to potential future development access arrangements.</p>

## NON-PHYSICAL INTERVENTIONS

- Council-led
- Council Supported
- Council as Statutory Authority

Ref	Name	Description	Action Required	Lead Responsibility	Delivery Partners	Status	Timescales	Critical Dependencies	Theme Alignment
NP1	Place Branding and Marketing	Rugby town centre needs a visual identity for both civic pride and communication purposes. Avison Young to undertake research (including interviews) to establish thematics, proposition and approach to place branding. Avison Young's initial work to culminate in formation of the creative brief ready for issue to creative agencies.	<ul style="list-style-type: none"> <li>Agree the Creative Brief proposed by Avison Young</li> <li>Issue Creative tender to selected agencies / via public sector procurement method</li> <li>Score agency responses</li> <li>Appoint creative agency</li> <li>Work with creative agency to launch and roll out creative brand ensuring congruence to original vision and ongoing Regeneration Strategy remains</li> </ul>	RBC	TBC	Continue	Immediate	The brand must interlink to the vision to support it – it cannot go off on a different tangent although the guiding principles will become more succinct and must have a USP.	<ul style="list-style-type: none"> <li>Future proofing the town centre</li> <li>Boosting enterprise and innovation</li> <li>A town centre for all</li> </ul>
NP2	Public realm strategy for Rugby town centre	Preparation of a town centre public realm strategy which expands the public realm framework set out in this report. This should cover the following as a minimum: <ul style="list-style-type: none"> <li>Overall approach to the Public Realm and key principles;</li> <li>Public Realm Vision;</li> <li>Public realm illustrative framework</li> <li>Priority Projects;</li> <li>Street Typologies;</li> <li>Key Streetscape Projects;</li> <li>Open Space Typologies;</li> <li>Play and Recreation;</li> <li>Public Realm Guidance;</li> <li>Approach to planting and public art.</li> </ul>	<p>The public realm analysis and guidance developed for the Town Centre Regeneration Plan forms a foundation for a more detailed Public Realm Strategy.</p> <p>This will assist in defining a co-ordinated approach for key town centre streets, alongside transformational streetscape and public space proposals where these align with adjacent development opportunities across the town centre.</p> <p>RBC to lead the project. It is recommended that the steering group for the project also include WCC officers to ensure a joined up and co-ordinated approach to movement strategy.</p> <p>It would be beneficial to undertake focused stakeholder engagement with key landowners and developers through the process.</p> <p>Commission a consultancy to undertake a public realm strategy. It is recommended that this is led by landscape architects with inputs from movement specialists. There might also be benefit in allowing for some high level Cost Consultancy inputs to shape budgets for key projects in support of subsequent detailed design of spaces and/or funding bids.</p>	RBC	WCC	Continue	Immediate	All movement and public realm projects as identified.	<ul style="list-style-type: none"> <li>Improved design quality and placemaking outcomes, with benefits to investment and business outcomes</li> <li>Improves public realm environment and contributes to addressing climate emergency</li> </ul>

Ref	Name	Description	Action Required	Lead Responsibility	Delivery Partners	Status	Timescales	Critical Dependencies	Theme Alignment
NP3	Car Parking and Development Enabling Study	Commission an independent development parking enabling study. This study should include car parking surveys including high-mast video surveys, where appropriate to better understand existing parking capacity, demand and issues. The study should include an on-street, off-street and private parking review. The aim of the study should be to identify a phased strategy for relocating, rationalising and removing car parking in line with the proposed Rugby masterplan development framework. The study should also identify measures to improve access, wayfinding, appropriate EV parking and charging points, car club and disabled parking provision, delivery hubs and cycle parking in the short, medium and longer term	<p>Car park usage</p> <ul style="list-style-type: none"> <li>• Building on the parking model that has already been undertaken, compile and analyse available car parking usage information:</li> <li>• Using pre-Covid parking data that informed the masterplan work</li> <li>• Making spot' visits to all town centre car parks to ascertain approximate usage levels to compare with available data - incl. photos/records as appropriate</li> <li>• Expand parking model to include on-street parking (including, where appropriate, parking beat surveys) using same existing / future supply / demand analytical structure</li> </ul> <p>Development schedule</p> <ul style="list-style-type: none"> <li>• Prepare a development schedule from the present day through to the life of the masterplan, identifying:</li> <li>• Car park site / building loss / gain</li> <li>• Changing parking demand (pre-pandemic levels as a baseline)</li> <li>• Establish future parking scenarios</li> <li>• Research and establish likely parking demand and supply scenarios in relation to:</li> <li>• Masterplan development schedule incl. parking loss, gains, new development demand</li> <li>• Climate Emergency target achievement</li> <li>• Other policy imperatives</li> <li>• Sustainable transport and other transport infrastructure changes</li> </ul> <p>Test future parking scenarios</p> <ul style="list-style-type: none"> <li>• Meet with stakeholders to discuss developed scenarios</li> <li>• Amend / iterate / finalise scenarios including sensitivity tests for future supply and demand change</li> </ul> <p>Estimate future town centre parking need</p> <ul style="list-style-type: none"> <li>• Across all relevant town centre car parks</li> <li>• Focus on short / medium term sites</li> <li>• Develop parking demand estimates, i.e. low, med, high for development sites for 3 agreed future years</li> <li>• Report Recommendations</li> <li>• Development phasing and parking considerations (car-lite / free principles)</li> <li>• Traffic management, parking access and wayfinding measures</li> <li>• EV charging and parking locations, delivery and servicing and disabled parking measures</li> <li>• Active travel and public transport measures.</li> </ul>	RBC	Recommend commissioning an independent study that is led by RBC including Regeneration, Transport Planning, Parking and Public Realm. WCC and private car park owners would be key stakeholders.	Explore	Immediate	N/A	<ul style="list-style-type: none"> <li>• Unlocks sustainable development and growth</li> <li>• Reduces the impacts of vehicles on the local streets</li> <li>• Better supports local business operations</li> <li>• Helps meet climate emergency and air quality targets</li> <li>• Maximises town centre assets</li> </ul>

Ref	Name	Description	Action Required	Lead Responsibility	Delivery Partners	Status	Timescales	Critical Dependencies	Theme Alignment
NP4	Bus Strategy and Framework for Change	Commission a review of the existing bus situation in Rugby. Working with WCC, bus operators and other key stakeholders to identify issues and opportunities to improve station / bus interchange, town centre bus stops, existing and potential future bus routes and service improvements.	<ul style="list-style-type: none"> <li>Identify issues and opportunities for change</li> <li>Develop a phased spatial masterplan and supporting strategy for change</li> <li>Liaise with bus operators and other key stakeholders including taxis and Network rail</li> </ul>	WCC	WCC with active involvement by RBC	Explore	Medium term	N/A	<ul style="list-style-type: none"> <li>Enables a fully accessible, affordable, well connected, reliable, and sustainable bus system</li> <li>Better connects Rugby, its existing and future hinterlands with sustainable travel including proposed significant growth areas</li> <li>Reduce the overreliance on the private vehicle to travel to, from and around Rugby, particularly for short and medium distance journeys</li> <li>Reduce poverty and improve health and well-being, particularly for those who are reliant on public transport to get to and from work and education</li> <li>Improve air quality and fully support the national response to climate emergency</li> </ul>
NP6	Development Planning	Recommend a movement towards 'car free' or 'car-lite' development to meet environmental targets.	<ul style="list-style-type: none"> <li>Review existing planning policy. Building on the principles and approach of the masterplan framework, as well as the outcomes of the parking enabling study, introduce a sustainable and active travel strategy that promotes this type of development as part of future planning policy.</li> </ul>	RBC	RBC with support from WCC	Explore	Medium term	NP3: Car parking study	<ul style="list-style-type: none"> <li>Future proofing the town centre</li> <li>A town centre for all</li> <li>Enables positive diversification</li> </ul>
NP5	Public transport and active travel branding	Improve public transport branding and marketing including transport information online and on-street.	<ul style="list-style-type: none"> <li>Undertake an audit of existing on-street and on-line transport information</li> <li>Work with WCC to develop a brand for active and sustainable travel in Rugby</li> <li>Update online information and where feasible create an integrated mobility as a service app for the area</li> <li>Improve wayfinding and signage on street for all modes</li> </ul>	RBC	WCC with active involvement by RBC	Explore	Medium /longer term	N/A	<ul style="list-style-type: none"> <li>Creates a 21st century mobility as a service (Maas) experience for people</li> <li>Reduces poverty and improves health and wellbeing through greater access and more transport choices</li> </ul>
NP6	Meanwhile Use	Devise a meanwhile strategy to run throughout the Framework implementation period that allows the council to make immediate interventions and test consumer demand. Whilst the longer term interventions are in progress, there are actions that can be taken to enliven and improve the town centre in the short term. This will include a mixture of event activity and cosmetic/quick fix installations and pop up activity either within the public realm or other designated spaces (e.g. an empty retail unit). The strategy needs to be agreed and funded with funding for both the meanwhile intervention and any associated marketing to allow it to be promoted.	<ul style="list-style-type: none"> <li>Appraise options for Meanwhile Use provided by Avison Young</li> <li>Develop Meanwhile Use budget/identify funding and schedule timing plan</li> <li>Agree responsibility lead for meanwhile activations</li> <li>Agree marketing communications plan for meanwhile</li> <li>Oversee implementation of meanwhile use ensuring congruence to original vision and ongoing Regeneration Strategy remains</li> <li>Monitor success and evaluate to inform future strategy</li> </ul>	RBC	TBC	Explore	Immediate	NP3: Car Parking Study All Council-led development sites should be considered in the first instance.	<ul style="list-style-type: none"> <li>Future proofing the town centre</li> <li>Boosting enterprise and innovation</li> <li>A town centre for all</li> </ul>

## Focus on key areas of change

4.104 This chapter distils guidance for the eight main town centre character areas. Spatial guidance is set out for each character area, alongside an overview of current site conditions, land uses, massing and townscape considerations, an overview of potential development capacity and phasing / delivery considerations.

4.105 The character areas are listed below as follows:

- Corporation Street West;
- Rugby Central;
- Town Hall;
- Webb Ellis Industrial Estate;
- High Street;
- Old Town;
- Old Market; and
- Station Gateway.

4.106 Rounds Gardens is also identified as a character area (see chapter 3, strategic projects for further information), and the project is being progressed in parallel with the town centre Regeneration Strategy.

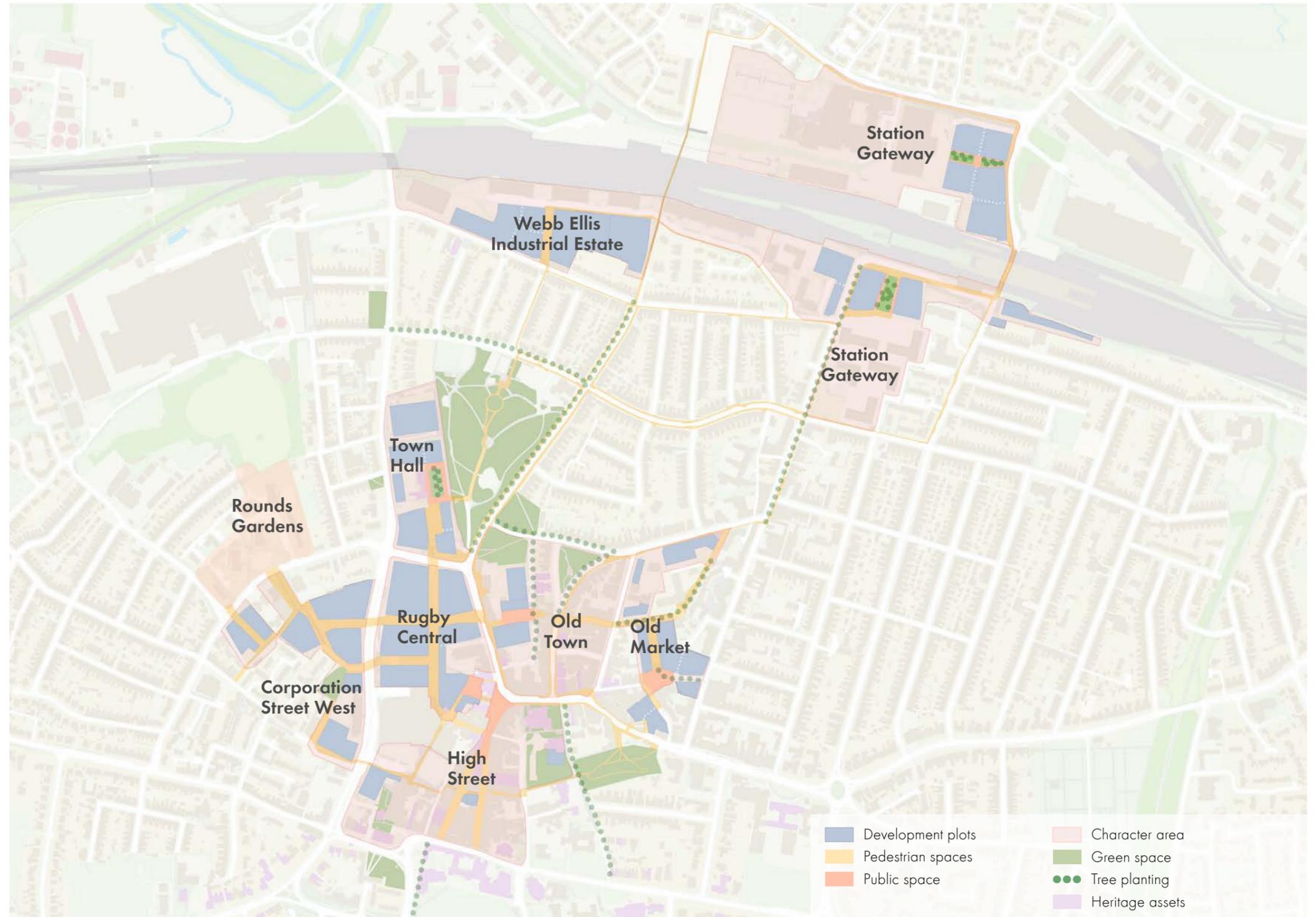


Fig 33 Character area summary plan

# CORPORATION STREET WEST



## The opportunity

- 4.107 The long-term development and investment potential within the Corporation Street West character area is intrinsically linked with the delivery of a number of key adjacent projects, and ability to catalyse comprehensive change within the area.
- 4.108 With the delivery of a new high quality residential offer at Rounds Gardens, the importance of Corporation Street West as a ‘connecting’ area between new residents and the core of the town centre is heightened.
- 4.109 The long-term ambitions for Rugby Central, with the potential for the comprehensive redevelopment of the multi-storey car park (MSCP) and associated opportunity to change the nature of Corporation Street from a highway-dominated environment to a street where walking, cycling and public transport is prioritised.
- 4.110 This wider context creates significant opportunity to create a new urban residential community at Corporation Street West, with strong connections through to Rounds Gardens and Rugby Central – recognising the key role for this area as providing east-west routes through to the core area.
- 4.111 The residential offer within this location should reflect the urban location of the character area. Market analysis supports the potential to deliver family housing alongside apartments, but in a dense urban form – i.e. delivery of townhouses as well as apartments.
- 4.112 This housing offer should be supported primarily by retail amenity offer within the core of the town centre. Delivery of green infrastructure within the neighbourhood is considered important to support the community and create a high quality residential environment – improving walking and cycling routes to the town centre core.

## The area today

- 4.113 Corporation Street West is located between residential neighbourhoods to the west and the rest of the town centre to the east. The current nearby housing offer is relatively low rise, and a homogenous series of terraced homes and flats. The residential stock tends to be inwards facing, with very little public realm and open space for residents to interact, and to the south is largely owned by the Council.
- 4.114 Driven by its edge of centre context and connectivity, the area is typified by a mix of low density commercial (big box retail and Morgan Sindall’s offices) and public services uses e.g. the Fire Station and Health Centre. This is mainly located on the eastern edge to benefit from good access onto Corporation Street West. Whilst this acts as a ‘buffer’ for the residential, it creates severance between the residents and the town centre. There are few opportunities to cross and cycle safely which supports the rationale to consider redesigning the road network to improve resident accessibility and shift towards more active modes of transport including walking and cycling.
- 4.115 In a similar vein, a negative impact to the current built environment is the combined presence of Corporation Street and the blank façade of Rugby Central MSCP. This creates a stark and unanimated “corridor” that again, cuts residents off from the core town centre. The redevelopment of the car park, public realm and traffic management improvements could help to ‘open up’ the area and provide a more pleasant and permeable environment, supporting the ability to deliver more attractive, higher density housing facing Corporation Street.
- 4.116 At the heart of character area is Westway Car Park, which sits along an existing pedestrian route through the site and is generally underutilised. The future redevelopment potential of the car park is linked to wider

Council strategy on release – but its development potential in isolation is noted to be relatively limited.

## Development and Design Strategy

- 4.117 The change envisaged within Corporation Street West is both long term and comprehensive, and as such requires a strong vision and a pro-active delivery strategy.
- 4.118 It is clearly recognised that the ambition and opportunity in this area is intrinsically linked to wider delivery, and therefore a changing context. This, and the scale of change potential identified, creates the opportunity to set a new tone in development form, style and scale in an area currently disjointed and lacking in any real sense of place.
- 4.119 Future development should mediate and facilitate the transition from the town centre core to the neighbourhoods to the west by concentrating height along Corporation Street, which is intended to be re-designed.
- 4.120 Proposals should be aligned with the long term change strategy for Rugby Central, and by locating lower-density development, such as terraces, along Oliver Street.
- 4.121 Proposals should ensure that development fronts key routes, creating a positive address to Corporation Street, alongside positive creation of key east-west routes through this area.
- 4.122 The development opportunities should be focused on providing a variety of dwelling types (including both flatted and family homes, as well as Extra Care) that form part of a new residential neighbourhood located along a series of defined and connected streets and routes. Non-residential uses along Corporation Street may be appropriate to serve new residents and provide active frontage to the downgraded street, but the bulk of amenity should be within the town centre – encouraging this footfall and interdependency between the two areas.



Westway Car Park



Schoolfield Grove



Rugby Fire Station and Corporation Street

# CORPORATION STREET WEST

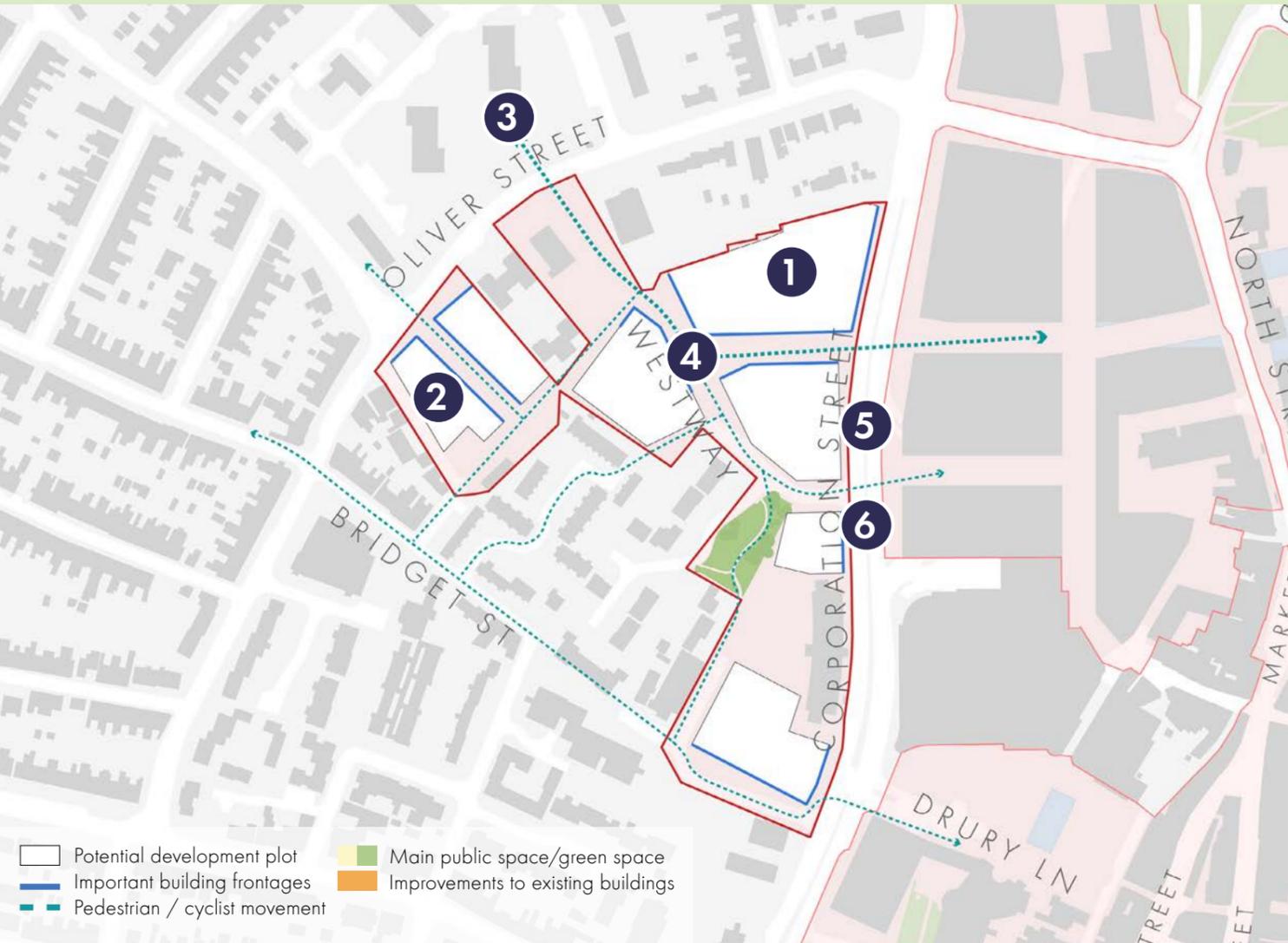


Fig 34 Corporation Street West Framework plan (numbers relate to key points on page 121)

### Key points

1. Creation of a new residential development – to include high density and family housing.
2. Delivery will require comprehensive approach and potential need for strategic land assembly.
3. Important alignment between comprehensive development potential of the area and delivery of Rounds Gardens regeneration, long term implementation of Rugby Central and the vision for Corporation Street as a movement corridor.
4. Potential to deliver new and improved and new connections between Westway and Bridget Street.
5. Important development frontage to Corporation Street.
6. Critical to deliver alongside improvements to Corporation Street including more crossings, cycle infrastructure and greening, with new buildings creating a positive ‘front door’ for development.

Storeys	2-6
Potential land uses	Residential
Approx. GEA (new and refurbished)	36,000m <sup>2</sup>
Dwellings	330

Fig 35 Summary of indicative development approach

### Movement and Public Realm

4.123 The key movement and public realm interventions include:

- The re-design of Corporation Street from highly trafficked, engineered road to a street environment that prioritises safe and convenient walking, cycling and public transport access and movement.
- The introduction of additional east-west pedestrian and cyclist crossings on Corporation Street that link existing and future neighbourhoods to the west with the town centre
- Improving lighting, introducing street trees, greening and bespoke public realm interventions along the corridor, as well as interlinked routes to create a welcoming environment for all

### Phasing and delivery

4.124 The redevelopment of Corporation Street West will be achieved over a long-term time frame. Its full potential is linked to the delivery of two catalyst projects, Rugby Central and Rounds Gardens, and the future investment in Corporation Street itself.

4.125 The Council owns some land within the area – the Westway Car surface level car park – but its development potential in isolation is considered to be relatively limited. It will be important to create critical mass of development potential in this area to attract private sector investment.

4.126 There is an opportunity to engage directly with the Fire Service and NHS / CCG regarding the fire station and health centre within the area. Given the public sector nature of these assets, these are considered important opportunities for land assembly within the area.

4.127 More widely, engagement is required with the Third Party owners of the commercial space within the area – understanding

Morgan Sindall’s property future property requirements could present opportunities for the Council to include them in the Rugby Hub delivery strategy – with the potential to deliver commercial as well as public sector office space.

4.128 The structural changes in the retail market may result in a change to occupation strategy for the big box units. In both cases, the Council needs to be alive to the potential to manage change through land assembly in this area to create critical mass and a coherent and comprehensive long term development proposition – rather than incremental change which will not deliver the full vision for this area.

### SHORT-TERM

- Progress delivery at Rounds Gardens, and finalise strategy for Rugby Central (Phase 2) and Corporation Street West
- ‘Hold’ Westway Car Park as a longer-term development opportunity – with marriage value associated with assembly of land across the wider area to create critical mass
- Public sector land assembly to enable long term comprehensive change

### LONG-TERM

- Delivery of Rugby Central (Phase 2) and Corporation Street improvements
- Procurement of development partner for Corporation Street West
- Commencement of comprehensive redevelopment of the area to create a new high quality, mixed residential neighbourhood
- Delivery of east-west connectivity and new high quality, safe, accessible and active routes to the core of the town centre

### The opportunity

- 4.129 Rugby Central is identified within the Regeneration Strategy as a catalytic development and investment project. If considered comprehensively – including not just the implementation of the Phase 1 proposals for Rugby Central Shopping Centre – this character area can address a number of structural issues identified within the Regeneration Strategy and become a key attractor of footfall, vibrancy and investment.
- 4.130 When delivered, Rugby Central will be a modern, well-connected, high quality town centre anchor. The opportunity to address structural challenges includes addressing traditional high street retail oversupply in the town centre through the delivery of a more diverse retail proposition, delivery of residential development within the core of the town centre, and ‘exploding’ the internalised nature of the current shopping centre thereby facilitating improved east-west connectivity and greater permeability in general across the area.
- 4.131 The focus for Rugby Central will be to deliver a greater experiential and more diverse commercial offering. It has the ability to provide exciting, animated ground floors alongside new residential development, including greater food and drink, and leisure uses which could provide a much-needed night-time offer to attract in and serve visitors and the local community.
- 4.132 The full potential of this character requires delivery beyond the current Phase 1 proposals and will need to address challenging issues including the existing multi-storey car park to Corporation Street, and the further private interests to the north – including the recently acquired former Cemex office building.
- 4.133 The scale of change that can be delivered at Rugby Central in its fullest sense will leverage material investment and development opportunity in key adjacent locations. A

comprehensive approach to the shopping centre and multi-storey car park will include changes to Corporation Street – with links across to the Corporation Street West character area. To the east, the project highlights the importance of integration of improvements to North Street, and in turn therefore directly aligns with the development potential at the North Street Car Park within the Old Town character area.

### The area today

- 4.134 The Rugby Central character area is dominated by the existing Rugby Central Shopping Centre, an internalised shopping centre, and its associated multi-storey car park. In the northern part of the character area is the existing 10-storey former Cemex office building, its associated surface level car park and the recent McDonalds drive-through development. To its North Street frontage there are a number of individually owned retail interests – including pubs and shops.
- 4.135 The character area is bounded by Corporation Street, Evreux Way, and North Street. To the south the area connects into Rugby Market and the Sheep Street / High Street character through the shopping centre itself via a covered retail parade.
- 4.136 The site itself is quite ‘monolithic’ and closed off, with a large, aggressive, blank façade facing Corporation Street. Permeability is currently poor, with limited east-west connectivity and movement facilitated into the shopping centre from the west in particular. As a result, the western façade of the centre and Corporation Street are noted to be material barriers to at grade connections into the core of the town centre.
- 4.137 Whilst the shopping centre generates footfall and visitors to the centre, the internalised nature of the centre and its relatively poor permeability undermine the facilitation of linked trips. The character of the shopping

centre is directly at odds with the character of the wider town centre – which has a huge amount of heritage including within building architecture and Caldecott Park.

### Development and Design Strategy

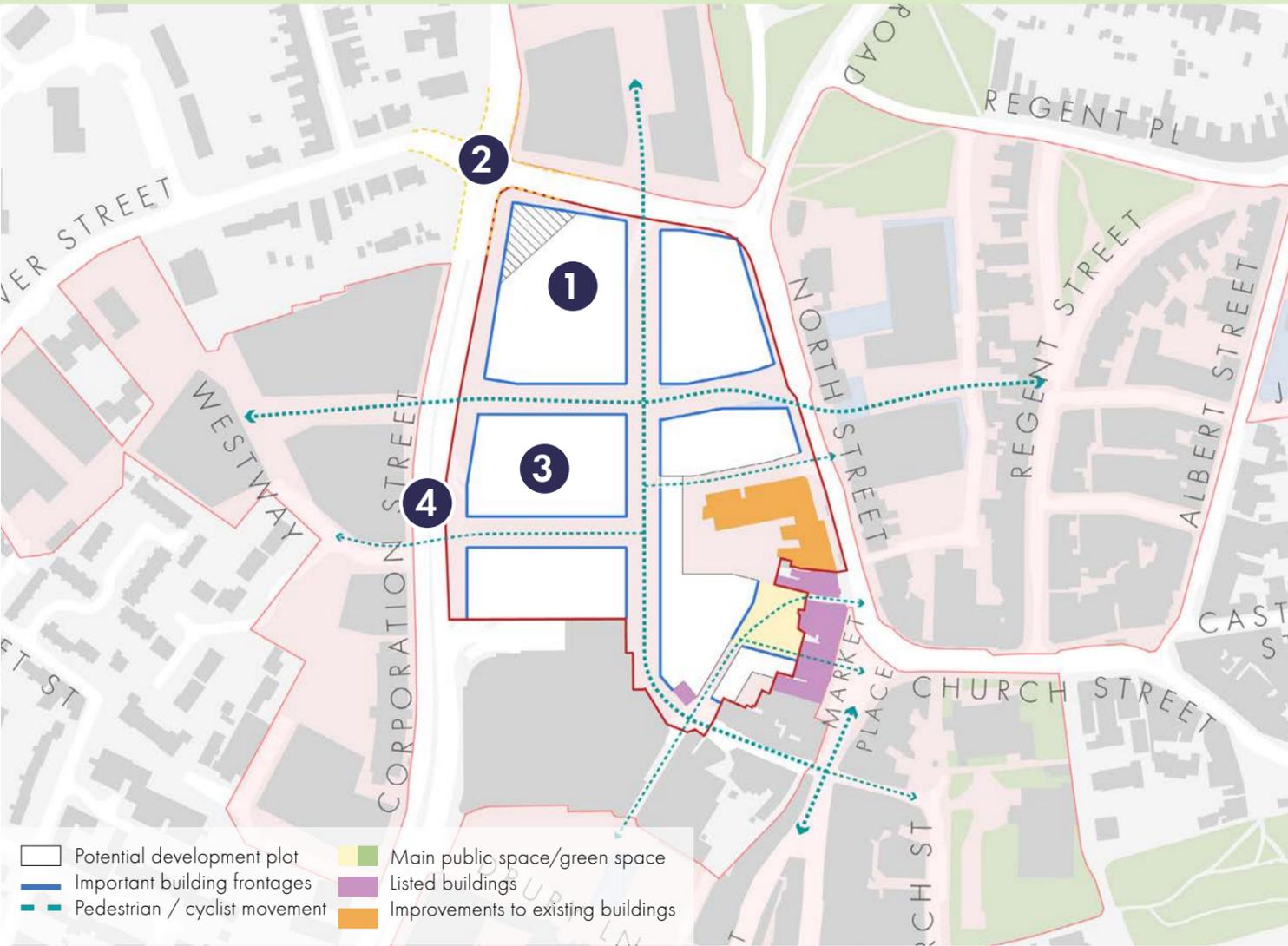
- 4.138 Rugby Central has an important role to play within the commercial offering of Rugby town centre in the future.
- 4.139 The Phase 1 delivery proposals, currently the subject of a planning application, include the assumed redevelopment of a significant area of the existing covered shopping centre between Corporation Street and North Street, to create new ground floor active retail space with apartment-led residential development on upper floors.
- 4.140 The Regeneration Strategy considers the activation of this ground floor space to be a key opportunity to create new animation and attract a broader offer into the town centre in the future – including new and enhanced food and drink, leisure and cultural offering. The introduction of a residential offer into the heart of the town centre will increase footfall and 24-hour surveillance and vibrancy, which is much needed within the core of the area.
- 4.141 However, delivery must progress beyond Phase 1 to ensure that the full potential of this character area is realised. At the heart of future phases is the need to think outwardly about the development potential to the west and north in particular.
- 4.142 Key development locations in that context are the existing multi-storey car park in the west, and the third-party ownerships in the north – with particular focus on the former Cemex office building and associated car park which is the subject of a live application for redevelopment for the purposes of a food store at the time of writing. Careful consideration will need to be given to utilities constraints in this location.



Rugby Central Market Place entrance

- 4.143 Both development areas have key interfaces and interferences with infrastructure delivery projects. The Regeneration Strategy is clear in its ambitions to deliver a signalised junction at Evreux Way which will potentially include land release and opportunity to create prominent and high-quality development and public realm as a key gateway to the centre from the north at the former Cemex site. The redevelopment of the multi-storey car park has direct interface with the potential to completely change the character of the western approach to the town centre core with active frontage onto Corporation Street West.
- 4.144 Longer term land use in this context, including and beyond Phase 1 implementation should include, subject to viability and occupier demand, hotel, office, cultural, retail (noting focus on diversification away from high street retailing to have a focus more on food and drink and leisure uses, to complement the Old Town and Sheep Street / High Street areas) and residential.
- 4.145 Future development generally across Rugby Central should be of varied mid-rise character, with buildings up to around 5-6 storeys. Development should respond sensitively and respect the heritage assets to the south-east corner – preserving Rugby’s unique sense of identity.

# RUGBY CENTRAL



**Fig 37** Rugby Central Framework plan (numbers relate to key points on page 125)

4.146 The massing should reflect the prominence of the north-western corner and improve the relationship currently between the Cemex building and its surrounding uses. Revised, it will front onto an improved junction on the site of the Corporation Street roundabout.

4.147 A range of town centre uses might be acceptable on the Cemex site. Regardless of use, it is key that this part of the site creates an attractive, active frontage to Corporation Street, Evreux Way and east-west linkages to Corporation Street West and the northern end of Rugby Central. Proposals should incorporate high quality public realm and streetscene, and support connectivity for pedestrians. Proposals should avoid the creation of sterile spaces, blank frontages and large impermeable development blocks.

4.148 The redevelopment of the multi-storey car park presents an opportunity to create a more attractive frontage to Corporation Street.

<b>Storeys</b>	<b>4-6</b>
<b>Potential land uses</b>	<b>Residential, hospitality, retail/ food and beverage / leisure</b>
<b>Approx. GEA (new and refurbished)</b>	<b>73,000m<sup>2</sup></b>
<b>Dwellings</b>	<b>520</b>

**Fig 38** Summary of indicative development approach

### Key points

1. Need to deliver comprehensive and coherent change across multiple private ownerships to address existing structural issues and create a network of attractive and vibrant streets and spaces to create much stronger east-west and north-south routes and as the basis to attract occupiers.
2. Aspiration to replace Evreux Way / Corporation Street roundabout with a signalised junction with associated opportunity for land release and creation of stronger active frontage on former Cemex site as a key gateway location – either in the form of activated development frontage or high-quality public realm subject to utilities constraints.
3. Decisions relating to Rugby Central multi-storey car park are intrinsically linked to the need for a wider development-enabling car parking strategy for the town centre. Release of this asset will likely require establishing where inceptor car parks could be located in the future and will follow commercial confidence through Phase 1 implementation.
4. Redevelopment of the multi-storey car park is a key consideration alongside the ambitions to transform Corporation Street to create a greener, more people friendly connection with new buildings fronting onto the street on both its eastern and western edges.

### Movement and Public Realm

4.149 The key movement and public realm interventions include:

- The re-design of Evreux Way including, where possible, the replacement of the Evreux Way roundabout with a signalised crossing, which is supported by excellent public realm and green infrastructure to create a high-quality northern town centre gateway for visitors
- Ensuring new east-west and north-south links are fully integrated as part of the redevelopment of Rugby Central including linking Corporation Street West character area with Rugby Central, North Street and Caldecott Park via Evreux Way. These new streets should prioritise walking, cycling and include bespoke public spaces, greening and quality lighting
- Delivering high-quality public realm on North Street that integrates Rugby Central with the streets and spaces to the west. The scheme should include modernised and streamlined bus stop arrangements, greening, shop spill out areas and places to rest
- Development that is founded on car-free or car-lite principles and supported by high quality walking, cycling, micro-mobility, bus and taxi infrastructure.

### Phasing and delivery

4.150 Delivery of the full ambition at Rugby Central requires a strong interface between two private landowners – the owners of Rugby Central Shopping Centre and the owners of the former Cemex offices and associated car parking. It is important that regard is had between these two future development locations to ensure proposals are supported by a coherent approach to interface between the connecting sites – from a design, movement, public realm and management perspective. This area of the town centre currently creates significant severance, and any future redevelopment must ensure similar circumstances are not created in the future.

4.151 Whilst the Council has some ownership within the area – associated with the multi-storey car park (noting this is not full or majority ownership of the asset), its primarily initial role is to facilitate the relationship between the landowners in this area. Given the strategic importance of this development project, the Council is prepared to use its statutory powers in the form of CPO powers if necessary to enable delivery.

4.152 As a full development proposition, Rugby Central is a long-term aspiration – however, this long term nature relates to the completion of the project rather than its commencement. Delivery of Phase 1 of the Rugby Central project is a priority given its assumed impact on the wider area, and ability to directly inform future phases of delivery in the area.

4.153 The restructuring and diversification of the retail offer in the town centre will be important to create market confidence, additional footfall through the delivery of new space and offer alongside residential development will drive greater investment in the wider town centre, and the commencement of this project will be a significant statement to the wider development

and investor market. It will also be an important milestone and positive sign of intent for the local community.

#### SHORT-TERM

- Support commencement of Phase 1 of Rugby Central critical to create momentum and drive wider investment across the town centre.
- Engagement with private sector asset owners including collective dialogue to agree delivery principles on a site-wide basis to protect long term interests across the area, including acknowledgement, support for and recognition of interface with strategic infrastructure projects at North Street, Evreux Way and Corporation Street.
- Finalisation of a town centre car parking and development enabling strategy to inform the case for and timing of potential redevelopment of the Rugby Central multi-storey car park.
- Progression of funding applications (on an opportunity basis, i.e. aligned to available funding programmes at any one time), to ensure delivery of this project as a key catalyst for wider change.

#### LONG-TERM

- Potential use of CPO powers to enable long-term comprehensive delivery.
- Closure of multi-storey car park to enable full redevelopment of the area.
- Completion of delivery of significant infrastructure projects at Evreux Way, North Street and Corporation Street – materially and positively influencing movement to and through the town centre, with pedestrians, cyclist and public transport as priority.



**Fig 39** Plan illustrating the indicative approach to Rugby Central and Corporation Street West in context - the transformation of Corporation Street and North Street alongside the redevelopment of the centre itself will create strong east-west and north-south connections to adjacent destinations in the town centre

## The opportunity

- 4.154 The scale of the opportunity to deliver development as investment within the Town Hall character area is exciting and generally speaking is within Rugby Council's gift to determine – as both landowner and occupier.
- 4.155 The potential for comprehensive redevelopment of this character area is intrinsically linked to decision-making around the Rugby Hub project, with an option being explored which considers at least partial retention of the Council's offices and Benn Hall on the site.
- 4.156 This character area is important as a gateway location to the town centre core from the north. Even if the Council's offices and Benn Hall are retained on the site, the Regeneration Strategy notes the potential to release surface level car parking for development purposes, and the opportunity to improve frontage to the new Evreux Way junction.
- 4.157 When considered in combination with the redevelopment of the former Cemex office building, the potential scale of change in this area is notable and needs to set the tone as the visible arrival point to the town centre.
- 4.158 Any development proposition brought forward needs to improve key routes from the station, across Caldecott Park and through into the heart of the town centre.

## The area today

- 4.159 The Town Hall site is bounded by Newbold Road and Evreux Way and backs onto Caldecott Park. It contains considerable greenery and accommodates the Listed Retreat building as well as several sites in public sector ownership: the Newbold Car Park (Council owned), the Town Hall (Council owned), the Benn Hall (Council owned), and Warwickshire Police Station (Warwickshire Constabulary owned).

- 4.160 The Town Hall character area is currently underutilised as a site. Rugby Council's current offices are identified to be too large for their current occupation requirements in terms of floorspace. The building layout and configuration is additionally outdated and inefficient.
- 4.161 The Council is currently investigating alternative sites and locations across the town centre to meet its own requirements. As part of this exercise the Council are exploring the potential to co-locate with public sector partners. This project is known as Rugby Hub and is identified within the Regeneration Strategy as a catalyst project.
- 4.162 The Benn Hall is the only multi-use leisure venue within the town centre, that can accommodate large crowds. It currently hosts a variety of events and is used by the community, but it does not meet the needs of a modern Rugby town centre.
- 4.163 The asset as it stands does not deliver a "best in class", entertainment venue. It additionally sits in isolation compared to the rest of the town centre uses, including the current food and beverage offer. If relocated, there is a real opportunity to deliver a better integrated venue that work symbiotically with the new retail, food and beverage and leisure offering proposed in Rugby Central and within the High Street / Sheep Street area of the town centre.
- 4.164 At present, there is no permeability across the site to Caldecott Park and the existing buildings produce an inconsistent street frontage dominated by car parking.

## Development and Design Strategy

- 4.165 The development strategy for the Town Hall character area can only be determined when there is resolution on the Rugby Hub project. There is identified development potential on the surface level car parking across the site, but its release can only really be considered when the future of the adjacent sites can be factored in or out – to determine best development mix, best value, and best strategy to implement.

- 4.166 The Regeneration Strategy recognises a number of scenarios that could be realised within this character area as a result, these include:
  - Retention of Town Hall, Benn Hall, listed buildings, and Police Station. Release of surface level car parking for development purposes.
  - Release of Town Hall, Benn Hall, Police Station and car parking for development purposes. Retention of listed buildings.
  - Release of Town Hall, Benn Hall and car parking for development purposes. Retention of listed buildings and Police Station.
  - Release of Town Hall, Police Station and car parking for development purposes, Retention of listed buildings and Benn Hall.
- 4.167 Notwithstanding the above uncertainty, the Regeneration Strategy has profiled the most likely and acceptably uses anticipated to be accommodated through any redevelopment in the area. The Regeneration Strategy considered that a mixed use approach to the site is more acceptable, and therefore assumes a combination of the uses identified below:
  - Delivery of a new Rugby Hub building alongside other uses.
  - Delivery of a new inceptor car park, if identified to be the optimal location to do so within the car parking and enabling development strategy. An inceptor car park could be considered important to unlocking other development sites across the town centre. It is an important intervention that could come forward in the longer term to move Rugby forward in terms of its ability reduce its reliance on driving into the town centre and consider sustainable alternative modes of transport.
  - Delivery of a mix of new homes to include family housing alongside apartments. With the park setting and additional public realm, this could be a new 'pocket' neighbourhood that is well connected into the town centre core with a historical setting. This housing offer should be supported primarily by a retail amenity offer within the core of the town centre.



Rugby Borough Council offices



The Retreat seen from Caldecott Park

- Delivery of a new hotel to address an identified gap in the market. This should differentiate from the current budget hotel offering and be an attractive proposition to draw greater tourists crowds to the new revitalised town centre.
- 4.168 There is an opportunity to consider a stepped development across the site. Buildings adjacent to the Listed Retreat building should be sensitively designed in order to enhance its setting and support the creation of a set of high quality adjacent routes and spaces.
- 4.169 Buildings by Evreux Way should achieve more height, up to around 5-6 storeys, to provide a positive frontage to the improved Corporation Street roundabout and the Rugby Central development to the south.

# TOWN HALL



**Fig 40** Town Hall Framework plan (numbers relate to key points on page 131)

4.170 If an interceptor car park is delivered in this location, it will be important for the car park to be future-proofed to allow re-use and adaptation by embedding suitable floor to ceiling heights and access points.

4.171 New family homes in low and mid-rise apartment buildings on this site would benefit from proximity to retail core of the town centre and the adjacent amenity at Caldecott Park. Ground floors on plots adjacent to Rugby Central could accommodate retail amenity uses (that are aimed towards supporting the new residents, rather than competing with provision cross the road).

4.172 Various uses could be accommodated in the south-eastern plot, such as hospitality or the consolidation of public sector office space in a Rugby Hub. This will need to be configured to make the most of the park setting and new green routes.

<b>Storeys</b>	<b>3-6</b>
<b>Potential land uses</b>	<b>Residential, retail/food and beverage / leisure, MSCP</b>
<b>Approx. GEA (new and refurbished)</b>	<b>49,000m<sup>2</sup></b>
<b>Dwellings</b>	<b>210</b>

**Fig 41** Summary of indicative development approach

### Key points

1. The Regeneration Strategy has not been able to determine the preferred approach to the Town Hall character area given the uncertainty around the Rugby Hub project at the time of writing. The development potential in this location is considered to be maximised through the relocation of the Council and Benn Hall from the site – but the Regeneration Strategy recognises that this must be considered in the round, including whether such a strategy is commercially viable and deliverable for the Council.
2. Any future development on the site needs to ensure delivery of quality connections to Rugby Central and Caldecott Park, improvements to Evreux Way to make it more “people-friendly,” and ensure it is integrated with the wider areas of change.
3. It is important to deliver replacement of the roundabout at Evreux Way with a signalised junction to improve the arrival experience, to create additional land for development, high-quality public realm, to establish a safer environment for pedestrians and cyclists. Any future on-site development needs to be designed and delivered to respond positively to this – and may need to contribute to its delivery.
4. Potential land uses that could be accommodated in the area include residential and commercial activities including hotel, leisure and culture, the potential to deliver interceptor car parking which may be decked or multi-storey, to support release of parking in other locations for redevelopment, and the need to deliver new open space to enhance the setting of the Retreat adjacent to Caldecott Park.

### Movement and Public Realm

4.173 The key movement and public realm interventions include:

- This could be a potential location for an interceptor car park with integrated bus stops, cycle stands / hire and electric charging hub. The scale, nature (temporary or permanent) and timescales for introducing a multi-storey car park in this location will depend on the scale and timing of redevelopment of car parks within the town centre including Rugby Central, John Barford and surface car parks such as North Street. This would need to be determined as part of a development enabling parking strategy review as recommended in the delivery plan.
- Improving the relationship between the site, the town centre, Caldecott Park and the wider area through the replacement of Evreux Way roundabout with a signalised junction and re-designing Evreux way from a highway-led layout to a street for people.

### Phasing and delivery

4.174 The phasing and delivery strategy for the Town Hall character area can only be determined once a resolution is reached on the Rugby Hub project. However, given the Council’s ownership of the majority of the site and the likely interface of the police with the Rugby Hub project, under any scenario it is considered realistic to assume it has medium term development potential.

4.175 If the Council determines that they will remain within the Town Hall, early release of surface level car parking could be considered in this location. However, this needs to be linked to the wider car parking and development enabling strategy, and may need to be the site (at least temporarily) for an interceptor car park, to release wider development in the longer term.

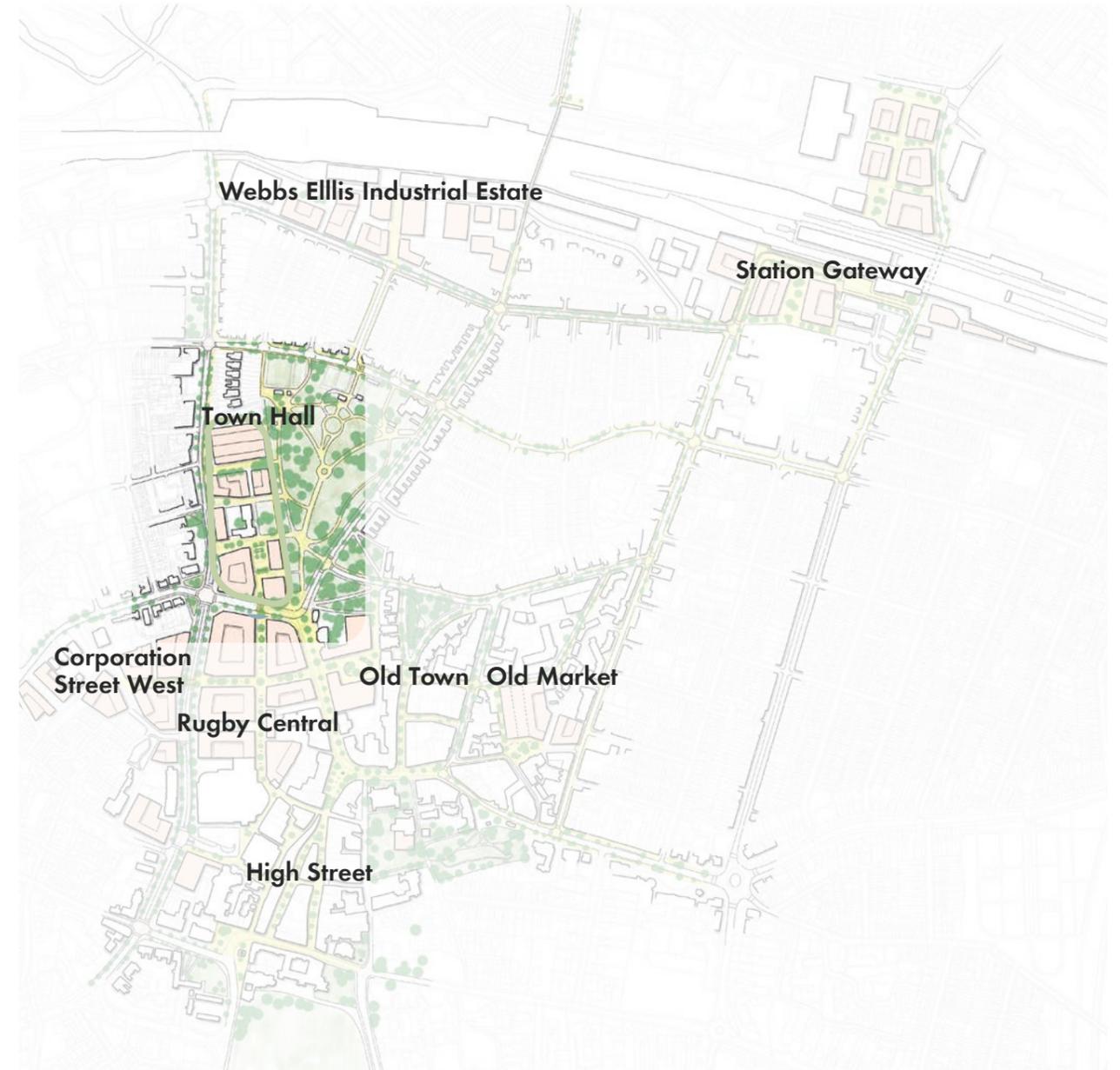
- 4.176 Therefore, the decisions around Rugby Hub and the impending car parking and development enabling strategy are important considerations in the short (immediate) term.
- 4.177 Rugby Hub is a catalyst project and even if it's partially retained on site, it could bring positive benefits to the character area.
- 4.178 Direct engagement with the occupiers and relevant council teams will be required to support the relocation of the Benn Hall and the Warwickshire Police station.

SHORT-TERM

- Finalise Rugby Hub strategy and partner engagement to enable decision making, with cascade impacts on the Regeneration Strategy
- Engage with the occupiers and relevant council teams for the Benn Hall, to determine relocation potential and alternative sites across the town centre.
- Complete the Car Parking and Development Enabling Strategy to determine which sites are released if an interceptor car park is delivered. Through this, finalise capacity requirements for the interceptor car park and determine whether the Town Hall is the optimum / required location for its deliver
- Engage with hotel operators to determine demand to deliver scheme in the area (subject to land availability associated with previous bullet points).

LONG-TERM

- Actions will be determined by Rugby Hub decisions and implications for land available for development purposes.



**Fig 42** Plan illustrating the indicative approach to the Town Hall site in context - the site has potential for a range of uses, which will benefit from adjacent improvements to Evreux Way and Rugby Central. Linkages to Caldecott Park and enhancement of the setting of The Retreat are key

## The opportunity

- 4.179 The Regeneration Strategy aspires to bring High Street and Sheep Street back to their vibrant best.
- 4.180 Once the bustling heart of the town centre, these streets now lack commercial character or coherence – which undermines their inherent and evident architectural value and heritage.
- 4.181 The historic character of the area will be conserved and enhanced with targeted investment. Proposals will strengthen the environment for businesses and traders, improve connections and introduce new uses to complement the high street offer.
- 4.182 The focus in this area will be on making best use of the buildings and assets already in place – rather than being predicated on significant redevelopment. The strategy must bring this area back to life, to avoid the risk of losing the architectural character and history of these streets for future generations.
- 4.183 At the two ends of the character area – the ambition includes breathing new life and purpose to both Rugby Market and RAGM as anchors and future significant footfall drivers.

## The area today

- 4.184 The High Street and Sheep Street area is the historic core of Rugby town centre. Its street pattern dates back to medieval times and the area includes a number of listed buildings and was the original home of the Town Hall (now converted for retail use).
- 4.185 The architecture of this area, at upper ground levels, shows Georgian, Edwardian and Victorian character in the main. Significant modification has taken place at ground floor level to accommodate retail uses. The area also includes the Clock Tower which was constructed in 1887 to commemorate Queen Victoria's Jubilee. It occupies the site of the medieval market cross that was removed in the seventeenth century.

- 4.186 The heritage of this area is enshrined in policy terms within the designations of the Rugby town centre Conservation Area planning policy.
- 4.187 Whilst once a bustling high street, vacancies are now more evident on these streets – that are now pedestrianised in nature. Whilst some high street names remain, the area has seen an influx of new uses including local leisure operators, some independent cafés and restaurants, and some retail activities including for example vape shops.
- 4.188 At its northern end this character area is the home of Rugby Market – outside the southern entrance of the Rugby Central Shopping Centre. At its southern end, the currently underutilised RAGM is located, adjacent to the ASDA surface level car parking – which directly impacts on the setting of RAGM as a visitor and cultural offer (and Council-owned asset) within the town centre.
- 4.189 Immediately to the east of the pedestrianised streets is important amenity provision in the form of the Church Park and Holy Trinity Graveyard, with the adjacent former Herbert Gray College as a noted investment opportunity.

## Development and Design Strategy

- 4.190 In the future, High Street and Sheep Street should be supported to retain its traditional retail and food and beverage offer, but this should be accompanied by the introduction of workspace to increase daytime footfall.
- 4.191 Given the wider structural challenges within the retail market, it is recognised that the retail offer in this location is likely to evolve over time – with an assumed continue (at least partial) contraction of high street retailers and need to attract more independent traders to this area of the town centre.
- 4.192 Subject to the future of Benn Hall and therefore RAGM, and whether more office occupiers can be encouraged in this area of the town centre this independent retail offer could include the expansion of the embryonic

food and drink offer emerging on these streets currently.

- 4.193 The potential redevelopment of Benn Hall creates specific opportunities including the opportunity to explore accommodating some activities from this important cultural hub which would diversify the footfall and create vibrancy in the pedestrianised streets in the event which in turn could create opportunity for further diversification of the commercial offer.
- 4.194 This character area may be an ideal location for Council relocation as part of the Rugby Hub if pursued on a multi-building basis but more general co-working or accelerator space to support Small and Medium Enterprises (SMEs) should also be considered in line with the Regeneration Strategy land use strategy.
- 4.195 The same is true of future decision making around the integration of health provision within the Rugby Hub – and the opportunity to explore 'shop frontages' for elements of this in the future. This could support the release of land in other opportunity areas identified including at the Webb Ellis Industrial Estate currently where local NHS mental health services are currently delivered from.
- 4.196 Any future development and investment must seek to preserve and enhance the historic character of the site, in line with the Council's latest Conservation Area Appraisal and the principles of this Regeneration Strategy.
- 4.197 There is a scope for more significant development along Corporation Street as part of the street's wider transformation. Conversion of some of the car parking north of the RAGM into a new public space could benefit from the creation of a single storey pavilion structure to create positive activation, commercial return, and facilitate linked trips.
- 4.198 Although not captured as development outputs, the Regeneration Strategy notes the potential to bring vacant commercial floorspace back into use (for continued commercial use), and activation of upper floors (for commercial or residential use) across this character area.



Market Place



Sheep Street



Rugby Art Gallery and Museum

# HIGH STREET

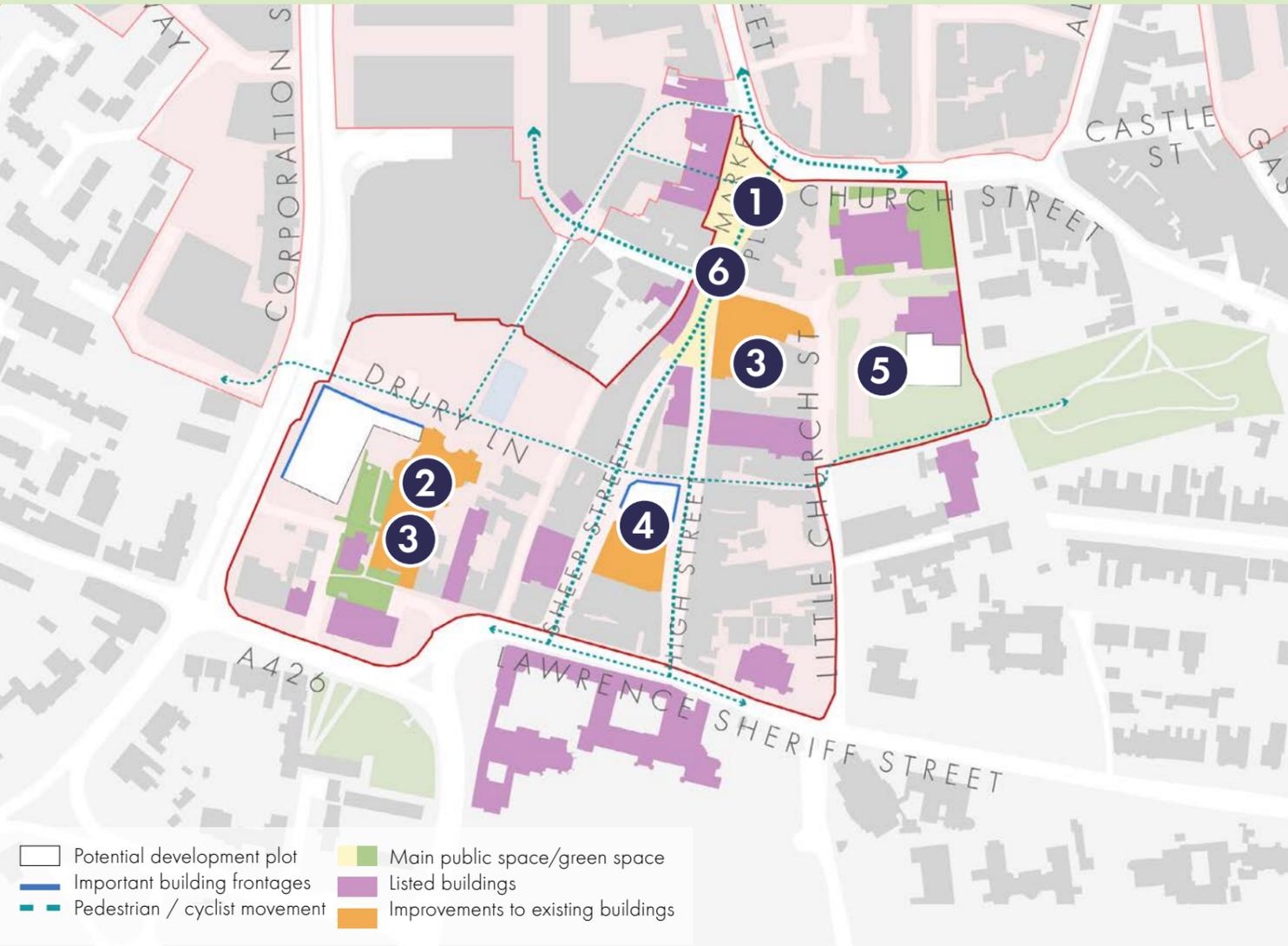


Fig 43 High Street Framework plan (numbers relate to key points below)

### Key points

1. A future enhanced Rugby Market offer will be a key anchor and footfall driver within this character area. A 'business as usual' approach is not supported – with the Regeneration Strategy noting the catalytic nature of this project if it can create an improved and diversified which better activates this area of the town centre.
2. Potential location for the Rugby Hub if progressed applying a 'multi-site' strategy, which could include partial occupation of RAGM by the Council and occupation of some space within vacant / underutilised retail uses as a 'front door' increasing accessibility to the community.
3. An alternative investment strategy for RAGM will need to be established if not progressed as a Rugby Hub location. It is critical to intensify and enhance the cultural and visitor offer

Storeys (exc. single storeys structures)	2-4
Potential land uses	Hospitality, workspace, retail/ food and beverage /leisure
Approx. GEA (new and refurbished)	27,000m <sup>2</sup>
Dwellings	0

Fig 44 Summary of indicative development approach

within the facility to attract more footfall and act as a credible anchor in the south of the area, including potential alignment with future plans for Benn Hall.

4. Opportunity to deliver new flexible, office-based workspace into the town centre in vacant or underutilised units to diversify both uses and nature of footfall in this area, supporting wider retail uses. The Regeneration Strategy supports the potential exploration of this on a meanwhile basis to test the market and create investor and occupier interest.
5. Important to realise investment in former Herbert Gray College to bring an important asset back into positive use and activate the Church Park and Holy Trinity Graveyard area to ensure improvements to this area as town centre amenity space.
6. Focused programme of events and activities, linked to and independent of Rugby Market, to strengthen Market Place, alongside public realm and greening improvements to High Street and Sheep Street. This character area is recognised as an important location within the meanwhile strategy supporting this Regeneration Strategy.

### Movement and Public Realm

4.199 The key movement and public realm interventions include:

- Addressing vehicle access, parking, deliveries and loading to reduce the impacts of vehicles on these pedestrianised streets during busy times
- Improving shop fronts and spill out areas to create a more coherent environment
- Improving the quality of the public realm including paving, seating, lighting, trees and greening. Ensuring the public realm changes reflects the character of these important streets and future proofs against climate change
- Introducing street art and features including lighting that help celebrate and integrate these streets with the wider area and support the night-time economy
- Addressing the public realm and highway around the clock tower including the location of taxis to develop a high quality central public space which brings together Rugby Central, North Street / Church Street, Regent Street and other interlinked alleys and streets
- Improving wayfinding and signage to help encourage people to visit these important streets.

## Phasing and delivery

- 4.200 Change generally across this character is likely to be incremental, with no major development projects identified.
- 4.201 The two primary 'interventions' noted relate to the Rugby Market and RAGM assets – both owned / managed by the Council, so with a degree of influence and control over their future.
- 4.202 The future of RAGM is initially aligned with decision making around the Rugby Hub project. Even if this location is not to be progressed as a short-listed candidate to directly (it is assumed partially) accommodate the requirements coming out of the Rugby Hub project, there is a need to consider the potential implications of any future redevelopment of Benn Hall – and how the current activities it hosts can be accommodated in other locations across the centre. The Regeneration Strategy recognises the potential important role that RAGM may have in the future in that context.
- 4.203 Rugby Market as a project is perhaps more straightforward. The Council is currently securing a new operator for the market. The Council brief for the operator clearly states its aspirations to enhance the current offer to ensure the long-term sustainability and vibrancy of the market as a key part of the town centre offer.
- 4.204 The Regeneration Strategy supports this process, and advocates for alignment between the future market strategy and the meanwhile strategy. In combination, these two should include a credible programme for greater activation across the pedestrianised areas of High Street and Sheep Street, and facilitate footfall on multiple days of the week / all year round. This will need to include a review of whether there is appropriate / sufficient infrastructure across the public realm in these locations and investment if and where necessary to facilitate the market / meanwhile strategy implementation in the future.

4.205 The Council may directly intervene in other ways within this location, but that is still assumed to be on an incremental / opportunistic basis. Any such intervention would likely involve taking headleases on vacant units or acquiring vacant units, to facilitate meanwhile delivery including taking occupier risks for businesses that align with ambitions for this location but wouldn't otherwise have the covenant strength to secure space from the market.

### SHORT-TERM

- Let contract relating to operation of Rugby Market and progress in partnership to finalise a meanwhile strategy for the town centre, including identification of implementation and funding plan (factoring in commercialisation / returns that could be generated).
- Resolve interface between Rugby Hub project and this character area – including both establishment of whether there is potential to accommodate Council or other public sector employees and services on a multi-building basis, and likely implications for Benn Hall.
- Potential for Council to directly intervene in vacant and underutilised retail units through use of its covenant strength to enable positive activation.
- Potential need to invest in the public realm to support market and meanwhile strategy implementation

### LONG-TERM

- Completion of investment at former Herbert Gray College which will have been brought back into positive use and will activate and create surveillance across the Church Park and Holy Trinity Graveyard area.
- Establishment of more formal / market led approach to reuse of vacant units – with the Council stepping out and the market stepping in to deliver flexible business space, activate upper floors, and take greater market risks on occupiers as the areas vibrancy becomes more established.



**Fig 45** Plan illustrating the indicative approach to the High Street - High Street and Sheep Street will remain the focus of the historic heart of Rugby town centre. Opportunities to strengthen the range of uses, alongside streetscape and public realm improvements will play a key role in strengthening this area including Market Place.

## The opportunity

- 4.206 'Old Town' sits right at the heart of the Regeneration Strategy. The ambition to connect through from the station to Rounds Gardens puts huge focus on this area as an important piece of the wider jigsaw. With significant change coming forward at Rugby Central, balance is sought over North Street in this character to ensure value, footfall and investment is spread.
- 4.207 As the northern concentration of notable heritage assets within the town centre, this is already a vibrant independent quarter with real character and which has a significant positive contribution to the wider area. This is perhaps most notable in Regent Street, but nestled in this area more widely are shops, cafés, businesses, cultural attractions, and perhaps less notably the North Street surface level car park.
- 4.208 The Regeneration Strategy seeks to pursue a balanced strategy for Old Town – reflecting both identified (but focused) development opportunity, alongside retaining and growing that special independent and therefore unique offer embedded in this area.

## The area today

- 4.209 The area defined as 'Old Town' within the Regeneration Strategy includes the northern end of the Rugby town centre Conservation Area, plus car parking and retail units fronting onto North Street. It is perhaps a tale of two halves in reality – Regent Street and the area to the east, and everything to the west.
- 4.210 Regent Street and the area to the east is perhaps the area of Rugby town centre that feels most like a market town. Heritage is noted in street furniture, and it is positively littered throughout the buildings of the area – but in particular around Regent Street and Regent Place.
- 4.211 The level of vibrancy across these buildings is notable – including ground and upper floors, and a business community beyond retail, cafés and restaurants. Regent Street and Regent

Place are primarily Edwardian in age and character, with strong street frontage that is not materially impacted by on-street parking prevalent across the area.

- 4.212 Perhaps less attractive and of a different scale and nature, are the retail units fronting onto North Street. These units sit on the other side of the North Street car park from Regent Street, and along with the car park itself are outside of the Conservation Area.
- 4.213 These units take on more of a traditional 'high street' character but are relatively poor in quality and are significantly undermined by the busy North Street environment. Upper ground floors are less active, and the architectural design is generally not as noticeable.
- 4.214 There are some important uses along North Street that are noted including banks / building societies, and the Citizens Advice Bureau (which could be integrated into the Rugby Hub in the future). There are also public toilets located on North Street.
- 4.215 The surface level car park is of a relatively poor quality. It is largely surrounded by the service yards of adjacent buildings, is not positively overlooked and lighting is poor. The footpath connecting Regent Street with North Street runs through North Street car park which is an unattractive route, where pedestrians also come into contact with turning vehicles.

## Development and Design Strategy

- 4.216 If the area is a tale of two halves, then the development and design strategy is perhaps appropriate to be considered in the same way. For the heritage rich areas of Old Town, the Regeneration Strategy seeks to protect and enhance the character that already exists.
- 4.217 The current offering in the Old Town character area includes a successful mix of leisure, independent retail, food and beverage and cultural uses with a strong heritage feel due to the traditional streets and older buildings.
- 4.218 The future vision of the area focuses on retaining this strong cultural and leisure offer

so it will remain as the independent, heritage quarter for Rugby town centre.

- 4.219 To further support this area, the east-west routes will be strengthened, specifically with an improvement through the arched passageway between Henry Street and North Street car park. This would create opportunity for a reimagining of North Street with new food and beverage uses, or possibly Rugby Market, as well as creating a direct link to the new development at Rugby Central.
- 4.220 Development on North Street car park could create and activate a key linkage right through the centre – ultimately linking Rounds Gardens, through Corporation Street West, Rugby Central, Old Town and ultimately to the Rugby Station. This could be the home of the Rugby Hub, commercial offices, and/or a hotel, alongside the delivery of new open space in the centre.
- 4.221 The development potential at North Street car park is considered to be more attractive to the private sector if combined with frontage onto North Street itself. This is especially important alongside the planned investment in North Street – creating a more attractive frontage for any future development to address. Key Third Party ownerships in the context are noted alongside North Street in the Regeneration Strategy – but should be explored more widely to maximise this frontage potential in the future.
- 4.222 The Old Town area requires a sensitive approach, as the majority of development opportunities are focused around infill development or refurbishment of existing buildings. Regent Street has an attractive townscape character.
- 4.223 Key development opportunities on North Street car park will need to be considered carefully in relation to daylight, orientation and proximity to existing buildings, alongside the creation of a successful space.
- 4.224 Proposals for buildings fronting North Street should seek to create attractive, active ground floors.



Regent Street

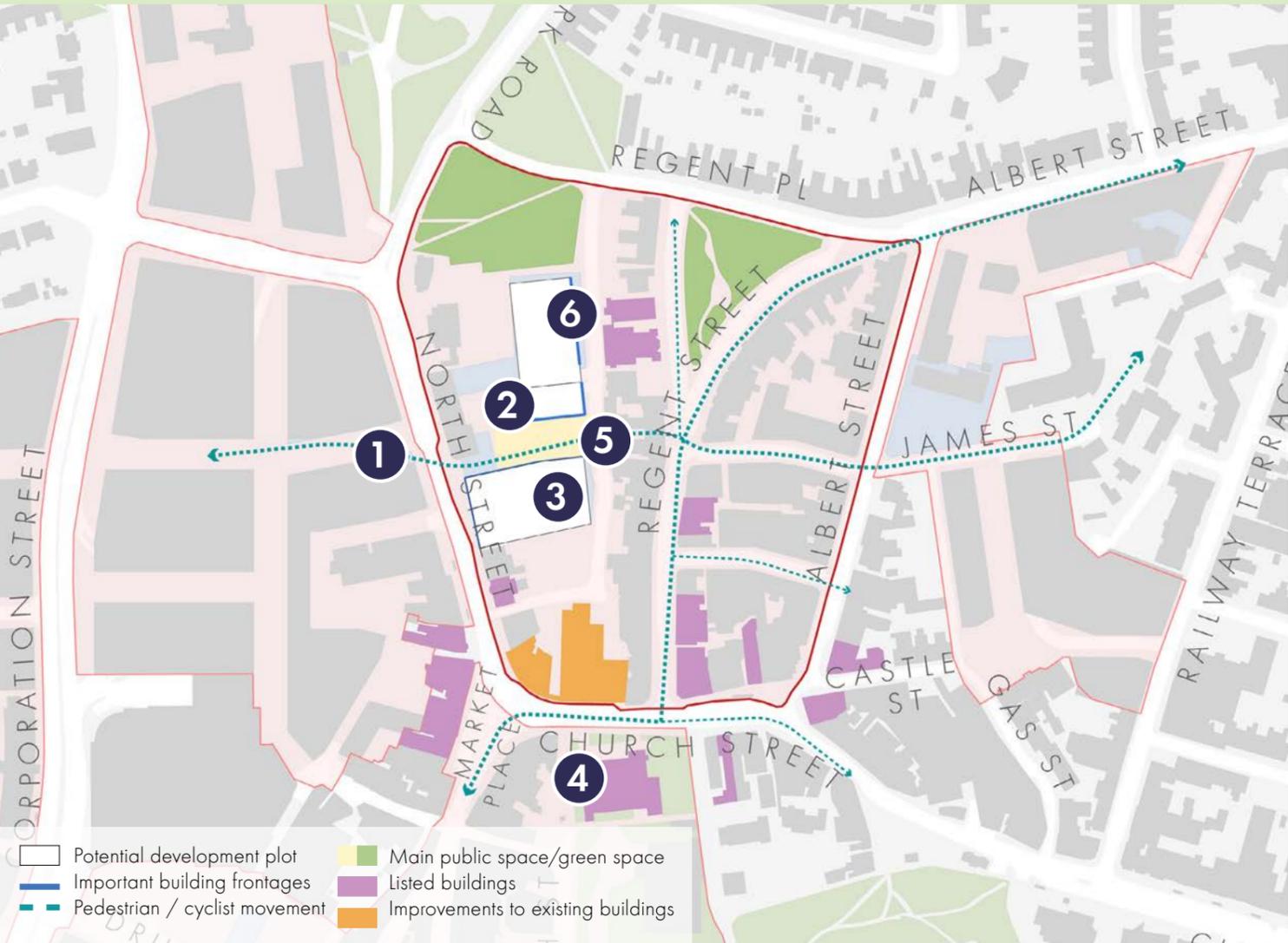


Church Street



North Street Car Park

# OLD TOWN



**Fig 46** Old Town Framework plan (numbers relate to key points below)

### Key points

1. This is a key character area in delivering continuous east-west connections through the heart of the town centre from Rugby station to Rounds Gardens. Rather than simply treating this as a route for a new footpath, the Regeneration Strategy seeks to deliver development that creates positive frontage, encourages dwell time, and supports a high-quality experience for people making the journey.
2. North Street is considered to be an opportunity for early car park closure – with the Regeneration Strategy advocating that this is pursued initially alongside a meanwhile activity to test impacts and inform the thinking in the car parking and enabling development strategy.

Storeys	3-4
Potential land uses	Workspace, residential, retail/food and beverage / leisure
Approx. GEA (new and refurbished)	20,000m <sup>2</sup>
Dwellings	30

**Fig 47** Summary of indicative development approach

3. Long term the permanent redevelopment of North Street car park is assumed, and is suggested as a potential home for the Rugby Hub development. If Third Party interests along North Street can be secured, the private sector appeal of this development site is enhanced – based on both critical mass and frontage to an improved North Street area – noting Rugby Central investment on the other side of the road.
4. Any future frontage to the south, if relevant third party interests are secured, must have regard to the setting of St Andrew’s Church, grounds and park, and seek to enhance this where possible.
5. The design of any future development on the North Street car park should consider delivery of new public space integrated into the proposals including green infrastructure.
6. The Regeneration Strategy has noted the potential to implement a temporary closure strategy for the car park, alongside the introduction of a meanwhile use – to encourage new activities in the area, potentially undertake an area-specific consultation exercise, and understand the implications of closure on wider car parking as part of the car parking and enabling development strategy process.

### Movement and Public Realm

4.225 The key movement and public realm interventions include:

- Improving the quality of the streets and spaces on Regents Street, Bank Street, Albert Street and Henry Street including, where possible, footway widening, crossings, parklets to enable shop spill out / seating, relocation and rationalisation of parking and improved loading and unloading arrangements
- Improving existing, and future proofing future east-west links which enable pedestrians and cyclists to navigate safely, conveniently and enjoyably through the area during the day and night times
- In the short term, addressing the existing car parking access arrangements including junction, crossing and signage improvements to reduce the impacts of vehicles on pedestrian access and movement. Also in the short term, trialling the temporary closure of North Street car park for meanwhile use. In the longer term, the aim is to release this car park for development, public realm and greening improvements.
- Improving wayfinding and signage to help encourage people to visit these important streets
- Improving access and enjoyment of the existing green space including seating, lighting, as well as sustainable drainage systems to help future proof climate change.
- Introduce additional public realm, green and blue infrastructure measures as part of future development
- Ensure development that is founded on car-free or car-lite principles and supported by high quality walking, cycling, micro-mobility, bus and taxi infrastructure.

## Phasing and delivery

4.226 The main area of development potential noted within the Old Town character area relates to the North Street car park. As with a number of the character areas, the long term solution for North Street needs to be informed by decision making around the Rugby Hub project.

4.227 If progressed for private sector development and investment purposes (i.e. if the area is not needed or considered not appropriate for the Rugby Hub project), it is considered that the value proposition of the North Street would be enhanced if considered alongside adjacent third party interests. This would require land assembly by Rugby Council, including the potential need to use CPO powers to secure interests required.

4.228 The Regeneration Strategy focuses this effort on properties / interests that would create frontage onto North Street.

4.229 Whilst this is an area likely to be realised in terms of a permanent development proposition in the medium term (given need to build in decision making relating to the Rugby Hub, relating to the closure of the car park, and potential third party land acquisitions), the Regeneration Strategy encourages immediate change in the area – through temporary car parking closure and introduction of meanwhile uses.

### SHORT-TERM

- Resolve interface between Rugby Hub project and this character area – including both establishment of whether there is potential to accommodate Council or other public sector employees and services on the North Street car park.
- Identify / secure capital programme and commence third party interest engagement to enable land assembly to maximise value of North Street car park from development perspective (most significant if pursuing

private sector-led development in the area).

- Finalisation of town centre car parking and development enabling strategy to inform case for and timing of permanent closure of car park – including integration of findings from temporary closure of North Street car park.
- Temporary closure of North Street car park and introduction of meanwhile use. This will require careful engagement, monitoring and consultation.
- Secure funding for North Street corridor improvements.



**Fig 48** Plan illustrating the indicative approach to Old Town in context - proposals to enliven the North Street car park area will help to support the east-west connection from the Old Market character area to Rugby Central via Regent Street.

### The opportunity

- 4.230 Old Market is a vibrant place with independent retailers, a diverse food and beverage provision and leisure activities. The Regeneration Strategy aims to enhance this offering and bring forward new complementary uses that build on the existing heritage of the heritage of the area.
- 4.231 The scale of the opportunity with the Old Market is linked to a number of important public sector ownerships. These include surface car parking and, longer-term, the John Barford multi-storey car park, subject to the completion of the car parking and development enabling strategy. There is a further underutilised Council depot in the area at Albert Street that has the potential for redevelopment. The Job Centre could be encompassed within the Rugby Hub and therefore released as a building for redevelopment purposes.
- 4.232 Old Market has an important role as part of the connecting experience between the Station and the core of the town centre through St James Street into Old Town. Within this area, the development opportunity, whilst generally infill in nature, in total combines to create significant potential for change. To attract private sector investment there may be a need to create a package of development opportunities.

### The area today

- 4.233 Old Market is a mishmash of heritage retail frontages, dated office buildings (including for example the BT exchange, Jobcentre), surface level and multi-storey car parks, and low rise residential uses. It has some green spaces, but limited green streetscapes.
- 4.234 Whilst some streets work well and are animated (including for example large parts of Albert Street, Henry Street and Bank Street), more could be done to create a cohesive place that connects into the town centre core.
- 4.235 The northern quadrant is particularly poor

with a series of dated office buildings that appear underutilised and aged. This could be reimagined to deliver some employment floorspace but with growing demand for small format office space within flexible floorplates and a rush for quality as businesses downsize, it is questionable how attractive this space would be.

- 4.236 There is an over provision of surface car parks in this area including Gas Street and Old Market Place, as well as John Barford multi-storey car park. Given the ambition to shift to more sustainable modes of transport across the town centre, and if the capacity could be met elsewhere (including for example the Regeneration Strategy recommending consideration of an interceptor car park in the Town Hall character area), this collectively creates a significant quantum of potential developable land.
- 4.237 Routes and wayfinding through the character area are limited – creating a relatively disjointed relationship with adjacent character areas, and undermining strategic connections through to the Station in the north / north-east.

### Development and Design Strategy

- 4.238 The long-term release of car parking within the Old Market area, alongside redevelopment of underutilised buildings (including Council assets) and improvement of the existing neighbourhood holds the key to creating a more vibrant area.
- 4.239 The Regeneration Strategy recommends that this area is progressed to facilitate mixed-use development, including retail and leisure uses at the end of Castle Street, alongside new housing. The area is also being considered as a location for the Rugby Hub development – specifically relating to the Council depot site on Albert Street.
- 4.240 The focus will be mainly infill residential development, to deliver new apartments to suit residents wanting to live in a vibrant, core town centre location. Some retail, leisure and food and beverage use could come forward as part

of the ground floors, to further help animate the streets and build on the attractive, engaging environment.

- 4.241 Residential development should front onto a new lane and Gas Street, and it is also noted as an opportunity on the Council depot site – subject to decision making around Rugby Hub.
- 4.242 There is a real opportunity to create a new core route through the character area, linking through St James Street into Old Town. This will provide a key link from station through to the core town centre.
- 4.243 There is an opportunity to consider this location for Rugby Market, or other meanwhile uses. This would help to draw crowds and footfall to the area, creating opportunities for the community to come together and interact with the town centre. This would most likely be accommodated on the Old Market car park, which could also provide a good opportunity to deliver much needed public realm, to enhance the environment for the existing and new residents.
- 4.244 The redevelopment of the Job centre and Council depot could come forward in the first instance and deliver infill residential development, to align with the surrounding residential schemes coming forward. This will transform the underutilised assets, bring new residents into the town centre.
- 4.245 The potential reuse of Gas Street car park could come forward quite quickly, but it is linked to the outcome of the town centre car parking study. This could be taken forward as a good site for Rugby Market, or any meanwhile use that could help to animate the area, and draw visitors in.
- 4.246 Similarly, the redevelopment of John Barford multi-storey car park will be linked to the ability to rationalise the car parking capacity elsewhere. It may have to form part of a longer term movement strategy and be an interim interceptor car park with redevelopment potential in the future.



Old Market Place Car Park



Albert Street



John Barford MSCP

# OLD MARKET



Fig 49 Old Market Framework plan (numbers relate to key points on page 149)

4.247 Longer term opportunities are associated with the redevelopment of the BT Exchange building, which tends to be complex in its nature to re-provided those uses elsewhere. Future development of this could see the delivery of new employment spaces and residential which is in keeping with the character of the existing townscape and built envelope.

4.248 The Old Market area offers several significant development opportunities which, depending on their proximity to existing buildings, could establish potential for new development of up to 5 storeys. It is important that development on Albert Street and Railway Terrace fits into the existing townscape, creating a strong address to these key town centre streets.

4.249 Existing connections could be strengthened to tie into adjacent parts of the town centre. Frontages onto key streets and the proposed new space should be strengthened.

Storeys	2-5
Potential land uses	Residential, retail/ food and beverage /leisure
Approx. GEA (new and refurbished)	26,000m <sup>2</sup>
Dwellings	210

Fig 50 Summary of indicative development approach

### Key points

1. Whilst development in this area is likely to come forward over time, its more incremental nature may require sites to be packaged up to attract private sector investment and leverage high quality development in the area.
2. Whilst the strategy is likely to see the loss of surface level car parking in the short term, the Regeneration Strategy advocates retention of areas of public realm which could be activated through meanwhile or market use and should have at least occasional use for community and resident amenity in the area. This will create a high quality focus at the end of Castle Street.
3. A number of potential redevelopment sites are identified – subject to progression of decision making around the Rugby. In the medium term these include the Albert Street Council depot and the Job Centre. Longer term, the BT Exchange may become available for development, as could John Barford multi-story car park.

### Movement and Public Realm

4.250 The key movement and public realm interventions include:

- In the short term, improving the access and wayfinding to John Barford multi-storey car park as well as the quality of the car park itself, including security provision and tariffs to encourage more visitors to use this car park rather than travel into the centre and use the surface car parks
- In the longer term, this car park has been identified as a potential redevelopment site. However, the redevelopment of this car park would need to be carefully considered alongside the potential loss of other surface car parks and the redevelopment of multi-storey car park at Rugby Central. It may be that an interceptor car park will be required on the Town Hall site to compensate such losses, however this would be fully considered as part of a development enabling parking study.
- Creating a high quality public space including trees, planting and blue infrastructure, where appropriate. The space should be designed with flexibility in mind, enabling it to be used for meanwhile uses, where needed, throughout the year
- Improving the links and alley ways from the Old Market to the town centre and Rugby Station including paving, surveillance and lighting
- Ensuring future development is founded on car-free or car-lite principles and supported by high quality walking, cycling, micro-mobility, bus infrastructure, where appropriate

## Phasing and delivery

4.251 When more certainty is established around the Albert Street depot and decisions regarding the potential release of the job centre building associated with the Rugby Hub project, there is potential to create a package of development opportunities within this area should be considered. In isolation, sites may not leverage the value to enable sufficient quality of development to be brought forward.

4.252 This approach is likely to push delivery in the area into the long term, but this further allows strategy around John Barford multi-storey car park to be factored into the package (or not) and allows the area to build on wider market activity across the town centre.

4.253 Meanwhile uses on the surface level car park should be pursued in the interim period.

4.254 The delivery of the BT Exchange is complex in nature due to the inherent activity on site, and challenging with moving the operation to a suitable site. Early engagement with BT is required, and it may be that the site is protected by a site allocation to earmark it for longer term redevelopment opportunities.

### SHORT-TERM

- Resolve interface between Rugby Hub project and this character area – including both establishment of whether it is intended to deliver the project in this location, the release of Albert Street, and the future of the Job Centre.
- Complete a car parking and development enabling strategy to determine if (and if so, when) Gas Street, Old Market and John Barford multi-storey car parks can be released for redevelopment.
- Engage with BT regarding operations and potential longer-term relocation, to determine prospects of, and timescales for, redevelopment.
- Engage with new market operators to determine whether it should be relocated to

Gas Street car park and how an integrated meanwhile strategy can be developed. The Regeneration Strategy favours the retention of the market within the High Street / Sheep Street area, but recognises that Old Market is a location being considered for a new market offer. Delivering a new market in this location would reduce wider development potential.

- Delivery of a positive route through the area, with active frontages, connecting through St James Street to the town centre core will be important and align with the approach across the wider character areas. Aligned with meanwhile use and potential 'plant and paint' interventions – this needs to be implemented at least as temporary improvements to the routing before any long term development is realised.
- Soft market test development proposition to inform optioneering of delivery options relating to publicly owned assets.

### MEDIUM-TERM

- Delivery of new public realm on Old Market car park to positively transform the environment and make it more inviting for residents integrated within the wider development proposition – with the potential for partial market accommodation or meanwhile use here in the future.



**Fig 51** Plan illustrating the indicative approach to Old Market in context - this cluster of sites is a key stepping stone between the edge of the town centre and the station gateway area, suitable for a range of uses, and strengthening the improvement to east-west linkages between Corporation Street and Railway Terrace via Old Town and Rugby Central.

# WEBB ELLIS INDUSTRIAL ESTATE

## The opportunity

- 4.255 The Regeneration Strategy recognises the important function that Webb Ellis Industrial plays within the local economy and wants to ensure that employment is protected, and the estate remains modern and fit for purpose in this context.
- 4.256 It identifies the potential to take advantage of increasing demand for flexible and small business space in this context, alongside more widely the potential to release some land for alternative development purposes.
- 4.257 The focus will be making best use of the employment location, championing intensified mixed-use (workspace and industrial) typologies. This is integral to ensure that there is sufficient commercial floorspace to support SMEs in Rugby, to deter relocation to other town centres or fringe locations.
- 4.258 There is an opportunity to rethink the NHS provision in this location and consider opportunity to consolidate with other public sector activities. This could release land to the south of Woodside Park adjacent to existing residential uses (to the south), and potentially in combination with underutilised commercial space to the west.
- 4.259 South of Woodside Park, in the medium to long term, the Regeneration Strategy identifies the potential to deliver new homes – subject to decision making associated with the current occupiers of the space. This residential development could take the form of a new live-work neighbourhood that capitalises on the existing employment context and connectivity to Rugby College (via the Black Path) and Rugby Station.
- 4.260 This will be a long term consideration, in order to preserve and protect the businesses that are already present. Strong business engagement and coordination will be required, to ensure that the current ecosystem remains.

## The area today

- 4.261 The Webb Ellis character area is located to the west of the Station Gateway, with the railway tracks bordering the northern frontage. There is currently only one access into the site via Woodside Park, which is shared with new housing coming forward at the eastern corner where it meets Wood Street. The Black path runs across and above the character area and provides access to the back of Rugby College on the other side of the tracks.
- 4.262 The site is an important town centre for employment uses which should be retained in the medium term. It is well-occupied by the number of local industrial businesses; mainly trade counters and garages.
- 4.263 Whilst the area clearly operates as a successful business location, it has very little direct connectivity into the town centre and is relatively isolated in terms of amenity provision.
- 4.264 The existing environment feels relatively disconnected from the surrounding residential streets which form an important connection towards the Town Hall, Caldecott Park and the station.



The Black Path

## Development and Design Strategy

- 4.265 In the future, the Webb Ellis Industrial Estate should be retained as an important location for commercial floorspace, but over time should be sought for intensification – including subject to values the opportunity to support stacked typologies / multi-business units, and more flexible work-shop style small business provision. This should be sensitive to the existing urban context and be predominantly low rise.
- 4.266 As part of the Rugby Hub project, and the strategy for the High Street / Sheep Sheet character area, there is the prospect of the relocation of the NHS from their current Sidings based at Webb Ellis. If this relocation takes place, the NHS would seek to maximise the value from their asset. If it could be delivered

alongside the adjacent underutilised business space, it is considered that the area has potential for residential development. The Regeneration Strategy assumes in this scenario that a mix of family and flatted homes should be delivered. Residential uses would only be appropriate on the Wood Street frontage, with the core part of the estate retaining an employment character – at least at ground floor.

- 4.267 Improvements to the Black Path will be leveraged through developer contributions associated with any future development in the area to improve north-south connections over the railway line for pedestrians and cyclists.



**Fig 52** Plan illustrating the indicative approach to Webb Ellis Industrial Estate in context - this area will continue to be a key location for workspace, alongside streetscape and environmental improvements, including The Black Path.

# WEBB ELLIS INDUSTRIAL ESTATE



Fig 53 Webb Ellis Industrial Estate Framework plan (numbers relate to key points below)

### Key points

1. It is important for the Webb Ellis area to retain an important employment character in the future – but recognition that over time this will require investment, improvement and intensification to ensure its vibrancy. Long term potential for multi-business units, flexible space and small business space are likely to be important. This is particularly significant north of Woodside Park, and in buildings with frontage on to Woodside Park, and could result in an increase in business floorspace in the area.
2. Where land to the south of Woodside Park is released from currently use, and where sites can be combined to create critical mix, the Regeneration Strategy identifies the potential to deliver a new mixed-use residential-led neighbourhood, with potential ‘clean’ employment and workspace frontage to Woodside Park and residential frontage to Wood Street.

Storeys	3-6
Potential land uses	Workspace, residential
Approx. GEA (new and refurbished)	43,000m <sup>2</sup>
Dwellings	190

Fig 54 Summary of indicative development approach

3. Improvements to The Black Path are considered important as part of the wider town centre strategy to create a safer, more welcoming environment and improved north-south connections between the centre, to Caldecott Park and the college over the railway line.

### Movement and Public Realm

4.268 The key movement and public realm interventions include:

- Sustainably integrating the existing site and future development with the wider area including Rugby Station, retail parks, town centre and surrounding neighbourhoods through bus route and stop improvements, walking and cycling measures, junction and crossing improvements, parking improvements and signage, notably on Wood Street and Woodside Park
- Improving the Black Path link including surveillance, lighting and the quality of the public realm
- Improving parking, delivery and servicing arrangements within the existing site including the potential for a town centre last-mile delivery hub
- Ensuring future development is founded on car-free or car-lite principles and supported by high quality walking, cycling, micro-mobility, bus infrastructure.

### Phasing and delivery

- 4.269 Subject to decision making by the NHS around the Sidings, this area is considered to be a long term area of change and development potential.
- 4.270 The ability to deliver an intensified and comprehensive employment offer will be hinged on early engagement with businesses and Third Party land owners. This will require strong relationships to be built, to ensure that businesses are not ‘pushed out’ and are able to collective work with the Council to return should they wish to do so. It is important that a comprehensive scheme is considered, rather

than a piecemeal approach. This will allow for greater development densities to be achieved, and allow for reconfiguration of the internal servicing road to be delivered to improve access for business and residents.

- 4.271 Engagement with the Local Enterprise Partnership (LEP) could determine whether there is alternative workspace typologies to consider, and funding available to deliver the commercial elements of development proposed. The LEP may have a view on the approach to long term management and workspace providers aligned with and to inform the strategy for this area.

### SHORT-TERM

- Resolve interface between Rugby Hub project and this character area – including both establishment of whether there is potential to accommodate NHS activities within the town centre core, and therefore release development land within Webb Ellis.
- Engage with landowners on the future potential of the industrial estate. Proceed with business engagement to understand space requirements, or future relocation ambitions. Consider land assembly of interest adjacent to NHS land holdings to consolidate development area.
- Engage with LEP on the opportunity to deliver workspace / industrial typologies. Understand their future space requirements from wider businesses.

### LONG-TERM

- If required, public sector intervention in form of funding or land assembly to facilitate business intensification to secure long term resilience of employment area.
- Redevelopment of NHS land (if relocated) alongside adjacent underutilised land holding.
- Delivery of improvement to the Black Path (if funded via development, to be accelerated if public funding is available).
- Potentially delivery of a town centre last-mile hub within the site from which cargo bikes and e-vehicles dispense and deliver goods to businesses and properties in the town centre.

## The opportunity

- 4.272 The Station Gateway character area has the opportunity to deliver significant change, particularly in terms of creating a high-quality arrival and interchange experience for residents and visitors arriving by train, building on the West Coast Mainline as a key asset for the town centre. In the future this will be an important urban residential community with its roots in Rugby town centre.
- 4.273 This is an area of the town centre that is witnessing the most private sector development and interest to date. This presents an important opportunity to both capitalise on the momentum already being created, and to drive-up quality of development and value and therefore viability over time.
- 4.274 There is an opportunity to rethink the station arrival environment, the interchange with other transport modes including buses, taxis and micro-mobility, as well as how to better integrate this important asset with the core of the town centre and wider neighbourhoods.
- 4.275 Focused improvements to the public spaces outside the station to create a more attractive and legible environment are required. This needs to be alongside long-term investment in the station building and improvements to the northern access to the station by Network Rail. A contemporary, coherent and co-ordinated approach also is necessary to improve links into the town centre by foot, bicycle, buses and taxis.
- 4.276 Given the nature of activity already noted in this area, the Regeneration Strategy has a primary objective to ensure an increased quality of development and public realm delivery over time, and prioritises improving connectivity north and south over and under the railway line to create further investment opportunity, and critically from the station to the town centre.

## The area today

- 4.277 The Station Gateway character area is severed by the railway line, Rugby Station building, surface level car parking and a congested road network due to the constraints under the railway arches on Mill Road. These constraints consequently have a negative impact on rail passenger arrival experience, pedestrian and cyclist safety, bus accessibility and air quality.
- 4.278 The area suffers from poor legibility and limited long distance sight lines or aspects due to the topography and 'heavy' nature of activities in the area including for example the prominent Stagecoach bus depot on Railway Terrace, which places a greater important on delivering a revised station arrival.
- 4.279 There are several surface car parks as well as a station multi-storey car park, which generate traffic and further impact on the local environment. The Regeneration Strategy supports the exploration of the potential consolidation of surface car parking across the town centre including in this character area, which could in turn release significant areas of land for redevelopment, greater integration of active and sustainable transport, and additional positive placemaking interventions.
- 4.280 The existing main routes between Rugby Station to the town centre are along Murray Road and Railway Terrace are currently poorly connected whether by foot, bicycle or by bus. The quality of the public realm, wayfinding and signage on both these routes are also very poor impacting on the experience of those arriving by rail.
- 4.281 Notwithstanding this relatively challenging context for investment, change and private-sector investment is already underway within the Station Gateway character area. The Market Quarter scheme is set to deliver new private rented tenure apartments, and a planning application has been submitted for Myson House to provide new apartments. This provides a precedent for future housing delivery

in the area. These provide some, but limited, green spaces for the wider community to enjoy. Future development proposals seeks to address this, to build on and help to 'green' the current harsh environment.

- 4.282 Rugby College sits to the north of the character area and is cut-off from the town centre uses. There is an opportunity to refocus key north-south routes to ensure that the College is well connected and are able to take access the town centre offer.

## Development and Design Strategy

- 4.283 The focus for Station Gateway should be about delivering an improved gateway to Rugby town centre, a 21st century multi-modal transport hub and, capitalising on the location and the changing market in this area, to build new residential development.
- 4.284 A multi-modal transport hub in this location would help modernise and future-proof both local and regional services linking the town centre to a wider catchment area, future growth areas, as well as create a enhanced sense of arrival and connectivity for visitors. More generally, improved public realm and signposting in this location will help to improve the legibility of the town centre, particularly the key walking, cycling and bus routes.
- 4.285 The residential offer in this location should be reflective of the high transport connectivity and urban location of the character area. Residential development opportunities should be focused on providing a variety of dwelling types – to ensure a diverse market and no over-exposure in tenure terms, also creating a balance community in this location in the future.
- 4.286 The market analysis undertaken as part of the Regeneration Strategy process and residential schemes already underway, support the potential to deliver higher density homes to suit young professionals, small and growing families, and the elderly – i.e. the delivery of apartments (private and rented tenure), as well as Extra Care scheme.



Rugby Station approach

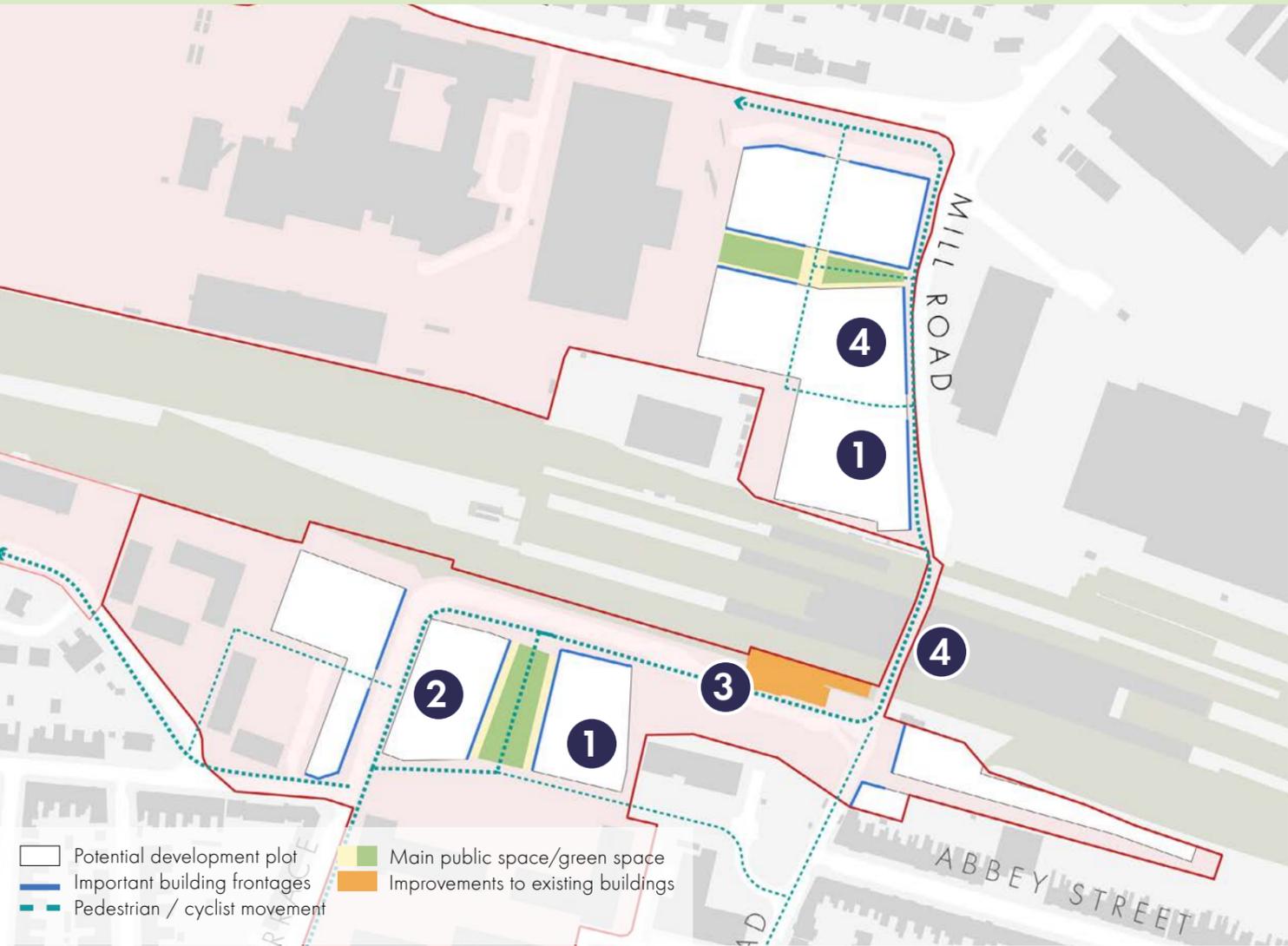


Stagecoach bus depot



Railway Terrace and Mysom House

# STATION GATEWAY



**Fig 55** Station Gateway Framework plan (numbers relate to key points on page 159)

4.287 The housing offer should be supported primarily by some amenity retail and workspace at ground floors – to provide a place to live and work, but without undermining the core of the town centre as the primary retail and commercial hub of Rugby. These uses will activate key routes and create safety and vibrancy in this new urban neighbourhood. Delivery of green infrastructure through the residential developments and public realm is integral to supporting the community in terms of amenity and active lifestyles, and providing a high-quality residential environment.

4.288 There is potential to transform the overall quality of the townscape in this location, creating a much stronger sense of arrival in Rugby.

Storeys	2-5
Potential land uses	Residential, workspace, retail/ food and beverage /leisure
Approx. GEA (new and refurbished)	79,000m <sup>2</sup>
Dwellings	660

**Fig 56** Summary of indicative development approach

4.289 This will be hinged on the ability to coordinate across both public and private sector parties, to create buy-in to a wider vision and scale of change potential identified. By doing, so this creates the ability to have a more legible and inviting station arrival and environment – it will enable the density of development to come forward which maximises the housing offer and takes advantage of the station’s rail connectivity to London. It will enable the ability to shift Rugby’s reliance on more sustainable modes of transport, and ensure it has a 21st century transport system.

4.290 The change proposed for Station Gateway is comprehensive and can come forward across the medium to long term. To avoid piecemeal development, and to maximise the ability to deliver improved transport upgrades and connectivity, as well as much needed public realm, a strong vision is required.

4.291 The site has potential for relatively high density development, up to 5 storeys in places, taking advantage of the station’s connectivity. There is potential to transform the overall quality of the townscape in this location, creating a much stronger sense of arrival in Rugby.

4.292 The development opportunities identified include assets owned by multiple parties, with the Council having only limited ownership to influence development directly. This includes critical ownership by both Network Rail and Stagecoach – on which future development potential is noted. For Stagecoach in particular delivery of this will require support to relocate its current operations.

### Key points

1. Potential to create a new urban residential neighbourhood that attracts and supports a mixed community – making the most of its connectivity on the West Coast Mainline, but with its roots firmly in Rugby town centre. This must target not just a commuter community, but a community that works, shops and spends time in Rugby.
2. Delivery of development and investment in this location will require multiple stakeholders buy-in to the vision, and support for them to enable change to take place. This includes critically the need to relocate the Stagecoach Bus Depot from this area positively.
3. There is the noted potential to deliver focused improvements to the public spaces outside the station to create a more attractive and legible environment. This must include a coordinated approach to buses and taxi provision, alongside the environment for walking, cycling and scooters.
4. Development at scale within the area will enable and leverage investment in improvements to the Mill Road underpass – improving north-south connectivity and safer movement of people through the area. This will be key to increase the appeal and connectivity of development opportunities north of the railway line.

### Movement and Public Realm

- 4.293 The key movement and public realm interventions include:
- Addressing the underpass on Mill Road, and where possible, enabling the opening up of the northern side of the railway tracks to permit access to the station from this side
  - Supporting the delivery of a multi-modal hub at the station including buses, taxis, micro-mobility, cycle stands and hire

# STATION GATEWAY



- Improving the links between Rugby Station and the town centre including improvements to footways, crossings, junctions, traffic calming measures, bus stop facilities, wayfinding, signage, parking and lighting
  - Improving the links between Rugby Station and the areas to the north of the railway tracks including improvements to footways, crossings, junctions, traffic calming measures, bus stop facilities, wayfinding, signage, parking and lighting
  - Addressing the footbridges over the railway tracks including surveillance measures and cycling improvements
  - Creating green-streets / quietways for walking and cycling that link the station to the town centre, retail parks, green spaces and neighbourhoods
  - Development that is founded on car-free or car-lite principles and supported by high quality public spaces, green and blue infrastructure including sustainable drainage systems.
- Stagecoach and Royal Mail – in relation to the desire to facilitate relocation of Stagecoach from Railway Terrace and Royal Mail from north of the station to another location (to be determined through engagement and exploration of options), to understand potential timescales, barriers and commercial implications. This should include a greater understanding of Stagecoach aspirations to engage with the market on future development potential at their site, and/or opportunity / need for the Council to step in to either support or acquire the interest to facilitate delivery.
  - Network Rail and Avanti – in relation to the desire to improve the station, underpass and the station arrival on both sides of the railway tracks, including need to understanding any opportunity for investment through the West Coast Mainline contract and/or existing planned investments to take place on which greater emphasise and design influence could be place. This could and should include integration of better wayfinding information from the platform to the town centre.
  - Warwickshire County Council and Bus Operators – in relation to creating a streamlined and space efficient transport interchange at the station, to better serve the existing and future community and provide improved sustainable linkages with the town centre.

## Phasing and delivery

- 4.294 Given that the scale of change envisaged across the Station Gateway character is significant, its ultimate delivery and completion is a long-term ambition. However, this is an area of the town centre where development investment is already coming forward – this means there is both momentum to build on, and risk of speculative investment which may not meet the Council's design and delivery aspirations for the area.
- 4.295 The Regeneration Strategy has identified the need for critical engagement with six important public sector stakeholders within this area, to ensure alignment on vision and principles – and to test and develop a coherent delivery strategy. This is important as the Council is not a major landowner in this area, but delivery is an important part of the wider town centre strategy. These key stakeholders include:

- 4.296 The Council will continue to engage with private sector interests across the area, and will use this Regeneration Strategy to encourage optimum design and development solutions on key sites across the area. This will include seeking to secure private sector contribution into key public realm and movement projects to leverage wider investment in the area.
- 4.297 The Regeneration Strategy notes that any future release of car parking will need to be considered as part of the town centre wide car parking and development enabling strategy, to ensure that decisions do not undermine the overall approach to future proofing car parking and reducing private vehicle dependence in the future.

## SHORT-TERM

- Priority engagement with key public sector stakeholders to establish required next steps and role of Council to facilitate desired change within the Station Gateway character area.
- Implement wayfinding strategy, walking, cycling, bus and public realm improvements to improve connectivity between the station and town centre.
- Capture contributions from private sector developments in the area to facilitate delivery of key public realm and movement projects identified.
- Complete car parking and development enabling strategy – to include the car parking provision at the station – and identify car parks to be released and programme for release to inform development strategy.

## MEDIUM-TERM

- Facilitate / secure relocation of Stagecoach Depot and Royal Mail.
- Delivery of improvements to underpass (as priority if sufficient funding has been secured).
- Delivery of station improvements (within station and arrival, including interchange if deliverable and viable).

## LONG-TERM

- Enable station access to the north of the railway tracks
- Private sector development-led solutions across released sites completed, alongside comprehensive public realm improvements across the area.



**Fig 57** Plan illustrating the indicative approach to Station Gateway in context - sites either side of the railway offer an exciting opportunity to enhance this area as a destination and point of arrival.

## 5 GLOSSARY

**Blue Infrastructure:** Blue infrastructure usually relates to urban water infrastructure, including ponds, lakes, streams rivers and storm water provision.

**Blue Light Services:** A term for those emergency services (police, fire services, emergency responders) in the UK, which, in case of an emergency, are allowed to turn on flashing blue lights indicating traffic priority over other motorists.

**Business Improvement District:** Business Improvement Districts (BID) are business led partnerships which are created through a ballot process to deliver additional services to local businesses. A levy is charged on all business rate payers in addition to the business rates bill in the defined BID area. This levy is used to develop projects which will benefit businesses in the local area.

**Built to Rent:** Build to Rent (BTR) refers to purpose-built housing designed for rent rather than sale. Schemes usually offer longer tenancy agreements and are often professionally managed by the owner or operator.

**Convenience Retail:** Retail stores selling everyday essential items, such as food and newspapers.

**Coventry and Warwickshire Local Enterprise Partnership:** Local Enterprise Partnerships are locally-owned partnerships between local authorities and businesses and play a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. They are also a key vehicle in delivering Government objectives for economic growth and decentralisation, whilst also providing a means for local authorities to

work together with business in order to quicken the economic recovery.

**Compulsory Purchase Order:** Compulsory purchase is a legal mechanism by which certain bodies (known as 'acquiring authorities') can acquire land without the consent of the owner. Compulsory purchase powers can support the delivery of a range of development, regeneration and infrastructure projects in the public interest. In doing so, they can help to bring about improvements to social, economic and environmental well-being.

**Development:** Development is defined under the Town and Country Planning Act 1990 as "the carrying out of building, engineering, mining or other operations in, on, over or under land, or the making of any material change in the use of any buildings or other land".

**Evidence base:** An evidence base is the evidence that any development plan document, especially a core strategy, is based on. It is made up of the views of stakeholders and background facts about the area.

**Green Infrastructure:** 'Green infrastructure' is a term used to describe the network of natural spaces and corridors in a given area. Green infrastructure assets include open spaces such as parks and gardens, allotments, woodlands, fields, hedges, lakes, ponds, playing fields, coastal habitats, as well as footpaths, cycleways or rivers.

**Infrastructure:** A collective term for services such as roads, electricity, sewerage, water, children's services, health facilities and recycling and refuse facilities.

**Joint Venture:** Joint venture partnerships are formed

to initiate property developments when a combination of experience and equity is required from two or more people, who pool in their resources or skills to complete a project.

**Local Enterprise Partnership:** Local enterprise partnerships (LEPs) are non-statutory bodies responsible for local economic development in England. They are business-led partnerships that bring together the private sector, local authorities and academic and voluntary institutions.

**Listed Building:** Buildings and structures which have been identified by the Secretary of State for National Heritage as being of special architectural or historic interest and which are subject to the law to ensure their protection and maintenance.

**Local Development Scheme (LDS):** Sets out the program for the preparation of the local development documents. The first LDS must be submitted to Secretary of State for approval within six months of the commencement date of the Act.

**Masterplan:** A document outlining the use of land and the overall approach to the design and layout of a development scheme in order to provide detailed guidance for subsequent planning applications.

**Meanwhile Use:** Meanwhile use of a space refers to the short-term use of temporarily empty buildings or public realm, often during a redevelopment.

**Micro-mobility:** Refers to transportation using lightweight vehicles such as bicycles or scooters, especially electric ones that may be borrowed as part of a self-service scheme in which people hire vehicles for short-term use within a town or city.

**Sustainable Drainage Systems:** Sustainable drainage systems or 'SuDs' are drainage solutions that provide an alternative to the direct channelling of surface water through networks of pipes and sewers to nearby watercourses. By mimicking natural drainage regimes, SuDS aim to reduce surface water flooding, improve water quality and enhance the amenity and biodiversity value of the environment.

**Urban Greening Factor:** The Urban Greening Factor (UGF) is a tool that evaluates and quantifies the amount and quality of urban greening that a scheme provides to inform decisions about appropriate levels of greening in new developments.

**Workspace:** A flexible workspace, or 'workspace' is an umbrella term to define a work place solution that is rented on a flexible lease term. It can take multiple forms, including co-working, serviced offices, makerspace, Incubators / Accelerators etc.

## **Allies and Morrison**

85 Southwark Street  
London SE1 0HX

telephone +44 20 7921 0100

web [alliesandmorrison.com](http://alliesandmorrison.com)

email [studio@alliesandmorrison.com](mailto:studio@alliesandmorrison.com)