



**GILLESPIES**

CHATHAM TOWN CENTRE MASTERPLAN  
CONCEPT MASTERPLAN & DELIVERY STRATEGY REPORT







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# INTRODUCTION

# 01



1 | Introduction

PROJECT BACKGROUND

MEDWAY NEW LOCAL PLAN

Medway Council is preparing a new Local Plan covering the period from 2012 to 2035. Medway is one of the largest urban areas in the south-east. It includes an urban conurbation of c 250,000 people living in five towns largely to the south of the river Medway and its estuary, and the remaining 10% of its population in an extensive rural hinterland to the north and south-west. The area is projected to grow by c 50,000 people over the Local Plan period.

The Local Plan seeks to meet significant development needs, including c 30,000 new homes, land for employment and retail, supported by a range of infrastructure improvements, whilst protecting the area's natural and historic environment.

Medway has a longstanding regeneration agenda, and has experienced transformation of former military and industrial land, to create new waterfront communities and establish new learning, cultural and leisure facilities. In preparing the new Local Plan for Medway, the council has recognised that there are further opportunities to realise its regeneration ambitions. Aligned to this there are strong drivers to address the impact of retail changes in a number of town centres.

The council has identified three major 'opportunity areas' in the centres of Chatham, Strood and Gillingham, where appropriate mixed development could make best use of land and increase the vibrancy and success of these town centres. The Chatham Town Centre is the focus of this Concept Master Plan and Delivery Strategy.

The council has carried out three rounds of formal Regulation 18 consultation on its emerging Local Plan. An Issues and Options report was published for consultation in January 2016 and a Development Strategy Report was published and consulted upon in March 2018. The Local Development Scheme sets the Publication of the draft Local Plan for 2019, with a target date of Spring 2019 for Submission of the plan for independent Examination.

MEDWAY 2035 AND CHATHAM TOWN CENTRE

Alongside the Local Plan, the council is promoting its vision for growth in Medway, through 'Medway 2035', a framework to realise the ambitions to create a modern waterfront University city, boost the local economy, and secure a healthy and attractive environment for its residents, workers and visitors. The associated delivery plan is likely to include a Medway Town Centres Strategy, and a coordinated programme of interventions to strengthen their role.

Chatham is the largest retail centre in Medway, and the council has aspirations for it to develop and strengthen its function as the 'city centre' for the growing urban area. The town centre benefits from good transport links and is located between the river Medway and the historic Great Lines Heritage Park. In common with other areas, the High Street has experienced competition from online and out of centre retail, and, subsequently, the retail offer has changed over the last decade. The council has also identified potential for extending the residential role of the centre, linked to accessibility to good quality transport, the student and health worker communities nearby, and developing the evening and leisure economies. There are further regeneration schemes planned for the waterfront sites and on the periphery of the town centre.

The overall project timeline for the Chatham Town Centre Masterplan and Delivery Strategy is summarised in the diagram opposite.



Figure 01: Project timeline



# 1 | Introduction

## PURPOSE OF THE DOCUMENT

This document presents the Chatham Town Centre masterplan and its ambition to become a friendly, healthy and vibrant heart to Medway city. It presents a key concept for the regeneration of the town centre and identified strategic sites, determines key development opportunities, and considers the appropriate mix of land uses, including retail, employment, community and residential. It provides evidence on approach to growth in Medway's new Local Plan.

The Chatham Town Centre masterplan is based on:

- a comprehensive range of contextual matters, such as heritage, access, transport, environment, and strategic ambitions for Medway's development;
- the assessment of the development potential and appropriate uses of land in identified opportunity areas, particularly for residential –led mixed use schemes; and;
- the identification of opportunities to strengthen links with identified regeneration areas within Medway and develop high quality walking and cycling connections.

The masterplan will support proposed allocations for the Medway Local Plan, and provides a sound evidence on the approach to growth in new Local Plan. It includes a delivery strategy to support the strategy and opportunities presented in the masterplan.

The Chatham masterplan report sets out the following:

- Review and summary of the relevant background documents;
- Analysis of Medway and Chatham context;
- Town Centre opportunities & constraints;
- Overview of the Stakeholder Workshop;
- Vision's objectives and design principles for Chatham Town Centre;
- Masterplan structuring principles;
- Block and Public Realm Character Areas;
- Concept plan for identified opportunity areas – delivery testing;
- Delivery strategy.



High Street in Chatham Town Centre







CONTEXT ANALYSIS



## 2 | Context Analysis

### PLANNING & POLICY REVIEW

#### *National & Regional Initiatives*

This masterplan is being prepared in conformity with national planning policy and guidance and has regard to key government strategies and documents that would be key in defining the important issues and approaches to be taken in the Local Plan. These therefore have relevance for the masterplanning work and include the Housing White Paper (2017), the Industrial Strategy (2017) and the 25 Year Environmental Plan (2018) amongst others.

The **Thames Gateway Kent - Plan for Growth 2014 - 2020** comments on the Medway region sitting within the core of the of Thames Gateway regeneration area, which is expected to accommodate significant economic growth within the next 20 years. Its vision for North Kent is set out as:

- An area of exciting towns and cities complemented by an outstanding natural environment, providing an exemplar of urban regeneration;
- A thriving business centre attracting leading investors and businesses through its diverse and skilled workforce, high-quality commercial sites and local services, and accessibility to transport links and strategic routes to UK and continental markets;
- An area of strong, integrated communities with harmony between new and existing businesses and residents – where the benefits of development and investment are shared by the whole community;
- A vibrant cultural hub with a thriving social scene and civic pride – attracting a growing student population, bringing youth and vigour to the community.

With a focus on centres, Chatham being the primary centre can contribute toward these ambitions.

#### **Thames Gateway Parklands Vision (2008)**

As an aspirational vision and spatial framework, the Thames Gateway Parklands Vision seeks to outline ways in which the public, private, third sector and local government organisations can shape the future of the Thames Gateway's urban and rural landscapes and improve the quality of life for people who live in the Thames Gateway.

The Thames Gateway Spatial Framework identifies the following five key ambitions:

- Thames Waterfront – develop a continuous Estuary Path running alongside both banks of the river, in addition to improving waterfront environments;
- Thames Gateway World Class Heritage – support heritage improvement within the Thames Gateway, as well as supporting the bid for a new World Heritage Site at Chatham Historic Dockyard;
- Thames Gateway Landscapes – to identify and support delivery of landscapes of regional importance;
- Thames Gateway Corridors – to support environmental improvements to strategic transport corridors; and;
- Thames Gateway Squares – to work with partners to identify and start work on two or three large squares;

The Chatham Town Centre Masterplan has the potential to help assist in the delivery of these five key ambitions, particularly the Thames Gateway World Class Heritage, the Thames Gateway Corridors and the Thames Gateway Squares.

**Medway Council Local Plan (2016-2021)** sets out three priorities:

- A place to be proud of;
- Maximising regeneration and economic growth;
- Supporting Medway's people to realise their potential;

The council plan promotes Medway as a great place to work, live, learn and visit, supported by strategies for culture, tourism and regeneration. The council priorities provide a strong basis for positively planning for Medway and more specifically Chatham's needs, boosting the economy, improving access, delivering new homes, improving residents' health and wellbeing, and caring for the environment. The council aims to boost economic performance through supporting local businesses and attracting inward investment, and targeting the creation of high skilled jobs.

The **Joint Health and Wellbeing Strategy for Medway (2012 – 2017)** seeks to improve the health of Medway's residents with a focus on healthy eating, physical activity and supporting a dementia friendly environment. Making it easier for people to move around and access local services and facilities can address some of these inequalities. Further actions to address disadvantage across Medway, through better housing, raising education and skills levels, and employment will also contribute to reduction of health inequalities. Employment is a key factor to improving health inequalities and enabling people to live with good health for longer. In Medway there is an average healthy life expectancy of 62.2 (male) and 59.8 (female) which are both below the national average. This is mostly due to the effects of poor social determinants so improving those are vital to improving both our healthy life expectancy and health inequalities. The Health and Wellbeing strategy is at the early stages of being reviewed.

**Medway's Cultural Strategy (2014 – 2019)** also has relevance for Chatham as it has some heritage assets in close proximity. Culture is an important element of Medway, its community and economy. The Cultural Strategy highlights that cultural activities in Medway can offer economic opportunities, contribute to transforming perceptions of the area, and promote healthy and cohesive communities. It recognises the value of celebrating the best of Medway's past and natural heritage whilst nurturing new activities and outlooks.

#### **Medway Local Plan**

Medways' current development Plan is comprised on the Medway 2003 Local Plan, which is supported by various Supplementary Planning Documents. The Local Plan supports Chatham as the city centre with accompanying policies that direct significant retail and leisure proposals and any other large scale proposals to Chatham to attract visitors and further investment. The document sets out the hierarchy of centres with Chatham at the top. Various policies give Chatham primacy over other centres and therefore confirms the approach.

Medway Council is presently reviewing and preparing a new Local Plan. This has gone through three stages of consultation to date, i.e. Issues & Options, Development Options and Development Strategy. A summary of these are set out below. The Council is currently refining the Local Plan to into a submission version to be consulted upon early next year (2019). This masterplanning work will provide evidence to support the Local Plan ambitions for growth and support of its centres.

#### **Medway Local Plan 2012 - 2035: Regulation 18 Issues and Options consultation document (2016)**

Medway Council is currently preparing a new Local Plan to outline how Medway will develop to 2035. The Council consulted on the Local Plan Issues & Options document between January and March 2018. The new Local Plan sets out a vision for Medway to be a leading university waterfront city of 330,000 people, with revitalised urban centres underpinned by stunning natural and historic assets and countryside.

The Issues and Options consultation document represents the first formal stage in preparing a new Local Plan for Medway, and identifies key issues to be addressed within the Local Plan such as housing, economy, retail and tourism. The document also highlights the protection of Chatham's role as the highest order and primary centre within Medway, setting out the following option for Chatham's future:

- Retail and Civic Heart - additional residential and retail floorspace to help strengthen the town centre's historic function as the retail and civic heart of Medway;
- A Thriving Mixed Use Centre - Additional employment floorspace and additional residential development supporting existing retail floorspace;
- A Vibrant Urban Neighbourhood and Large District Centre - maximising additional residential development and allowing for a controlled reduction in retail floorspace;



## 2 | Context Analysis

In addition, the document identifies that long term resilience of the town centres will be highly dependent on flexibility being integrated into new development, such as amalgamation and subdivision of units to suit emerging space requirements and high quality communications infrastructure to support ongoing technological advances in the sector.

### **Medway Local Plan 2012 – 2035: Regulation 18 Development Options consultation document (2017)**

Medway Council has also prepared a Development Options document for public consultation as part of the development of the Medway Local Plan, highlighting the ambitions of the plan, accompanied by options for how Medway can potentially grow and draft policies for managing development.

Medway council's independent analysis identifies that a total of approximately 29,463 new homes as being required within Medway to accommodate forecast population growth. Four alternative responses as to how Medway can accommodate this have been highlighted within the Development Strategy, these are:

- Scenario 01 – Maximising the potential of urban regeneration;
- Scenario 02 – Suburban expansion;
- Scenario 03 – Hoo Peninsula focus;
- Scenario 04 – Urban regeneration and a Rural Town;

Urban regeneration featured consistently across all scenarios with more of an emphasis on scenarios 1 and 4, 4 being a hybrid scenario. The importance of urban regeneration is recognised at early stages.

### **Medway Local Plan 2012 - 2035: Development Strategy Consultation Report (2018)**

The Development Strategy Regulation 18 Consultation report represents the third formal round of consultation that will inform the content of the new Local Plan. It is grounded in a wide ranging evidence base, considering development needs, transport, environmental issues, and technical impacts arising from different development and policy approaches.

The Consultation Report confirms that urban regeneration will continue to form the foundation for Medway's future growth, making the best use of land and distribute the benefits from regeneration across the community. Urban Regeneration is focused predominantly in the authorities town centres and is therefore key to unlocking development potential to support the Local Plan.



## PLANNING & POLICY REVIEW

### Local Plan Evidence Base

#### SHENA - Housing Market Assessment

In preparing the new Local Plan for Medway, the council commissioned a Strategic Housing and Economic Needs Assessment to provide evidence on the housing needed in Medway over the plan period. The Strategic Housing Market Assessment considered the range, type and mix housing needed in Medway. This included the need for 'affordable housing', the size and mix of homes, and those with particular needs, such as older people, people with disabilities, younger person households, minority ethnic groups, and rural households.

The National Planning Policy Framework requires local planning authorities to make provision for a wide choice of high quality homes in mixed, sustainable communities. A key element of this is matching supply of accommodation to need, striking the right balance for a diverse population with changing needs over time. Medway's communities require a variety of housing, including choice of tenure, to provide appropriate housing options for different households including families with children, couples, single person households and older people. Information has also been assessed for people with disabilities, students, and gypsy, traveller and travelling showpeople.

Analysis of the 2014-based household projections indicates that Medway is predicted to see a notable increase in single person and small family households. Single, older male households increase by one quarter, and households with one child will increase by one fifth by 2035.

A variety of housing types and sizes, including plots for self-build, will be required to assist in achieving balanced and sustainable communities. However the council recognises that not all sites will be able to accommodate the full range of types needed. Location and nature of the scheme will play a key role and, in particular, whether there are any genuine reasons why a mix of types cannot be delivered in practice, or would be harmful to the setting of a heritage asset for example. Town centres are locations supported by transport infrastructure, service and facilities, which are therefore ideal locations for denser developments. Accommodation for young professionals, couples, key workers and students would be recommended in such locations to support higher footfall.

#### Employment

The Government is committed to securing economic growth in order to create jobs and prosperity, building on the country's inherent strengths, and to meeting the twin challenges of global competition and of a low carbon future. Government has set out its vision for the economy in the Industrial Strategy White Paper, 2017 that seeks to boost the UK's productivity. The strategy aims to address disparities in productivity across the country, improve skills, increase innovation and enhance infrastructure and business growth. All are relevant to Medway's ambitions set out in the vision and strategic objectives of the Local Plan, Medway 2035, and corporate plans.

A core ambition of the Local Plan is to strengthen the performance of Medway's economy, securing quality jobs in the local area, capitalising on the further and higher education offer, and realising the area's potential as the largest city in Kent, enjoying a strategic location in the Thames Gateway.

70% of people who work in Medway live within Medway. However, only 51% of Medway's economically active residents work in the area, reflecting high levels of out commuting. Many travel to work in Maidstone, Swale and Tonbridge and Malling, and including further afield to London.

The council supports opportunities to strengthen the local economy through encouraging development of businesses in successful growth sectors, and diversifying the employment base. Medway's promotion of culture and heritage provide opportunities for extending businesses in the creative, leisure and tourism sectors. Working with the strengths of the local economy, such as advanced manufacturing and technology are central to the economic strategy.

The economic strategy is closely linked to Medway's regeneration plans, delivering investment in urban and waterfront sites, including the provision of new employment space. New developments in the urban core can provide attractive and accessible locations that meet the needs of modern businesses. These are reflected in the aspirations for the 'opportunity areas' in central urban

areas, that could boost the vibrancy and competitiveness of Medway's town centres, through new commercial uses complementing the retail, community and leisure offer. The development of new employment units at Watermill Wharf in Strood provides an example of how new sites can be brought forward for businesses. Work in attracting inward investment and bringing forward quality employment, and supporting local businesses, is complemented by a strategy to improve the skills levels of Medway's residents, helping to boost a competitive labour force.

The Local Plan needs to provide a range of sites to meet the employment needs identified in the Employment Land Needs Assessment. This will involve the retention of existing employment sites; support for enhancing and consolidating current sites to better meet the market's requirements and make better use of land; and identifying additional locations that can provide attractive accessible sites for business growth. A key ambition is to raise the productivity of Medway's economy, therefore particular attention will be given to the development of higher value employment. Opportunities also exist to provide employment in edge of centre locations to Medway's town centres.

#### Retail

The RCLA provides an assessment of the need for new retail and commercial leisure floorspace in Medway, as well as broader strategic guidance on how to enhance the viability of Medway's town centres. It is also an evidence base document to inform the preparation of Medway Local Plan. This report has considered a number of key issues around the retail hierarchy in Medway and the role and function of existing centres, with in particular, the need for a refined policy which outlines the formal 'town centre' hierarchy in Medway

The findings of the North Kent Retail Study identified a need for 46,100sqm comparison retail floorspace by 2031 and 70,500sqm by 2037 (without commitments). It also identifies a need for 12,300sqm of convenience retail floorspace by 2031 and 13,200sqm by 2037 (includes commitments). There is also an anticipated growing spend in leisure (£237million), predominantly commercial leisure (restaurants and cafes) over the plan period.

Additionally, the report confirms Chatham is at the top of the centres hierarchy, followed by the other five town centres and highlights Chatham as a key location for new leisure uses. Further recommendations include:

- The need for public realm works to improve its appearance;
- Sites are actively brought forward;
- Further opportunities for convenience retail are explored;
- Improve and plan for a stronger evening economy through commercial leisure;

## Regeneration and Medway 2035 Regeneration Strategy (2018)

Medway has a long standing commitment to regeneration, and a number of strategies, development briefs and masterplans have informed the transformation of the waterfront and urban areas over recent decades. As the regeneration programme continues, strategies and plans need to be refreshed. A new Regeneration Strategy, Medway 2035, has been drafted and was published alongside the Local Plan Development Strategy consultation document in early 2018. There is strong alignment between the Local Plan and Medway 2035, promoting regeneration and sustainable growth. Medway 2035 complements the Local Plan by developing a structured routemap in support of the policies which will frame expected growth, and setting out a vision of the future Medway which these policies will help secure. If the Local Plan exists to manage growth, Medway 2035 exists to deliver it. The strategy is built around 6 priorities:

- Destination and place making – including promotion of key regeneration and development areas and strengthening the role of town centres;
- Inward investment;
- Innovation;
- Business accommodation;
- Sector growth;
- Improving employability;

Medway 2035 also outlines 10 specific regeneration sites with Chatham Waterfront at the hearth of this strategy. The document sets out the following vision for the Chatham Waterfront regeneration site:

*“Chatham Waterfront is a vibrant regeneration zone at the heart of the city. We will co-ordinate and deliver the high-quality buildout of Chatham Waterfront phase 1, delivering new spend opportunities for Chatham town centre via the creation of attractive and sustainable residential units*

*and leisure outlets. This key regeneration zone will act as a catalyst for the development of the wider waterfront area, including cultural and event space”.*

In addition, Medway 2035 identifies the following objectives for the wider Chatham town centre:

- Enhancing the overall visitor experience throughout the city centre;
- Delivery of two new public squares;
- New public domain improvements between the train station and waterfront;
- Establishment of a “Creative Quarter” – in and around Lower High Street and Sun Pier;
- Potential for high quality food market;

These objectives have been refined, detailed and integrated at the core of the vision for the Chatham masterplan. As an example, following the stakeholder consultation, the Creative Quarter concept has been refined to include an emerging creative cluster at the lower end of the High Street.

Other masterplans prepared over the last few years which are of relevance to Chatham include:

- Chatham Interface Land Development Brief (2018);
- Chatham Dockyard and its Defences – Planning Policy Document (2015);
- Chatham 21 – Chatham High Street/Best Street Area Masterplan (2010);
- Gun Wharf Masterplan SPD (2010);
- Chatham Centre and Waterfront Development Brief – Supplementary Planning Document (2008);
- Pentagon Development Brief (2005);
- Chatham Centre & Waterfront Development Framework – Supplementary Planning Guidance (2004);



## 2 | Context Analysis

### PLANNING & POLICY REVIEW

#### Town Centre Initiatives

##### Chatham Interface Land Development Brief (2018)

The Chatham Interface Land Development Brief outlines the regeneration opportunity for two strategic sites (totalling 5.4ha) under the ownership of Homes England within the former royal dockyard at Chatham. The two sites lie where the Historic Dockyard adjoins the dockside retail and leisure area and the Pembroke University Campus.

The Development Brief identifies the sites as being opportunities to bring forward mixed-use, residential led proposals that respond appropriately to the historic setting of this part of the former dockyard.

Possible suitable uses include:

- Residential development - envisaged to be the dominant land use on both sites;
- Leisure and commercial uses - within appropriate locations;
- Further and higher education uses;
- Open Space and recreational uses;

Whilst the two sites are located approximately 2km from Chatham Town Centre, development of residential led proposals within the Historic Dockyards would provide further incentives for enhancing pedestrian connectivity along the River Medway waterfront between the Historic Dockyard and the Chatham Town Centre.

##### Chatham Placemaking Masterplan (2016)

The Chatham Placemaking Masterplan sets forth a public realm masterplan and implementation strategy for the improvement of the Chatham Waterfront Civic Space, which stretches from the River Medway and Waterfront Pumping Station towards the Bus Station, The Paddock and the entry of the Pentagon Shopping Centre.

The masterplan sets out a long-term vision to “Make Chatham a City Centre for Medway” by establishing a powerful and distinctive identity for Chatham, which will be achieved through the following objectives:

- *Sequential Connectivity: Create an enticing, accessible journey from the station to the waterfront;*
- *Enhance Identity and Sense of Place: Recover Chatham’s historic core and existing qualities;*
- *Destination: Create landscape infrastructure that makes a bold, attractive change to the Waterfront;*
- *Delivery: Focus on achievable goals and employ deliverable solutions;*

The masterplan structure is focused around the “Three Squares Concept”, with a series of public spaces (St. John’s Square, Military Square and Medway Square) reinforcing the journey from Chatham Station along Military Road to the Medway Waterfront.

The Chatham Town Centre Masterplan seeks to broadly accommodate the design direction and intent of this masterplan into the wider public realm and landscape strategy.

##### Chatham Dockyard and its Defences – Planning Policy Document (2015)

This document provides planning guidance for the Chatham Dockyard and its Defences, and the surrounding environs which frame this significant historical complex of buildings within Chatham.

Whilst the Chatham Town Centre study area boundary does not include the Chatham Dockyard and Defences core site as outlined within the document, the Chatham Dockyard and its Defences environs boundary contains the Chatham Town Centre Masterplan study area boundary. In addition, this document also identifies a number of intrusive buildings within the Chatham High Street study area which detract from the heritage assets. Several key views are also highlighted within the study, which will need to be considered in any masterplanning study within Chatham Town Centre.

##### Chatham 21 - Chatham High Street / Best Street Area Masterplan (2010)

This Masterplan – focusing on the High Street / Best Street area of the Chatham Town Centre seeks to create an attractive town centre, through focusing on the improvement of the overall townscape, creation of active frontages, public space provision, pedestrian links between the town centre and the waterfront, the creation of landmarks and the protection and improvement of view corridors.

##### Gun Wharf Masterplan SPD (2010)

The Gun Wharf Masterplan sets out an analysis of weaknesses and constraints, strengths and opportunities, and then outlines a masterplan for The Ordnance Site and the Civic Quarter. The Gun Wharf Masterplan also sets out a vision for the precinct:

*“Gun Wharf will be an attractive civic and cultural quarter in Chatham, contributing to a Wider Medway regeneration. New development will take advantage of the site’s location adjacent to the waterfront and unique assets to create an exciting and attractive destination for Chatham”*

The Masterplan proposes that any new buildings should respect the scale and importance of existing buildings, encourages enhancements to pedestrian links, river frontages and public open space, adaptive re-use of St. Mary’s Church, and removal of buildings which currently detract from the overall townscape quality of the area.

### Chatham Centre and Waterfront Development Brief – Supplementary Planning Document (2008)

This framework document intends to transform Chatham into a city centre for Medway, by developing key regeneration areas along the River Medway. To achieve this, the following objectives were outlined:

- Appropriately scaled new development should be within prominent locations, framing public spaces creating vibrancy through the centre;
- Taller buildings should be of high quality, minimising overshadowing of key public spaces and add to and reinforce Chatham’s historical and cultural identity;
- A sense of arrival can be established through the formation of clearly identifiable gateways and routes from the railway station which can connect via the High Street to adjoin the waterfront, through Town Hall Gardens and to Great Lines;
- Uninviting areas are to be activated and upgraded;
- Direct pedestrian links should be established between the High Street and the Waterfront and north-south routes should be established across the town centre from New Road to the Great Lines City park;
- Use of existing pedestrian routes should be enhanced where possible;
- Perimeter block development should be promoted enclosing semi-private spaces where appropriate;
- Visual connection should be created from within and to the centre and waterfront, linking with the River Medway and the Great Lines City Park;

### Pentagon Development Brief (2005)

The Pentagon Development Brief sets out parameters for extending and refurbishing the Pentagon Centre, the brief also seeks to enable an economically viable and high quality scheme which complements the Chatham Centre and Waterfront Development Framework.

Three main opportunities for the extension and refurbishment of the Pentagon Centre are identified:

- Refurbishment of the existing centre through new opportunities unlocked by relocating the bus station;
- Extension of the centre by reclaiming highway land to provide a new development frontage;
- Extension of the centre around Solomon’s Road and the demolition of the Brook carpark;

### Chatham Centre & Waterfront Development Framework – Supplementary Planning Guidance (2004)

To deliver social and economic regeneration within Chatham, this framework proposes that any new development should be focused on the town centre and waterfront, and proposes that bold (rather than modest) transformation is required to allow Chatham to develop as the true economic and cultural centre of Medway. The framework outlines several projects and investments aimed at transforming Chatham’s centre, including the following:

- Accessibility improvements to the centre;
- New central library;
- New riverside promenade, improved access to the waterfront and improvements along the high street;
- New waterfront with performing arts facility, visual arts facility, new park and hotel;
- Over 8,000 sqm of small scale office space and leisure uses;
- New food store of approximately 8,000 sqm;
- Refurbishment and expansion of the Pentagon Centre – increasing floorspace by approximately 8,000 sqm;



## 2 | Context Analysis

### BASELINE ECONOMIC DATA OVERVIEW

#### \*Baseline Economic Data Report (Peter Brett Associates)

##### *Housing*

In January 2015, Medway and Gravesham Borough Council jointly produced a Strategic Housing and Economic Needs Assessment (SHEA) which assessed housing needs over the plan period from 2012-2035. Housing needs are anticipated to be 1,281 homes per year or 29,463 homes over the plan period between the two local authority areas. Household sizes in Medway are greater than average with 39.5% of households with three or more people compared with around 4 percentage points less than the proportions across Kent, the South East or England and Wales. Larger household sizes in Medway could be attributed to data which indicates 34,400 households have dependent children (32.3%) and households with a higher proportion of non-dependent children for 11,400 (10.8%).

Current housing stock provision is failing to meet targets with 642 additional dwellings provided in Medway in 2016/2017. Current estimates suggest that 2,822 houses were built from 2013-2017 providing a target shortage of 2,178 units. It should be noted that new housing projections are expected in 2018 but were unavailable at the time of writing. An increasing number of new and converted dwellings are being completed on previously developed land (86%) in 2016/2017, a 17% increase since 2012/2013. In 2013, average house prices in Medway were 22% (£43,990) below Kent. By 2017, average house prices in Medway were 17% (£46,511) below Kent. The smaller gap in house prices suggests increased investor confidence in the Medway residential market. Average property prices in Medway are increasing rapidly with a 51.7% rise in the last 5 years as detailed below. When compared with salary, average house prices compare as follows:

- Average house prices in Medway are 8 times the average annual salary in 2017 (£29,037);
- Average house prices in Kent are 9 times the average salary in 2017 (£29,894);
- Average house prices in the South East are 11 times the average salary in 2017 (£28,740); and;

- Average house prices in England and Wales are 8 times the average salary in 2017 (£28,777);

##### *Employment*

As of March 2017, there were 8,425 businesses in Medway which is a 5.6% increase on 2016. Average earnings in Medway have continued to increase, signifying an upward trend over the last five years. The gross annual pay of a FTE in Medway was £29,503 above the national level of £28,503 in England. Full time male workers in Medway earn an average of £32,254 compared to £22,218 for females.

Within Medway, 81.5% of people are economically active and of those 76.7% are in employment. Around 6,600 people (4.4%) of Medway are unemployed. There are around 33,000 people in Medway who are economically inactive (around 18.5%) of the population. Of the economically active population (8,205 residents) which live in (2011) River area ward, 67.9% of them are in employment. This area includes the waterfront and some of the main town centre areas. Of the economically active residents which live in the Chatham Central (Figure 5) Ward (11,151), 64.2% of them are in employment. Comparably, 75.6% of the working age population across England and Wales are in employment.

Job density in the Medway area is much lower (0.60) than in the south-east (0.88) or Great Britain (0.84). A lack of jobs proportionate to the population size of Medway could be impeding its growth potential. Most of businesses within Medway are classed as micro enterprises which make up 90.6% of the population.

Average earnings in Medway are increasing; however, job density is extremely low (0.60) compared with the rest of the south-east (0.88). Medway's population is projected to increase by 20.5% to reach 317,500 by 2035. Considering the low job density, this will further be challenged by population growth within the area which has already risen by 5.8% since 2001. Medway has approximately 76.7% of its economically active residents in employment which, although lower than the South East (78.8%), is higher than the average across Great Britain (74.9%). Medway's five-year business growth rate is 12% higher than south

east average. There are approximately 8,425 businesses in Medway which is a 5.6% increase on 2016 of which 90.6% are micro enterprises. The nearby Medway City Estate employs approximately 5,000 people. However, operational issues created by congestion from the city estate are impeding growth. The daily commuter footfall presents an opportunity to capture some of its spend via the construction of a crossing. For every pound from the public sector, the KMEP Growth Deal will secure £3 in private investment, linked with support for firms with the potential for high growth and innovation. Capitalising on the projected business growth and taking account of the new Innovation Centre and Innovation Studios (opened in Summer 2017), further capacity at North Kent Enterprise Zone (Innovation park Medway will bring a further 1,300 high quality jobs. The Growth & Infrastructure Framework identifies a capacity of 163,000 sqm at their key employment site at Chatham Centre & Waterfront and 29,000 Sqm at Chatham Docks.

There is a large student population within Medway, comprising of a partnership of universities/colleges and 12,000 students within Chatham and Gillingham. A map demonstrating the locations of the shared university campuses and student accommodation facilities is provided in Appendix B. The three universities in Medway contribute more than £143.6m and support over 1,200 jobs within the local economy. The economic impact of the universities for the South East is £234.7m sustaining the equivalent of 1,500 full time jobs (FTE). The promotion of sustainable travel to work is found within the University of Kent Travel Plan (2006) following the opening of the Medway Campus. The preference for more sustainable modes of transport for staff and students is also reflected across the other universities. The educational institutions which make up the 'Universities at Medway' shared campus initiative are as follows:

- Canterbury Christ Church University;
- University of Greenwich;
- University of Kent including Medway School of Pharmacy and UTC;
- Midkent College.

The Medway Cultural Strategy aims to maximise the opportunities which the universities offer for Medway's economy. In January a £4.6m student hub was opened by the University of Greenwich at Medway providing a new social and entertainment hub on campus. Most of the student accommodation supporting the universities is clustered around the North East of Chatham missing an opportunity to capitalise on student footfall by basing them within the town centre. This would in turn also provide a boost to the night time economy of Chatham.

The Kent and Medway Growth deal is directing government funding (via the South East Local Enterprise Partnership) to a programme of innovation and investment in Chatham town centre and at the Innovation Park Medway.

There are approximately 4,078 staff (3,135fte) comprising 2,274 directly employed staff (1,945 FTE) and a further 1,804 schools staff (1,190fte), excluding temporary and agency staff working for Medway Council, with its headquarters based at Gun Wharf, Chatham to the north of the town centre. The relocation of some public services to the town centre could provide an opportunity to increase daytime footfall within the town centre.

##### *Retail Activity*

The adopted Local Plan in Medway defines Chatham as a 'main/city centre' with local policy directing 'major comparison goods floorspace' towards Chatham Centre. Chatham's main retail area is focused on the High Street (linking Chatham and Rochester town centres) and the nearby Pentagon Shopping Centre. It has a mixture of national chain retailers and smaller independent shops and businesses.

The Experian Goad category report for Chatham (September 2013) identifies a total of approximately 109,000 sq. m. of ground floor floorspace for retail trade and service units (retail, leisure and financial and business services combined), comprising 408 units. When ranking centre sizes according to total retail floorspace, Chatham is the largest. Within the town centre, there is a small convenience goods offer with Sainsburys located within the Pentagon Shopping Centre and an Iceland store located

## 2 | Context Analysis

in the High Street. As of 2018, there were 59 vacant retail units in Chatham.

There is no doubt that Bluewater is and will continue to be the main source of competition for Chatham Town Centre. The convenience goods offering in Chatham is poor. Following the closure of its only large footprint supermarket (Tesco) a small Sainsburys and Iceland makes up the remaining convenience goods offering. It is reasonable to assume that convenience spend has transferred to stores out with Chatham town centre due to a lack of large footprint stores. The results of the survey also found that Medway has a largely self-sufficient convenience goods offering with minimal leakage outside of Medway.

### *Tourism / Heritage*

Within Chatham, there is a variety of tourism attractions. Heritage assets such as The Historic Dockyard, Great Lines Heritage Park and Fort Amherst bring character to Chatham. Much of the areas heritage assets relate to its industrial and shipbuilding history. Medway attracts almost 5 million visitors each year, supporting 6,000 tourism jobs and brings £313m to the local economy. However, many of the tourist attractions within Chatham are clustered around the waterfront area towards the Historic Dokyard, providing little incentive to spend much time in the town centre. Additionally, there is no tourist information office within Chatham Town Centre or at the station, with the closest being in Rochester.

The economic impacts of tourism within Medway are mixed. In 2015, British residents took 102.7 million overnight trips in England for an average of 2.92 nights with an average spend per night at £65. Domestic tourism results for Kent experienced a 4% decrease in trip volumes between 2013 and 2015. Expenditure was down by 6% and nights were down by 8%. However, nationwide, overseas trips grew by 5% to a record 36.1 million with average spend down to £611 in 2015 from £650 per visit in 2013. Overseas trips to Kent were up 8% in 2015, nights per trip increased by 16%, with expenditure up by 3%. Day visitors to Kent were up 3% between 2013 and 2015, however expenditure per day trip has decreased

between 2013 and 2015. In Medway in 2015 there was an estimated 4,099,000 day trips resulting in a total day trip spend of £135,478,000 and a total staying spend of £89,885,000. As of 2015, there were 14 hotels in Medway with approximately 894 letting bedrooms.

Medway attracts almost 5 million visitors each year, supporting 6,000 tourism jobs and brings £313m to the local economy. Although there are sufficient tourist attractions in Chatham, these are clustered around the waterfront area with poor connectivity from the town centre. Further capitalising on Chatham's heritage assets will promote its unique character. Chatham Dockyard and its Defences is an integral part of the regeneration of the area and could be a focus of the re-branding of Chatham. A lack of tourist information in Chatham also compromises the tourist experience.

The Medway Strategic Tourism issues report (2008) identified a shortfall in hotel accommodation and identified a need for at least three more internationally branded quality hotels providing an additional 400-500 bedrooms. The promotion and further development of Chatham's hotel offering was identified again during the consultation period for Medway 2035 (2017), suggesting that there is still a shortfall of suitable accommodation. Evaluating the accommodation offering, demand and tourist experience within Chatham may enable it to capture a higher proportion of the growing tourist spend within Medway.

### **Key Issues**

The baseline analysis suggests a successful regeneration of Chatham TC would need to address the following key issues:

- **Sustainable Housing Provision:** Helping to meet the requirement for additional housing across Medway in a sustainable location (anticipated pop growth of 41,000 (14.8%) to 2035).

- **Diversification of Housing Typologies:** Providing accommodation for people of working age (linked to location close to rail and bus links); residential opportunities in the town centre, increased densities etc.

- **Student Accomodation:** Helping to better meet the needs and choices of Medway's burgeoning student population (approx. 12,000 currently, with a target by University of Kent to increase student numbers by 1000 by 2020 and University of Greenwich aiming to increase on campus international students by 25% by 2022. All of the higher education institutions have aspirations to develop their academic reputations and attract even more students. Chatham TC can play a role in ensuring a supporting leisure, commercial, business and recreation environment, providing appropriate facilities can be provided and that strong physical and functional links are made between campus and town centre (potential for pop up innovation space, business start-up facilities alongside cultural activity);

- **Diversification of offer:** As the retail environment changes due to format changes and the prominence of online channels, developing the town centre's commercial and leisure role will become even more imperative: improving links to Medway City Estate (5,000 employees) would provide easy access for its working population to the TCs services and goods, potentially easing congestion within the estate itself (potential role of river transport to facilitate this, before considering a fixed pedestrian crossing);

**Waterfront Activation:** Development of the waterfront area to better signal and interpret the areas historic and cultural attractions, potentially providing clearer and more obvious links to Chatham Maritime, Rochester and other attractions;

- **Attracting diverse user groups:** The masterplan should speak in a balanced way to four related communities of interest: residents; institutions (including universities and students); business and industry; and visitors. By providing facilities to meet the needs and future demands from these groups (most of which is growing) Chatham TC can develop a stronger critical mass of footfall and business activity.

Access to the Town Centre is a critical issue for each of them. Links between the Great Lines, Chatham Maritime and Rochester need to be more explicit and safer. Equally, the severance effect of the road needs to be addressed to enable the town centre to function effectively relative to the resident, business, University sector and student populations. The opportunity to link Medway City Estate to the town centre provides potential for increased trade and footfall. Waterfront development enhances the approaches to the town centre.

*\*Refer Appendix 2: Draft Baseline Economic Data Report for full report*















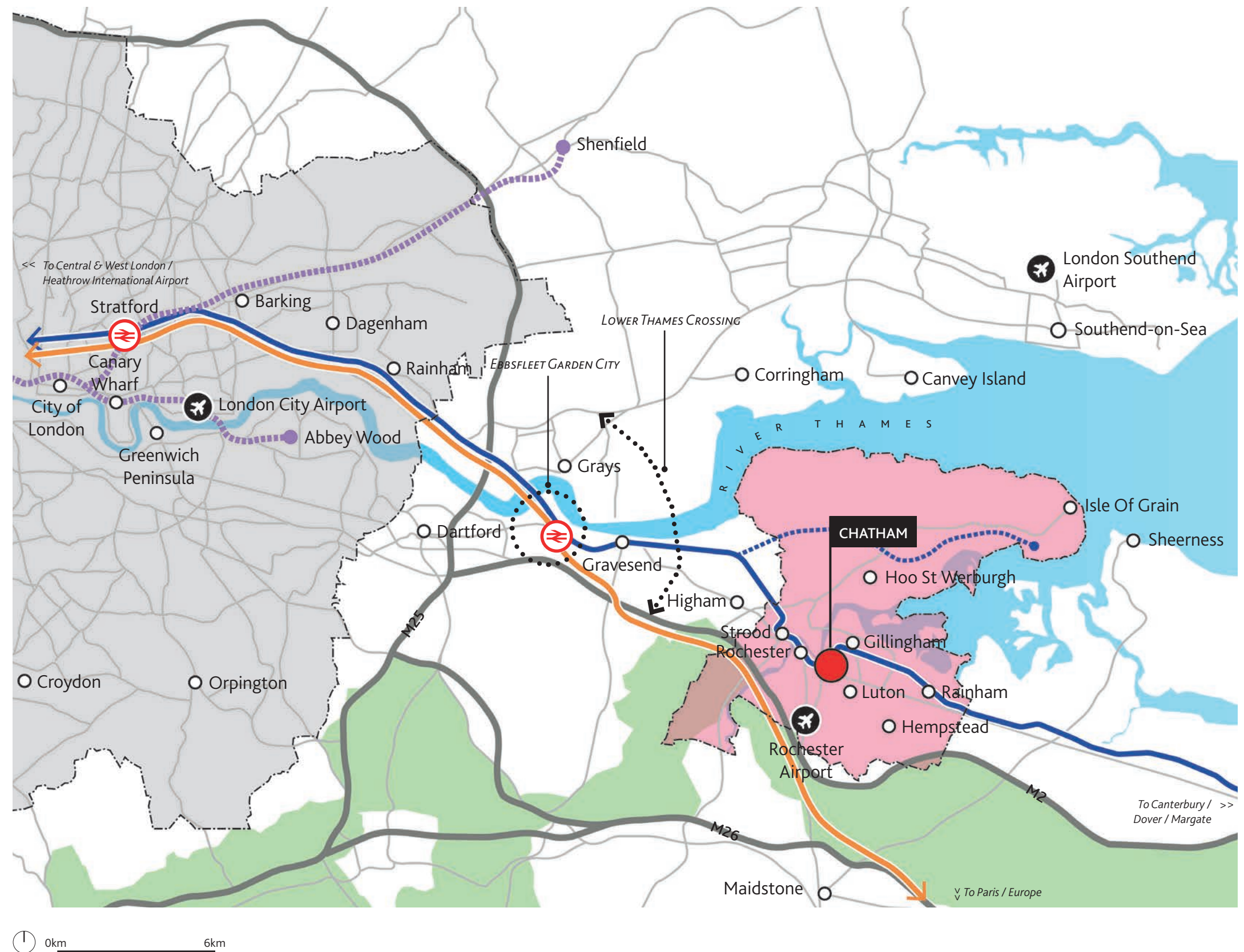
## THAMES GATEWAY

Medway is the largest urban agglomeration between London and mainland Europe, reaching a forecast population of 317,500 by 2035.

Medway lies within the heart of the Thames Gateway, approximately 50km from Central London, in the heart of a rapidly changing growth corridor extending from Greater London to the South East - ongoing infrastructure investment and major projects such as the Ebbsfleet Garden City, Lower Thames Crossing and Crossrail continue to shape the region. Long term investment in the upgrading of transport links on the Hoo Peninsula will also greatly enhance connectivity from both Medway and surrounding regions.

Given its excellent transport links, housing affordability and proximity to Greater London and wider Kent, Chatham is well placed to capture growth from businesses and residents seeking to relocate from surrounding districts. The Chatham Town Centre Masterplan seeks to capitalise on this growth by providing new residential and office floorspace.

-  CENTRES
-  EUROSTAR LINE
-  SOUTHEASTERN LINE
-  POTENTIAL HOO RAIL EXTENSION
-  ELIZABETH LINE [CROSSRAIL]
-  MOTORWAY
-  MAJOR ROAD
-  KENT DOWNS AONB
-  GREATER LONDON
-  MEDWAY
-  RAIL STATION
-  AIRPORT
















## MEDWAY CENTRES - WIDER CONTEXT

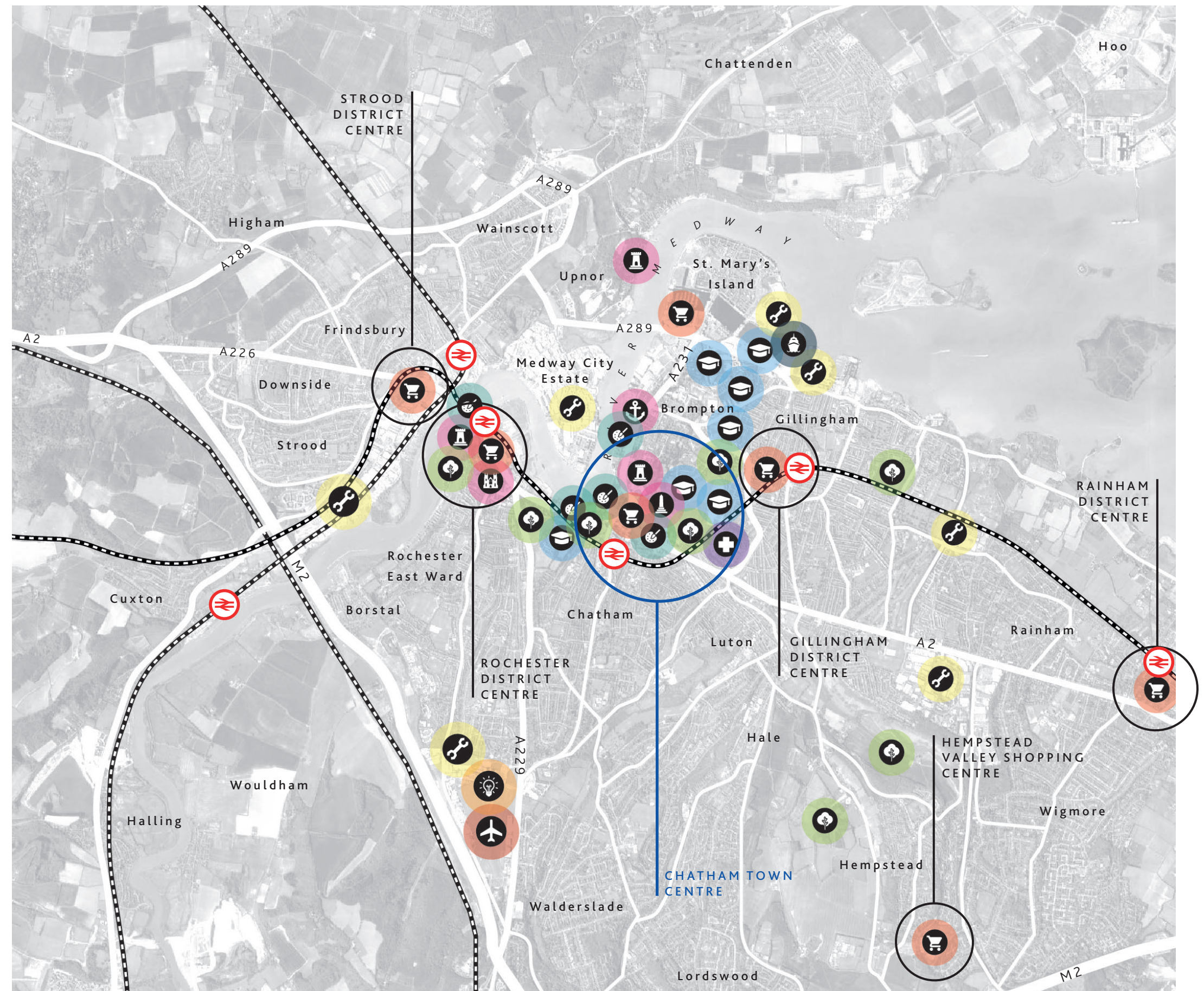
Chatham is the main retail and town centre within Medway and is well serviced by rail and bus transport, via the Chatham Waterfront Bus Station and Chatham Rail Station.

The other district centres - Rainham, Rochester, Strood, Gillingham, Hempstead Valley Shopping Centre - service the surrounding residential areas, wider Medway and adjoining areas within Kent.

Medway town centres have been impacted by the closure of major employers in the past, such as the dockyards in Chatham, then more recently by a changing economy and consumer patterns. In addition, new regeneration areas and major new out-of-centre retail and leisure developments within and near to Medway such as the Bluwater shopping centre, have begun challenging the traditional role of these town centres.

Chatham town centre suffers from the most recent shopping facilities within Medway and from Bluewater shopping centre close proximity. Dockside/Chatham Maritime is also an attractive leisure facility competing directly with Chatham Town Centre.

-  SHOPPING
-  INDUSTRIAL PARK
-  TOURISM / LEISURE ATTRACTION
-  AIRPORT
-  PORT
-  EDUCATION
-  MAJOR PARK / OPEN SPACE
-  MEDICAL
-  CREATIVE CLUSTER
-  INNOVATION PARK MEDWAY
-  TRAIN STATION



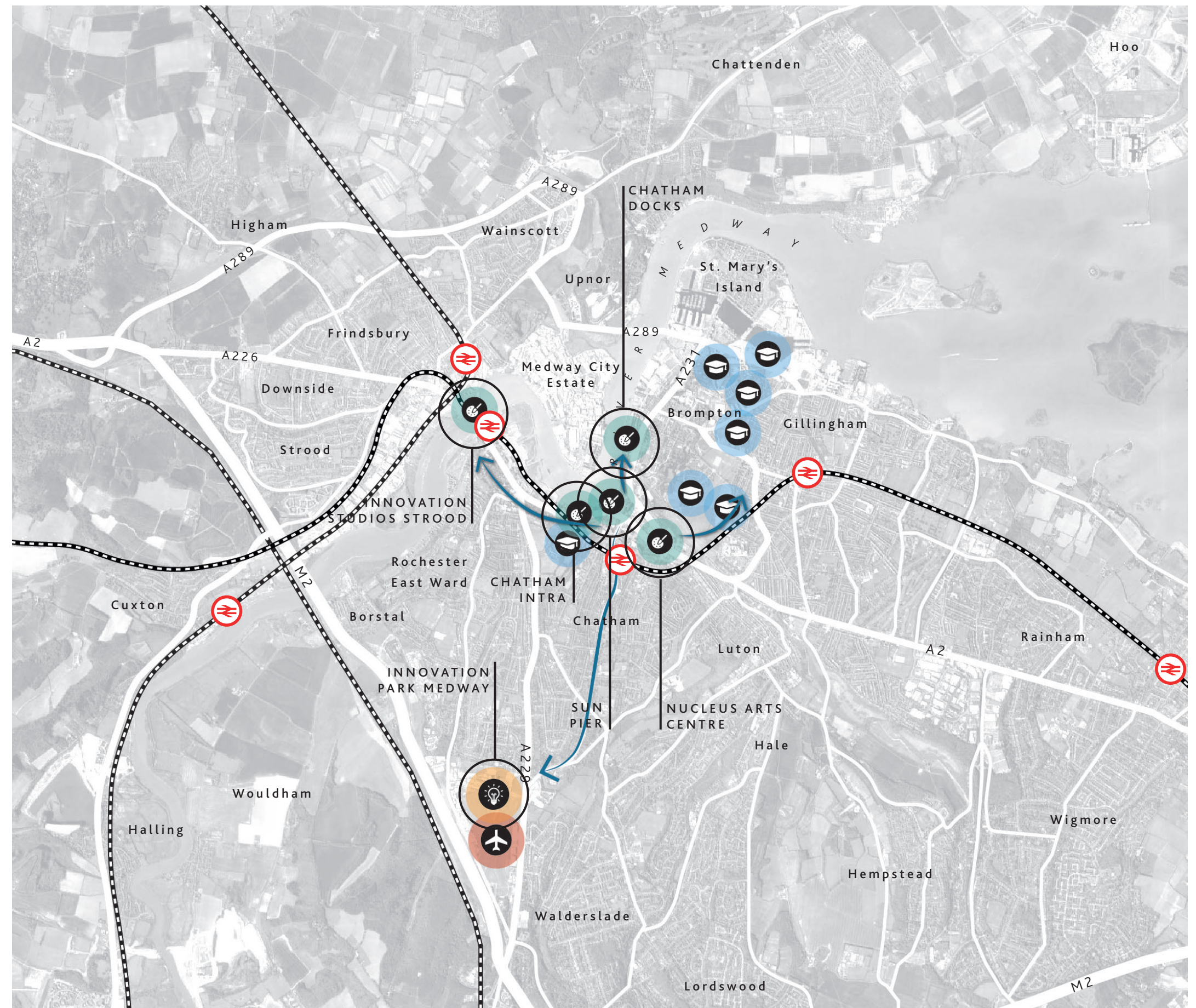
0 500m







## MEDWAY CREATIVE & KNOWLEGE CLUSTERS

Medway has a high concentration of universities and creative hubs which support the vision for Medway to become a "Creative City".

In addition, the creation of Innovation Park Medway near to Rochester Airport will support continued economic growth with new commercial floorspace, conference and business facilities.



-  INNOVATION PARK MEDWAY
-  EDUCATION
-  CREATIVE CLUSTER
-  TRAIN STATION

0 500m



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## 2 | Context Analysis

### LOCAL CONTEXT

The focus of the Chatham Town Centre Masterplan is the Town Centre. For the purposes of this masterplan study, the Chatham Town Centre has been defined by the area bound by Best Street to the west / south-west and The Brook to the north / north-east, to the west, the Chatham Town Centre area is defined by the River Medway, Medway Street, and High Street (solid red line as shown in diagram opposite). Wider context areas considered to be part of the town centre take into account the area around A2 / New Cut near to the Chatham Train Station, and adjoining The Brook (dashed red line shown in diagram opposite).

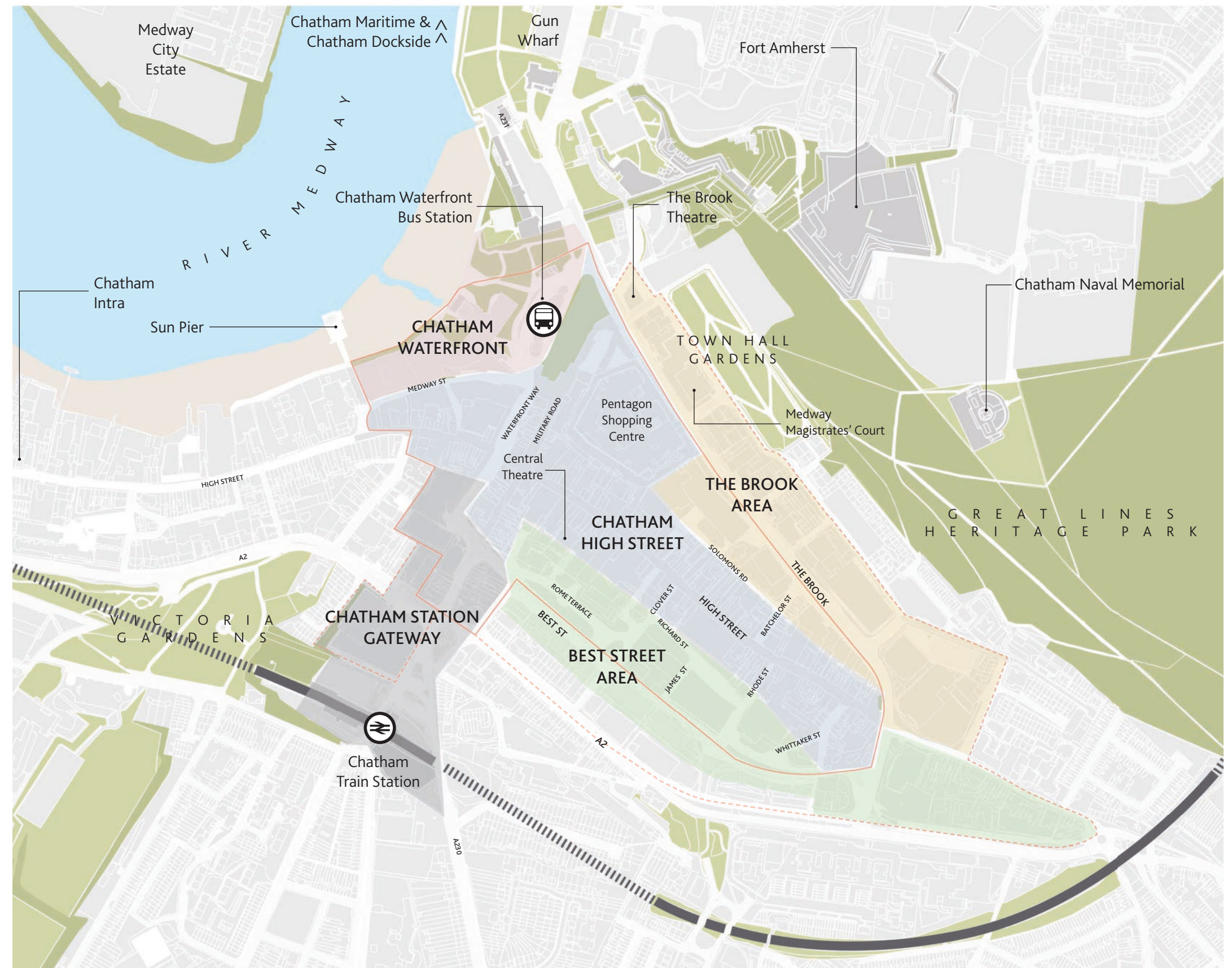
The Chatham Town Centre is characterised by predominantly low to mid rise buildings ranging from 2 – 4 storeys of varying quality and age, predominantly along the High Street. However, medium density buildings up to 12 storeys are also distributed throughout the Town Centre, with the most prominent being Mountbatten House.

The natural features of the River Medway and the backdrop of the green ridgeline of the Great Lines Heritage Park area also define the overall townscape.

For the purpose of this study, the Chatham Town Centre has been divided into the following broad areas of character:

- Chatham Waterfront;
- Chatham Station Gateway;
- The Brook Area;
- Best Street Area;

-  **CHARACTER AREAS**
-  **OPEN SPACES**
-  **BUILDINGS**
-  **ROADS**
-  **BUS STATION**
-  **TRAIN STATION**
-  **CHATHAM TOWN CENTRE BOUNDARY**
-  **WIDER CONTEXT AREA**





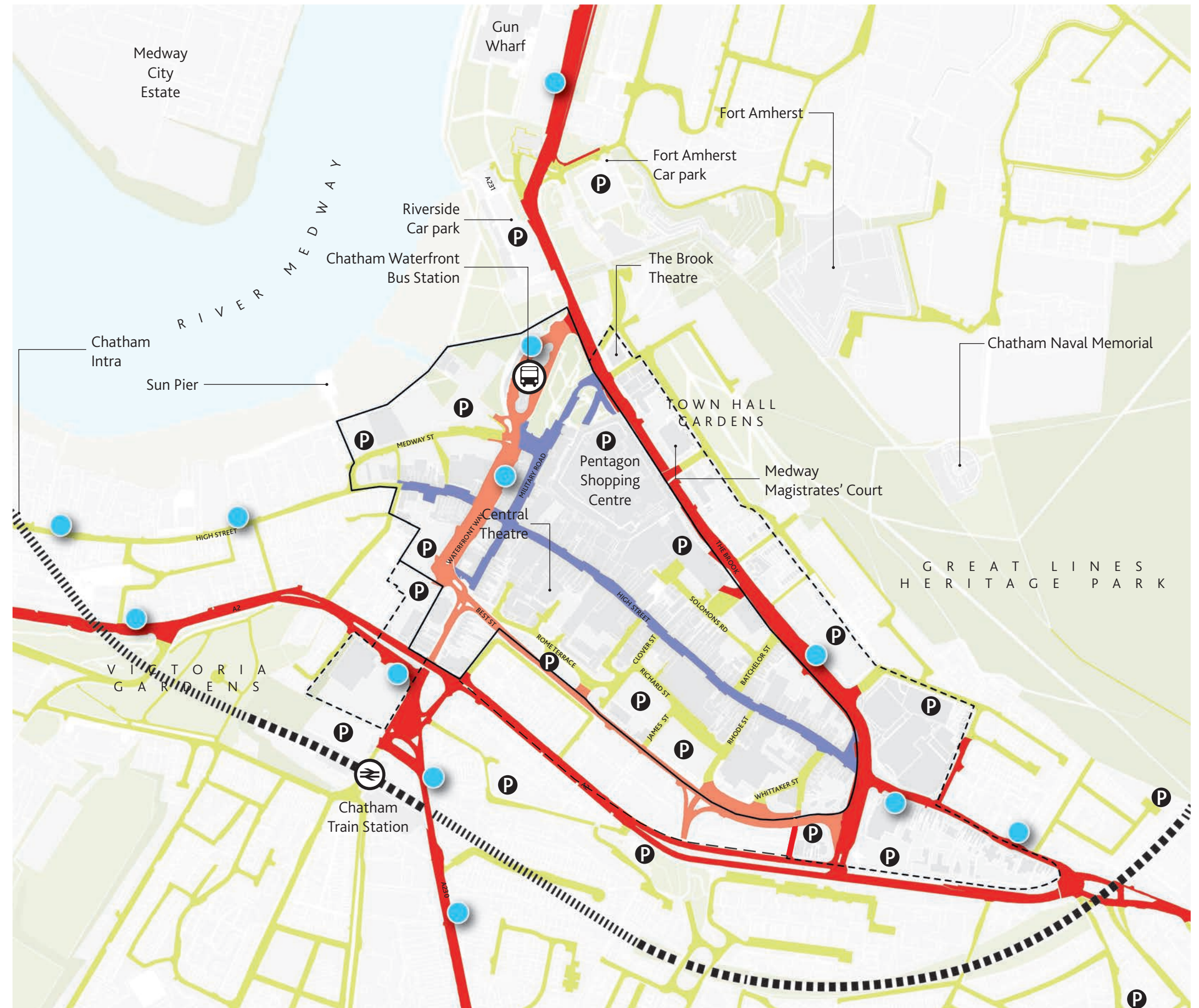
## 2 | Context Analysis

### CIRCULATION, PUBLIC TRANSPORT & PARKING

Chatham Town Centre is dominated by extensive areas of car parking (both surface and multi-storey - with approximately \*2,115 spaces within ), particularly around the periphery of the High Street to the south and the west, providing enough capacity for the active and visiting population .

The traffic is restricted to few roads, with the heaviest flows concentrated along The Brook, the A2 and the A230, which connect Chatham Town Centre to major destinations within wider Medway, and further afield to Kent and London.

Chatham Town Centre has excellent public transport provision, in terms of connectivity within Medway and further afield to Kent and London. Chatham Rail Station, which lies immediately south of the town centre is located on the high-speed line (HS1), which provides direct services to major rail termini within Central London and to other major centres in the southeast. The Chatham Waterfront Bus Station is also an important element of Chatham's transport infrastructure, providing bus services within Medway and across the southeast.



\*Figure obtained from JMP Chatham Town Centre Car Park Feasibility Study (2,075), and inclusive of Chatham Station Carpark (40 spaces)



## 2 | Context Analysis

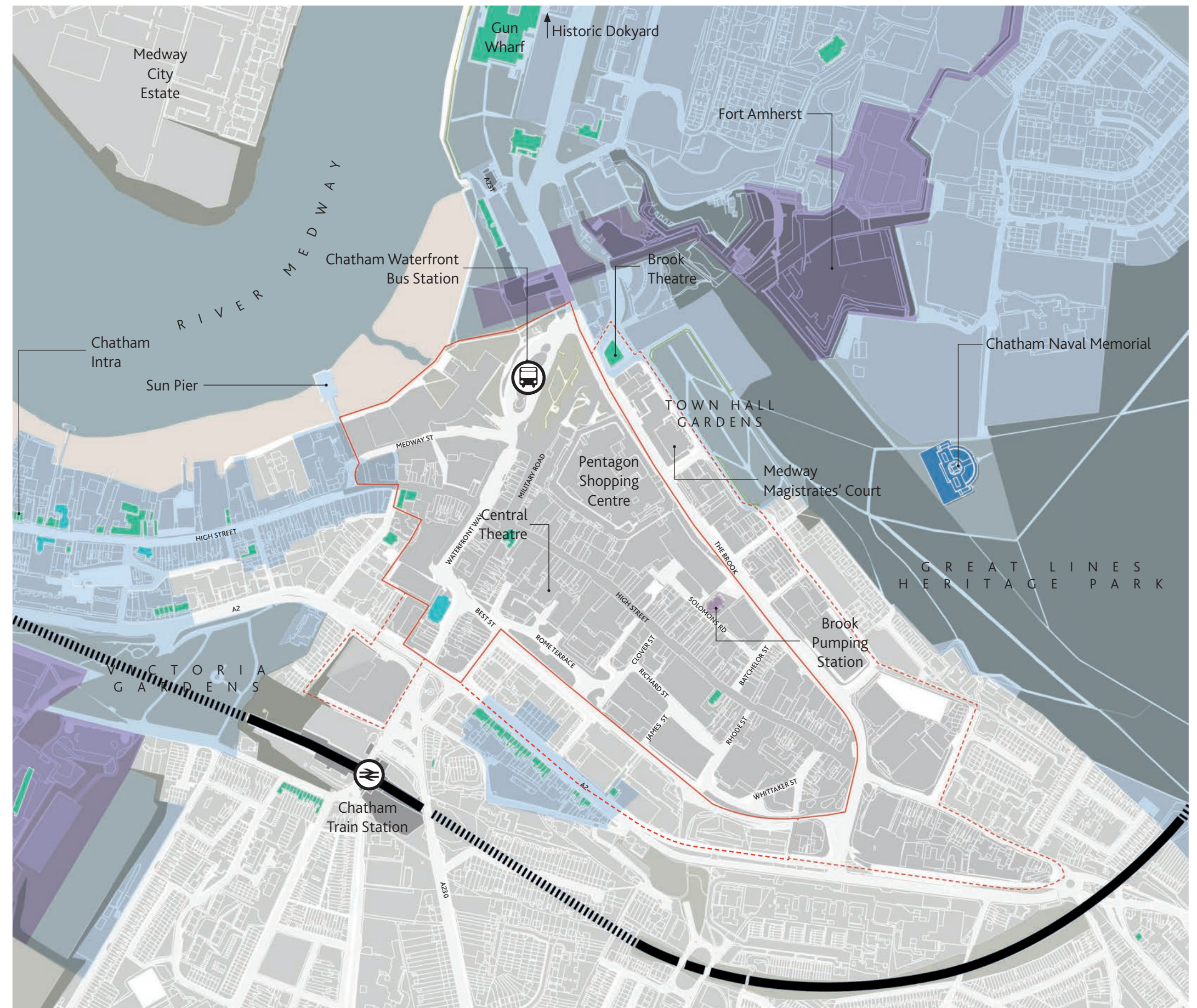
### HERITAGE

Chatham Town Centre and its surroundings are framed by many heritage elements providing the potential for the creation of a town centre with a distinctive sense of place. Some surviving high quality shopfronts, two theatres, listed buildings and established trees are providing pockets of interest within the town centre and adjacent sites. The proximity to the Historic Dokyard to the North of the Town Centre is also a great advantage for the distinctiveness of the area.

However, the Town Centre has many post-war developments that have largely failed to respect the scale and materiality of the historic urban fabric. In addition, the dominance of busy roads surrounding the site separate the town centre from its immediate context, and negatively impact the urban fabric of the town centre along its edges.

The presence of the Great Lines Heritage Park adjoining the town centre provides a rich backdrop to the townscape, further connectivity to and activation of this feature would help further reveal the important military and naval history of Chatham and Medway.

- CONSERVATION AREA
- ANCIENT MONUMENTS
- LISTED BUILDINGS - GRADE I
- LISTED BUILDINGS - GRADE II\*
- LISTED BUILDINGS - GRADE II
- B BUS STATION
- T TRAIN STATION
- CHATHAM TOWN CENTRE BOUNDARY
- WIDER CONTEXT AREA





## 2 | Context Analysis

### OPEN SPACE & PEDESTRIAN CONNECTIONS

Whilst the core of the Chatham Town Centre is predominantly characterised by hardscape, major parklands such as the Chatham Great Lines Heritage Park adjoin the town centre. However direct and legible connections to the Great Lines Heritage Park from core areas of the Chatham Town Centre are not clearly evident.

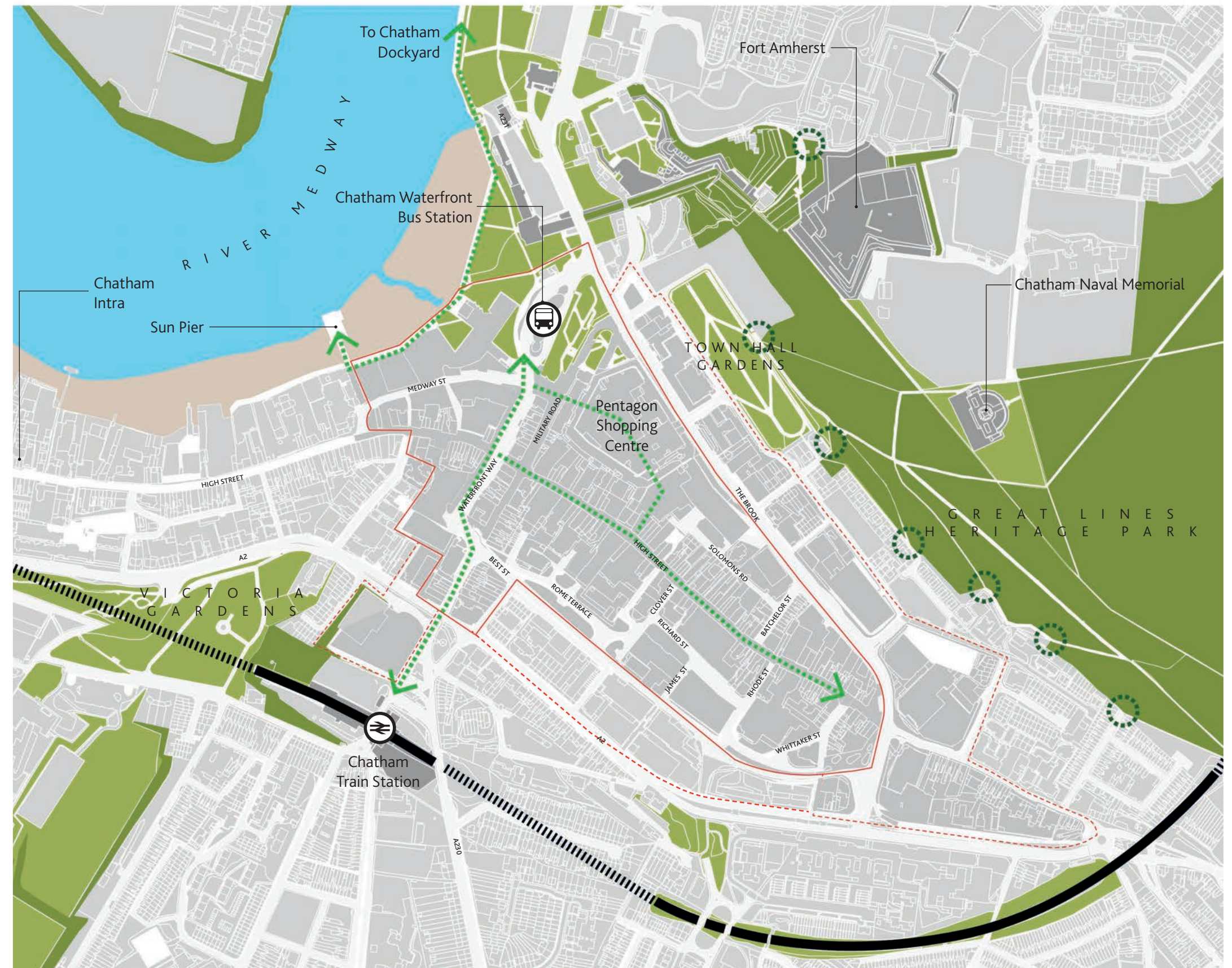
Chatham Waterfront is also a key open space destination adjacent to the Town Centre, with an extensive promenade providing north-south connectivity along the River Medway; although this promenade is not continuous to tourist destinations such as the Historic Dockyard.

Smaller areas of open space, such as The Paddock (near the Pentagon Centre) and Town Hall Gardens (near Medway Magistrates Court) whilst having established trees and some character, suffer from a lack of clear activity programming and connectivity to the surrounding context.

The main pedestrian connections are located :

- On the High street,
- Within the Pentagon shopping centre,
- Along the waterfront, and
- Between the station and Military Road (in front of the Pentagon shopping centre).

-  ACCESS TO GREAT LINES HERITAGE PARK
-  AMENITY GREENSPACE
-  PARKS AND GARDENS
-  MAIN PEDESTRIAN CONNECTION
-  BUS STATION
-  TRAIN STATION
-  CHATHAM TOWN CENTRE BOUNDARY
-  WIDER CONTEXT AREA



0 50m 100m



## 2 | Context Analysis

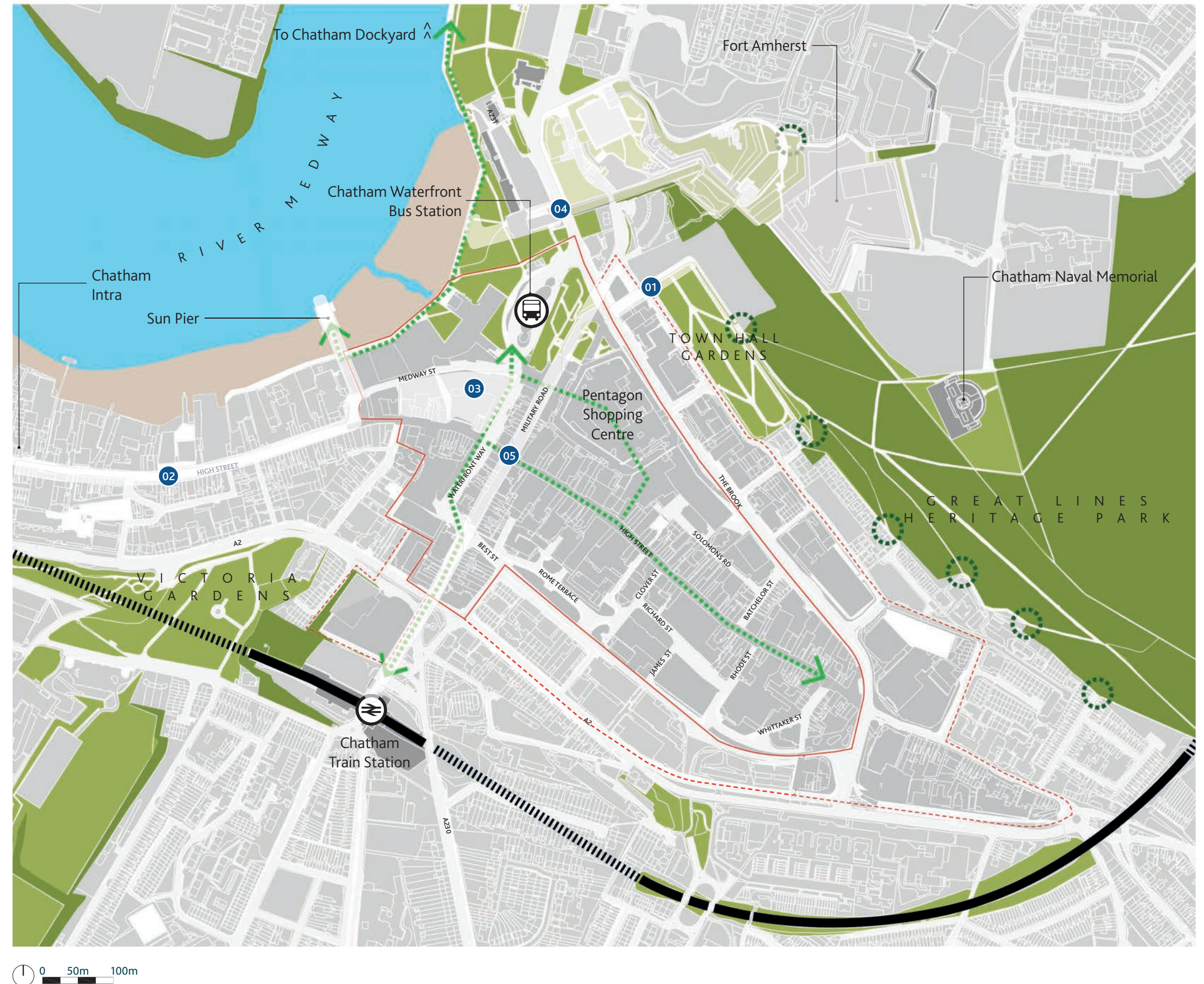
### EXISTING PROJECTS

The Chatham Town Centre Masterplan takes into account all existing projects and plans into account to ensure the aims and objectives of each feeds into the process, and vice versa. The masterplan provides the overall wider context setting that links all these strands of existing projects together.

These key existing projects influencing the Chatham Town Centre Masterplan are outlined as follows:

- Whiffens Avenue to Military Road public realm upgrades - The Chatham Town Centre Masterplan will maintain consistency in approach to the placemaking and public realm works currently underway along Whiffens Avenue and Military Road, by connecting these upgrades into the wider public realm strategy;
- Chatham Intra Masterplan - The Chatham Town Centre Masterplan supports the directions of the Chatham Intra Masterplan by enhance linkages to Sun Pier and the Chatham Intra Area, and supports connections further afield to Chatham Docks;
- Medway Street Proposals - The Chatham Town Centre Masterplan provides guidance for emerging proposals on Medway Street, particularly in regards to building heights, massing and land use;
- Chatham Placemaking Strategy - The Chatham Place Making Strategy seeks to improve journeys for both pedestrians and cyclists from the bus station to the town centre. The Chatham Town Centre Masterplan supports this strategy by connecting these upgrades into the wider public domain strategy and maintaining consistency in approach;
- Command of the Heights Masterplan - This project will transform and enhance areas of historic value, including Barrier Ditch and Spur Battery. The Chatham Town Centre Masterplan supports this project by enhancing connectivity to Chatham Waterfront and providing an overall place setting for the Command of the Heights Masterplan;

- 01 WHIFFENS AVENUE TO MILITARY ROAD PUBLIC REALM PROJECT
- 02 CHATHAM INTRA MASTERPLAN
- 03 MEDWAY STREET PROPOSALS
- 04 COMMAND OF THE HEIGHTS
- 05 CHATHAM PLACEMAKING STRATEGY - RAIL STATION TO MILITARY ROAD
- ➔➔➔ MAIN PEDESTRIAN CONNECTION
- 🚌 BUS STATION
- 🚆 TRAIN STATION
- ▭ CHATHAM TOWN CENTRE BOUNDARY
- ▭ WIDER CONTEXT AREA

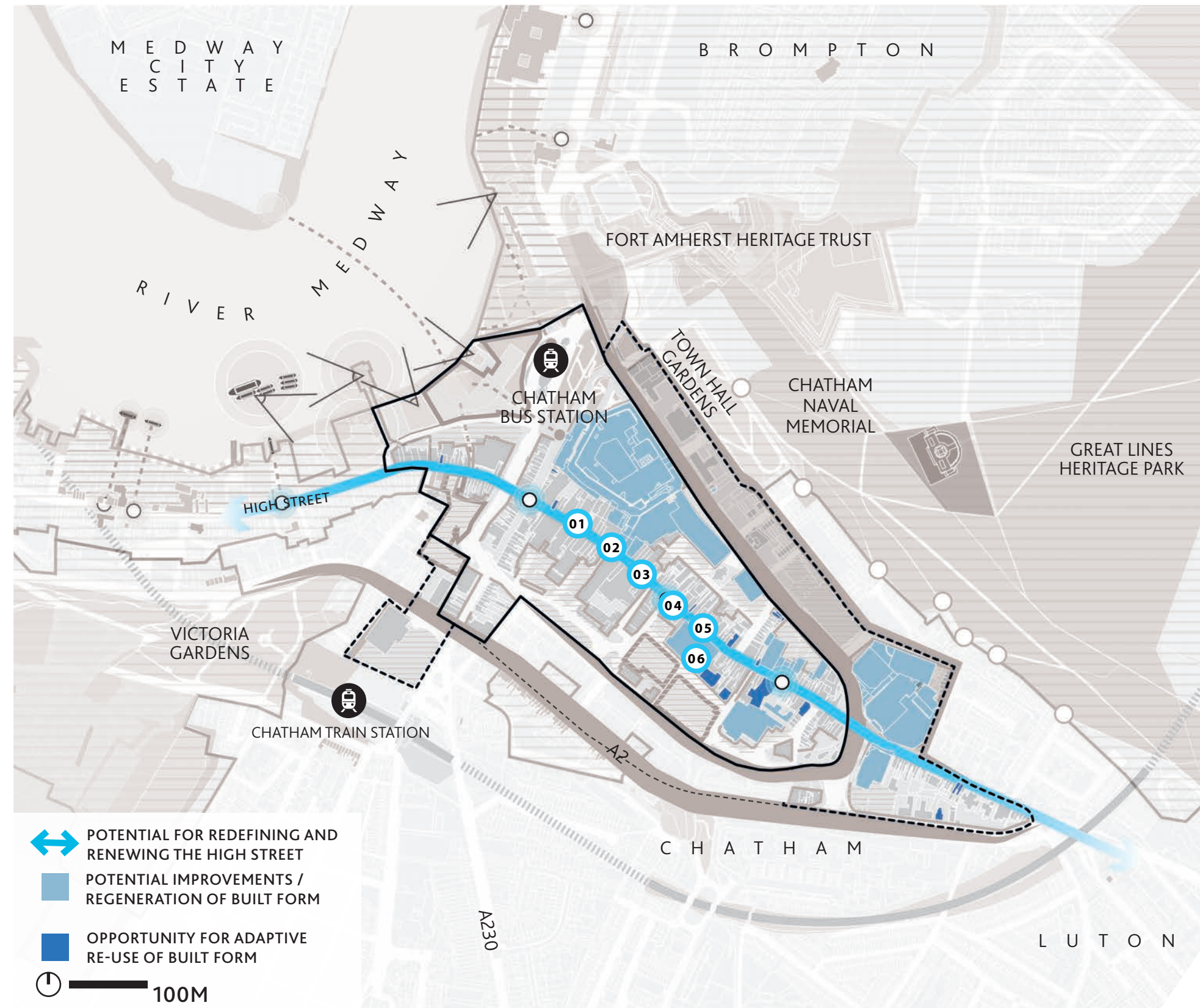




## 2 | Context Analysis

### THE HIGH STREET

#### OPPORTUNITIES



- Vacant buildings along the High Street present an opportunity for the adaptive re-use or regeneration of existing built form, or the redevelopment of sites;
- Opportunity is also provided for a comprehensive renewal of the High Street public realm & shop strategy;
- Opportunity to improve movement & legibility with additional placemaking interventions;
- Opportunity to review overall High Street connectivity (additional connections, extension of shopping area towards waterfront);

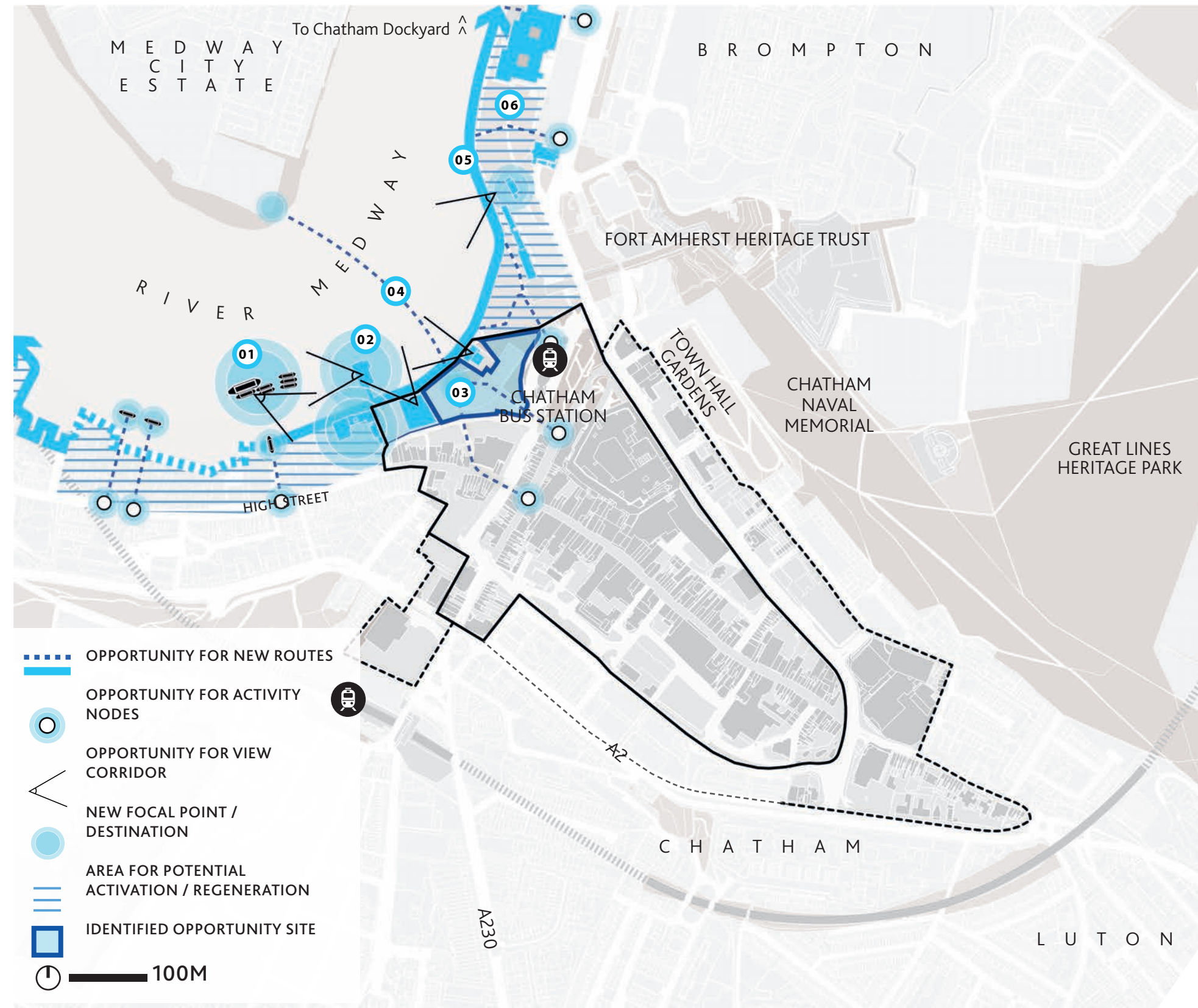




## 2 | Context Analysis

### THE WATERFRONT

#### OPPORTUNITIES



The following Opportunities and Constraints were obtained from site visits, desktop research and input from the wider Medway Council stakeholder group. This Opportunities and Constraints analysis has then helped inform the development of the vision, objectives and subsequent masterplanning response.

- The proximity of the River Medway to the town centre provides opportunity for enhanced pedestrian connectivity - both into the town centre and along the waterfront;
- Long term opportunities for crossing over the River Medway should also be explored;
- Opportunity sites along the waterfront provide key catalyst for regeneration, including a substantial amount of new residential units and some additional retail such as cafes and restaurants.

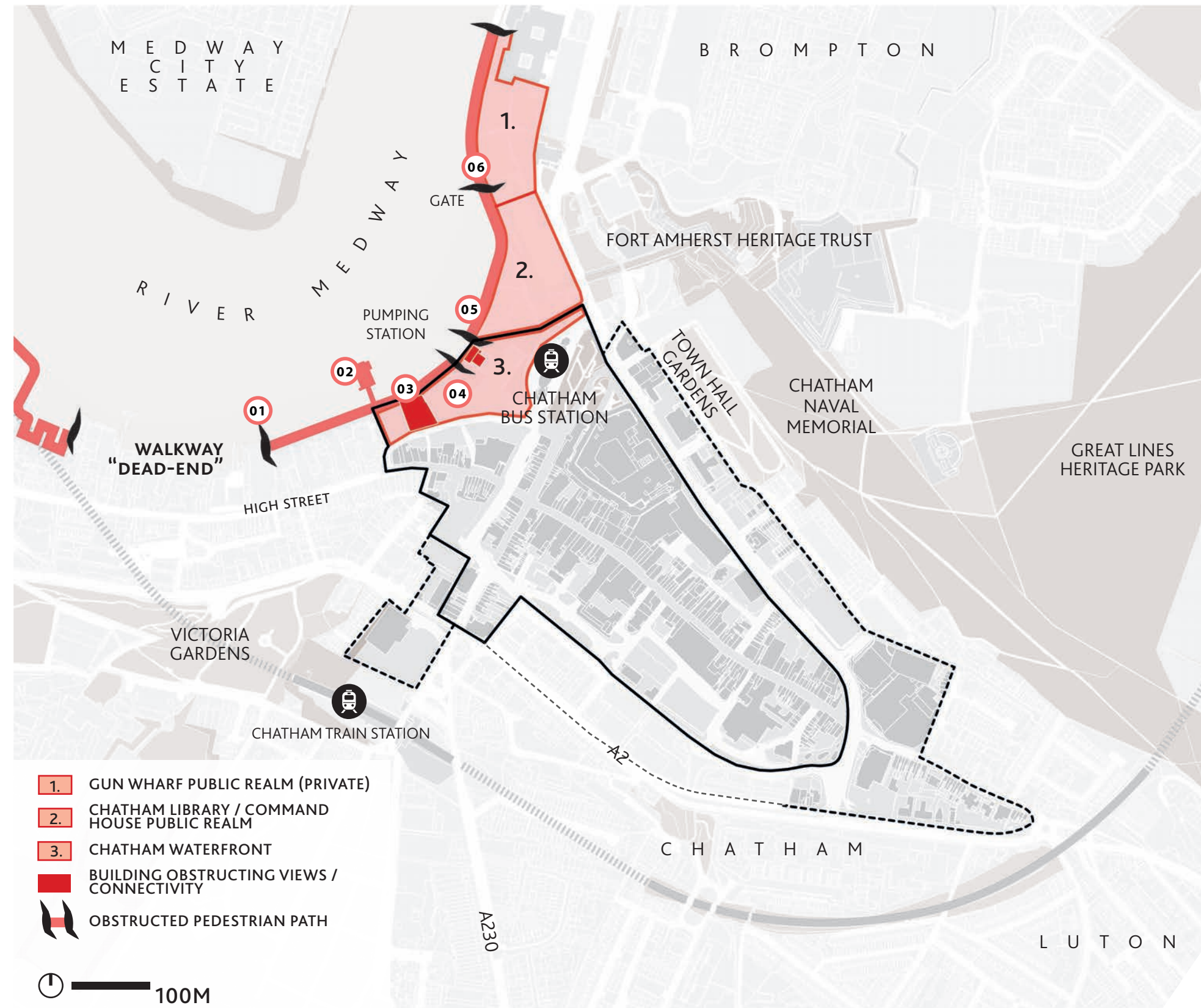




## 2 | Context Analysis

### THE WATERFRONT

#### CONSTRAINTS



- Fragmented pedestrian network with limited connectivity to the wider context;
- Lack of activity programming within waterfront open spaces;
- Poorly maintained public realm;

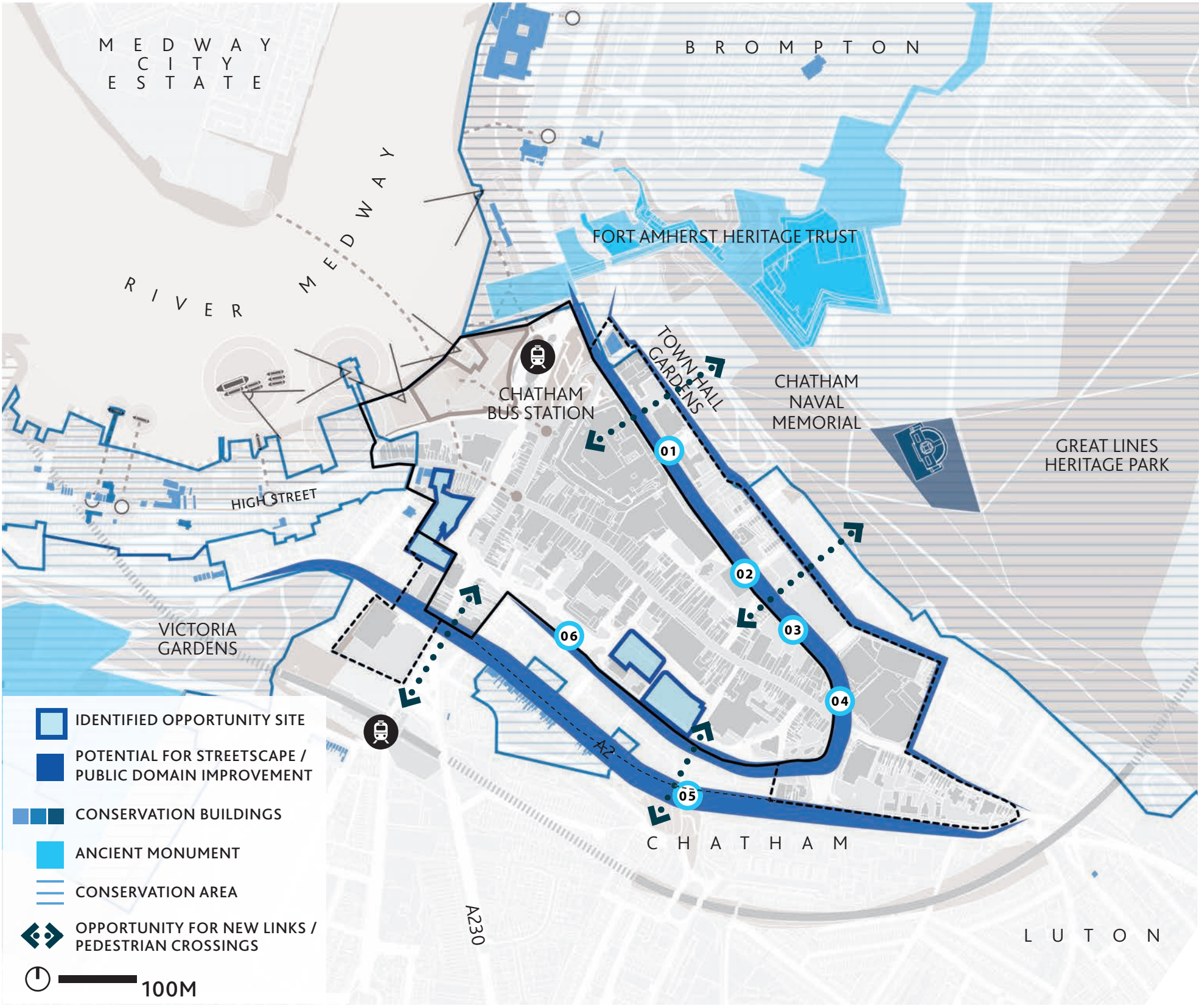




## 2 | Context Analysis

### THE EDGES

#### OPPORTUNITIES



- Opportunity is provided for closer integration of adjoining character areas with the town centre;
- Public realm / streetscape improvement can be undertaken in order to soften the transition between the town centre and surrounding areas;
- Large sites located along the Brook could provide additional housing, offices and services.

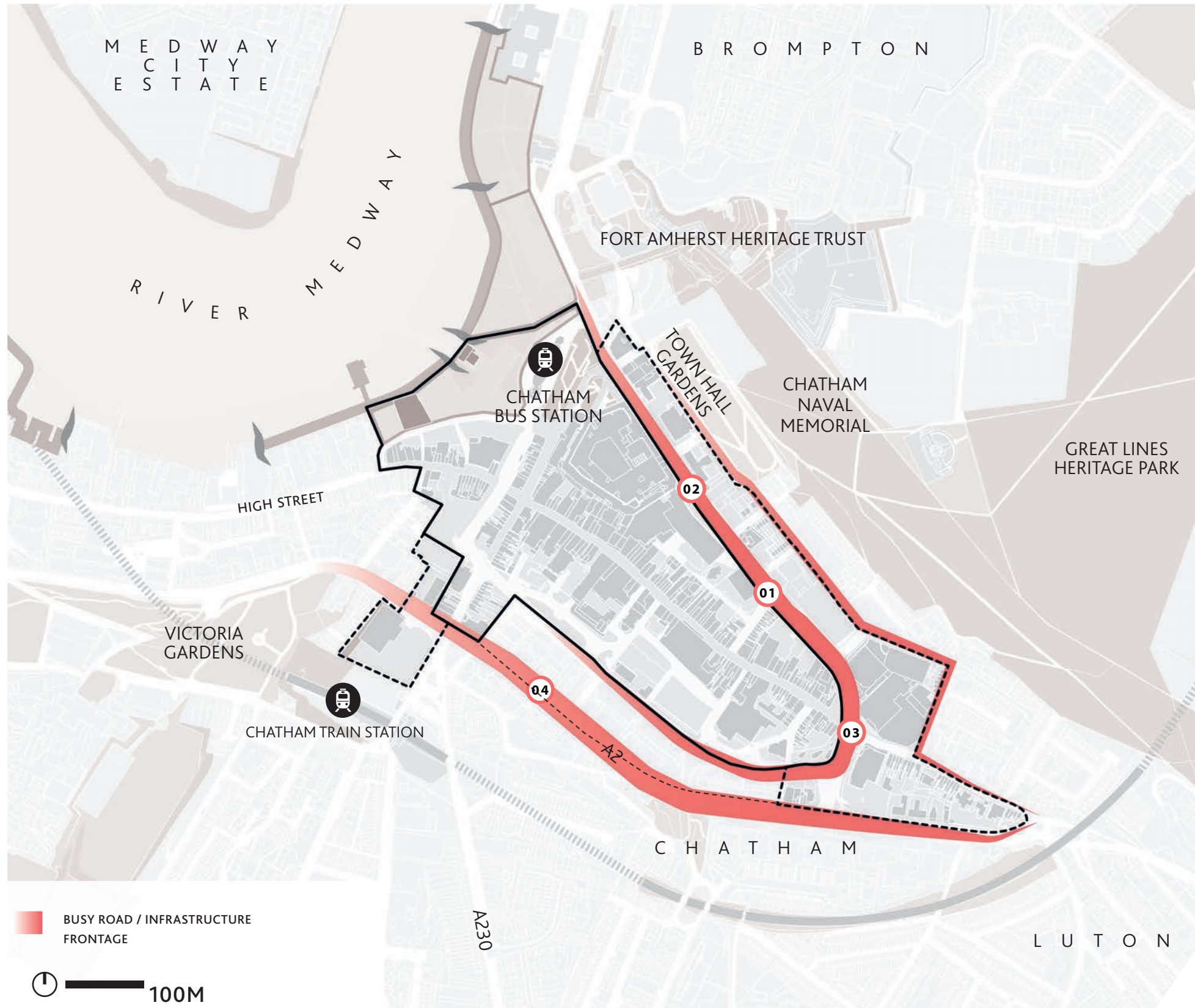




## 2 | Context Analysis

### THE EDGES

#### CONSTRAINTS



- Busy roads impact on amenity and pedestrian experience around edge of town centre - causing air quality and noise issues, which will require mitigation measures to be explored;
- Given the long history of settlement and past uses of the town centre, contaminated land may also be an issue once development begins, which will require mitigation;
- Busy roads sever pedestrian connectivity from town centre to adjoining areas;

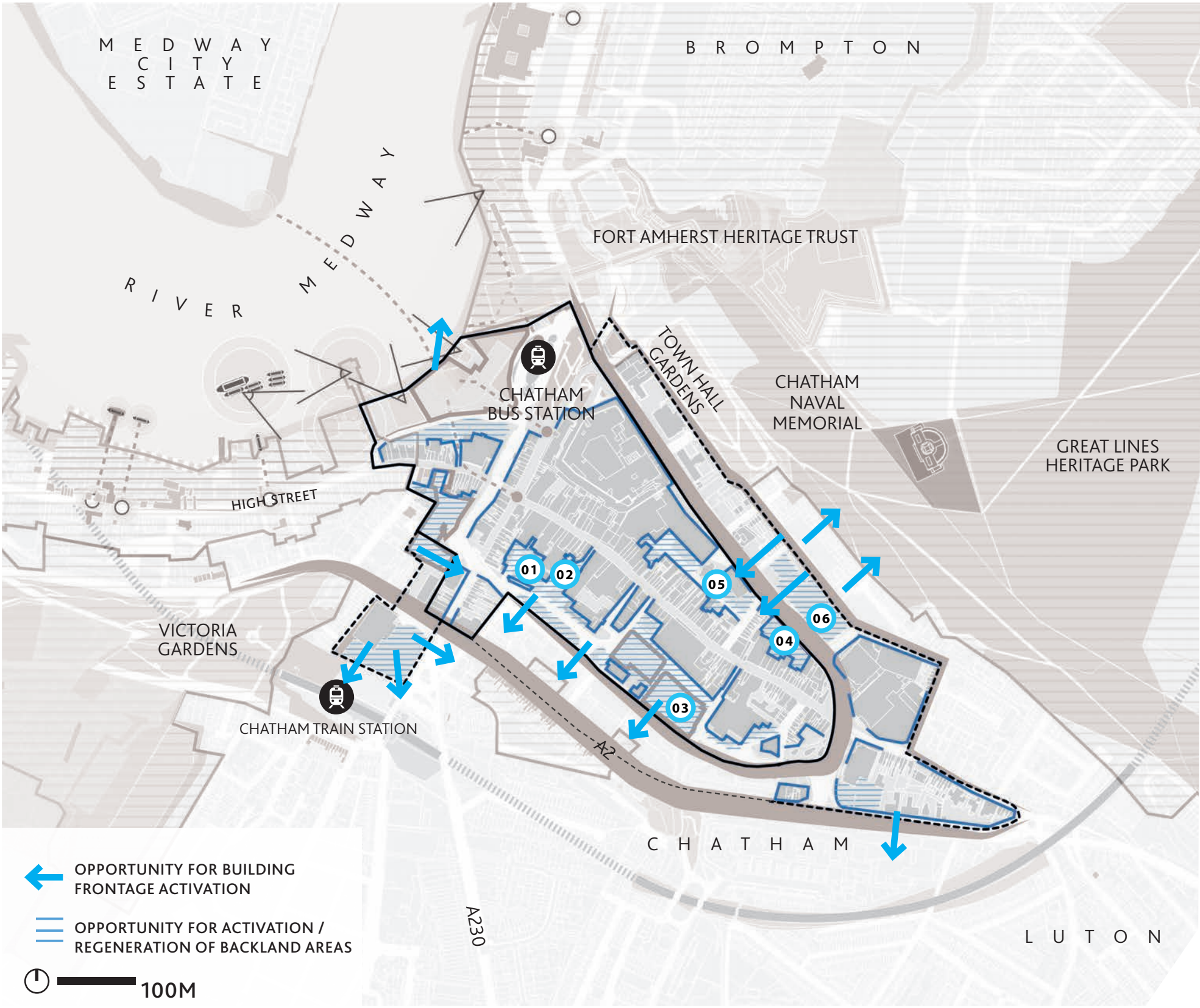




## 2 | Context Analysis

### THE BACKLANDS

#### OPPORTUNITIES



- Extensive backlands present opportunity for new mixed use development, temporary / “pop-up” uses which will help integrate the town centre into its wider context;
- Opportunity for activation of street frontages as large sites could provide additional housing, offices and services.

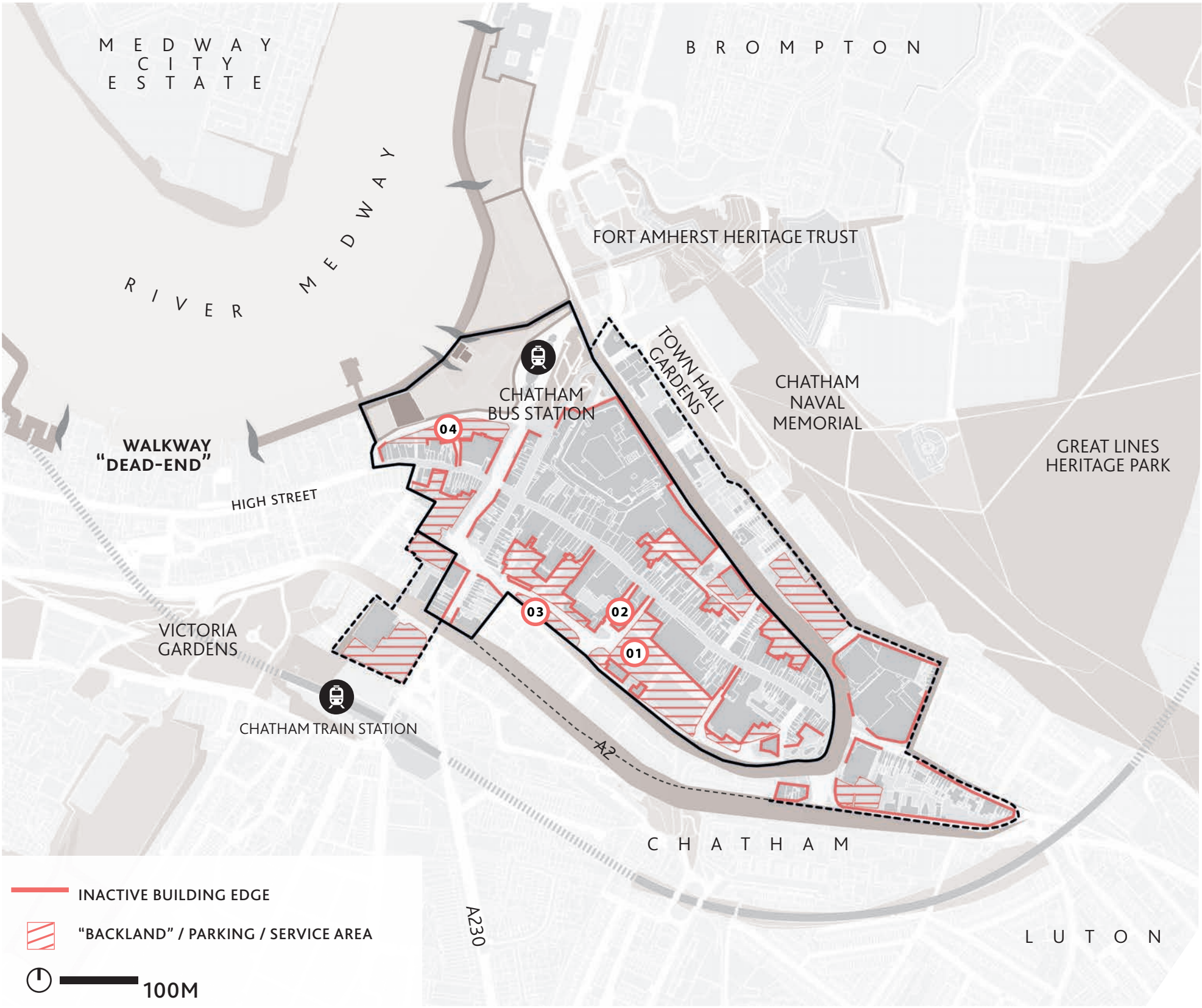




# 2 | Context Analysis

## THE BACKLANDS

### CONSTRAINTS



- Inactive building frontages and extensive car parking “deactivate” large areas of streetscape and public realm, particularly along the southern and northern edges of the High Street;
- Blocks face “inward” towards the High Street, with backland areas facing “outward” to the adjacent areas;

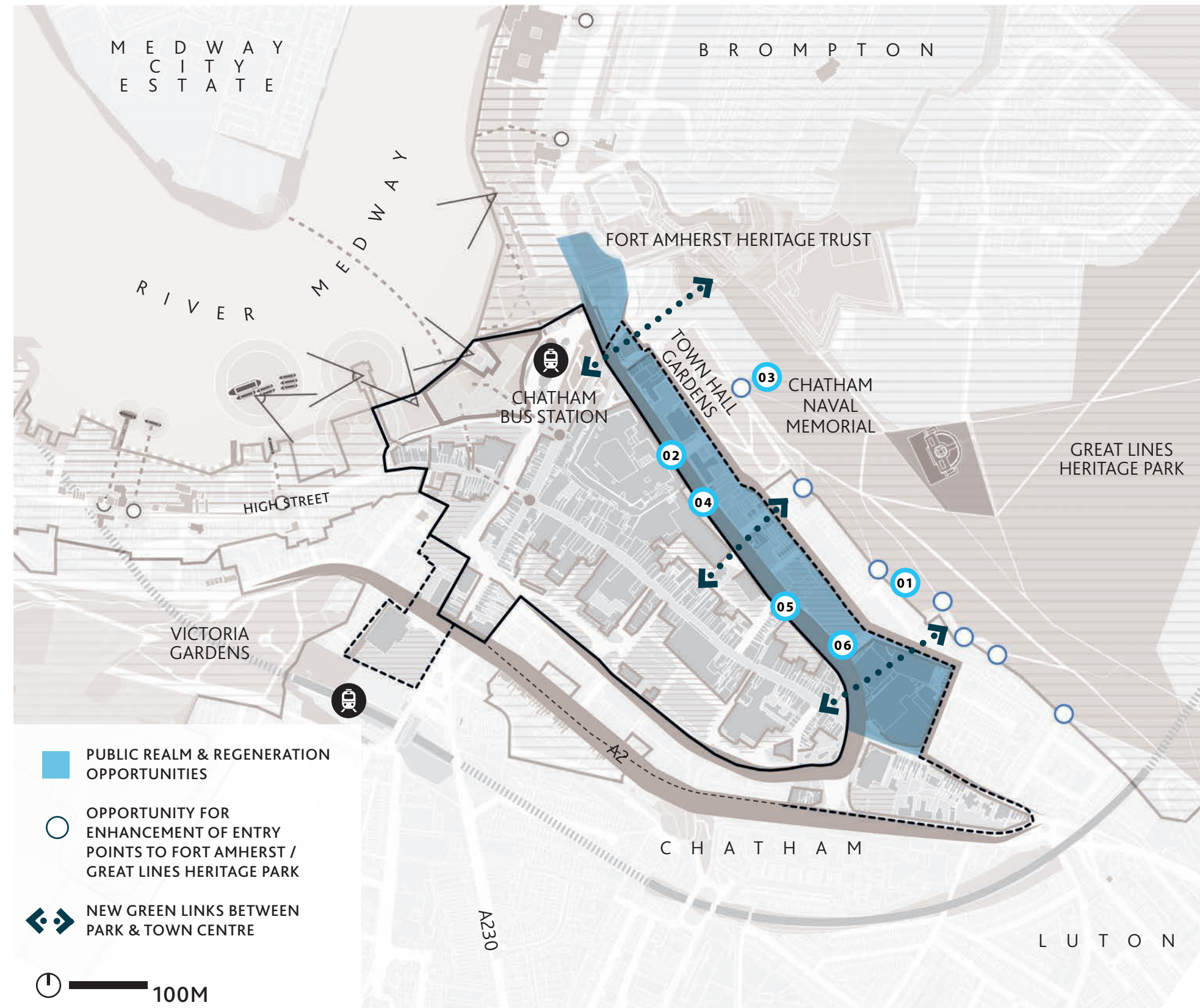




## 2 | Context Analysis

### THE BROOK

#### OPPORTUNITIES



- Consolidated and large sites along The Brook present an opportunity for regeneration which can reconnect the town centre to the Great Lines heritage park;
- Opportunity is presented for the enhancement of existing buildings such as the former Town Hall & Pub;
- Key entry points into the Great Lines Heritage Park can be more prominent and active, and create green links with the town centre;

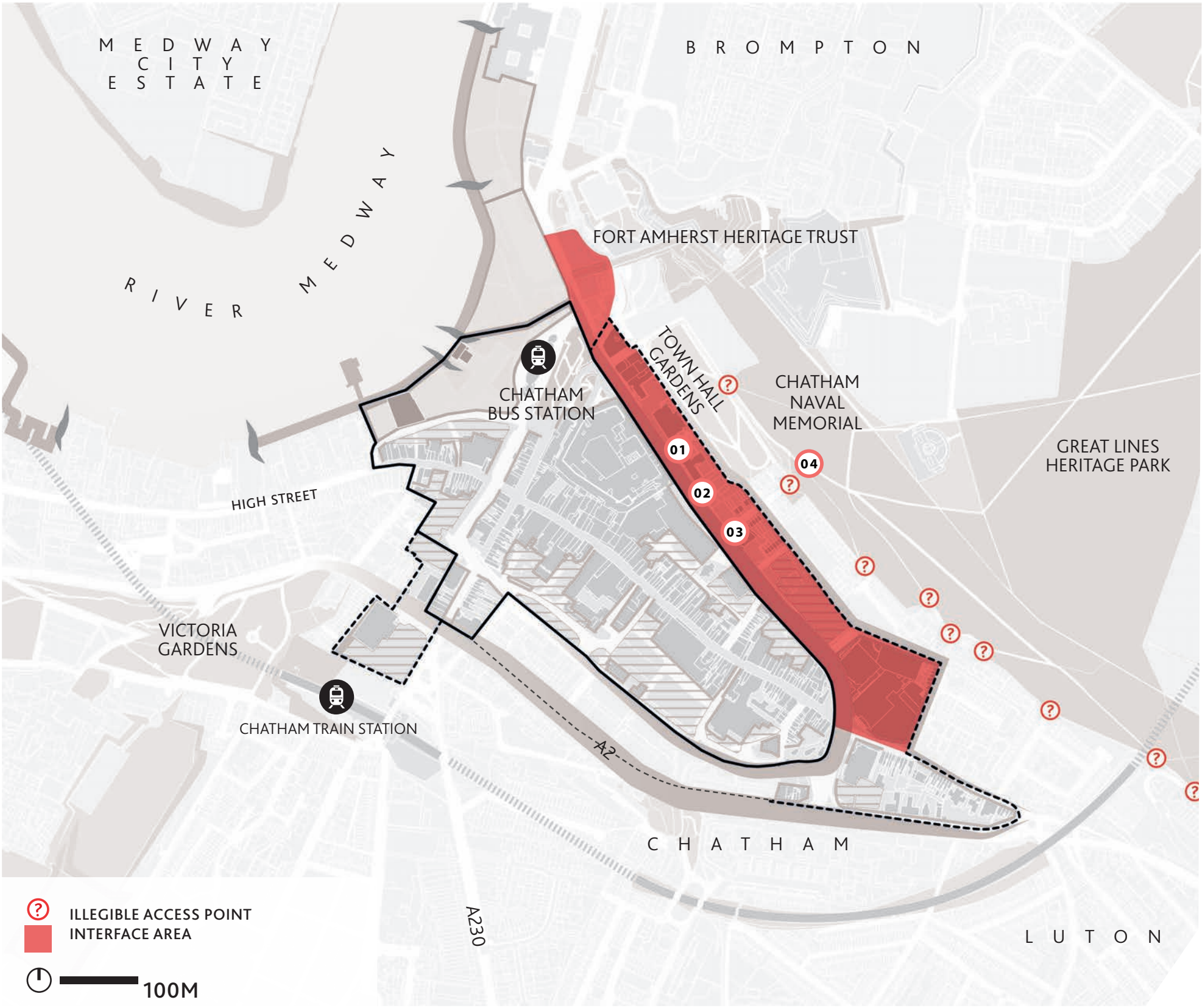




# 2 | Context Analysis

## THE BROOK

### CONSTRAINTS



- Areas around The Brook impacted by difficult topography, busy roads and infrastructure - hindering connectivity to the Great Lines Heritage Park;
- Entries to Fort Amherst and the Great Lines Heritage Park are often in "out of the way" locations, with limited signage to aid in wayfinding;
- Previously cleared areas left with no function or clear uses;

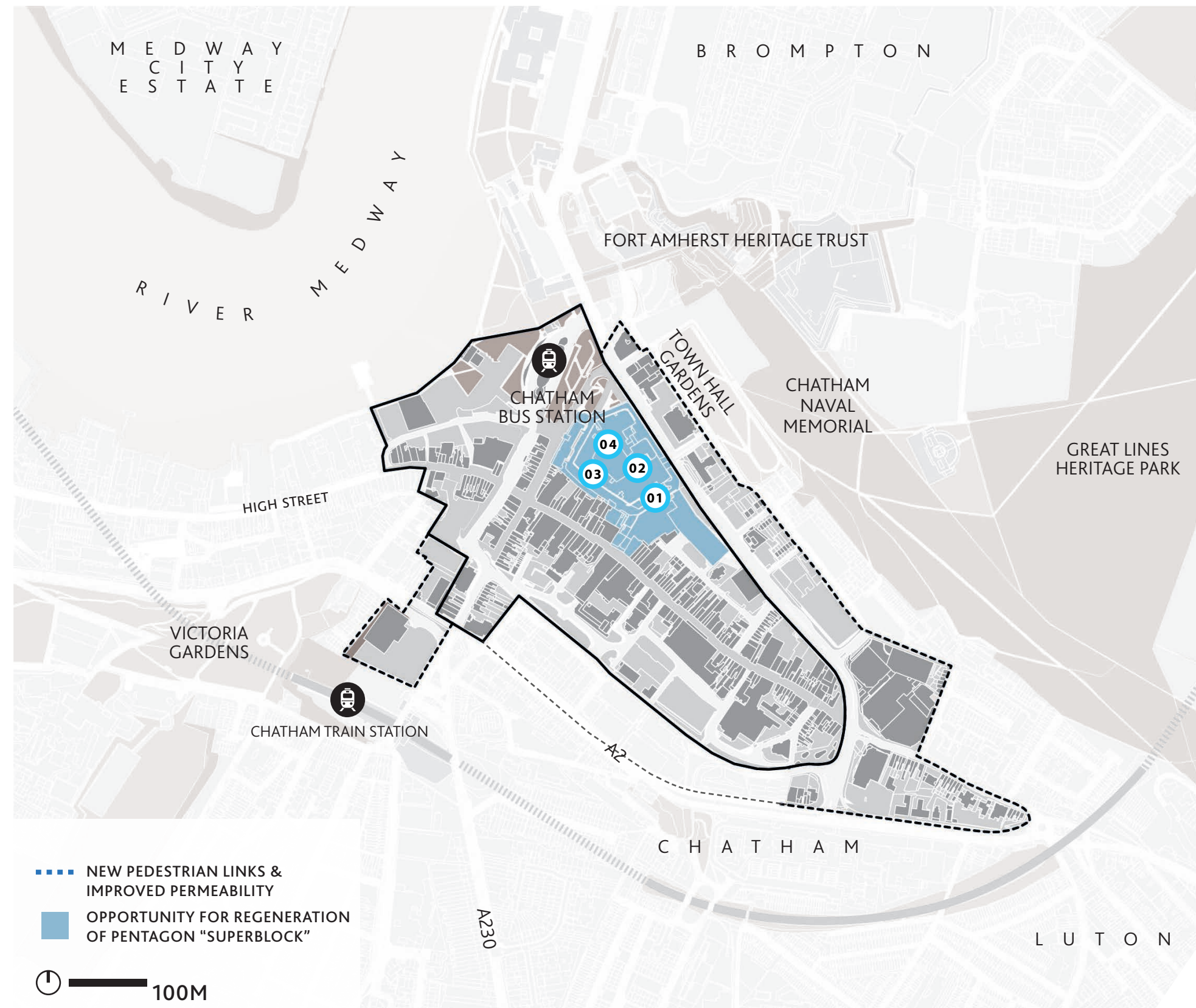




## 2 | Context Analysis

### THE PENTAGON AND THE BROOK CAR PARK

#### OPPORTUNITIES



- The Pentagon and Brook car par site presents an opportunity for major regeneration, with the potential for improved pedestrian connections and new public spaces, provision of leisure activities and new residential units;
- The transformation of The Pentagon would improve the setting of The Paddock and the Waterfront;

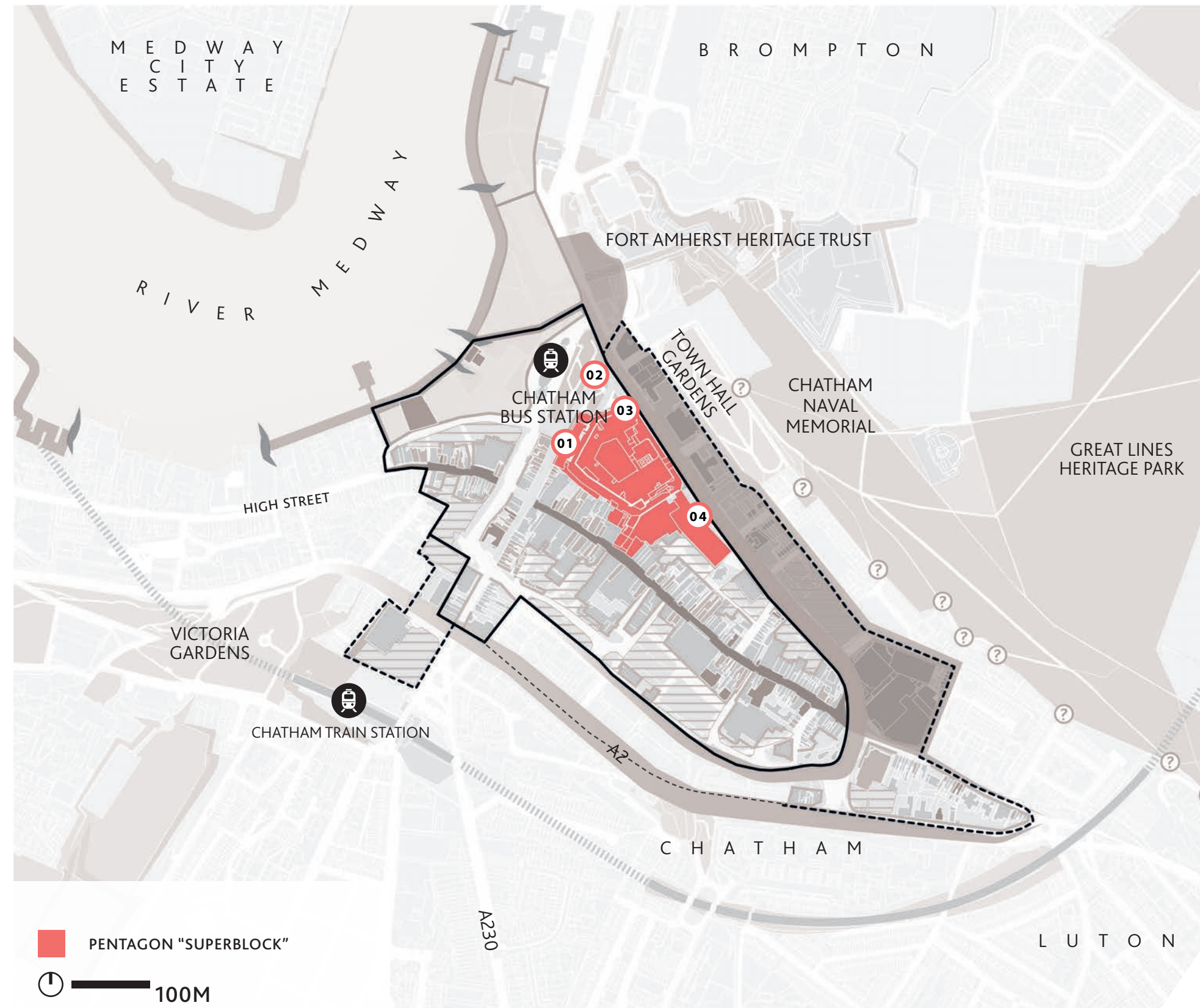




## 2 | Context Analysis

### THE PENTAGON AND THE BROOK CAR PARK

#### CONSTRAINTS



- As a large consolidated site, the Pentagon and Brook Car Park creates a “superblock” within the high street - impacting on the public realm and pedestrian connectivity;
- Extensive underutilised car parking areas pose safety and security issues;
- On and off ramps into the Pentagon impact negatively on the streetscape and public realm









## VISION & CONCEPT MASTERPLAN

03



### 3 | Vision & Concept Masterplan

## JUNE 2018 STAKEHOLDER CONSULTATION

In order to inform stakeholders about the overall Chatham Town Centre Masterplan, identify additional opportunities and constraints, and help the consultant team work towards the establishment of an overarching vision - a Stakeholder Workshop was held on the 11th June at Medway Council offices in Gun Wharf, Chatham.

The stakeholder group included representatives from Medway Council, Residents Associations, Service Providers, the Creative Industries, Universities, Landowners, and Church and Community groups - in order to provide a wide ranging spectrum of views from across Chatham.

Major issues and opportunities raised by the stakeholder group are summarised on the page opposite, in addition to the main spheres of intervention highlighted during the workshop. These key learnings have been used to further develop the Concept Master Plan.

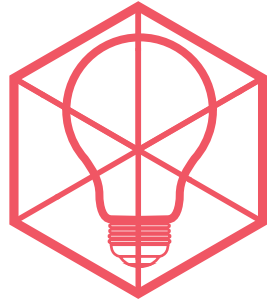
The main findings from the Stakeholder Consultation are as follows:

- Chatham Town Centre is an isolated town centre, needs better quality and a greater number of pedestrian, cycle and transport connections to its context;
- Given the changing retail environment, Chatham Town Centre needs to diversify its economy and reinforce creative industry / cultural activities;
- Chatham Town Centre needs more residential floorspace to bring more residents into the town centre to activate retail, entertainment and social infrastructure;
- A more attractive and cohesive public realm is required to attract businesses, residents and investment within the Chatham Town Centre;





### 3 | Vision & Concept Masterplan



#### MAIN ISSUES IDENTIFIED

The following main issues were identified during the course of the Stakeholder Workshop:

**IDENTITY / LEGIBILITY:** There is a clear lack of signage for the main TC destinations and no branding that could enhance the identity of the place. In addition, Chatham TC does not have a focal point such as a main square or park that would improve the overall legibility of the TC;

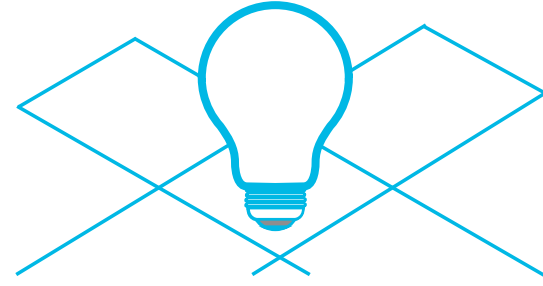
**SAFETY:** Safety is a major concern for the stakeholders who identified a lack of security at night, poor street lighting and frequent anti-social behaviour. Chatham TC suffers from a lower reputation when compared to the other Medway centres;

**TRANSPORT / TRAFFIC:** Stakeholders are not satisfied with the transport system. Buses are not reliable, the roads are congested (The Brook in particular) and multi-modal interchange is difficult. Green links for pedestrians and cyclists are limited and not attractive;

**LINKAGES:** The overall area of the TC suffers from poor linkages, making it difficult to move around the different areas of the TC and with the surrounding communities. The High street is perceived as too long, and the dockyard area is remote with no direct link along the waterfront;

**RETAIL AND THE ECONOMY:** The retail environment is another major concern for the stakeholders. Chatham is suffering from the competition from other centres such as Bluewater, resulting in many vacant retail units in the High Street. Another sign of the struggling Chatham retail environment is the vacant first floor of the Pentagon shopping centre;

**ART AND CULTURE:** Chatham's art and culture sector could be more diversified. The theatre capacity is limited and there is no major event centre or local market to animate the Town Centre.



#### OPPORTUNITIES IDENTIFIED

While many issues have been identified, Chatham Town Centre is also perceived as a place with many opportunities to tackle and overcome the difficulties, as outlined below:

**TRANSPORT:** Simple measures such as free charging stations for electric cars / free parking hours / free shuttle buses could be implemented to increase the use of public transport and limit the use of cars to get to the town centre and around Medway. More radical ideas have been proposed, such as a tram loop between the different Medway TCs or a river taxi / ferry to make the most of the River's potential for transport;

**HOUSING:** Large sites have been identified within the TC that can accommodate integrated, mix and affordable housing. Student accommodation is mentioned as a good option to bring more life within the TC and bring more activities at night;

**LINKAGES:** Linkages between the centre and the surrounding areas are poor and better green links and accessibility are required in order to improve the liveability of the centre. Better links to the Great Lines Park are also required;

**ECONOMY / LEISURE / ACTIVITIES:** According to the stakeholders, the TC should shift from a retail to a more leisure activities focused TC. Stakeholders want to see more non shopping uses along the high street, a cinema and evening activities by the waterside. Again, more student accommodation and potential education floor space should bring more life / activities throughout the day in the TC;

**OPEN SPACES:** The TC is seen as a "grey area" with little qualitative open spaces to rest and enjoy the urban environment. Existing structures such as the pier are also underused. Stakeholders would like to see more water features, qualitative landscape features, pocket parks and innovative structures such as floating pontoons to enjoy the river.



#### MAIN AREAS OF INTERVENTION IDENTIFIED

The Stakeholder Group identified the several main areas for intervention as outlined below:

**ACTIVITIES AND EVENTS:** Demand for local activities for families and local people such as a street market, and for creative art and music related performance and festivals. There is a limited appetite for big events, as the idea is to increase activities for local people.

**HOUSING:** The main focus is on young professional and student's accommodation in the town centre. This should take the form of mixed uses development, along the waterfront and affordable, above shop units on the High street.

**OPEN SPACES:** There is a lack of green spaces within the town centre therefore the demand is high for pocket parks or green landscape features in the area. New open spaces should encourage active lifestyles for all generations and accommodate play areas.

**ECONOMIC POSITIONING:** Most stakeholders want to see Town Centre initiatives focus on entertainment and leisure activities rather than traditional retail. Art and culture activities, events and studios should also be encouraged.

**HERITAGE:** Most people would like to see more restoration of the historic features and an improved visibility of the Heritage context (historic trail, signage) . This could also be done through more events and festivals.

**NEW DEVELOPMENTS:** Without surprise, the priority areas for redevelopment identified by the stakeholders are the major vacant or low quality development sites within the Town Centre : The Trafalgar Centre, the ex Tesco site (now Go Outdoor shop), the Pentagon Shopping Centre, The vacant land and car parks along The Brook and the land at the Waterfront.

**TRANSPORT:** Stakeholders want to improve multimodality (train, cycle, bus and car) to limit the use of cars in Medway. They see the river as having potential to support public transport. Bold ideas such as a tram loop have also been mentioned in order to improve transport but also signage, identity and reliability on public transport.

**SUSTAINABILITY, INNOVATION AND FUTURE PROOFING:** In order to be more sustainable, Chatham TC should provide an improved public transport experience, diversify its economy with new retail offer, attract innovative businesses and the creative industry, and improve the safety and quality of its public space



A place for Medway  
A place for fun  
A place for working & learning  
A place for living

Chatham Town  
Centre



#### CHATHAM TOWN CENTRE VISION

Chatham Town centre is in need of transformation. Bold regeneration at the hearth of the town centre will set a new direction for its future, creating an attractive destination for residents, workers and visitors interested in heritage, arts and culture.

Medway City Centre will provide new homes, offices and improved community facilities, in addition to new workspaces and leisure facilities. Chatham Town Centre will become the vibrant heart of the wider community, offering a unique experience and bringing people together within the attractive Medway setting.

The vision for Chatham TC is aligned with Medway 2035's vision, supporting its core principles by reinforcing Chatham's position as the main centre for Medway.

#### A PLACE FOR MEDWAY

The main aspiration is to reinforce Chatham's position as the heart for Medway. In order to achieve this aspiration, a powerful and distinctive identity for Chatham will be developed - building on Chatham's community, landscape and heritage assets. Improved links should be made to other Medway town centres and the adjacent neighbourhoods, to ensure that the multiple regeneration projects underway benefit Medway's wider community.

#### A PLACE FOR FUN

Leisure activities and infrastructure are becoming more important for the viability of Town Centres across the country. This is particularly true for Chatham which currently offers a very limited provision of leisure activities. Better links should be provided towards the waterfront and the Great Lines Heritage Park, and the public realm should be improved to allow open air festivals, street markets and many other leisure activities. The existing building fabric can also be adapted to accommodate further indoor leisure activities.

#### A PLACE FOR WORKING & LEARNING

The economic vitality of Chatham Town Centre is essential to the success of Chatham and Medway. The local economy will benefit from fast connections to London and the wider south east. The increasing role of the universities and student population within Medway will also play a part in the regeneration of the Chatham Town Centre, with student housing, entertainment and leisure enhancing student life in Chatham Town.

#### A PLACE FOR LIVING

Chatham Town Centre currently suffers from a lack of activities and events, particularly in the evening. Limited accessibility to the Town Centre from the wider Medway area, as well as safety issues stop people from enjoying Chatham in the evening. An increase in residential development in the town centre, being a highly sustainable location in terms of public transport, will bring more demand and support the local economy whilst greatly improving the vitality of the evening economy. Housing will be built within distinctive, dynamic and vibrant new urban neighbourhoods and provide a wide range of accommodation types - from family homes to apartments.



# A place for Medway



Chatham Town Centre will be a showcase for Medway's burgeoning creative economy and local talent, whilst being a gateway to the rich history of the Medway and providing places and spaces for locals and visitors.



Vision

“A place for fun”

Chatham Town Centre will be the Medway's prime destination for fun, with a vibrant nighttime economy, leisure and entertainment uses providing interest and vitality throughout the centre 7 days a week.



# A place for working & learning



Chatham Town Centre will be revitalised through the distribution of new workplaces within new and existing buildings, providing space for growth industries within Chatham and injecting activity into the High Street.





A place for living

Chatham Town Centre will offer opportunities for a truly urban lifestyle in the heart of the Medway, with vibrant retail, dining and entertainment opportunities and community facilities.



## 3 | Vision & Concept Masterplan

### VISION MAIN OBJECTIVES

In order to achieve the vision for Chatham Town Centre, the following 3 main objectives need to be addressed :

#### 1. Improved connectivity to the wider area

Chatham Town Centre suffers from a lack of connectivity to the surrounding neighbourhoods and further afield to Medway's other Town Centres and areas of interest. In order to facilitate movement and Chatham's attractiveness, active and public transport links must be improved.

#### 2. Creating journeys throughout the site

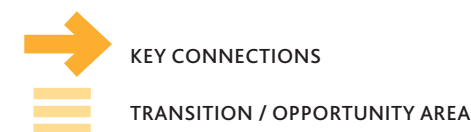
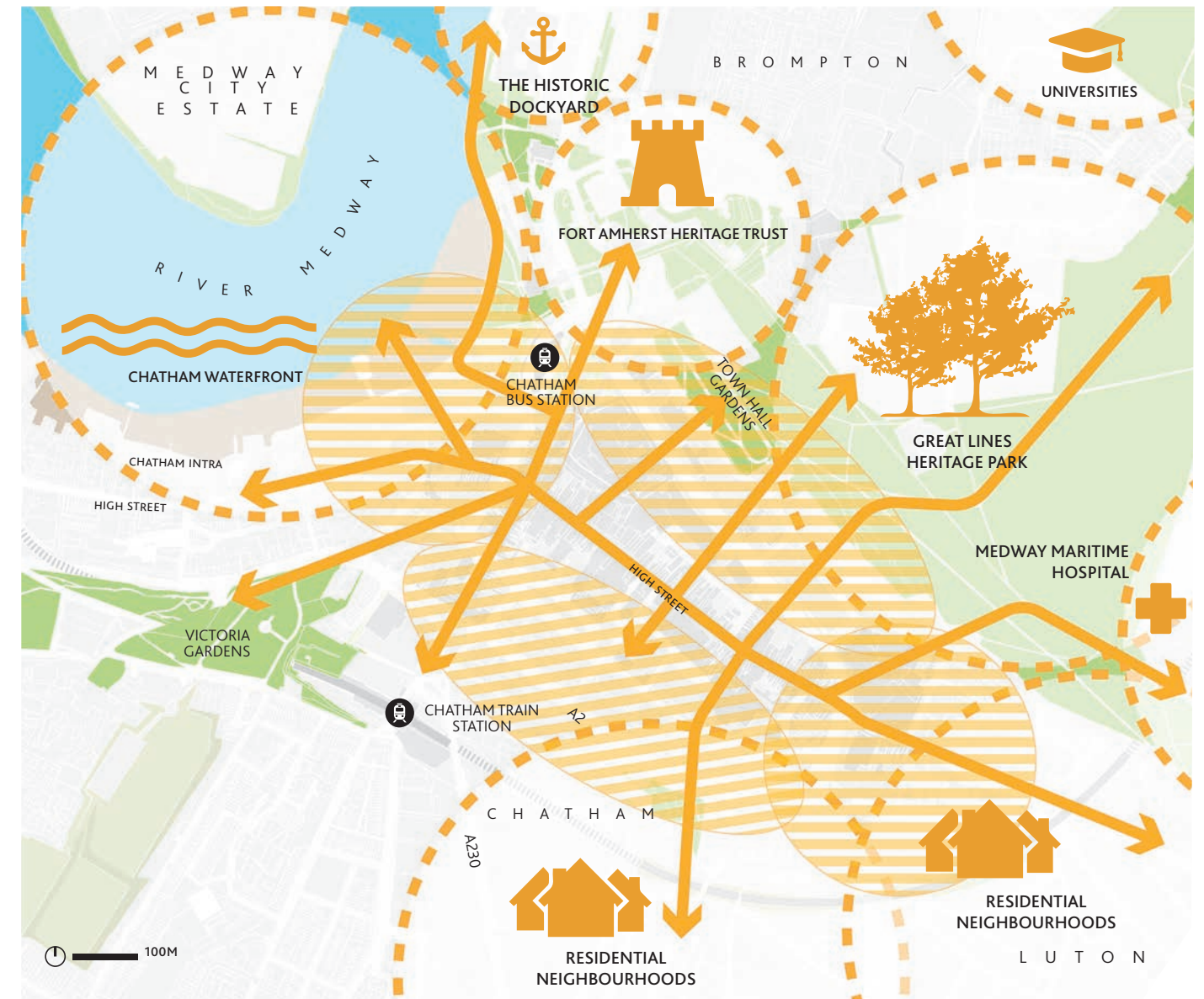
Chatham Town Centre benefits from significant landmarks and historic features both within and adjoining the Town Centre. It also benefits from an attractive landscape setting between the river Medway and the Great Lines Heritage Park. Whilst most people come to the Town Centre for shopping, a lack of placemaking and wayfinding strategy prevents a more diversified user experience. In order to improve the attractiveness of the Town Centre, pedestrian movement should be greatly improved and a series of memorable journeys through the Town Centre - each with a different user experience and offer, should be created.

#### 3. A rich program of activities and places

A broader range of activities and businesses should be encouraged whilst introducing new uses and economic drivers. Leisure activities will particularly be developed to bring more vitality to the town centre during the day and also in the evening.

New public places should be created to bring new experiences with the Town Centre. The development of the waterfront should "kick start" the transformation of the Town centre, bringing a new range of activities and open spaces.

### 01. IMPROVED CONNECTIVITY TO WIDER CONTEXT



- Create new green links and safe, legible pedestrian connections to key destinations surrounding the Chatham Town Centre (train station, park, waterfront, dockyards);
- Town centre / High Street as the "heart" within a series of places - each with a distinctive offer and character (fort, park, waterfront);
- Improved connectivity with surrounding residential areas and key destinations such as the hospital;



## 3 | Vision & Concept Masterplan

### 02. CREATE NEW JOURNEYS THROUGH THE SITE



**SHOPPING ROUTE -**  
SPECIALISED RETAIL OFFER, STREET MARKETS

**HISTORIC ROUTE -**  
HISTORIC INFORMATION PANELS,  
SCULPTURE / ARTEFACTS  
TICKET OFFICES / VISITOR KIOSKS

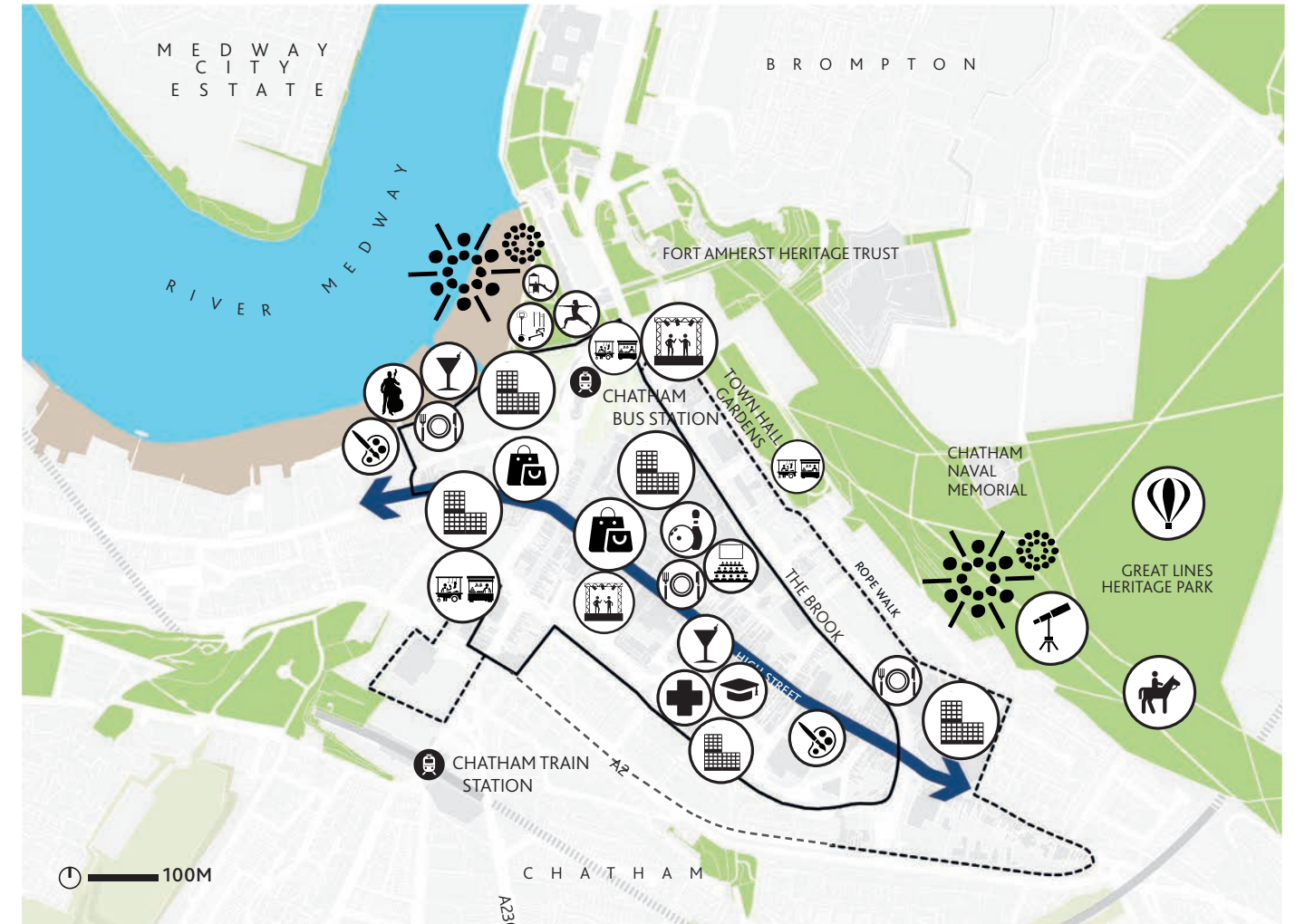
**PARK ROUTE -**  
INFORMATION POINTS  
GREEN CYCLING LINKS

**WATERFRONT ROUTE -**  
EVENTS & ACTIVITIES  
CAFES & RESTAURANTS  
TEMPORARY INSTALLATIONS

**WAYFINDING / INFO POINTS**

- Create a series of memorable journeys through the Town Centre - each with a different user experience and offer; starting from the station on the plan.
- Create new public spaces, meeting points and wifi "hot spots" to facilitate movement and connections across the town centre and with adjacent green spaces;

### 03. PROVIDE A RICH PROGRAM OF ACTIVITIES & PLACES



- MUSIC BY THE PIER
- DRINKS ON THE ROOFTOP
- PLAYGROUND FACILITIES
- SPORTS & LEISURE EQUIPMENT
- OUTDOOR WELLBEING ACTIVITIES
- EVENTS AT THE THEATRE
- RESTAURANTS & FINE DINING
- REGENERATION OPPORTUNITY
- SHOPPING
- MARKETS & TEMPORARY EVENTS
- CREATIVE HUBS
- CINEMA
- EQUESTRIAN ACTIVITIES
- BALLOON RIDES
- OBSERVATION DECKS / LOOK-OUT
- HEALTHCARE CLINICS
- STUDENT CENTRE / HOUSING

- Program a rich mix of activities throughout the Town Centre to create vitality, interest and diversity of offers for visitors and residents alike;
- Reinforce opportunities for the creative industry, art and leisure activities;
- Increase residential floorspace to create demand for retail and the evening economy;

*Vision plan not showing specific proposals and locations for activities*



## 3 | Vision & Concept Masterplan

### OVERARCHING URBAN DESIGN PRINCIPLES



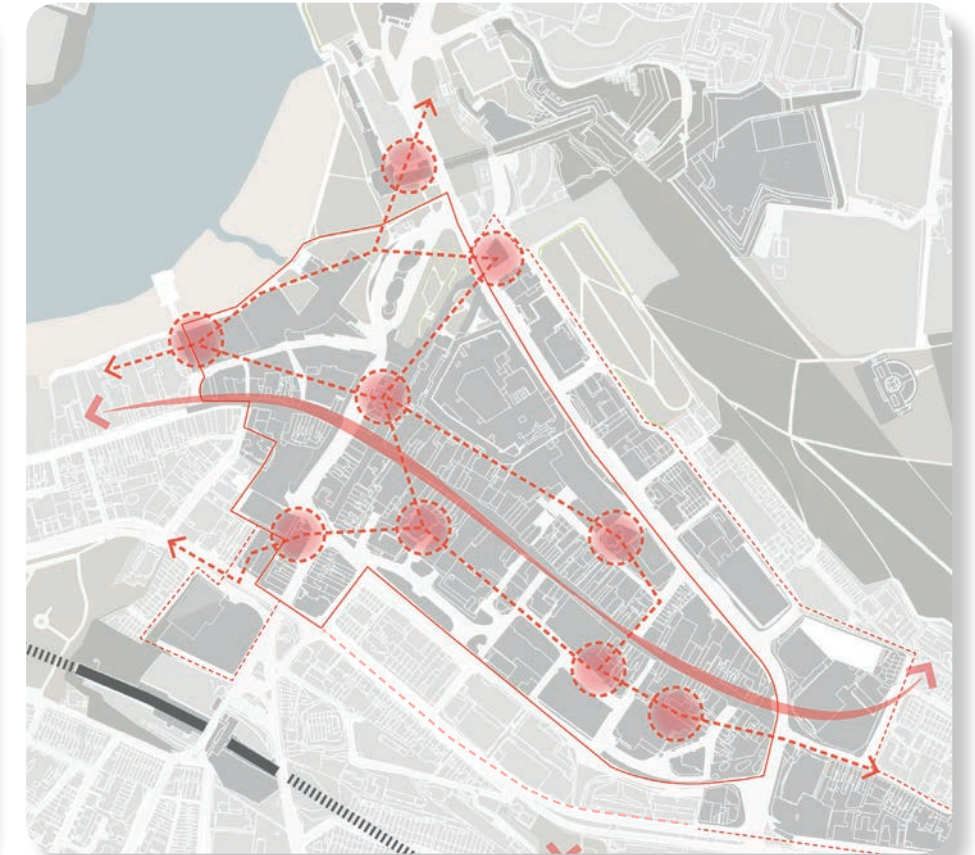
#### 1. ENGAGE WITH THE WATERFRONT

- Enhance connectivity between the Chatham Town Centre and the adjacent River Medway edge;
- Preserve opportunities for long term connectivity over the River Medway to Medway City Estate;
- Improve the quality of the public domain along the River Medway edge and by maintaining a well designed green open space ;



#### 2. BRING THE GREAT LINES HERITAGE PARK INTO THE TOWN CENTRE

- Provide new connections and enhance existing connections between pedestrian paths within the Great Lines Heritage Park and the Chatham Town Centre;
- Activate key entry / transition points between the Great Lines Heritage Park and the Chatham Town Centre with vitality and interest;
- Utilise the verdant character of the Great Lines Heritage Park to inform the landscape and public domain character throughout the Chatham Town Centre;

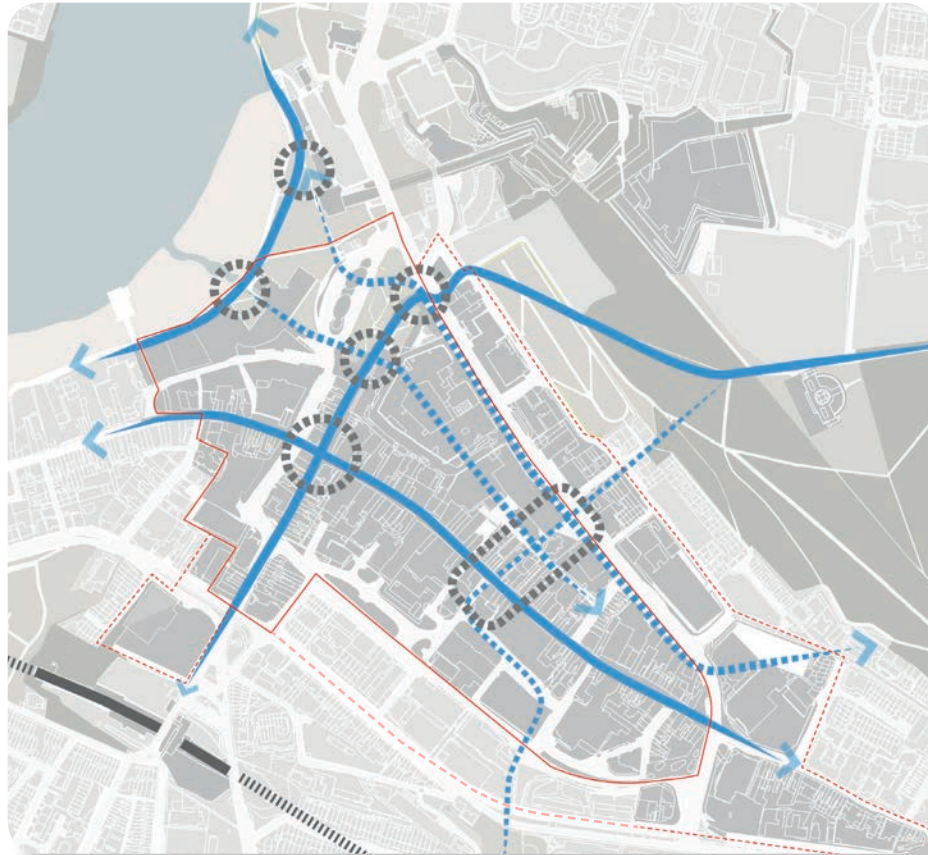


#### 3. REINFORCE & SUPPORT CREATIVE CLUSTERS

- Support the continuing organic growth of the creative clusters present within the Chatham High Street;
- Within proximity to creative clusters, co-locate land uses which complement creative industries;
- Ensure the visibility of creative clusters within the Chatham High Street;

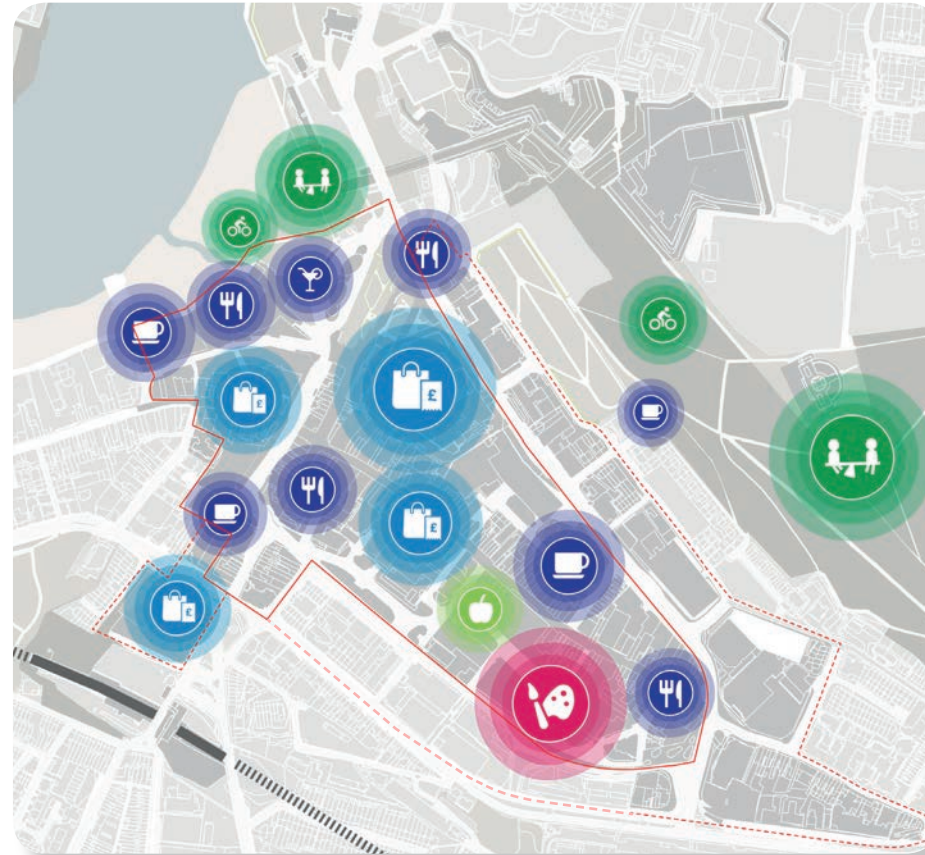


### 3 | Vision & Concept Masterplan



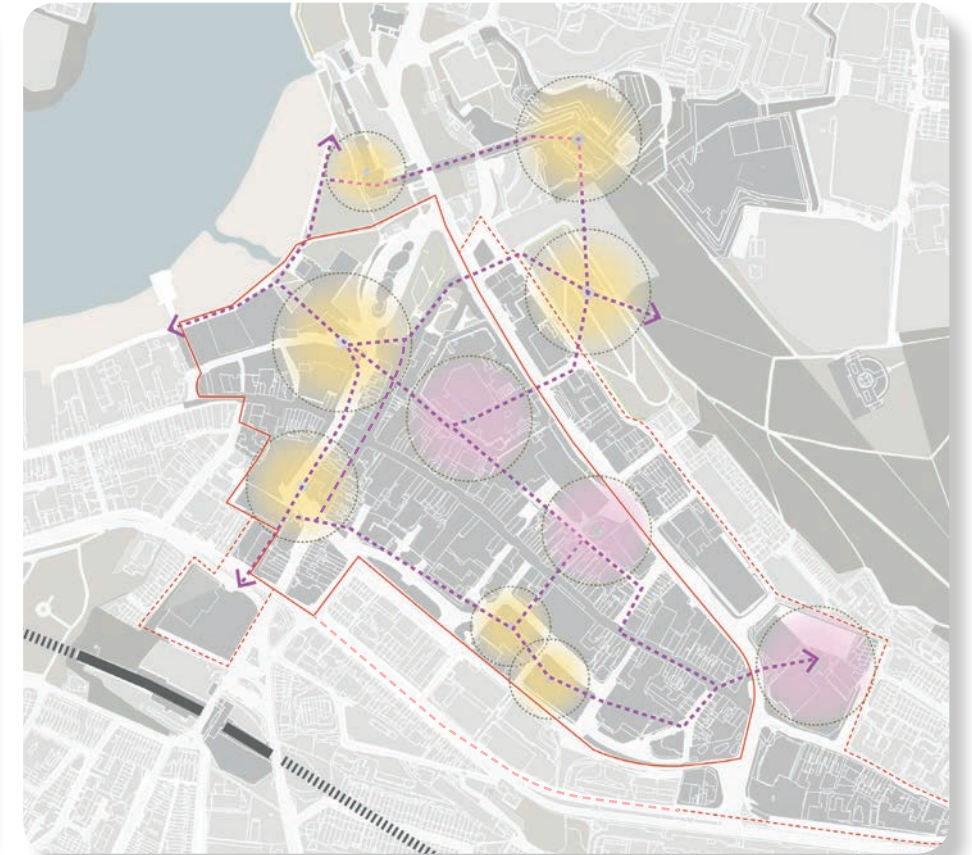
## 4. CREATE A COHESIVE & LEGIBLE ACTIVE TRANSPORT NETWORK

- Fill in the “missing links” within the active transport network in order to offer additional mobility and journeys through the town centre between the key destinations.
- Ensure the pedestrian and cycle network is connected to major destinations within both Chatham Town Centre and the surrounding areas;



## 5. DIVERSIFY ECONOMIC DRIVERS ACROSS THE TOWN CENTRE

- Provide space for new economic sectors and key anchor tenants to help drive economic growth;
- Work with key Medway civic and education institutions to find opportunities within existing and new built fabric;



## 6. UNLOCK THE POTENTIAL OF OPPORTUNITY SITES

- Work with key stakeholders and landowners to bring forward development on key sites;
- Deliver early public domain and landscape improvements in conjunction with new development;



## 3 | Vision & Concept Masterplan

### MASTERPLAN FRAMEWORK OPTIONS

Guided by the Overarching Urban Design principles - the following preliminary concept masterplan frameworks were explored at a high level - to understand the range of potential futures for the Chatham Town Centre.

Each framework would imply a different distribution of development and public spaces, and therefore a different overall character for the Chatham Town Centre.

A summary of the three framework options are outlined as below:

1. **"High Street Focus"** - new development concentrated and intensified around the centre of the High Street with a new central public space provided;
2. **"Urban Quarters"** - new development intensified and distributed along the extent of the high street - with a network of smaller public spaces distributed throughout Chatham Town Centre; and;
3. **"Waterfront Focus"** - new development and public spaces focused along the River Medway edge.

From a high level analysis of pros and cons - in addition to feedback from the Stakeholder Engagement Workshop - the "Urban Quarters" concept was considered to be the most appropriate Concept Masterplan Framework upon which to develop the Concept Masterplan.

Notably, the positives of the "Urban Quarters" approach includes a strong focus on the distribution of development along the entirety of the High Street, an emphasis on north-south pedestrian connectivity to counter the current east-west focus of the High Street, and enhance connectivity to the Great Lines Heritage Park and distribute smaller urban public spaces throughout the Chatham Town Centre.

Additional ideas from option 1 and 3 are developed within the Preliminary Concept Masterplan Framework such as a new central public space and a strong focus on the Medway River Waterfront as a new part of the Town Centre.



#### 1. "HIGH STREET FOCUS"



##### PROS

- Reinforces the primacy of the High Street;
- Draws focus for new activity and development to the eastern end of the High Street - where building vacancies are highest;
- Draws focus of development towards go-outdoors site, potentially bringing forward regeneration of this key site;



##### CONS

- Draws focus of activity away from the River Medway edge;
- Reinforces east-west pedestrian movement;

#### 2. "URBAN QUARTERS"



##### PROS

- New development distributed throughout the Chatham Town Centre;
- Network of smaller public spaces distributed throughout the town centre;
- Distinctive clusters of development help define a series of places, each with a different experiential offer;
- Reinforces role of High Street while creating new "places";
- Enhances permeability and connectivity to surrounding destinations by reconfiguring and rationalising urban fabric;



##### CONS

- Potential lack of clearly identifiable centre without strong identity within each quarter;
- Removal of some building stock to accommodate new pedestrian links / public domain;

#### 3. "WATERFRONT FOCUS"



##### PROS

- Reinforces the River Medway waterfront and provides momentum for long term connection to Medway City Estate and enhanced connectivity to Historic Dockyard;
- Provides incentive for development of waterfront sites adjoining the town centre;
- Proximity to bus station encourages public transport use;



##### CONS

- Draws focus of activity away from the High Street;
- Increased development around Bus Station may create conflict between pedestrians, buses, cars and service vehicles;



### 3 | Vision & Concept Masterplan

## PRELIMINARY CONCEPT MASTERPLAN FRAMEWORK

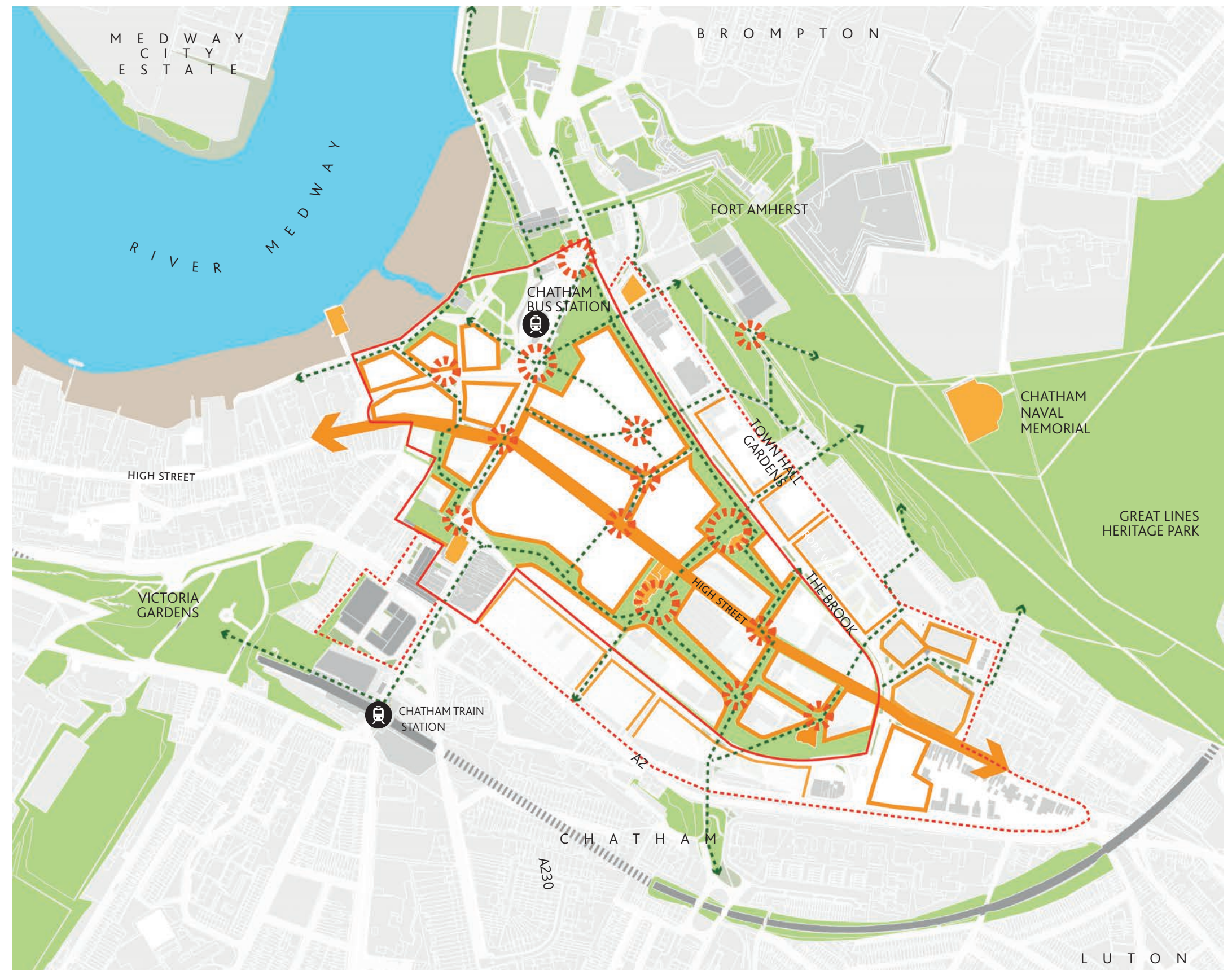
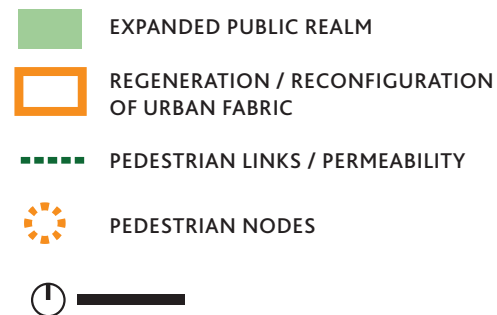
Underpinned by the overall “Urban Quarters” concept, the Preliminary Concept Masterplan focuses on defining distinctive areas of character within the Chatham Town Centre, balancing new development with the retention and improvement of higher quality and heritage built form.

A network of new public spaces are defined by new development which seeks to activate the public domain through active and /or semi-active frontages, and also by adjacent landmark buildings.

New north-south pedestrian linkages connect surrounding residential neighbourhoods and destinations such as the Great Lines Heritage Park, Chatham Waterfront and the Heritage Dockyard integrating the Town Centre more completely into the surrounding urban fabric.

The concept masterplan main principles are the following :

- Re-define the Town Centre through reconfiguration of the urban fabric, to respond to a changing economic landscape and the need for further pedestrian connectivity;
- Define a series of “urban quarters” along the High Street, each with its own distinctive character and offer to create more interest and vibrancy ;
- Create new movement “loops” to facilitate access and connectivity between each urban quarter and improve pedestrian and cycling permeability across the centre;
- Introduce green links / new public spaces within the Town Centre to improve the legibility of the Town Centre and access to existing and new green spaces.





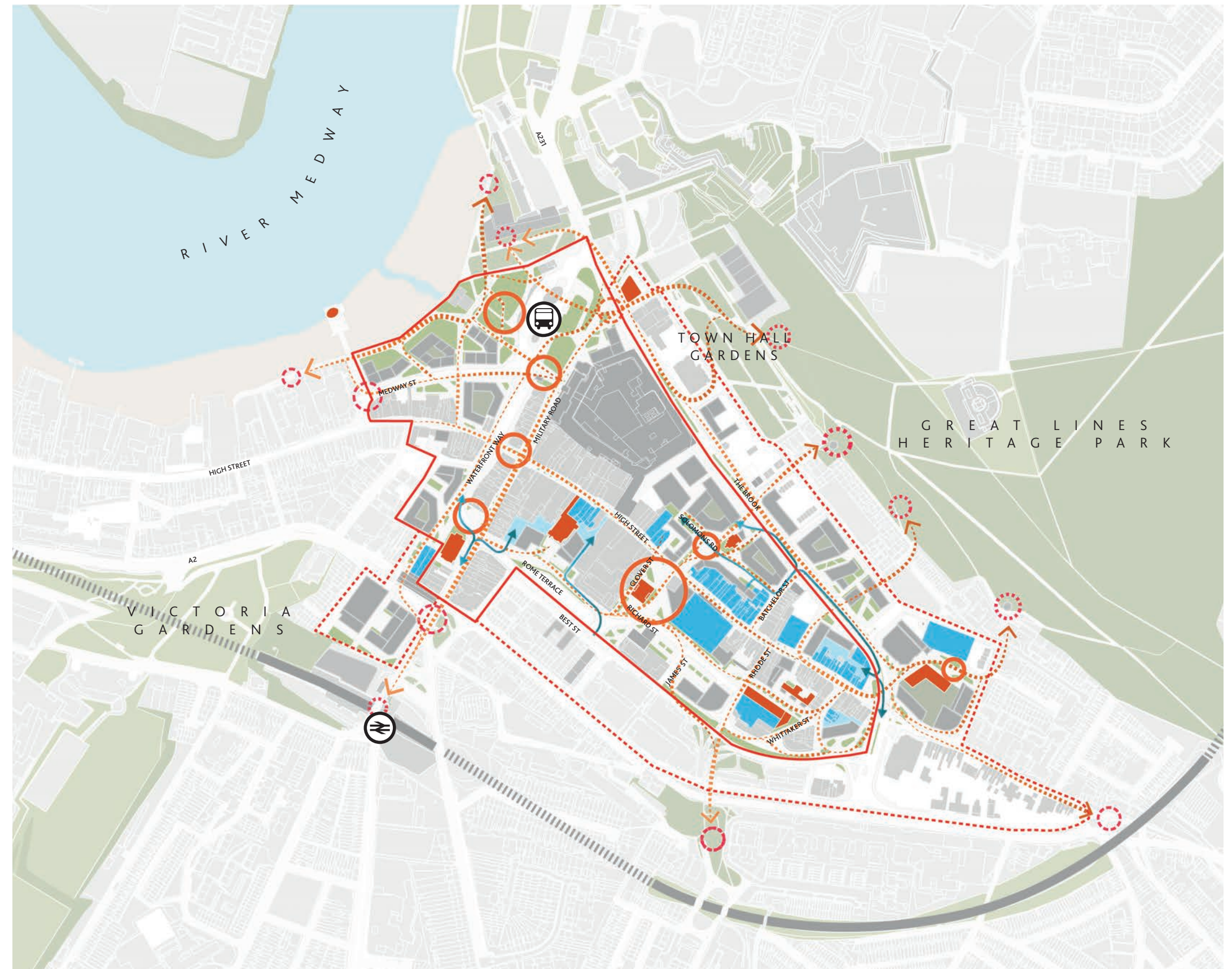
## 3 | Vision & Concept Masterplan

### MASTERPLAN FRAMEWORK

The Masterplan Framework highlights the following key areas of intervention:

- New links - pedestrian and cycling across the town centre and towards green spaces;
- New public squares connecting waterfront with existing town centre and central square;
- New buildings / reconfiguration / new uses - identified buildings that will accommodate new uses, be transformed or go to allow new residential developments;

-  BUS STATION
-  TRAIN STATION
-  KEY PEDESTRIAN ACCESS POINTS
-  SERVICES ACCESS
-  PEDESTRIAN CONNECTIONS
-  LANDMARK BUILDINGS
-  KEY PUBLIC SPACE
-  PROPOSED NEW DEVELOPMENT
-  EXISTING BUILDINGS FOR ADAPTIVE RE-USE
-  CHATHAM TOWN CENTRE BOUNDARY
-  WIDER CONTEXT AREA









# 3 | Vision & Concept Masterplan

## ILLUSTRATIVE MASTERPLAN

- 1 Chatham Plaza - *main square*
- 2 Pumping Station Pocket Square
- 3 Chatham Creative Hubs
- 4 Student residential
- 5 Pentagon Centre
- 6 Entertainment & Leisure Hub
- 7 Health Clinic
- 8 Medway Waterfront promenade
- 9 Waterfront residential
- 10 Waterfront park
- 11 St John's Square
- 12 Sun Pier
- 13 Command of the Heights
- 14 Potential long term pedestrian link to Medway City Estate
- 15 Military Square
- 16 Medway Square
- 17 Chatham Train Station
- 18 Mountbatten House
- 19 The Paddock

-  BUS STATION
-  TRAIN STATION
-  CHATHAM TOWN CENTRE BOUNDARY
-  WIDER CONTEXT AREA





### 3 | Vision & Concept Masterplan

## “URBAN QUARTERS” CONCEPT

The “Urban Quarters” concept seeks to respond to the rapidly changing economy within Medway - recognising that the traditional high street model of continuously activated retail frontages may not continue to be viable in the long term.

To address this, a series of distinctive sub-centres of activity along the High Street are established, each with its own focus, identity and sense of place. The public realm is also expanded and enriched, providing more space for pedestrian circulation and improved north-south connectivity to Great Lines Heritage Park, Fort Amhurst and the Historic Dockyard.




The core town centre is now concentrated around the waterfront (residential & leisure), the commercial quarter (retail) and the central quarter (retail & leisure).

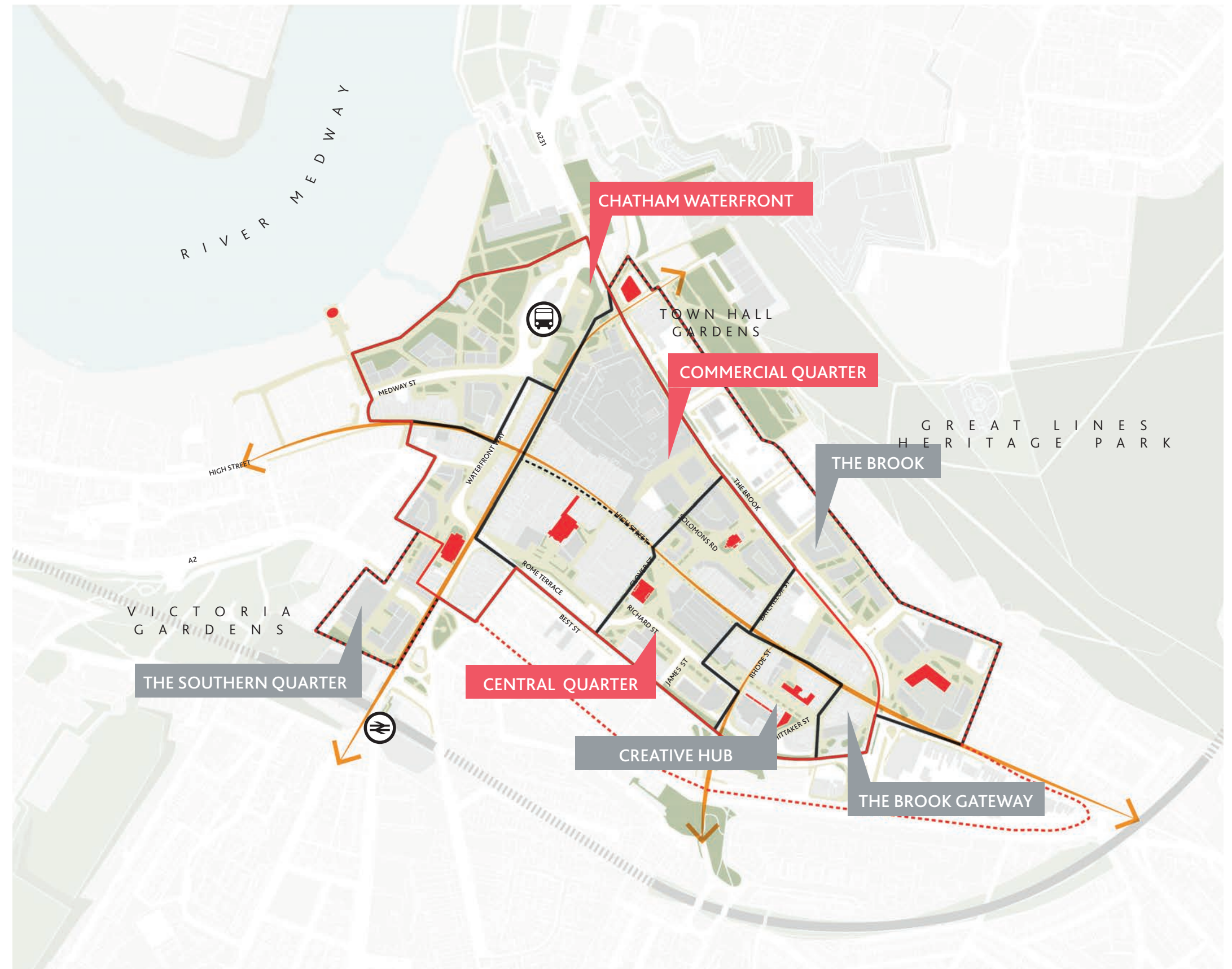
#### TOWN CENTRE CORE

Commercial Quarter  
Chatham Waterfront  
Central Quarter

#### TOWN CENTRE FRAME

Chatham Creative Hub  
The Brook Gateway  
The Brook  
The Southern Quarter

-  URBAN QUARTER BOUNDARY
-  BUS STATION
-  TRAIN STATION



0 50m 100m





















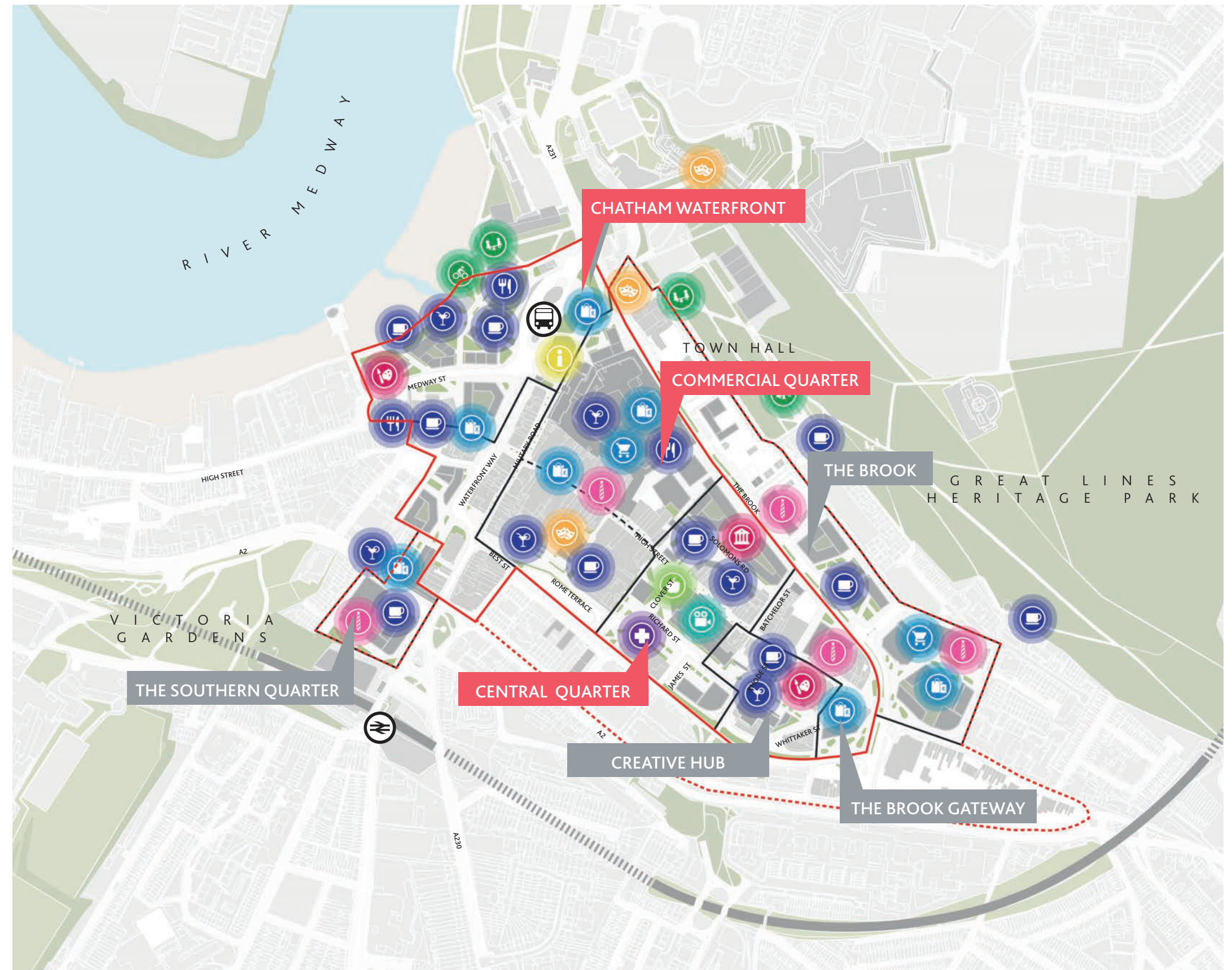
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### ACTIVITY PROGRAMMING

The distribution of activities within the Chatham Town Centre seeks to provide a distinctive mix of uses and “focus” for each of the Urban Quarters, creating a network of distinctive places across within the Chatham Town Centre and creating a more resilient, robust and flexible mix of uses.

Cafe's and restaurants will be encouraged within the waterfront quarter to activate the waterfront and the new open spaces. New office spaces will increase the working population across the town centre and help drive footfall. Leisure will be reinforced near the new public squares on the High street and on the waterfront. Artistic and cultural activities will be located within the creative hub and across the wider town centre - theatres, Sun Pier / Chatham Intra.

-  THEATRE / PERFORMING ARTS VENUE
-  BOUTIQUE ENTERTAINMENT VENUE
-  OFFICE
-  CREATIVE CLUSTER
-  MEDICAL
-  TOURIST INFORMATION
-  SHOPPING
-  SUPERMARKET
-  CAFES
-  DINING
-  BARS
-  MUSEUM
-  MARKET
-  CYCLE PATH
-  PLAY AREA
-  URBAN QUARTER BOUNDARY
-  BUS STATION
-  TRAIN STATION





## 3 | Vision & Concept Masterplan













### PROPOSED LAND USES

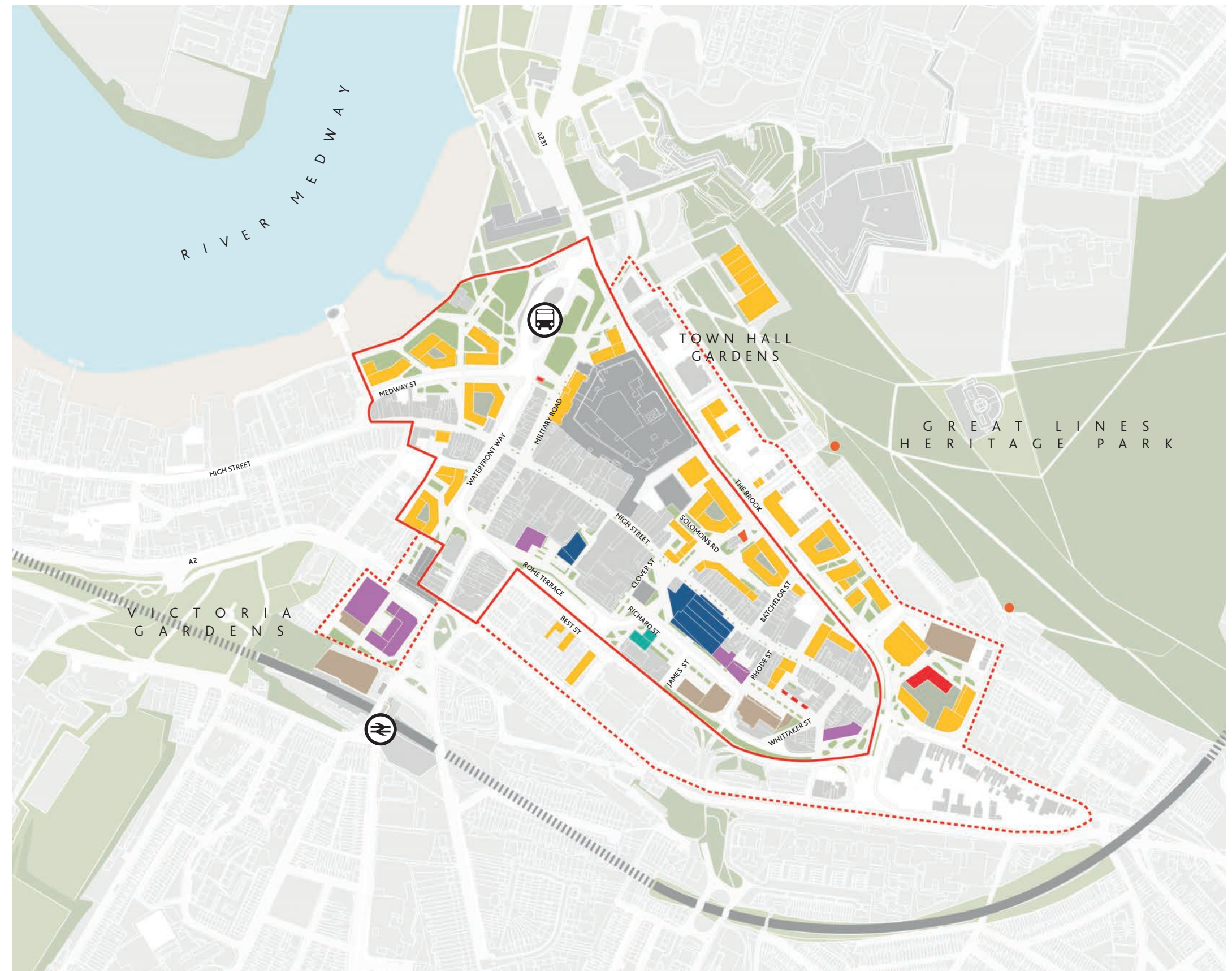
The overall land use mix within the Chatham Town Centre will be diversified through the injection of new residential, mixed use and commercial land uses, which will seek to generate a critical mass of residents and workers. In addition, new cultural / entertainment uses will seek to create new destinations within the town centre, driving additional footfall beyond solely retail.

Whilst new residential and mixed use development will have some capacity for new amenity based retail on the ground floor, in order to service new residents, and to activate key pedestrian links and public spaces - it is not anticipated that major new retail uses will be a strong feature within the Chatham Town Centre masterplan.

Commercial / office uses near to Chatham Station seek to locate new workspaces within proximity to public transport links to London and Kent.

Residential units will be introduced in new buildings and refurbished office blocks such as Mountbatten House. Conversion of upper floors above retail units will also be facilitated on the High Street.

-  BUS STATION
-  TRAIN STATION
-  RETAIL - FOOD & DRINK
-  RETAIL
-  COMMERCIAL / OFFICE
-  RESIDENTIAL
-  CULTURAL / ENTERTAINMENT
-  MEDICAL
-  PUBLIC PARK
-  MULTI-STOREY CARPARK
-  WIDER CONTEXT AREA
-  CHATHAM TOWN CENTRE BOUNDARY





3 | Vision & Concept Masterplan

INDICATIVE PROPOSED DEVELOPMENT QUANTUM

*\*Subject to refined capacity testing and inputs from other parties;*

LAND USE	APPROXIMATE TOTAL AREAS PROPOSED (gross sqm)
Retail - Food & Drink	1,171
Retail	2,653
Office	43,574
Residential	221,353
Cultural / Entertainment	19,927
Medical	3,627
Parkland / Public Open Space	13,171
Approximate Total (exc. multi-storey carpark)	305,476

- Note:
- The provision is for increased residential floorspace within the Town Centre and adjacent areas;
  - Limited additional retail. Some High Street units are anticipated to be converted into offices, apartments or cultural / workshop units - subject to further detailed study;
  - Carparking for new retail, office, residential, cultural/entertainment and medical uses assumed to be within basements to avoid adverse impact on public realm;
  - Estimation for development simulation only and subject to further input, review and refined GFA figures from other parties;



### 3 | Vision & Concept Masterplan








#### RETAIL & BUILDING FRONTAGES STRATEGY

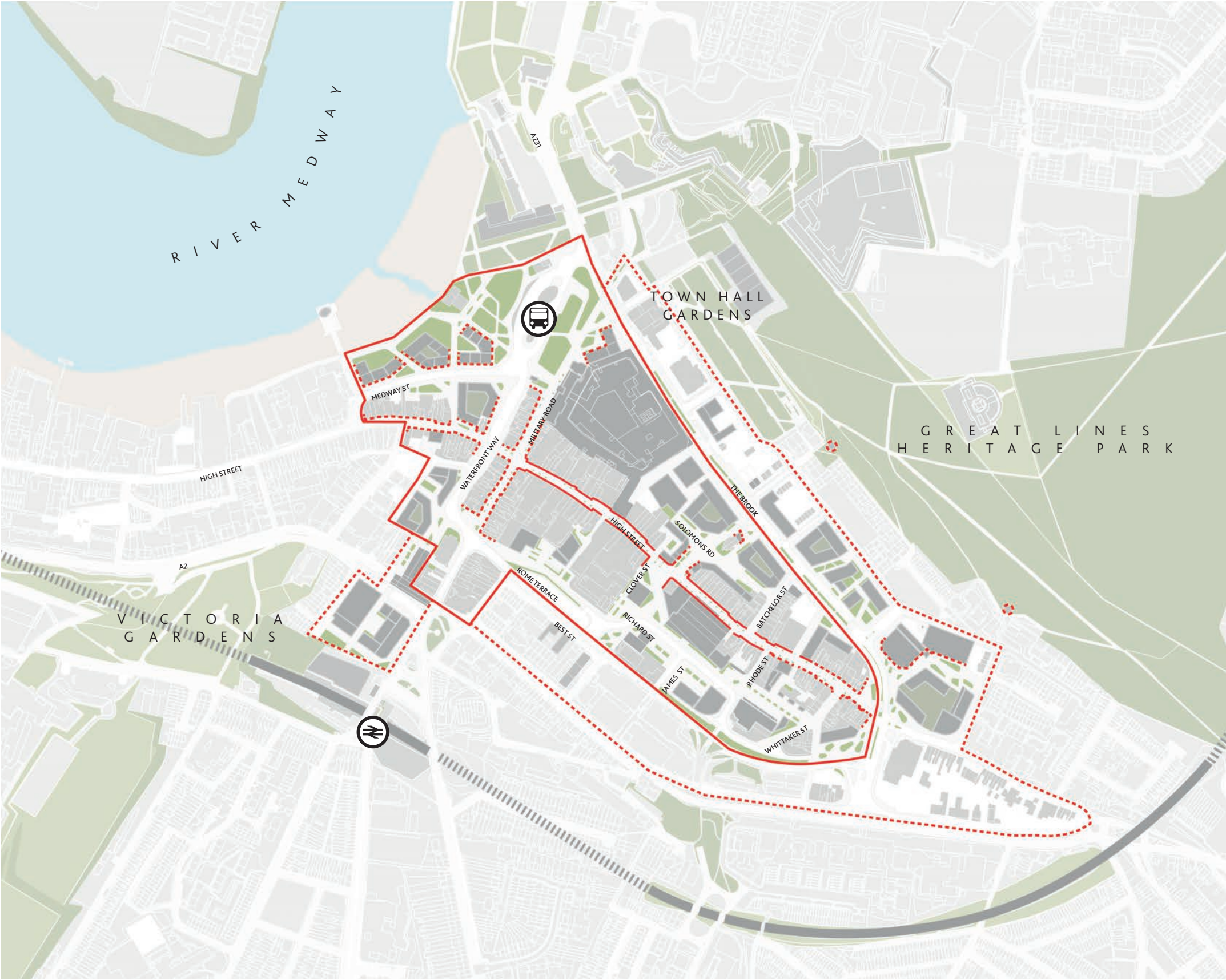
In line with the overall “Urban Quarters” Framework, the Retail Strategy seeks to reinforce the distinctive experiential offers within the Chatham Town Centre, by concentrating primary frontages within a more defined area.

“Primary Frontages” are defined by continuous areas of retail activity, creating a vibrant ground plane along the interface between the public domain and buildings. These “Primary Frontages” seek to emphasise and activate the key pedestrian links throughout the Chatham Town Centre.

“Secondary Frontages” are defined by intermittent areas of activity generated by retail, commercial and/or cultural uses, creating areas of interest and activity “scattered” throughout the urban fabric.

Areas of Primary Frontage create a zone of activity between the northern part of the high street, along military road and a new retail “loop” within the Pentagon and along Rome Terrace. The southern part of the High Street will diversify to include additional office and residential units.

-  BUS STATION
-  TRAIN STATION
-  PRIMARY FRONTAGE
-  SECONDARY FRONTAGE
-  KEY PEDESTRIAN LINKS
-  WIDER CONTEXT AREA
-  CHATHAM TOWN CENTRE BOUNDARY





## 3 | Vision & Concept Masterplan

### NIGHT TIME ECONOMY STRATEGY

The leisure economy is a big part of the reason why people will want to move to Chatham town centre, particularly workers and students.

Chatham's night time economy will be the driver for supply chains of vital importance to the local economy such as food and beverage, retail and security, and is fundamental to the vitality and viability of the town centre.

Chatham has unique entertainment assets such as the theatres, which are a unique offer in Medway. The Brook Theatre is a dynamic Arts Centre with resident creative companies (Edinburgh Award Winners) and a large audience base, being particularly popular with families and children. Medway Council's Arts Team is also based within the Brook Theatre, being a great influence over art and culture within Medway. The Central Theatre also attracts high profile national touring productions, particularly comedians. This is a positive platform to reinforce and establish a wider offer.

Accessibility, whether by public or private transport, and safety (good signage, lighting) are key components of successful economic activity, at all hours. Most of the new evening destinations will be located within the core area (waterfront and central quarter) where the accessibility is high (public transport, car parking).

The main strategy is to offer different destinations within short distances to avoid a concentration of people at the same location (crowd, noise) and to get footfall within a larger area, for better security and natural surveillance.

New housing and leisure facilities will be built at reasonable distance to avoid conflicts (noise, security) and pressure to reduce the opening hours.

-  BARS
-  MARKET
-  THEATRE / PERFORMING ARTS VENUE
-  BUS STATION
-  TRAIN STATION
-  WIDER CONTEXT AREA
-  CHATHAM TOWN CENTRE





### 3 | Vision & Concept Masterplan
















## PUBLIC & ACTIVE TRANSPORT STRATEGY

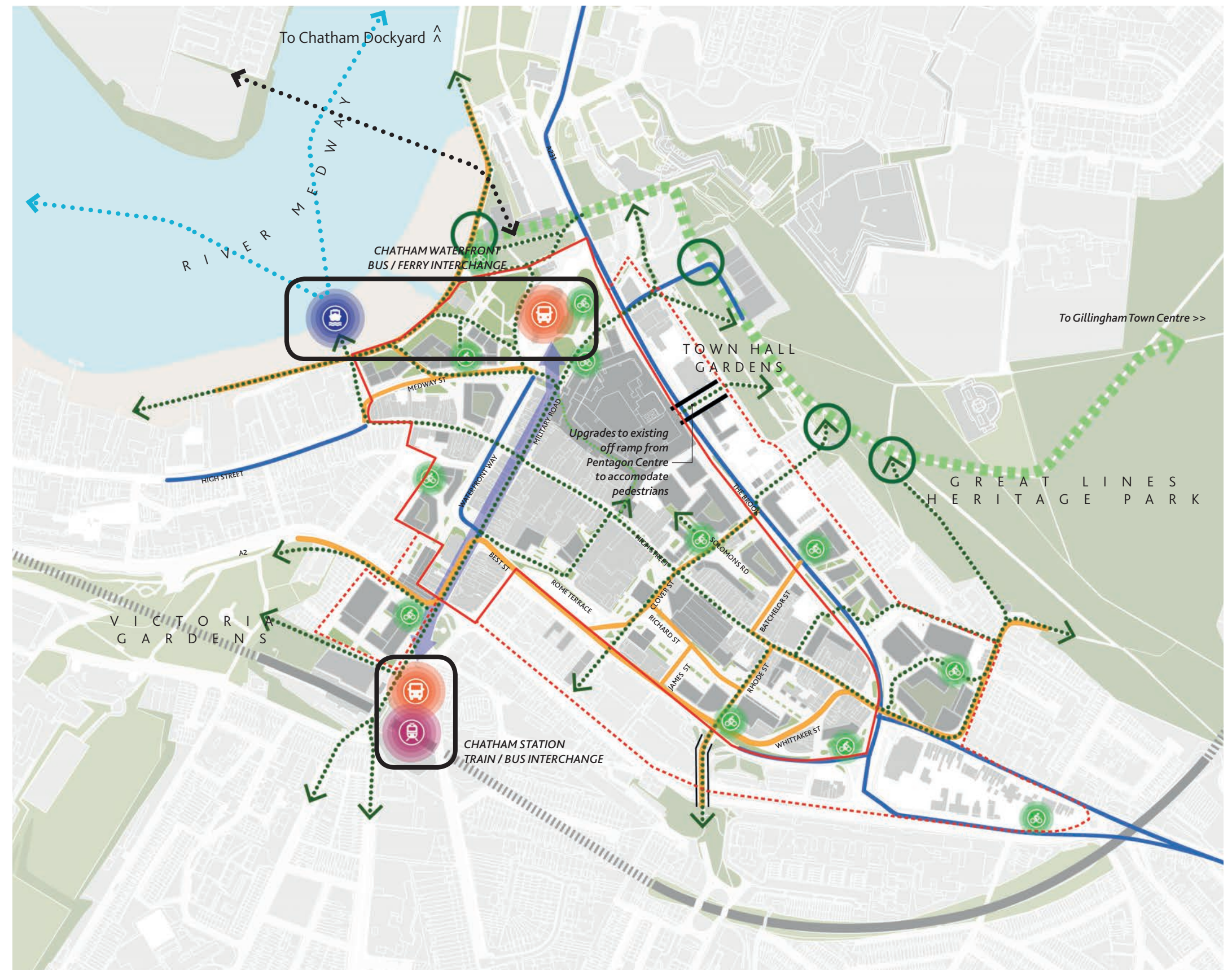
The masterplan seeks to create a strong grid of pedestrian connections - from both north to south and east to west, in order to integrate Chatham Town Centre with its surrounding context.

The Chatham Waterfront presents a strong opportunity for the establishment of a high quality riverfront cycle and pedestrian promenade towards The Historic Dockyard Chatham and to Rochester. Redevelopment of Chatham Waterfront also provides opportunity for the provision of a future ferry terminal with the potential to create a city wide ferry network connecting to other centres along the River Medway. The masterplan also seeks to maintain opportunity for long term pedestrian / cycle connectivity across the River Medway to Medway City Estate, enhancing pedestrian / cycle connectivity across the wider city.

Public domain improvements around key public transport infrastructure will be designed to create a seamless transition between public transport modes - mainly from the train station and the bus station.

Further cycling infrastructure (potentially a citywide cycle hire scheme) is planned, with safe and attractive cycle parking. Accessibility is improved across the town centre with the design of new public squares and footpaths.

-  BUS STATION
-  TRAIN STATION
-  FERRY TERMINAL (Long term)
-  BUS STATION / INTERCHANGE
-  TRAIN STATION
-  POTENTIAL CYCLE HIRE STATION
-  KEY PEDESTRIAN CONNECTIONS
-  ELEVATED PEDESTRIAN LINKS
-  KEY CYCLE ROUTE
-  ON ROAD CYCLE ROUTE
-  PRIORITY LINK WITHIN GREAT LINES
-  LONG TERM FERRY CONNECTION
-  LONG TERM CYCLE / PEDESTRIAN LINK
-  WIDER CONTEXT AREA
-  CHATHAM TOWN CENTRE BOUNDARY





## 3 | Vision & Concept Masterplan

### PARKING STRATEGY

Carparking should be optimised within the town centre and capacity increased at the train station in order to provide a better park and ride facility. No additional multistorey car parks are proposed, but a reconfiguration of the existing and underutilised car parks should be considered. The car parks will offer direct access to the southern part of the Town Centre and increase footfall in the core area. The new waterfront development will benefit from being located within direct proximity to public transport (bus station) and at short distance from the car parks.

Chatham has 18 car parks that provide a mixture of short and long stay parking and a total of 2200 spaces. As a result of the masterplan, which considers proposals from Medway Development Company and other land owners, parking provision could be significantly reduced and would need to be carefully considered going forward.

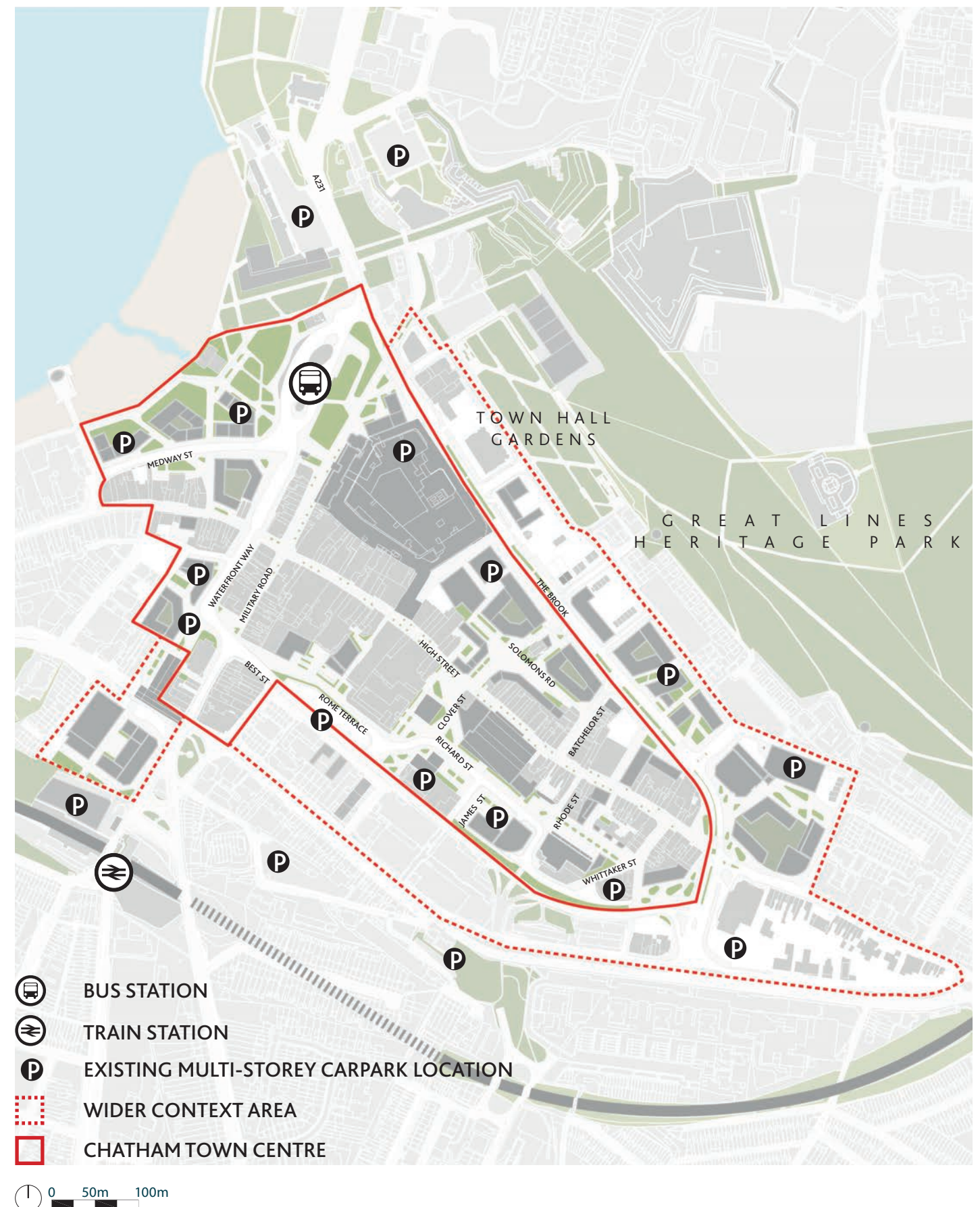
Medway Development Company seeks to redevelop a few of their car parks including Globe Lane, Queen Street, Sir John Hawkins and Whiffens Avenue, which together provide 437 car parking spaces, 16 of which are allocated as disabled spaces. In addition, proposals for Medway Street could see the existing car park being lost to development, i.e. loss of additional 99 spaces. Proposals for the Pentagon and the Brook car park could additionally see the loss of 370 spaces. In total, 906 car parking spaces would be lost, 41 percent of the total parking provision across Chatham town centre.

The recommended strategy proposed is for car park provision to be provided along the edge of the centre to free up sites for development and reduce car travel through the town to aid with congestion and air quality issues. However this is one of a number of different approaches or combination of approaches that can be applied:

- Provide multi-storey car parks at key locations to capture cars;
- Encourage more sustainable modes of travel alongside a reduced provision of parking;
- Engage with developers to provide some parking for town centre use on major sites as they come forward;
- Identify key sites within Council ownership;
- Consolidation of car parks where car parks are not used to their full capacity;
- Ensure appropriate provision for all users;
- Ensure appropriate mix of long and short stay provision;

Further work is required to understand the capacity of each car park to determine the actual needs based upon actual usage and anticipated future development needs. Where car parks are not used to full capacity, spaces can be reallocated to another car park to enable the redevelopment of the underused car park, i.e. consolidation of car parks. An understanding of where traffic movements are originating from and entering the centre will also assist in identifying an appropriate response.

This work should also be informed by wider and local transport considerations. Further work is required to understand what transport interventions are required to address traffic congestion and air quality issues in Chatham with the increased development proposed in this masterplan.





## 3 | Vision & Concept Masterplan

### BUILDING HEIGHTS

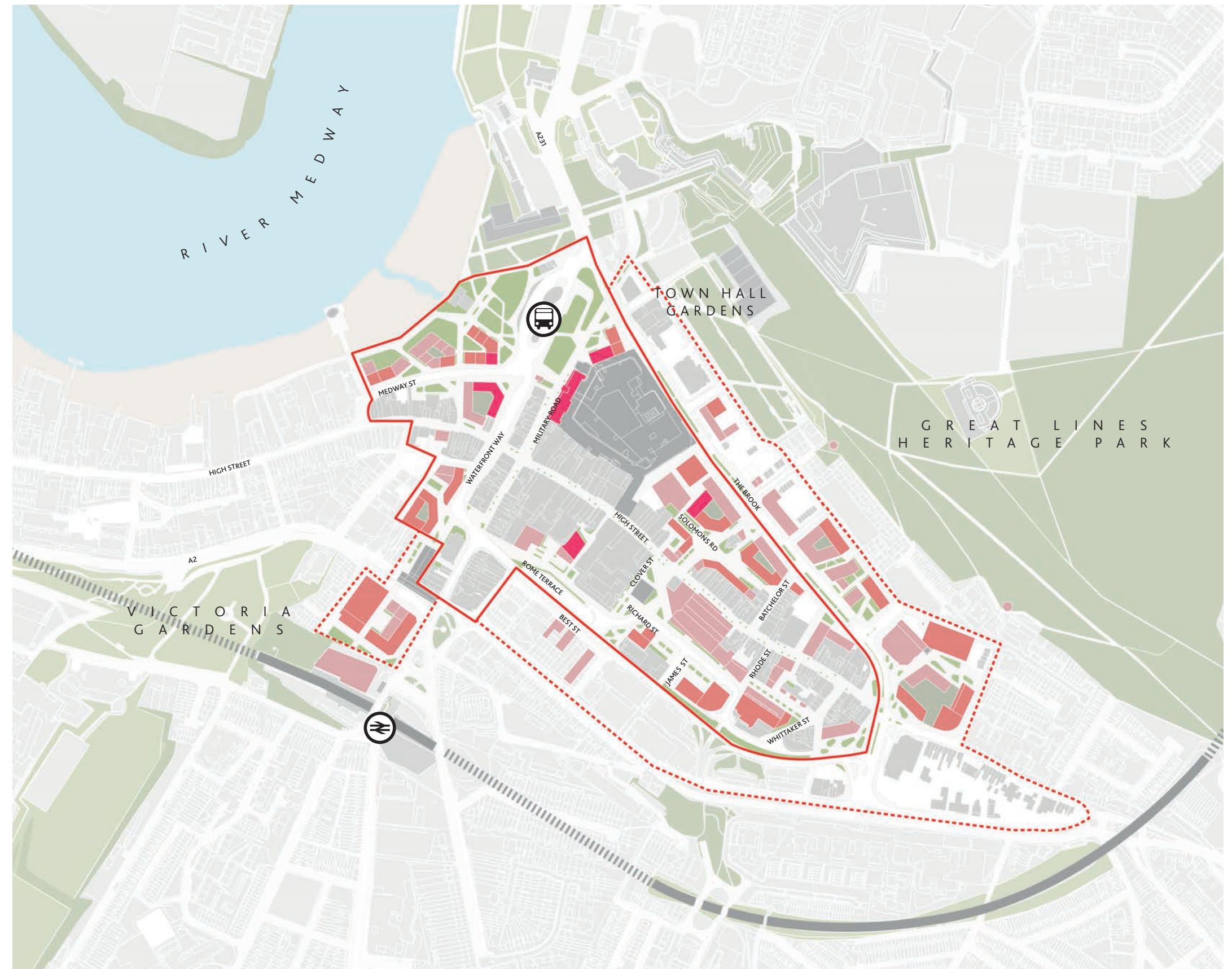
The building heights strategy is shaped around the main principal of preserving Chatham's historic character first. Strategic views have informed recommendations on heights and have been strengthened with the creation of new open spaces such as Chatham Plaza and the new Pumping station square offering new views across the town centre and towards the Great Lines Heritage Park.

Heigher buildings seek to reinforce the waterfront edge between the River Medway and Chatham Town Centre, in addition to prominent gateways / arrival points into the town centre from surrounding neighbourhoods, creating a series of landmarks to emphasise the town centre.

New development adjacent to existing residential areas however, seeks to be more moderate in terms of overall building height, in order to safeguard key historic views and create more of a transition between the higher density core of the Chatham Town Centre and the existing lower density residential context.

Higher density buildings within the core of the town centre create a more efficient use of land by maximising access to public transport infrastructure within Chatham Town Centre, and seek to maximise opportunities for new development on strategic sites, in order to provide new homes, workspaces and community facilities - thus injecting a "critical mass" of workers and residents into the town centre.

-  BUS STATION
-  TRAIN STATION
-  1 - 5 STOREYS
-  6 - 10 STOREYS
-  11 - 15 STOREYS
-  WIDER CONTEXT AREA
-  CHATHAM TOWN CENTRE BOUNDARY





### 3 | Vision & Concept Masterplan

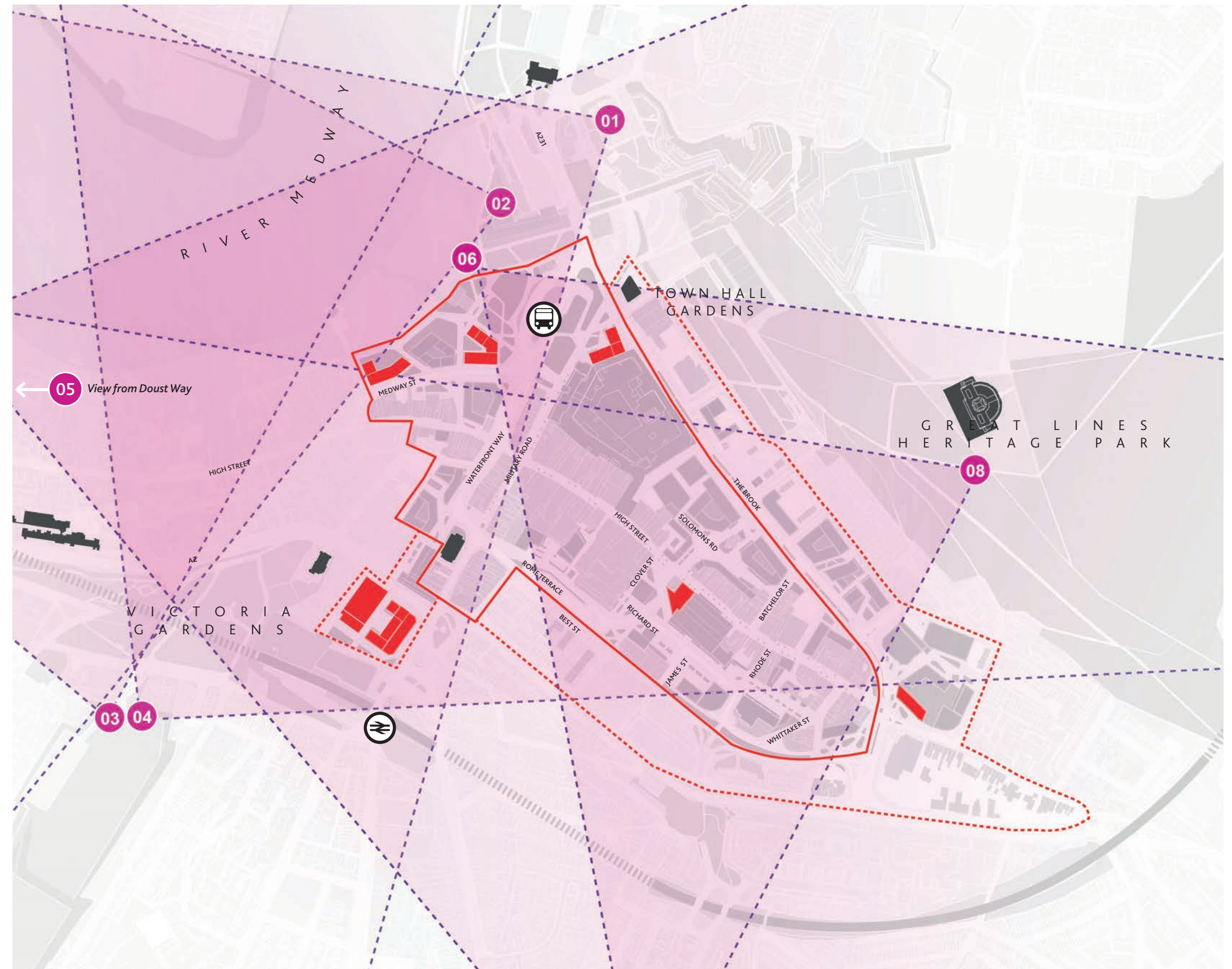
## VIEWS & LANDMARKS

New development seeks to respond to the existing Strategic Viewpoints and existing landmark buildings and monuments which define Chatham's townscape.

In addition, new development clusters around visually prominent existing buildings such as Mountbatten House, seeking to lessen the negative impact of these existing buildings on the overall townscape of Chatham.

Whilst visual prominence is strongly influenced by height, new landmark buildings should also give consideration to other factors such as materials and use to create a sense of arrival and place within the Chatham Town Centre.

- 01** \*STRATEGIC VIEWPOINT 1:  
FORT AMHERST
- 02** \*STRATEGIC VIEWPOINT 2:  
NEW GUN WHARF
- 03** \*STRATEGIC VIEWPOINT 3:  
FORT PITT (A)
- 04** \*STRATEGIC VIEWPOINT 4:  
FORT PITT (B)
- 05** \*STRATEGIC VIEWPOINT 5:  
DOUST WAY - RIVERSIDE OPEN SPACE
- 06** \*STRATEGIC VIEWPOINT 6:  
WATERFRONT TO TOWN CENTRE
- 08** \*STRATEGIC VIEWPOINT 8:  
DOUST WAY - RIVERSIDE OPEN SPACE
-  \*EXISTING LANDMARK BUILDINGS
-  PROPOSED LANDMARK BUILDINGS
-  WIDER CONTEXT AREA
-  CHATHAM TOWN CENTRE
-  BUS STATION
-  TRAIN STATION



\*As per Building height Policy for Medway, Part 2,  
Appendix A: Strategic Views & Landmarks



### 3 | Vision & Concept Masterplan

#### “SMART CITY” STRATEGY











Underpinning the masterplan will be a smart city strategy, which will seek to future proof the Chatham Town Centre for environmental and social change.

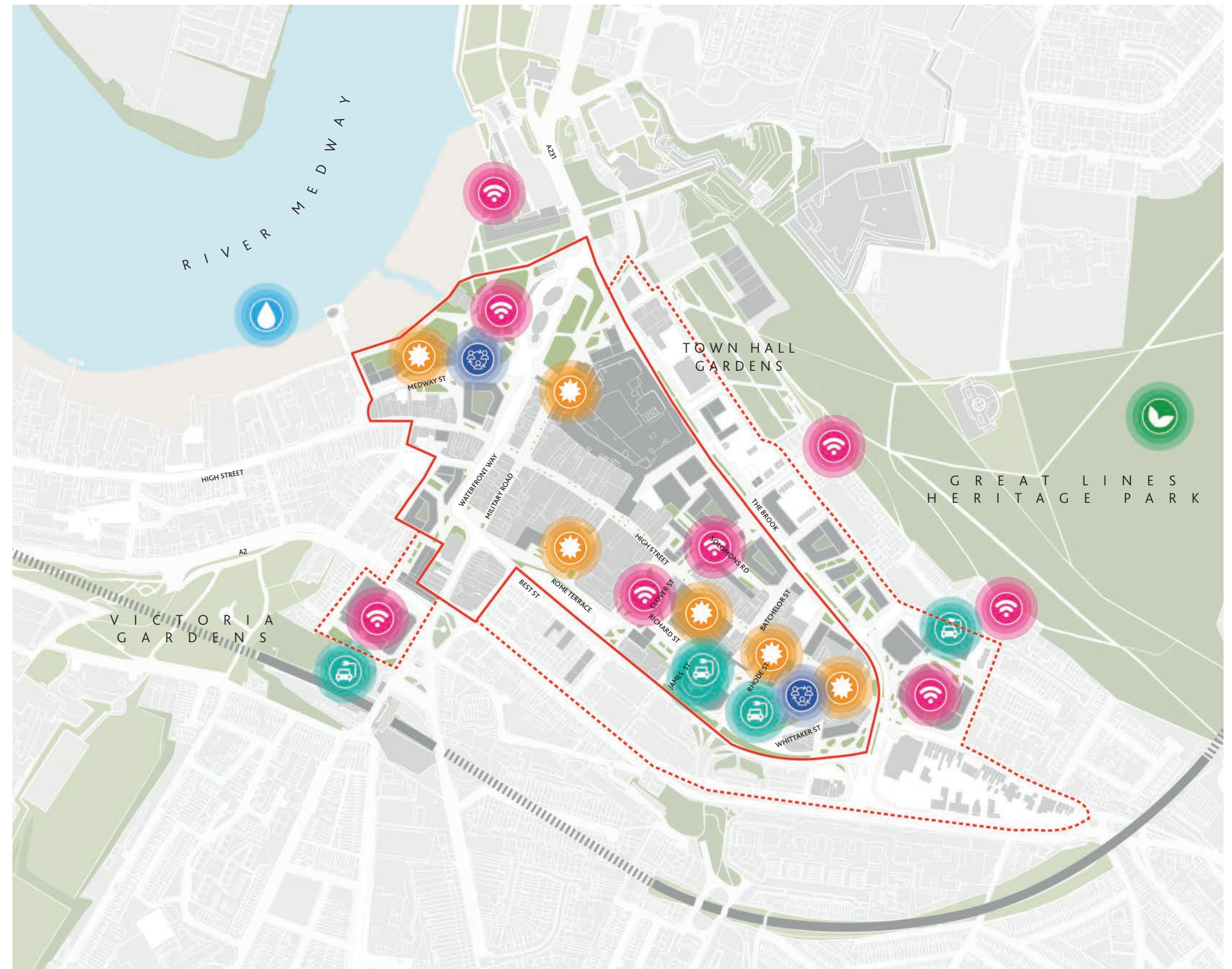
Free wi-fi stations are located throughout the town centre at key public spaces, encouraging both residents and visitors to spend time within public spaces.

In addition, electric vehicle charging points are also located at key parking locations in order to encourage the usage and uptake of electric vehicles and assist in addressing air quality, and reduce emissions from private vehicle usage.

Potential also exists to harness the tidal power of the River Medway, in addition to solar energy and biomass provided with the construction of new buildings for housing across the town centre.

Creative office space will be also integrated into new development within close proximity to new and existing creative clusters.

-  POTENTIAL FOR ELECTRIC VEHICLE CHARGING POINT
-  POTENTIAL FOR BIOMASS ENERGY
-  POTENTIAL FOR SOLAR ENERGY [NEW BUILDS]
-  POTENTIAL FOR TIDAL ENERGY
-  WIFI HOTSPOT
-  CREATIVE OFFICE SPACE
-  BUS STATION
-  TRAIN STATION
-  WIDER CONTEXT AREA
-  CHATHAM TOWN CENTRE BOUNDARY





### 3 | Vision & Concept Masterplan

## LANDSCAPE & PUBLIC REALM STRATEGY










The overall approach to the Landscape and Public Realm Strategy is strongly influenced by positive elements of the existing townscape context, and seeks to provide three distinctive broad areas of landscape and public realm character.

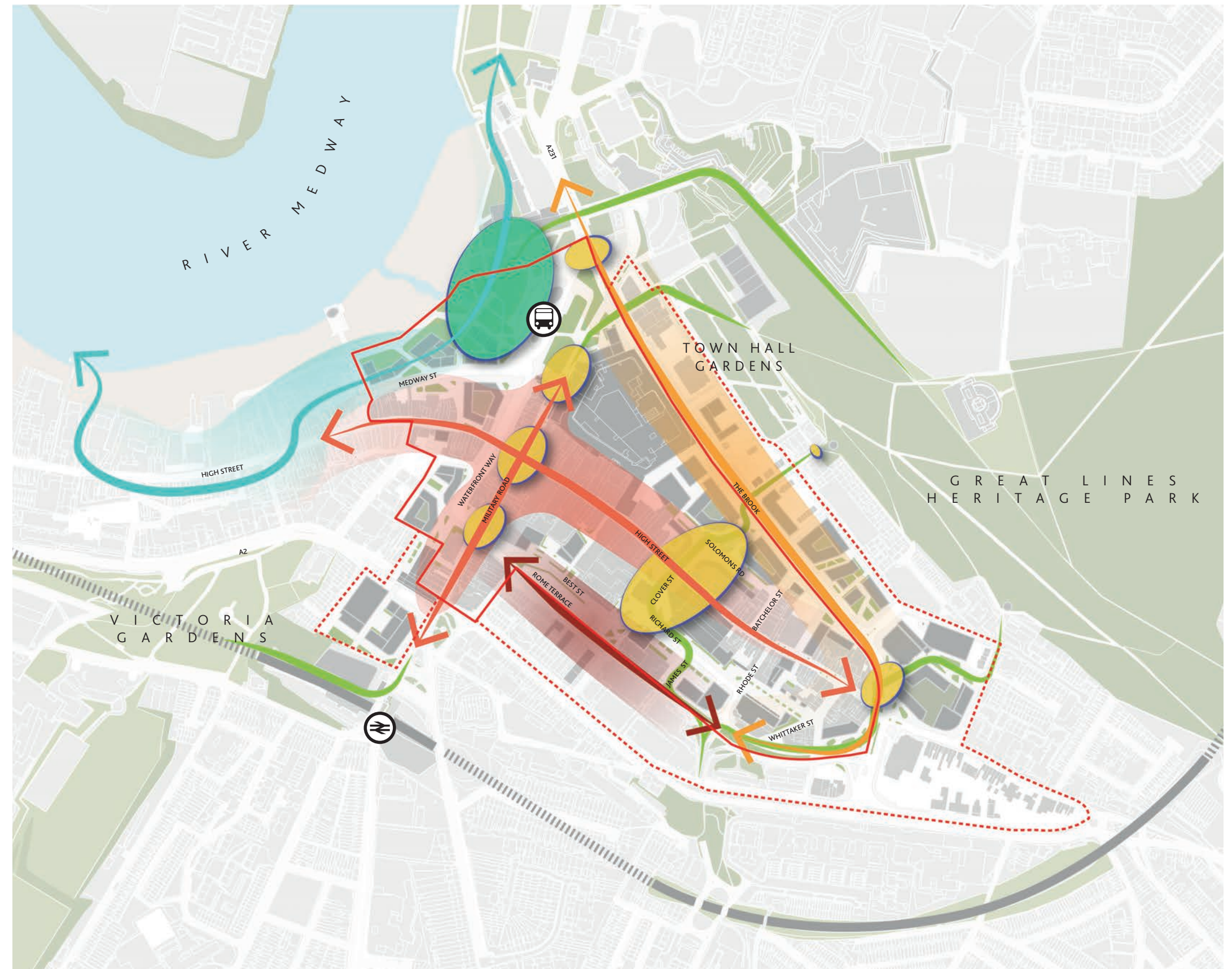
These broad zones are further linked by an extensive network of pedestrian connections and rejuvenated or new small scale public spaces, as shown in the diagram opposite.

The overall strategy seeks to provide a “multiplicity” of experiences for the user moving through the Chatham Town Centre, in line with the overall Urban Design Strategy of distinctive “quarters” within the urban fabric.

The needs of residents, visitors, workers, older generation, children, ... every communities will be considered in the design of the new public spaces. They will be integrated within new buildings and connect a series of small intimate pocket “squares” in the core area, creating a rich urban experience for the user.

The strategy is also about greatly improving linkages with the green spaces on the edge of the town centre, particularly with the Great Lines Heritage Park, which provides great viewpoints, extensive grassland and a direct link towards Gillingham town centre.

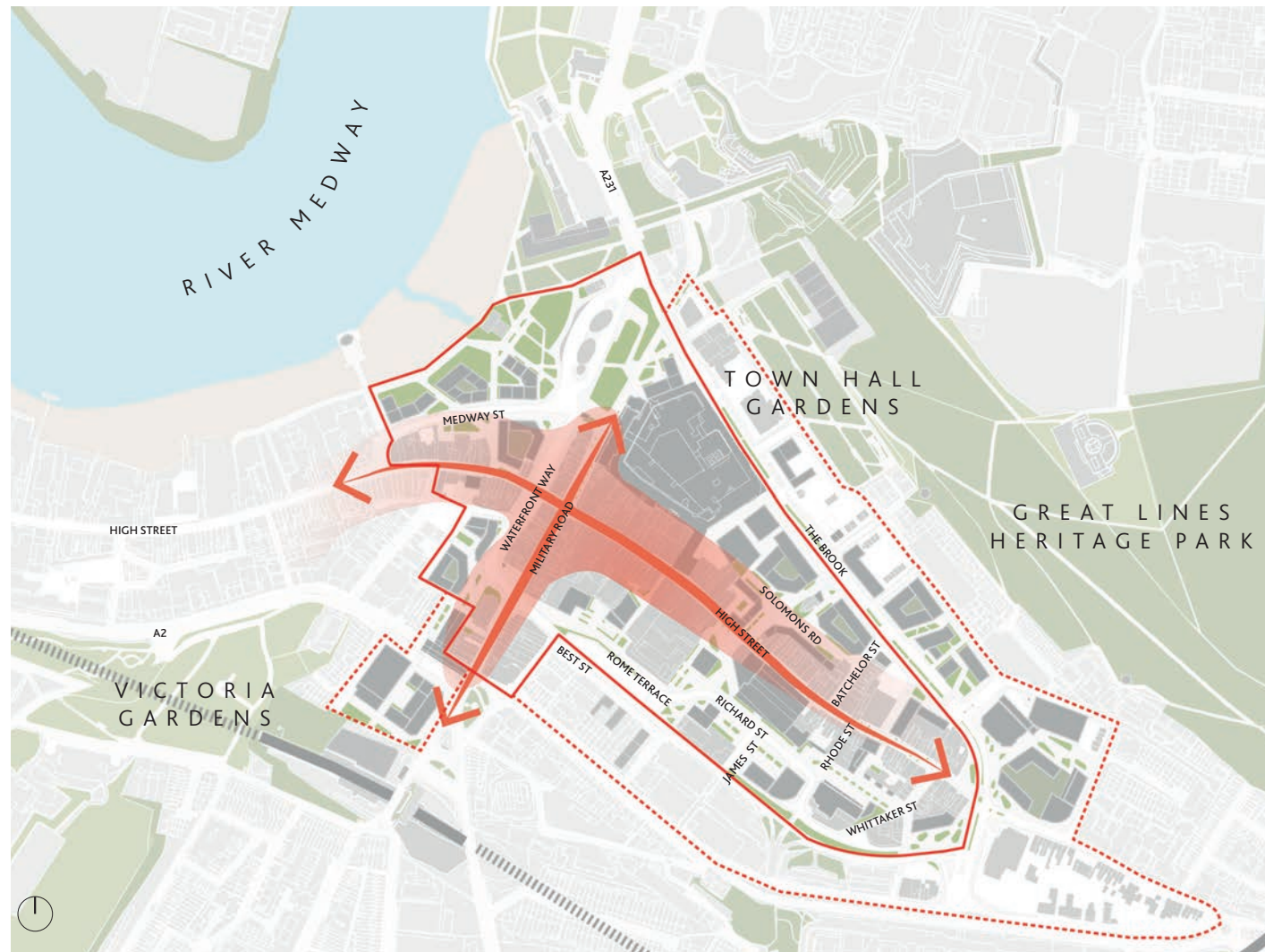
-  BUS STATION
-  TRAIN STATION
-  WATERFRONT PARK
-  PUBLIC SPACES
-  HIGH QUALITY PEDESTRIAN STREETScape
-  WATERFRONT
-  THE BROOK
-  BEST STREET
-  CONNECTIONS TO GREAT LINES
-  WIDER CONTEXT AREA
-  CHATHAM TOWN CENTRE





## 3 | Vision & Concept Masterplan

### HIGH QUALITY PEDESTRIAN STREETScape



#### Proposed public realm improvements:

- Durable high quality materials
- A consistent palette of street furniture
- Legible signage
- Integrated street lighting highlighting key routes
- Street trees

#### Benefits:

- Continuous character of public realm along main pedestrian routes
- High quality spaces for people to inhabit
- Character and identity
- Improved green networks that connects up to local green spaces
- Walkable Chatham

#### MATERIALS

- Natural stone to be used in all prominent public spaces and street
- Continuation of paving materials used in recent upgrades to the high street where appropriate
- Smaller units to signify routes leading to Great Lines Park



Natural stone along the high street



Feature paving at prominent crossings



Paving using dimension and orientation

#### STREET FURNITURE

- A variety of street furniture opportunities within the streetscape
- Continuation of street furniture used in recent upgrades to the high street
- Benches, bins, lighting columns, bollards, tree grills, signage, cycle stands, display stands, artworks/sculptures



Concrete and steel benches



Feature lighting columns



Waste and recycling bins with medway logo

#### PLANTING

- Less soft landscape opportunities within the streetscape however an emphasis on street trees
- Street trees to provide interest and colour throughout the year



Street trees introduced at a human scale which scales down the high street



Seasonal interest and colour





Tree planting within public space to humanise scale and frame views



Continued character of street furniture and paving



Legible signage



Active frontages to high street



Suitable lighting highlighting key routes and active spaces

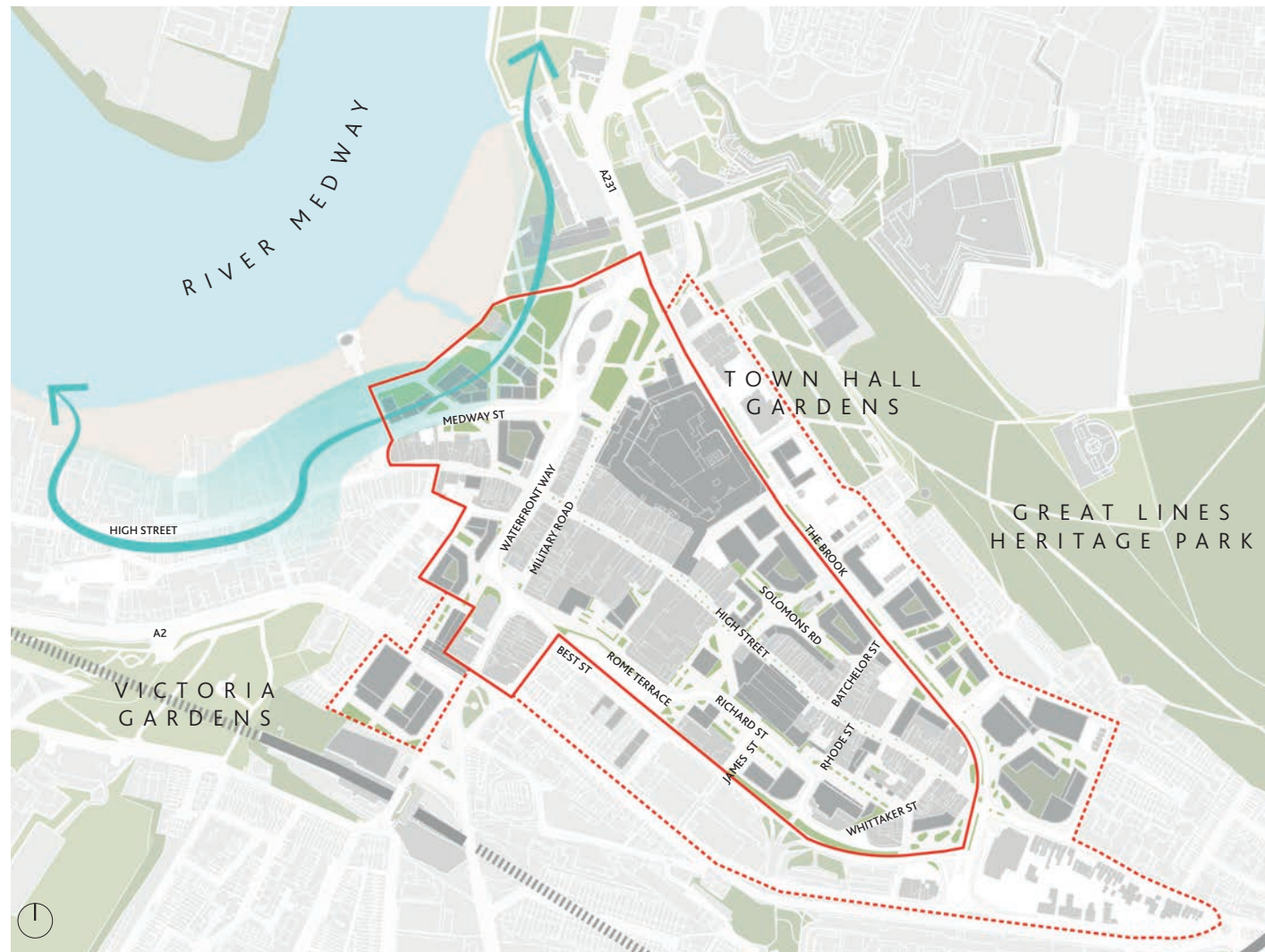


Differing paving patterns to link routes to Great Lines Heritage Park and beyond



## 3 | Vision & Concept Masterplan

### THE WATERFRONT



#### Proposed public realm improvements:

- Open views onto the River Medway
- Opening previously inaccessible pedestrian routes
- Distinctive high quality street furniture
- High quality promenade walk and public spaces
- Riverside planting

#### Benefits:

- Connection to Chatham's historical past
- Open walkways to Chatham's Dockyard and Rochester's riverside
- Improved public space alongside the riverside

#### MATERIALS

- Concrete flag paving to match bus station area
- 200x400mm block in a mid grey



Materials tying into the existing surroundings



#### STREET FURNITURE

- Distinctive street furniture for The Waterfront
- Corten steel to be a prominent feature to match industrial past
- Seating to be a combination of corten steel and timber



Raised planters creating height



Seating opportunities



Details tying back into the waterfront's history

#### PLANTING

- A variety of soft landscaping opportunities used through this area
- Mass evergreen low shrub planting with seasonal interest
- Mixed ornamental herbaceous and grasses with tree planting



Wind tolerant and coastal appropriate tree species alongside lush planting to provide an attractive and vibrant waterfront area

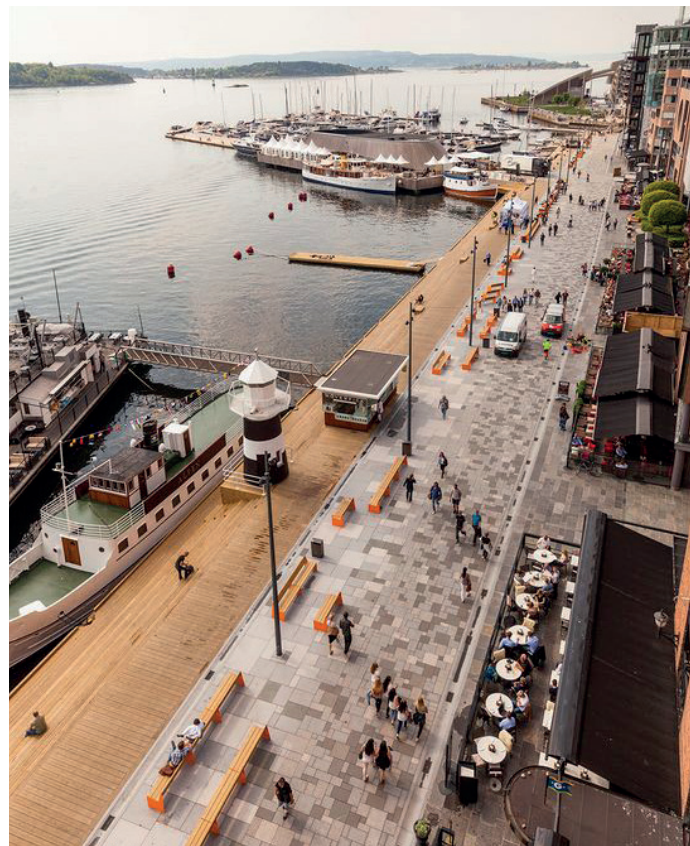




Tree planting with informal seating opportunities



High quality open public space alongside the river



Riverside activity



Riverside planting

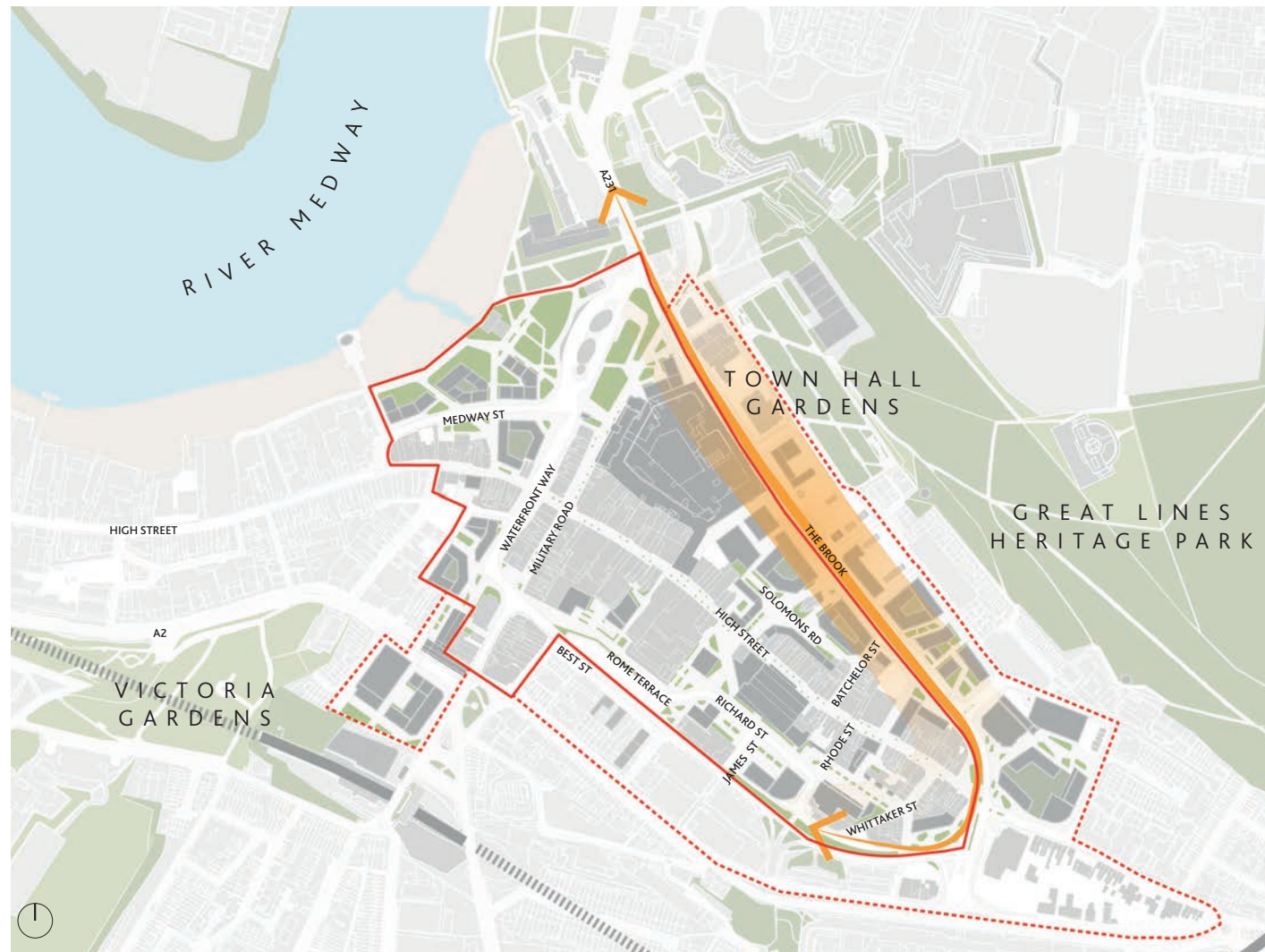


Waterside promenade



## 3 | Vision & Concept Masterplan

### THE BROOK



#### Proposed public realm improvements:

- Sustainable urban drainage systems (SUDs)
- Urban greening
- High quality street tree planting
- Vertical gardens

#### Benefits:

- Improved public realm and new connections with the High Street and towards the Great Lines Park
- New high quality street furniture and lighting improvements
- Enhanced visual and amenity value for vehicular users
- Increased ecological value
- Sustainable urban drainage systems to cleanse and attenuate run off

#### MATERIALS

- Durable and functional man made paving blocks with a textured finish used for the majority of the surfaces along The Brook
- Feature paving man made textured setts mixed in with paving blocks to signify routes to Great Lines Parks, the Waterfront and the High Street



Man made paving blocks



Feature paving setts to signify connections to different quarters

#### STREET FURNITURE

- Limited street furniture along the Brook with a focus on lighting and prevention of vehicular movements within pedestrian areas
- Lighting columns and bollards (where required) in a brushed steel or anodised aluminium finish.



Lighting columns to public footways and vehicular routes



Bollards to prevent unwanted vehicular movement

#### PLANTING

- Some soft landscape opportunities with this area
- Street trees, planted verges and green facades



Planting to differentiate road and pedestrian users



Planting to soften infrastructure





Clear divisions between road users and pedestrians



Green walls to building facades



Urban greening



Sustainable urban drainage systems

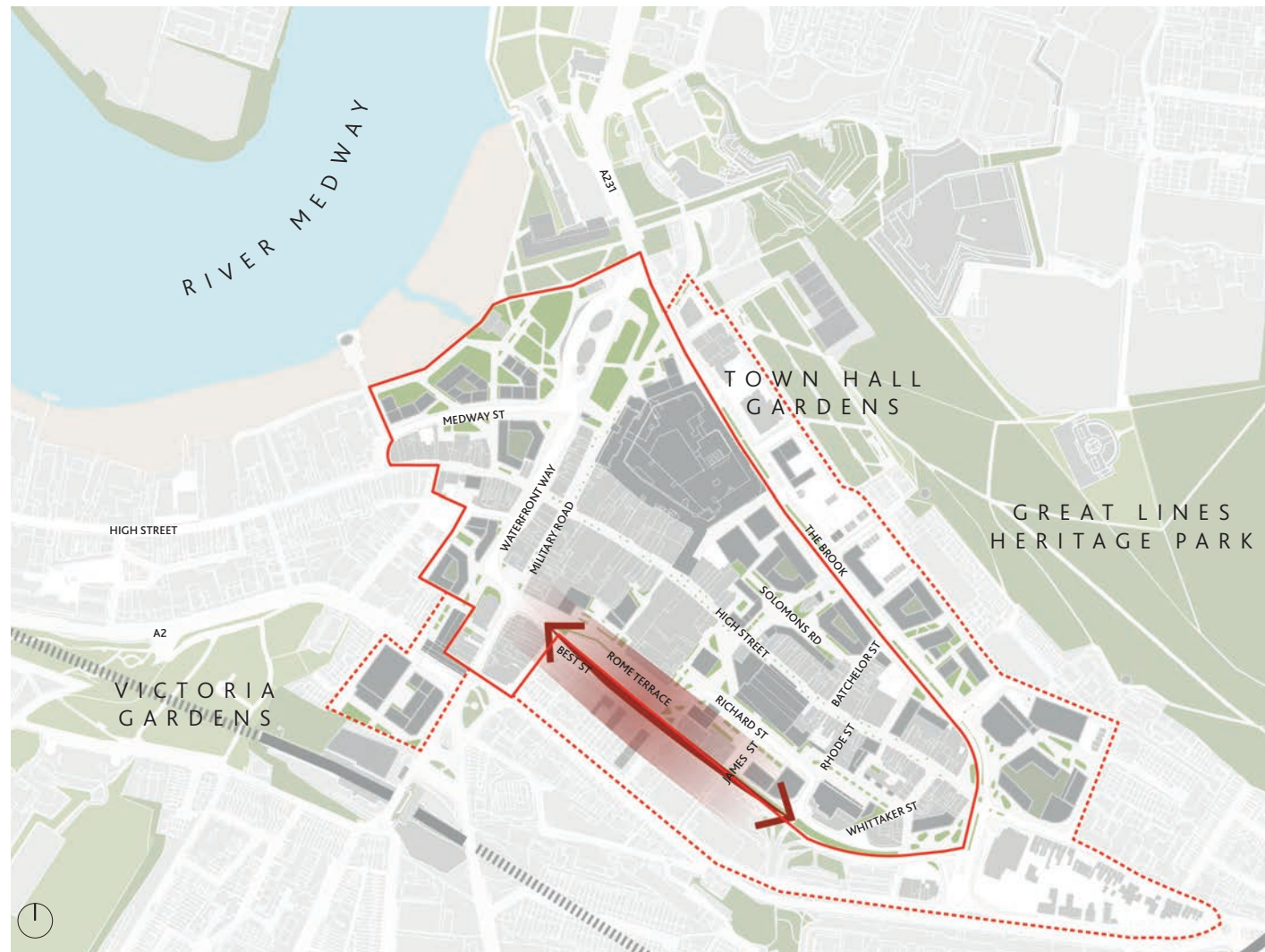


Lighting columns to highlight pedestrian routes



## 3 | Vision & Concept Masterplan

### BEST STREET



#### Proposed public realm improvements:

- Urban greening
- Tree planting
- Planting to road verges

#### Benefits:

- Framing views onto Chatham town centre
- Improving the green network that connects up to Great Lines Park and Victoria Gardens

#### MATERIALS

- Durable and functional man made paving blocks with a textured finish used for the majority of the surfaces along Best Street
- Feature paving man made textured setts mixed in with paving blocks to signify routes to the Waterfront, the High Street and Victoria Gardens



Reliable and functional paving blocks with intersecting with small areas of setts to signify routes to other quarters

#### STREET FURNITURE

- Limited street furniture along Best Street with a focus on lighting
- Lighting columns and bollards (where required) in a brushed steel or anodised aluminium finish.



Bollards to roadside



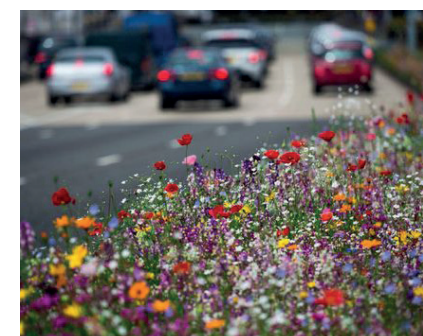
Lighting to roadside



Lighting to pedestrian routes

#### PLANTING

- Some soft landscaping opportunities along the street using tree planting, planted verges and green facades



Colour and interest given to Best Street





3 | Vision & Concept Masterplan



Sustainable urban drainage systems



Planting next to the carriage way



Street trees



Bollards to prevent unwanted vehicular access



Accommodation of paving and lighting for pedestrians







## CHARACTER AREAS

04



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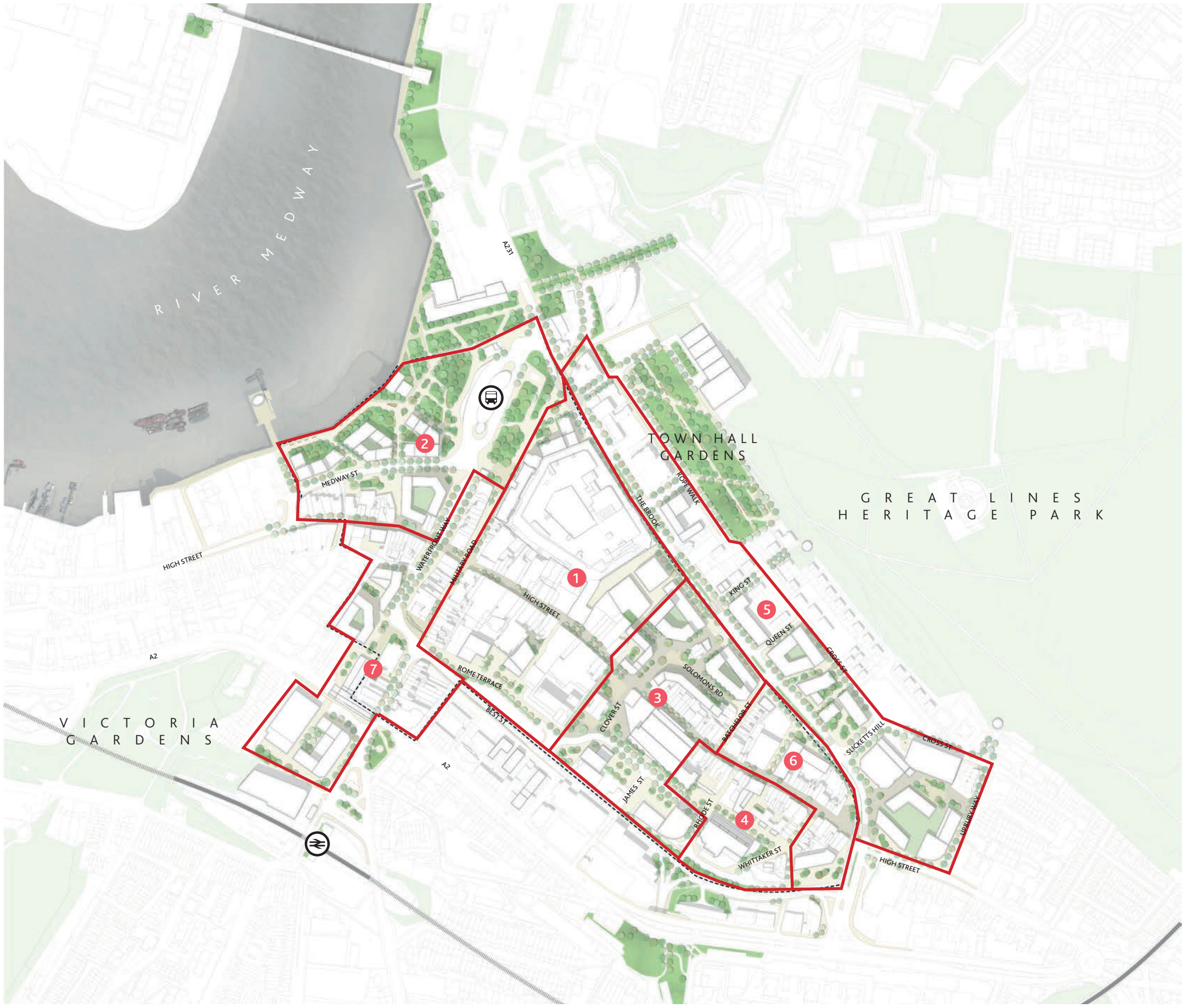
3 | Vision & Concept Masterplan

URBAN “QUARTERS”

The following pages describe the strategy for the different town centre’s quarters.

- 1 Commercial Quarter
- 2 Chatham Waterfront
- 3 Central Quarter
- 4 Chatham Creative Hub
- 5 The Brook
- 6 The Brook Gateway
- 7 The Southern Quarter

-  BUS STATION
-  TRAIN STATION
-  CHATHAM TOWN CENTRE BOUNDARY
-  WIDER CONTEXT AREA





### 3 | Vision & Concept Masterplan

## COMMERCIAL QUARTER

#### Key Driver

A more compact commercial area with a better integration of the Pentagon Centre into the urban fabric of the High Street is essential to the success of the retail core.

#### Why a Commercial Quarter?

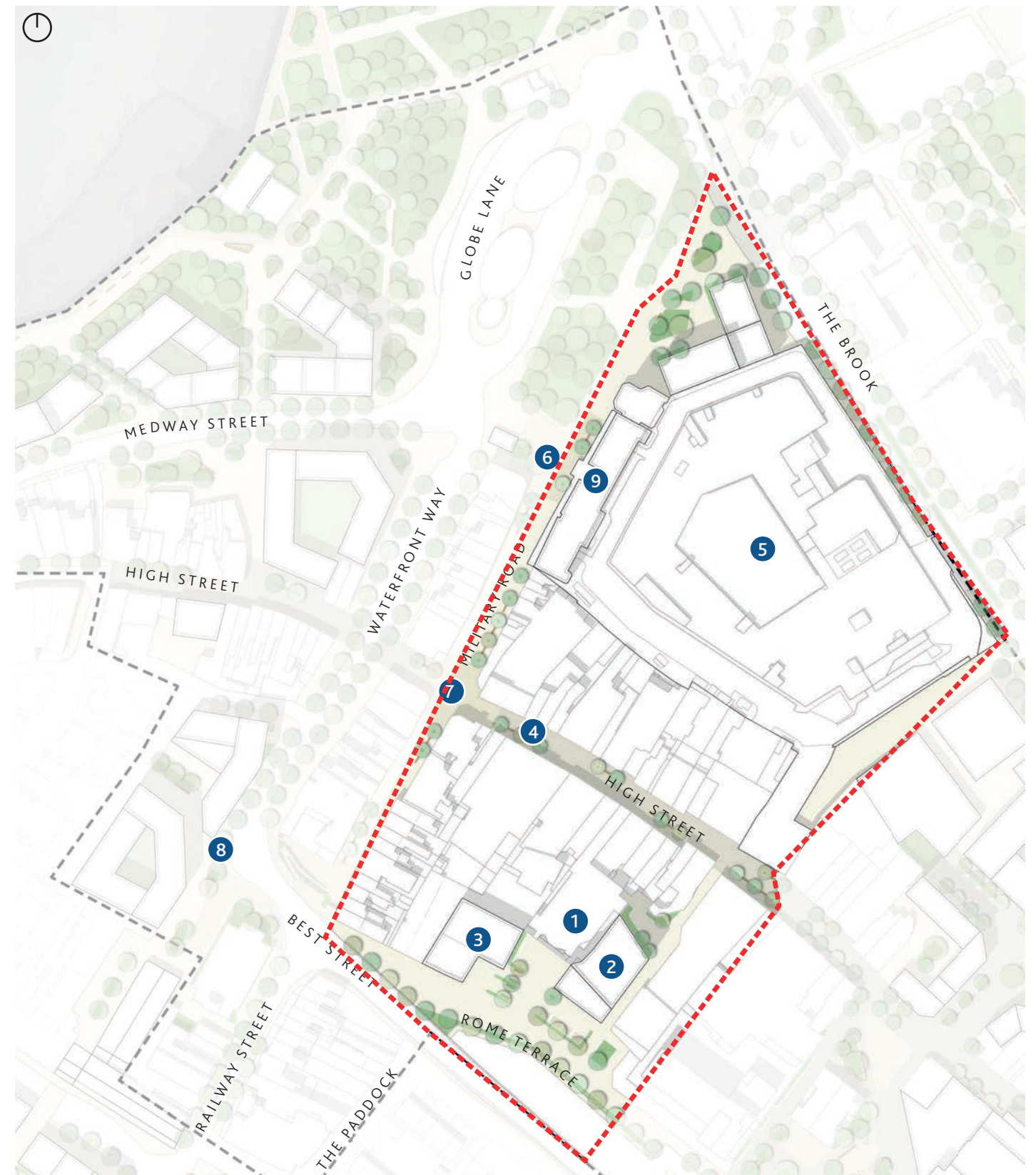
- The commercial area's current arrangement distributed along the length of the High Street does not provide a satisfactory retail environment.

#### Why here?

- Existing core retail area within the Pentagon shopping centre and adjoining streets can be reconfigured and improved to attract people to the Chatham Town Centre;
- As a major public transport node within Medway, the Chatham Bus Station provides footfall to support retail provision within this area;
- The regeneration of the waterfront provides additional residential development and entertainment destinations which can support retail within the commercial quarter;

#### Benefits

- A more attractive environment for shopping.
- The creation of several "loops" or shopping routes going through The Pentagon and around the High Street;
- An opportunity to modernise the shopping experience and extend the range of shops and retailers to create bigger units and a more diverse retail offer.



#### LEGEND

- |                                       |                   |                     |
|---------------------------------------|-------------------|---------------------|
| 1 Central Theatre                     | 5 Pentagon Centre | 8 St. John's Square |
| 2 Central Theatre potential expansion | 6 Medway Square   | 9 Mountbatten House |
| 3 Box office and theatre shop         | 7 Military Square |                     |
| 4 High St retail                      |                   |                     |



3 | Vision & Concept Masterplan

COMMERCIAL QUARTER



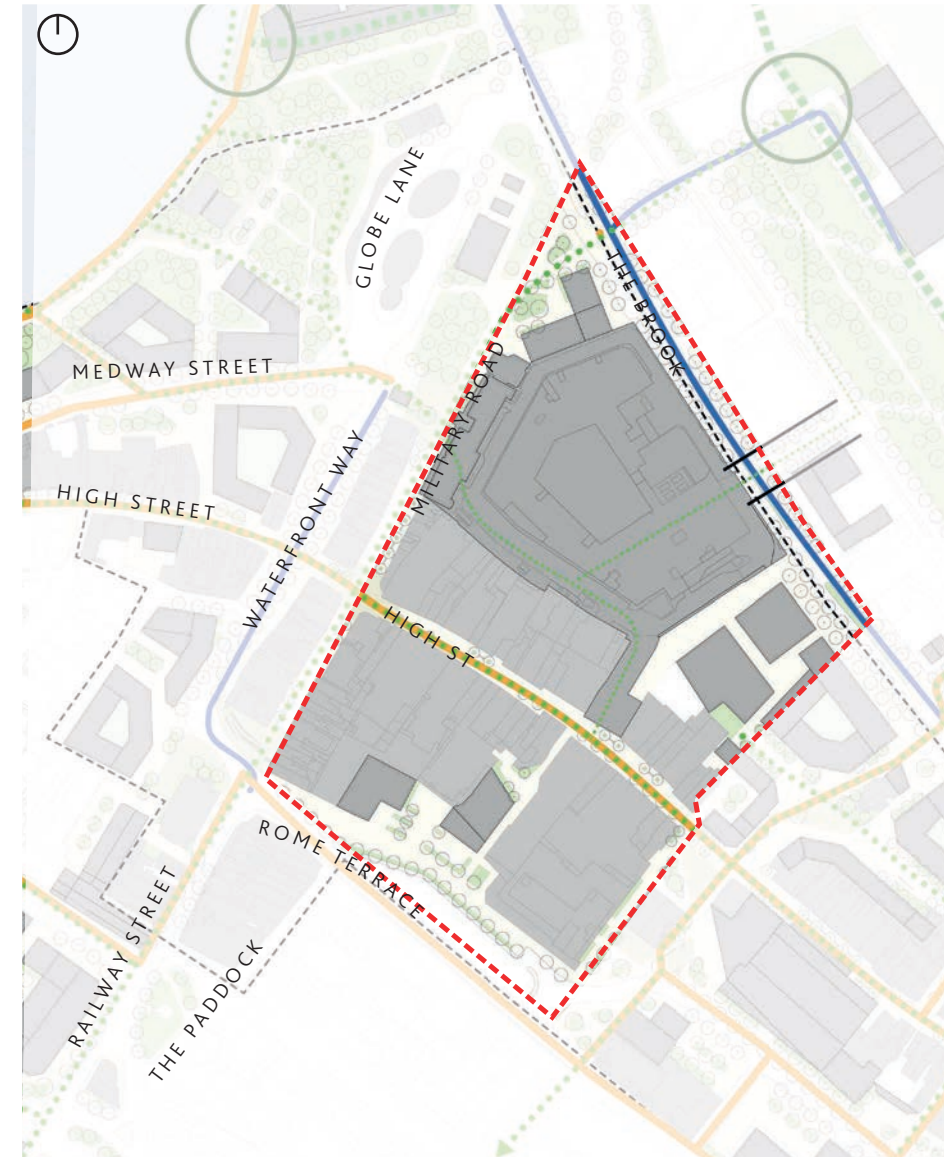
- Proposed new built form
- Existing built form retained



## 3 | Vision & Concept Masterplan

### COMMERCIAL QUARTER

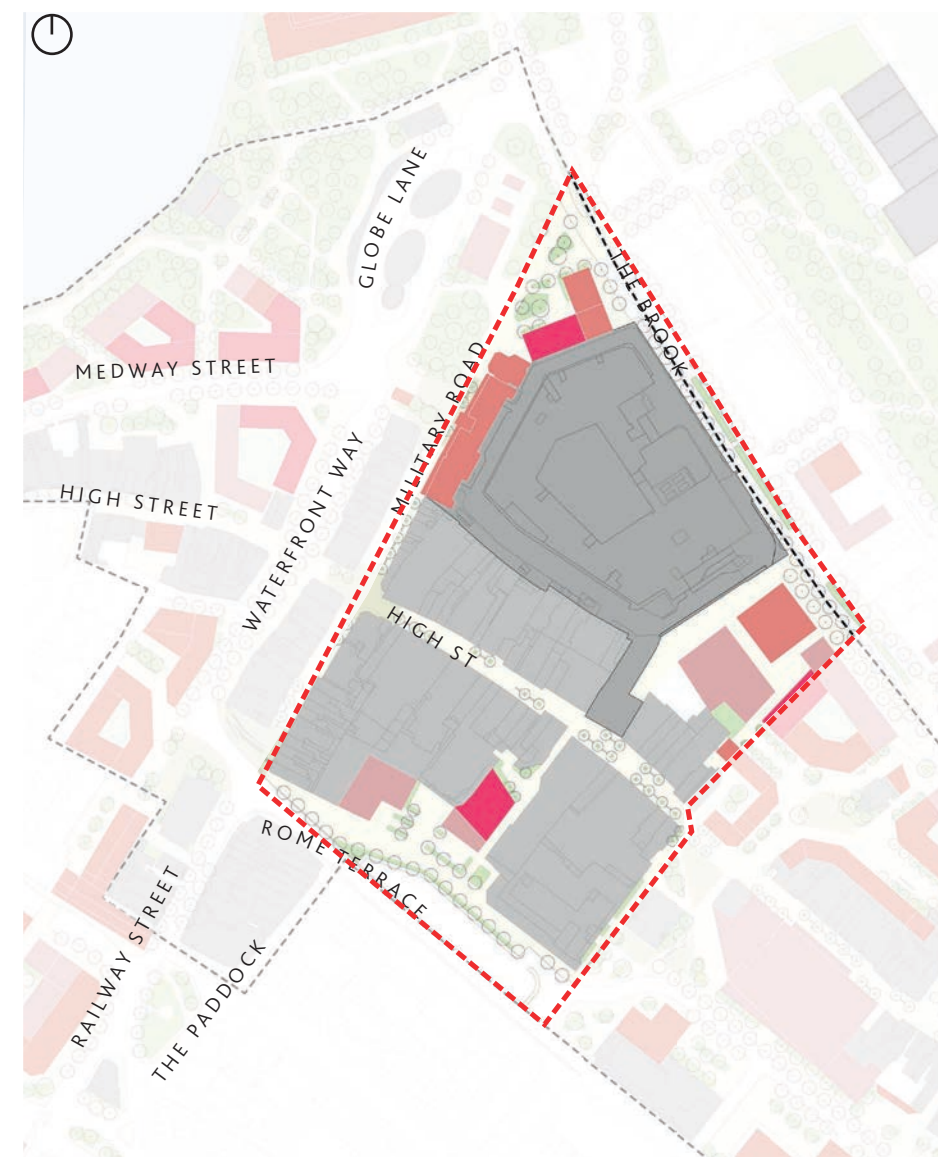
#### ACCESS AND MOVEMENT



- KEY PEDESTRIAN CONNECTIONS
- ELEVATED PEDESTRIAN LINKS
- KEY CYCLE ROUTE
- ON ROAD CYCLE ROUTE

- Improved pedestrian link between the pentagon shopping centre and the High Street
- New pedestrian links towards the waterfront.
- Improved accessibility from the public transport nodes with a new extensive high quality public realm.
- Appropriate facilities for taxis should be provided to support access to the town centre.

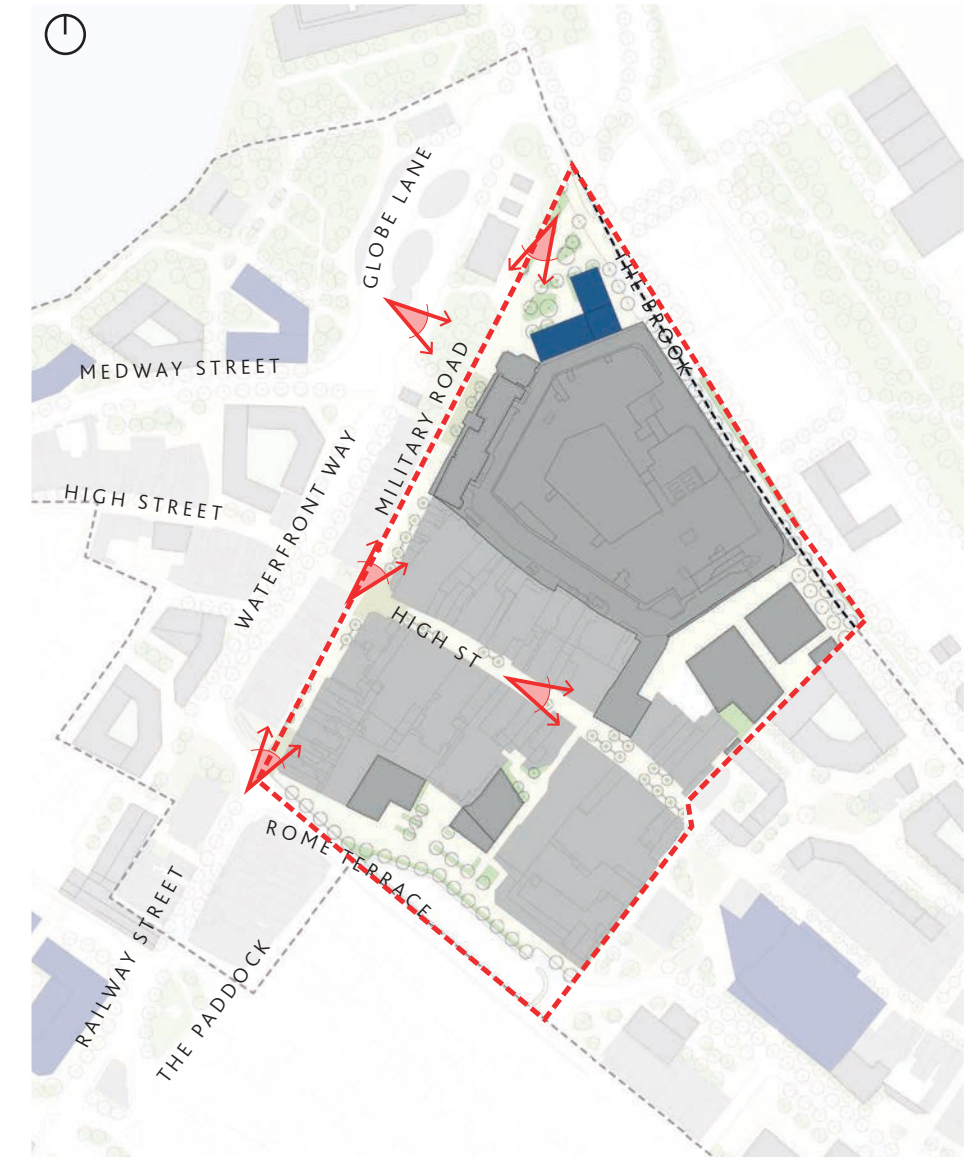
#### BUILDING HEIGHTS



- 1 - 5 STOREYS
- 6 - 10 STOREYS
- 11 - 15 STOREYS

- The remodelling of the Pentagon shopping centre can accommodate an additional tall building on Military road to signal the town centre and break to dominance of Mountbatten House within Chatham's cityscape.
- Building design and massing on the Pentagon site and surrounds should seek to address air quality issues along the Brook - this could include greening structures such as green walls, green roofs, roof top gardens etc.;

#### KEY VIEWS AND ARCHITECTURAL LANDMARKS



- PRIMARY LANDMARK
- KEY VIEWS

- Creation of a new high quality landmark building in front of the Pentagon.
- Key historic viewpoints could be impacted by new buildings - its design should be carefully considered.
- Views to the Brook Theatre and monuments from Military Road and the Chatham Waterfront should be preserved;
- The setting and fabric of the Brook Theatre should not be compromised or dominated by new development;



3 | Vision & Concept Masterplan

COMMERCIAL QUARTER





## 3 | Vision & Concept Masterplan

### CHATHAM WATERFRONT

#### Key Driver

The development of the waterfront has the opportunity to enhance Chatham's attractiveness with new public spaces and leisure facilities.

#### Why a Waterfront Quarter?

- The waterfront is currently a vast underutilised open space adjacent to Chatham Town Centre. It's also one of the most desirable locations in Chatham with long distance views across the river towards the hills and rural areas of Medway.

#### Why here ?

- The waterfront is currently used in some parts as an open space and a car park.
- Adjacent commercial buildings should be considered for redevelopment in the near future and increase the potential floor space for future residential buildings.

#### Benefits

- The development of the waterfront will provide additional recreational areas and an opportunity to improve the promenade along the river.
- The opportunity to provide new residential buildings in an attractive and sustainable location - close to shops, facilities and public transport.



#### LEGEND



- 1 Waterfront Residential
- 2 Chatham Bus Station
- 3 Sun Pier Ferry Terminal
- 4 Waterfront Promenade
- 5 Waterfront Park
- 6 Command of the Heights
- 7 The Paddock



3 | Vision & Concept Masterplan

CHATHAM WATERFRONT



-  Proposed new built form
-  Existing built form retained



### 3 | Vision & Concept Masterplan

#### ACCESS AND MOVEMENT



- KEY PEDESTRIAN CONNECTIONS
- KEY CYCLE ROUTE
- ON ROAD CYCLE ROUTE

- Improved pedestrian links towards the commercial quarter and the train station.
- Improved promenade along the river Medway towards Command of the Heights and Sun Pier.
- Creation of new pedestrian links within the waterfront, improving its usability and attractiveness.

#### BUILDING HEIGHTS



- 1 - 5 STOREYS
- 6 - 10 STOREYS
- 11 - 15 STOREYS

- Creation of a series of medium to tall size buildings along the waterfront to signal the waterfront as a direct extension of the town centre.
- Building massing should be "stepped back" in order to respect the River Medway frontage.

#### KEY VIEWS AND ARCHITECTURAL LANDMARKS



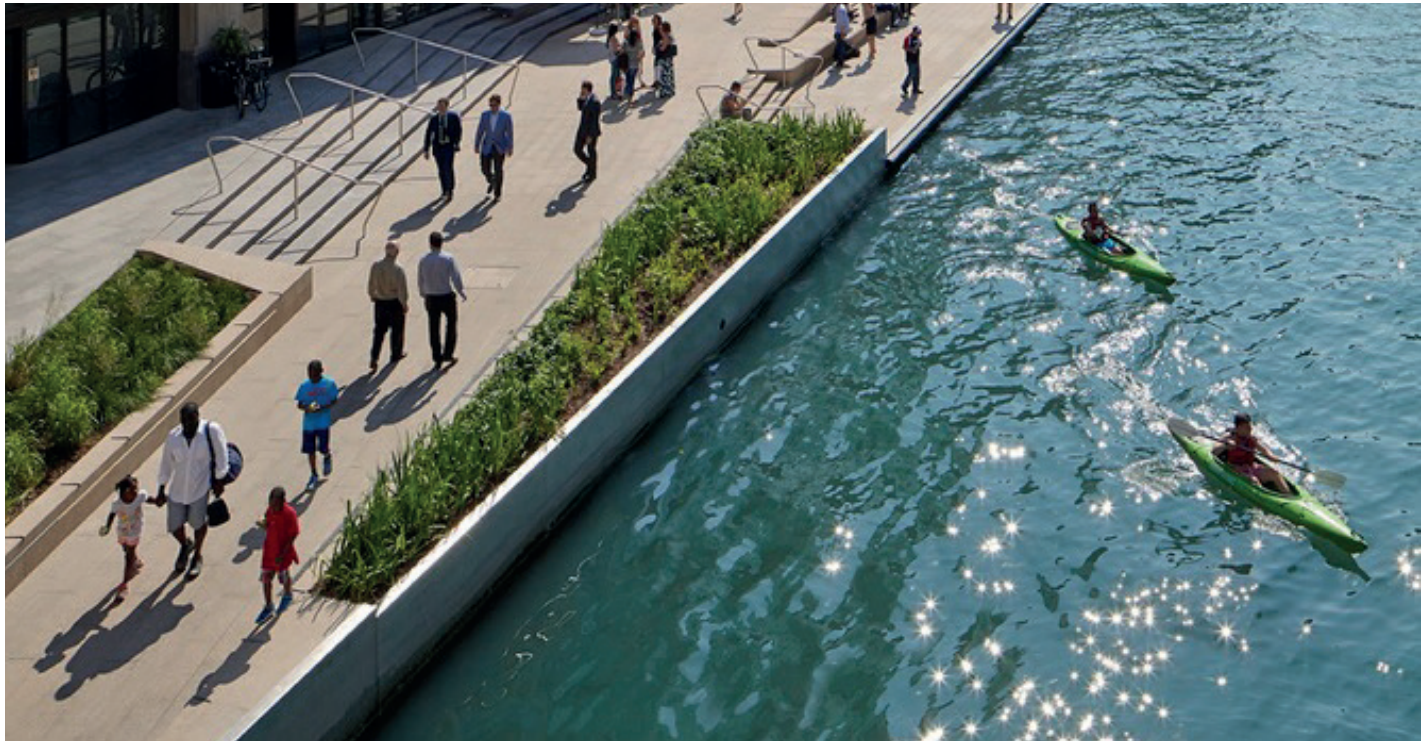
- PRIMARY LANDMARK
- KEY VIEWS

- New landmark buildings (with distinctive form and massing) will be built within the waterfront.
- These new buildings will be highly visible from various locations within Medway, principally across the river.
- Existing key view points such as those from Sun Pier will be enhanced with the transformation of the waterfront.



3 | Vision & Concept Masterplan

CHATHAM WATERFRONT





## 3 | Vision & Concept Masterplan

### CENTRAL QUARTER

#### Key Driver

To improve the vibrancy of the Town Centre, and increase footfall in the heart of the Town Centre.

#### Why a Central Quarter?

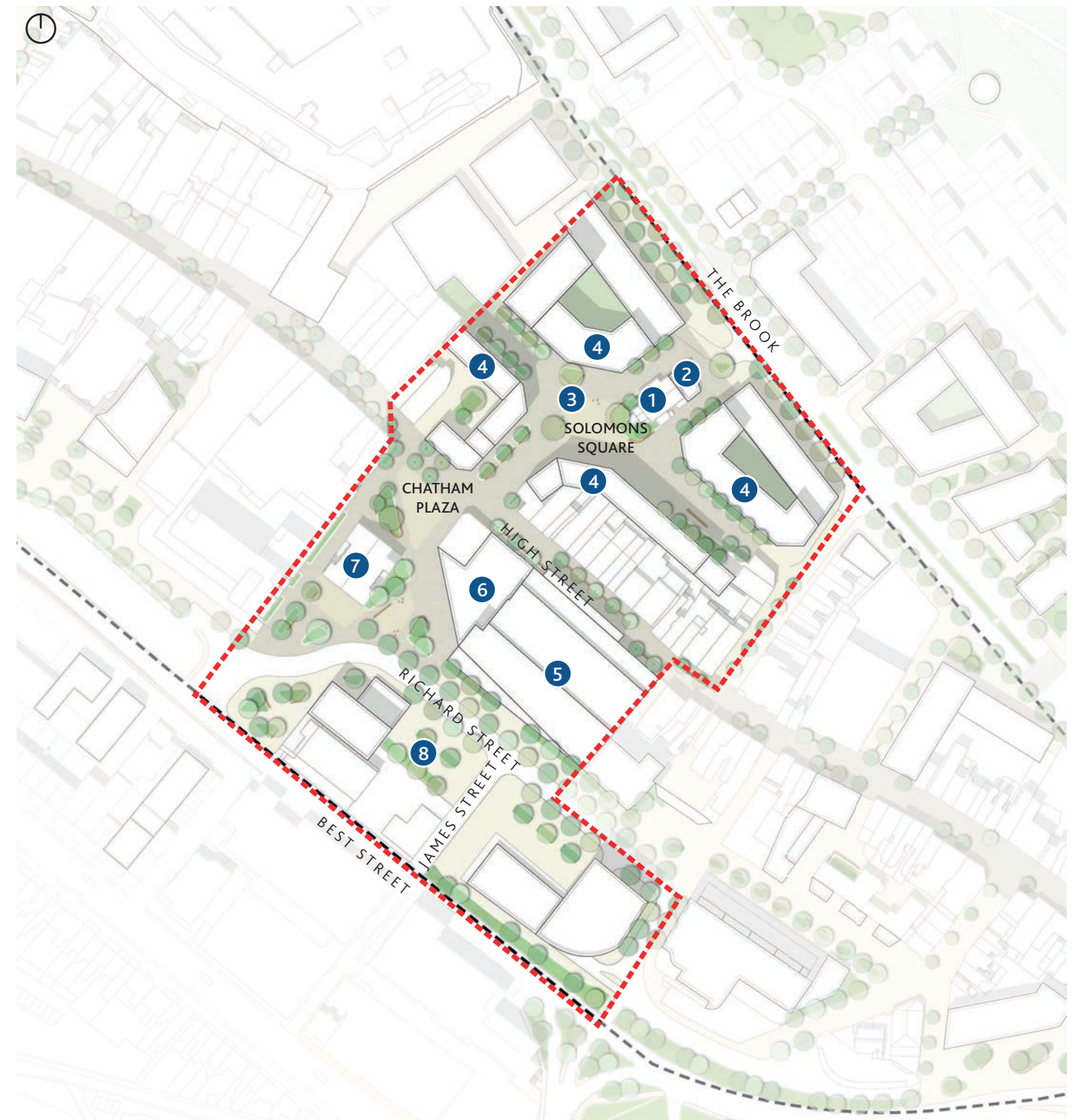
- To support existing facilities, restaurants and bars and create a demand for more facilities
- To create a “civic heart” within the Chatham Town Centre, with new public spaces providing a focus for activities and events;

#### Why here?

- The Old Pumping Station is a heritage building, and as a landmark for Chatham Town Centre should be celebrated and enhanced.
- The proximity to the core of the Town Centre and the Pentagon Shopping Centre provide opportunity to create a new public square and improved public realm with additional residential units.
- New Pumping Station Square needs to be supported by appropriate traffic management along The Brook to enhance pedestrian connectivity and air quality management.

#### Benefits

- Improved public realm and new pedestrian connections to the High Street and towards the Great Lines Heritage Park;
- Provision of new housing units and additional uses;
- New vistas towards the High Street;
- New high quality facades to The Brook and other adjoining streets;
- Food hall / indoor market showcasing local produce;



#### LEGEND

- |  |                             |
|--|-----------------------------|
| ① Old Brook Pumping Station museum               | ⑤ Leisure complex           |
| ② Potential extension, visitor centre /cafeteria | ⑥ Food Hall / Indoor market |
| ③ Solomons Square                                | ⑦ The Emmaus Church Centre  |
| ④ Residential with active ground floor           | ⑧ NHS Medical Clinic        |



3 | Vision & Concept Masterplan

CENTRAL QUARTER

INDICATIVE PERSPECTIVE AND MASSING

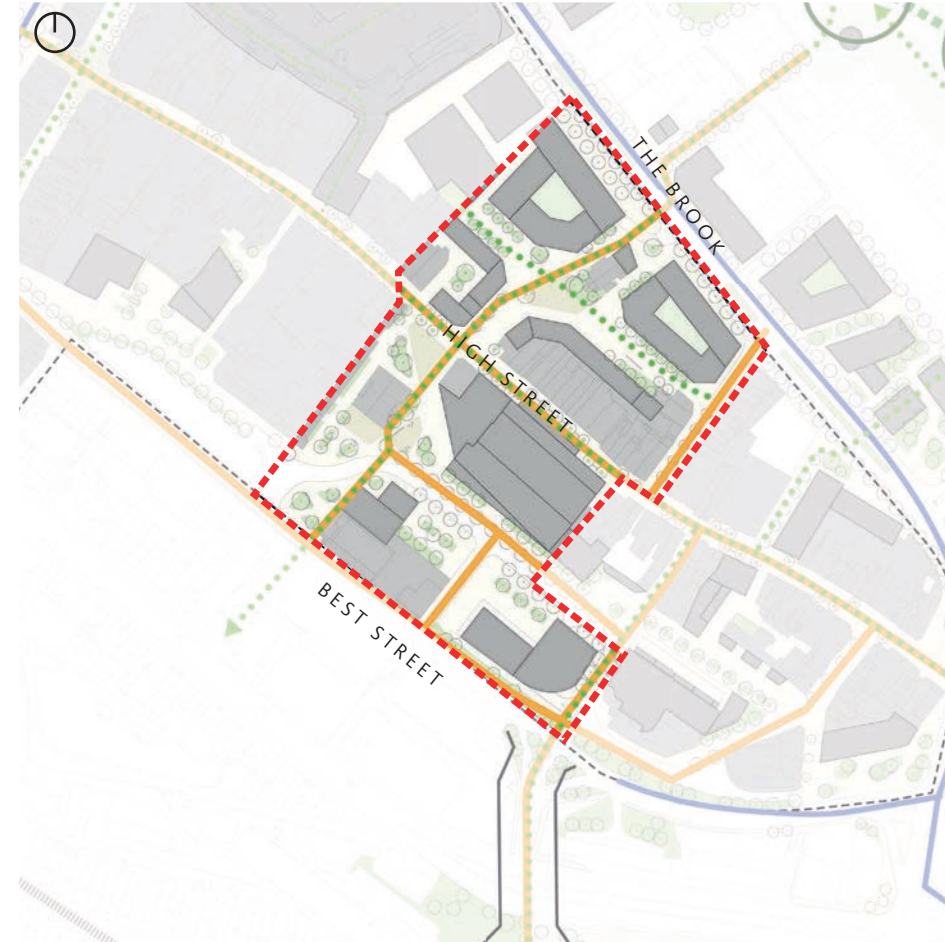








## 3 | Vision & Concept Masterplan

### CENTRAL QUARTER

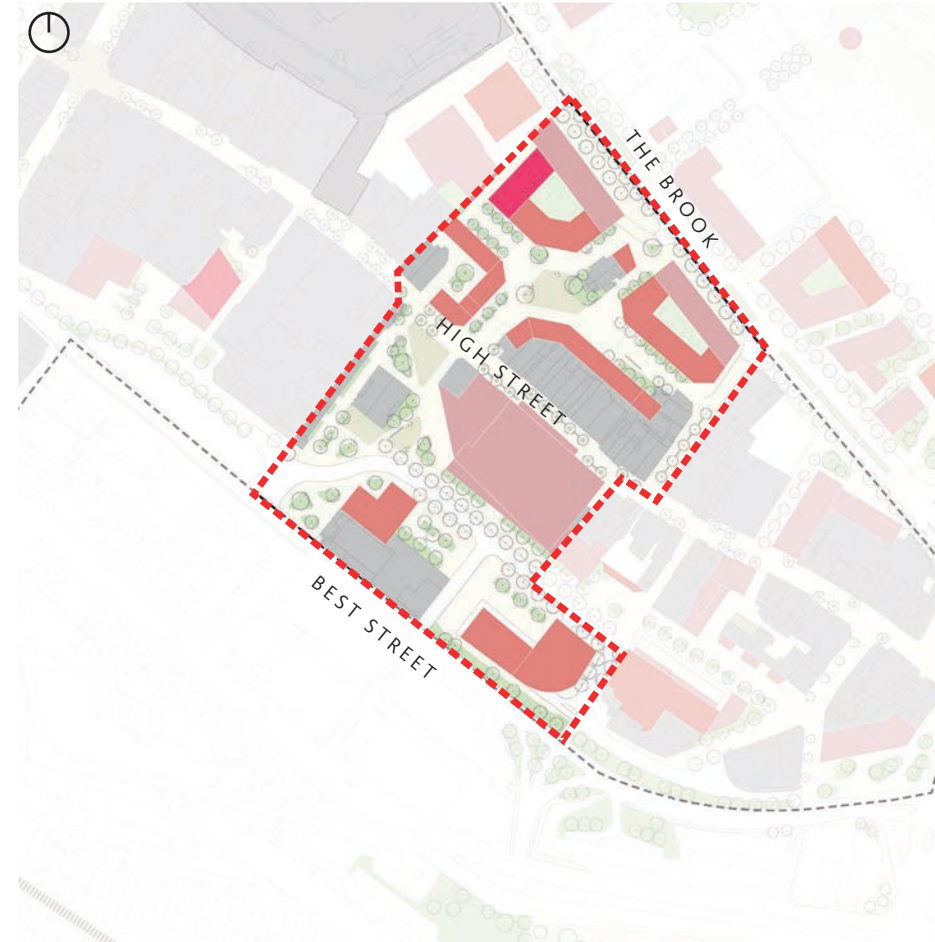
#### ACCESS AND MOVEMENT



-  KEY PEDESTRIAN CONNECTIONS
-  ELEVATED PEDESTRIAN LINKS
-  KEY CYCLE ROUTE
-  ON ROAD CYCLE ROUTE

- Improved north-south pedestrian links with increased accessibility to newly developed parts of the core area.
- Improved links towards the Brook and the southern part of the town centre.
- Vehicular access on the edge of the central quarter with access to multi storey car parks.

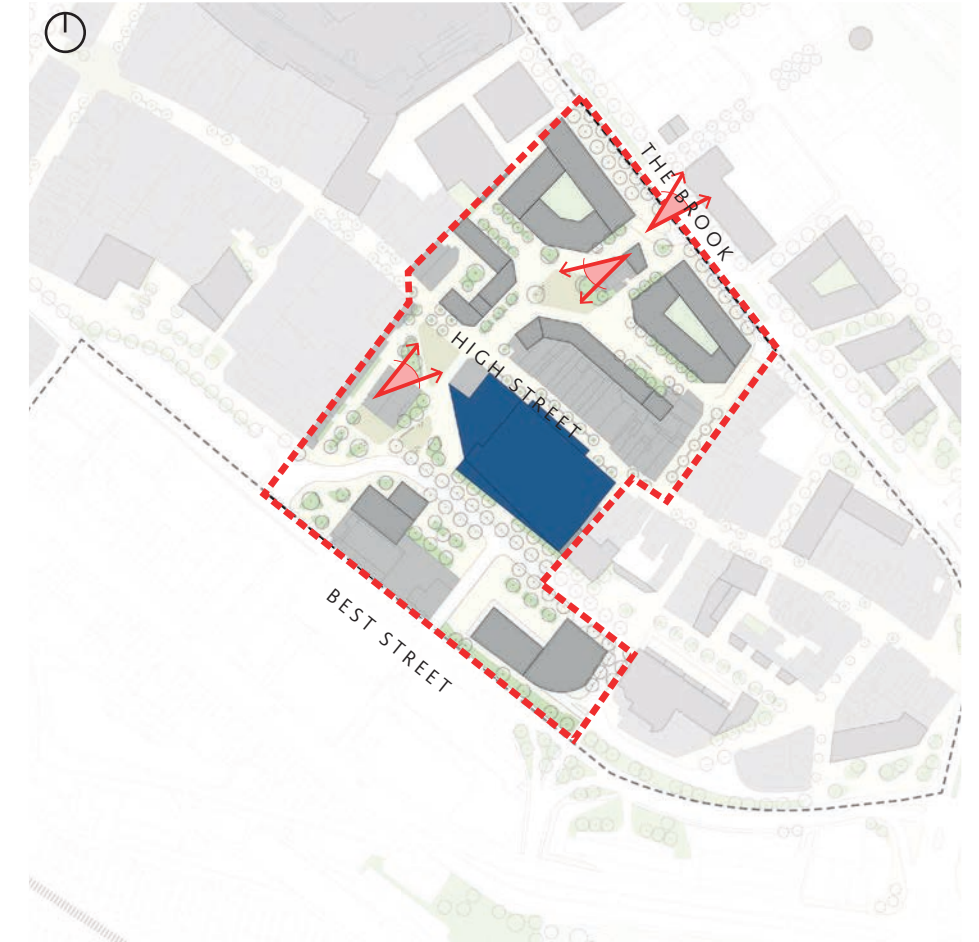
#### BUILDING HEIGHTS





-  1 - 5 STOREYS
-  6 - 10 STOREYS
-  11 - 15 STOREYS

- Opportunity for new taller residential buildings in the newly redefined open spaces next to the High Street.
- The increased height of the buildings within the central quarter signals the town centre centrality.
- Higher buildings around the pumping station create an intimate space for the setting of the historic building.

#### KEY VIEWS AND ARCHITECTURAL LANDMARKS



-  PRIMARY LANDMARK
-  KEY VIEWS

- Primary landmark building is Debenhams (height and massing). This building is one of Chatham's main "anchor" and should be kept as a strong retail/leisure destination.
- Key historic viewpoints are respected.
- New viewpoints are created across the town centre with the opening of new north-south links.



3 | Vision & Concept Masterplan

CENTRAL QUARTER





### 3 | Vision & Concept Masterplan

## CHATHAM CREATIVE HUB

#### Key Driver

To expand the role of established Creative Industries tenants within the Chatham Town Centre

#### Why the Chatham Creative Hub?

- To diversify the current experiential offer of the Chatham Town Centre;
- To provide flexible and affordable spaces for creative industries;
- To provide new accommodation for students, and provide spaces tailored to the needs of the student population.
- To increase the working population within Chatham Town Centre and support existing facilities, restaurants and bars.

#### Why here ?

The location benefits from vacant buildings or land that could be converted to provide additional space for creative industries. Nucleus Arts already has a strong presence within this part of the town centre.

#### Benefits

- Improved built form and public realm within this part of the Chatham Town Centre;
- Provision of new housing and additional uses;
- Flexible spaces that could be adapted to other uses over time;
- Better defined Town Centre edges and built form behind the High Street, creating a better interface with adjoining residential areas;

NOTE : the creative quarter is not the only destination for creative industries and events and further locations, locations around Sun Pier and Chatham Intra are also encouraged.



#### LEGEND

- 1 Nucleus Arts Centre
- 2 Trafalgar Centre redevelopment
- 3 Pop-up retail
- 4 Creative Studios



3 | Vision & Concept Masterplan

CHATHAM CREATIVE HUB



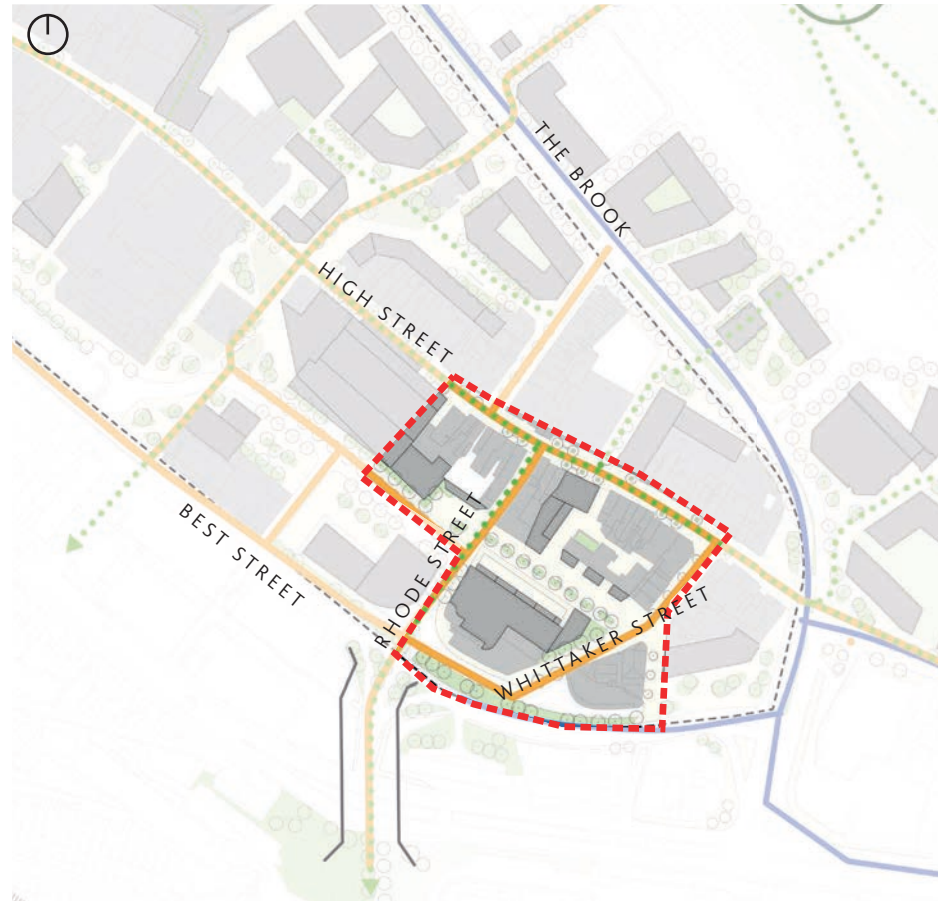
- Proposed new built form
- Existing built form retained



### 3 | Vision & Concept Masterplan

## CHATHAM CREATIVE HUB

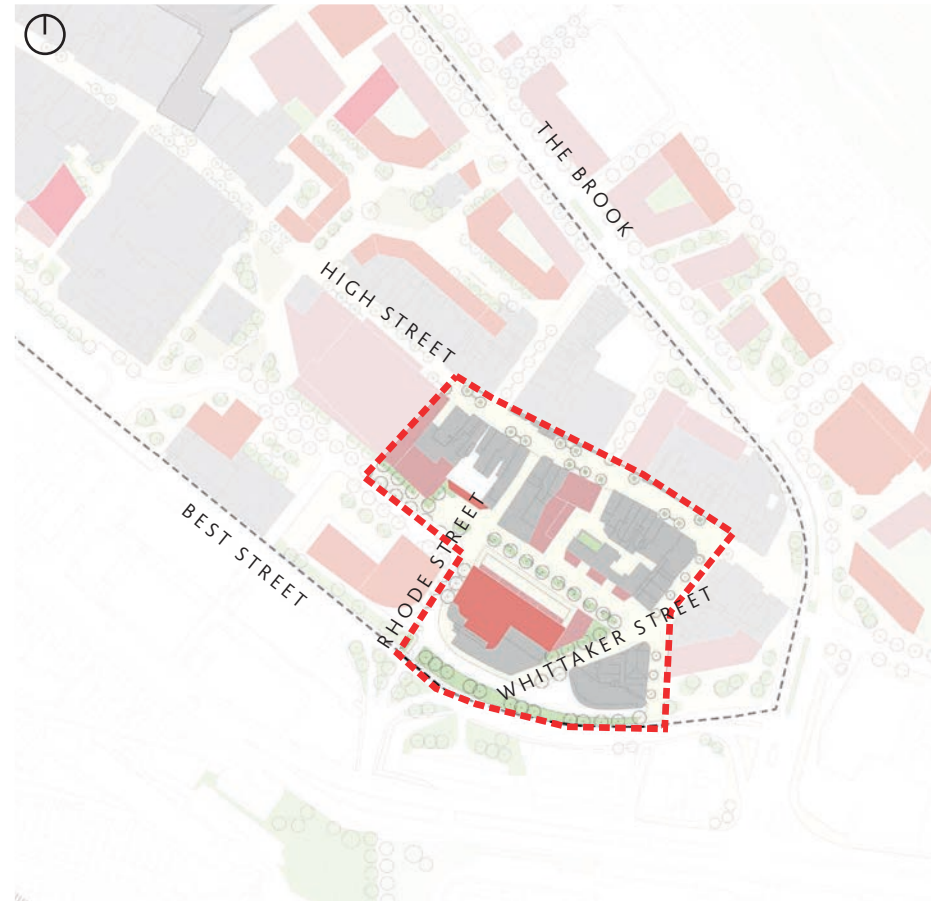
#### ACCESS AND MOVEMENT



- KEY PEDESTRIAN CONNECTIONS
- ELEVATED PEDESTRIAN LINKS
- KEY CYCLE ROUTE
- ON ROAD CYCLE ROUTE

- Improved north-south pedestrian links with increased accessibility to southern edge of the town centre.
- Vehicular access on the edge of the central quarter with access to multi storey car parks.

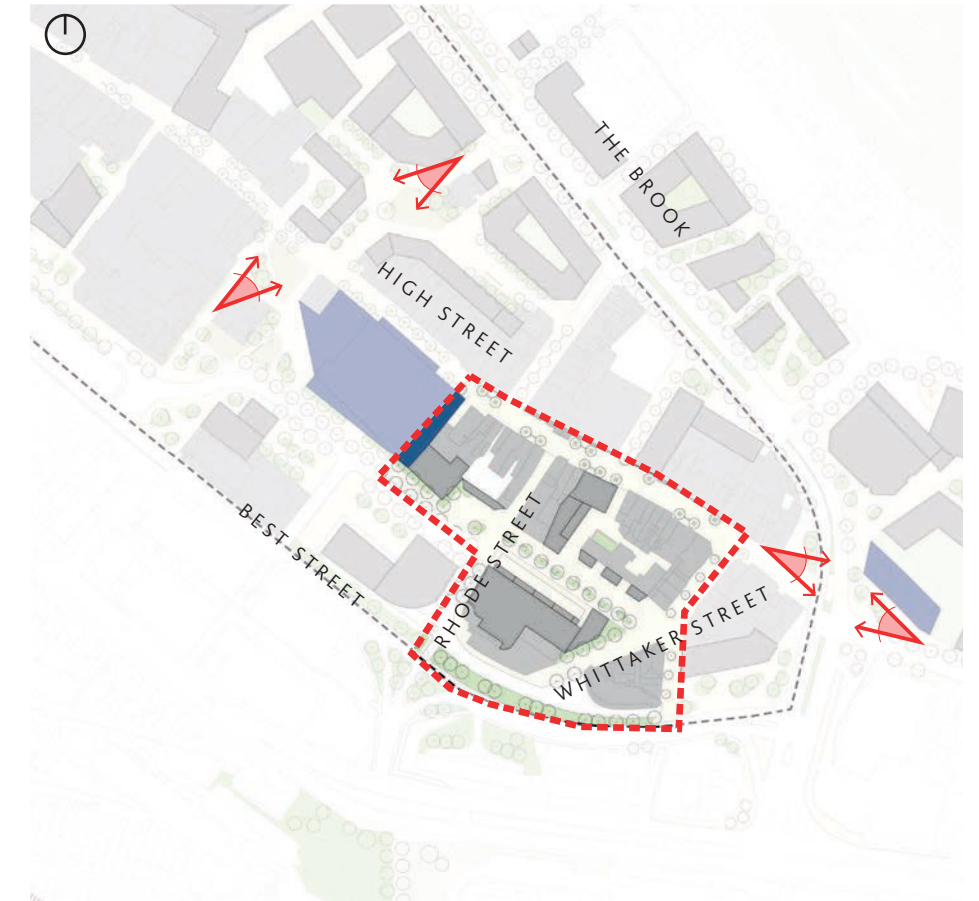
#### BUILDING HEIGHTS



- 1 - 5 STOREYS
- 6 - 10 STOREYS
- 11 - 15 STOREYS

- The existing built form will be transformed to accommodate new uses but an increased height is not suitable in this area on the edge of the core centre.
- New buildings on the edge can accommodate extra floors without impacting on the existing historic urban fabric of the High Street.

#### KEY VIEWS AND ARCHITECTURAL LANDMARKS



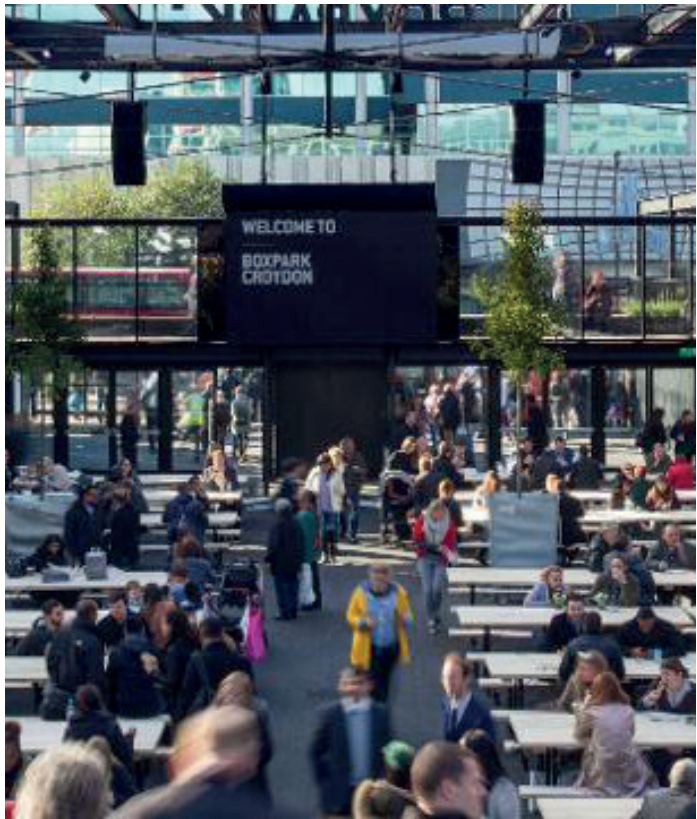
- PRIMARY LANDMARK
- KEY VIEWS

- There is no landmark building (important height and massing) within this quarter.
- Most buildings are already existing and 2-4 storeys on average.
- Key historic viewpoints are respected.



3 | Vision & Concept Masterplan

CHATHAM CREATIVE HUB





## 3 | Vision & Concept Masterplan

### THE BROOK

#### Key Driver

A better integrated quarter would provide more legible pedestrian links towards the park and additional residential buildings.

#### Why a Brook quarter?

- The Brook is a strategically located quarter, between the town centre and the Great Lines Heritage Park.
- The Brook quarter will also improve the links with adjacent residential neighbourhoods.

#### Why here ?

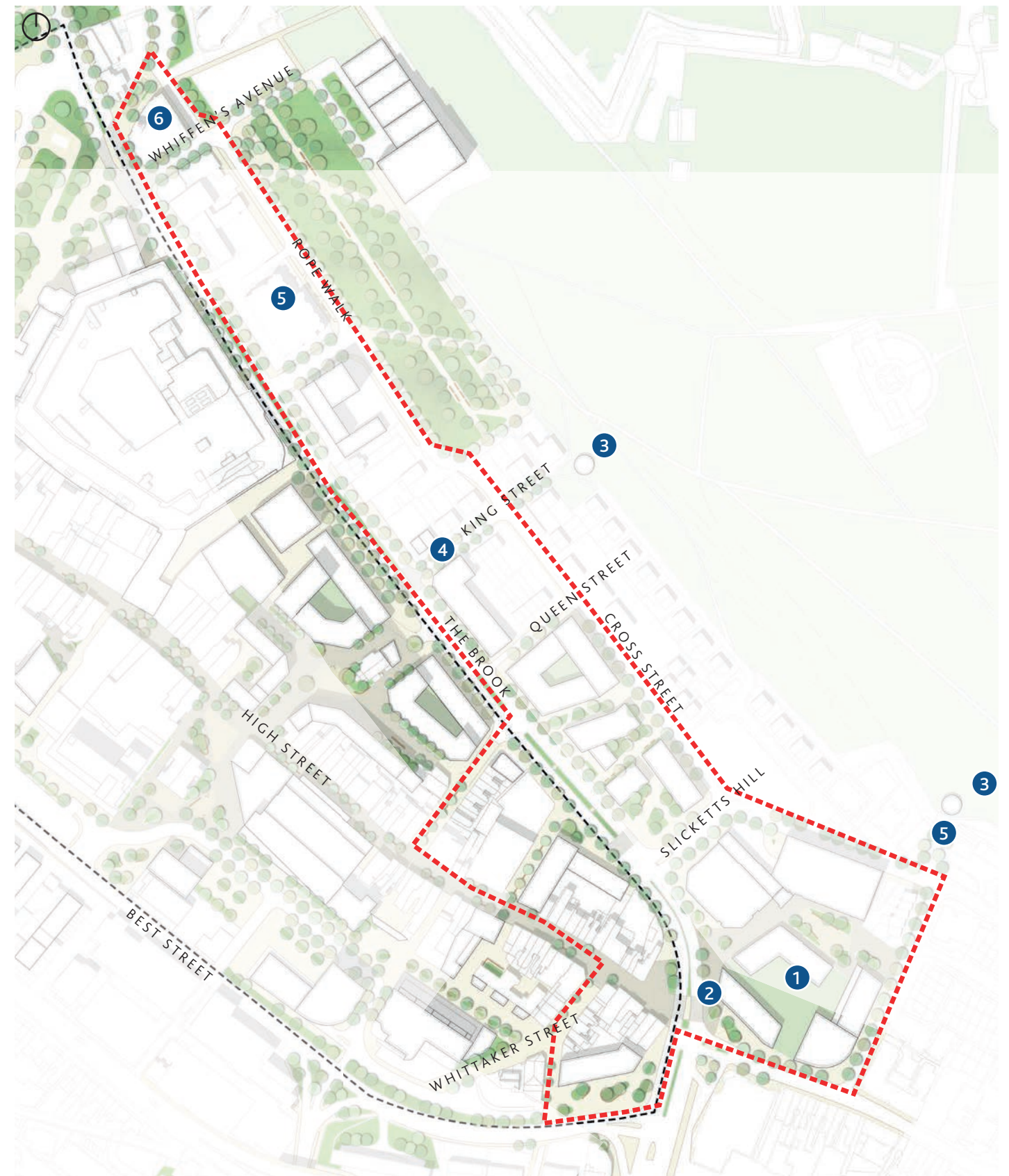
- The quarter is currently suffering from the impact of The Brook - high volume of traffic, pollution and severance of the public space. The road should be redesigned to soften its impact on the Town Centre and new residential development.
- The quarter presents great opportunities to improve pedestrian connections around the Town Centre and links towards the Great Lines Park.

#### Benefits

- Proximity to Great Lines Park and Chatham Town Centre provides optimum location for new residential developments.
- Additional facilities for local people.
- More legible and accessible links towards the park.
- Improved public realm along the Brook that will help its integration with the Town Centre.

#### LEGEND

- ① New development
- ② Public realm improvements
- ③ Retail kiosk along Great Lines Heritage Park edge
- ④ Enhanced pedestrian link to Great Lines Park
- ⑤ Medway Magistrate's Court
- ⑥ The Brook Theatre







3 | Vision & Concept Masterplan

THE BROOK



-  Proposed new built form
-  Existing built form retained



## 3 | Vision & Concept Masterplan

### THE BROOK

#### ACCESS AND MOVEMENT



- KEY PEDESTRIAN CONNECTIONS
- ELEVATED PEDESTRIAN LINKS
- KEY CYCLE ROUTE
- ON ROAD CYCLE ROUTE

- Improved pedestrian links towards the Great Lines Heritage Park.
- Improved pedestrian crossings towards the core area of the town centre.
- New cycle route along the Brook.
- New developments should improved general connectivity towards the Great Lines Heritage Park.

#### BUILDING HEIGHTS



- 1 - 5 STOREYS
- 6 - 10 STOREYS
- 11 - 15 STOREYS

- Vacant sites and opportunity sites will be transformed to accommodate new residential buildings towards the southern edge of the Brook and offices / other employment closer to the core area.
- New buildings on this edge of the town centre can accommodate greater height towards the edge of the park without impacting on the existing historic urban fabric of the town centre.
- New residential buildings closer to the Brook should respect the existing built form and avoid a strong edge with the Brook.
- Building design and massing should seek to address air quality issues along the Brook - this could include greening structures such as green walls, green roofs, roof top gardens etc.;

#### KEY VIEWS & ARCHITECTURAL LANDMARKS



- PRIMARY LANDMARK
- KEY VIEWS

- Landmark buildings within this quarter are to be of high quality built form, to mark the eastern edge of the high street
- Most new buildings will be within 6-10 storeys
- Key historic viewpoints are respected.
- New developments should respect key views towards the park and the town centre.



3 | Vision & Concept Masterplan

THE BROOK





## 3 | Vision & Concept Masterplan

### THE SOUTHERN QUARTER

#### Key Driver

Unlock the potential of the Southern Quarter to create a vibrant station neighbourhood with new commercial units near the station, new residential and office buildings and a high quality public realm, providing a much improved link between the train station and the Town Centre / waterfront area.

#### Why a Southern Quarter?

- The Southern Quarter is a key strategic link between the Town Centre and Chatham Station. Pedestrian movement will be encouraged as well as a strong animation/destination along the route.
- New residential/office and commercial units will help to achieve a TOD development.

#### Why here ?

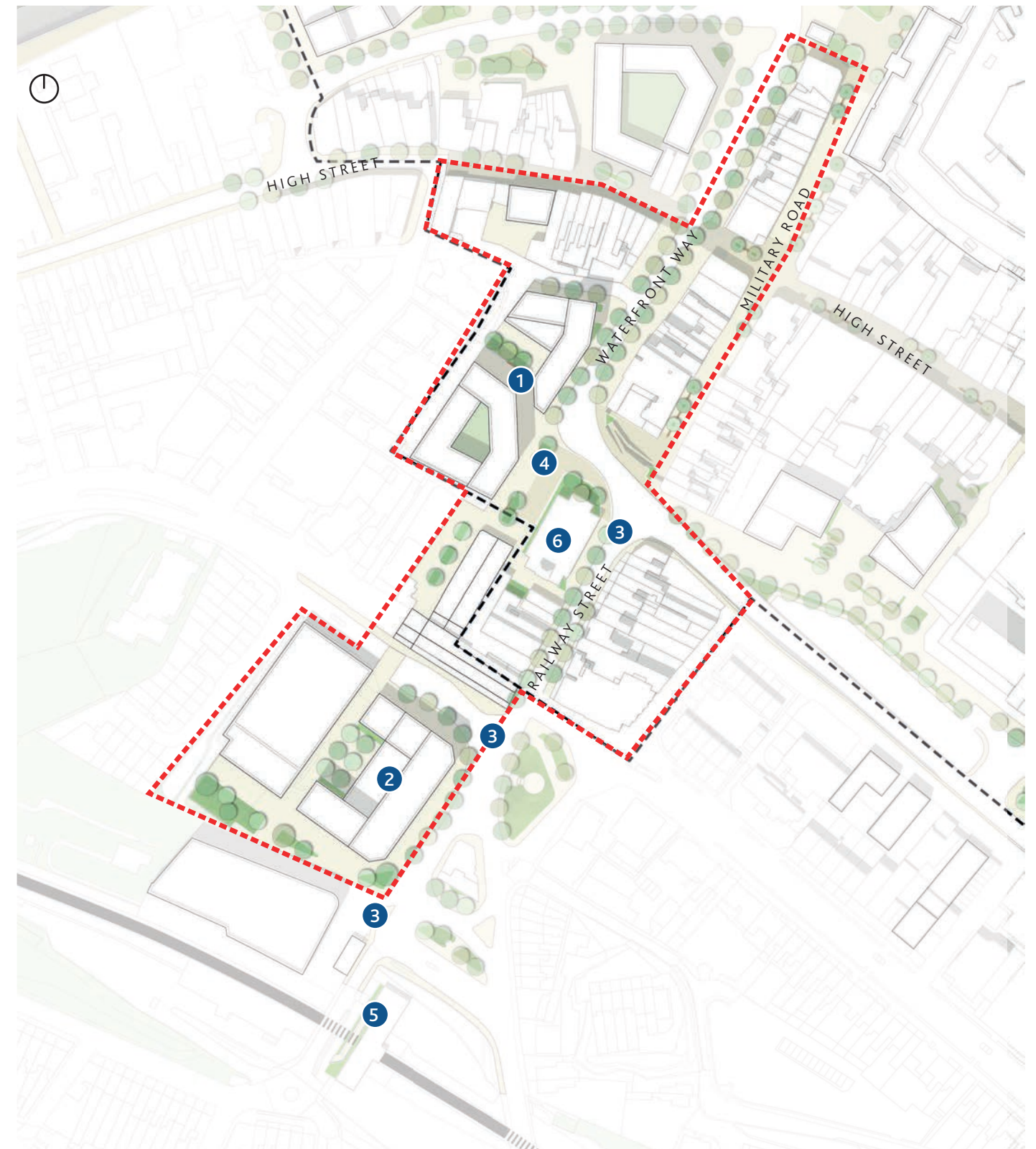
- The quarter is currently under transformation with public realm work underway to improve the pedestrian experience along the route between the station and the Town Centre and waterfront.
- Large plots have been identified and present an important opportunity to increase floorspace within this highly strategic and accessible area of the Town Centre.
- Possibility to create a new public square and enhance the setting of St John the Divine Church, improving the link towards the High Street, Victoria Gardens and the river.

#### Benefits

- Proximity to the train station and Chatham Town Centre provides optimum location for new residential and commercial developments.
- Additional facilities for local people.
- Much improved pedestrian accessibility for the neighbourhoods located south of the Town Centre.

#### LEGEND

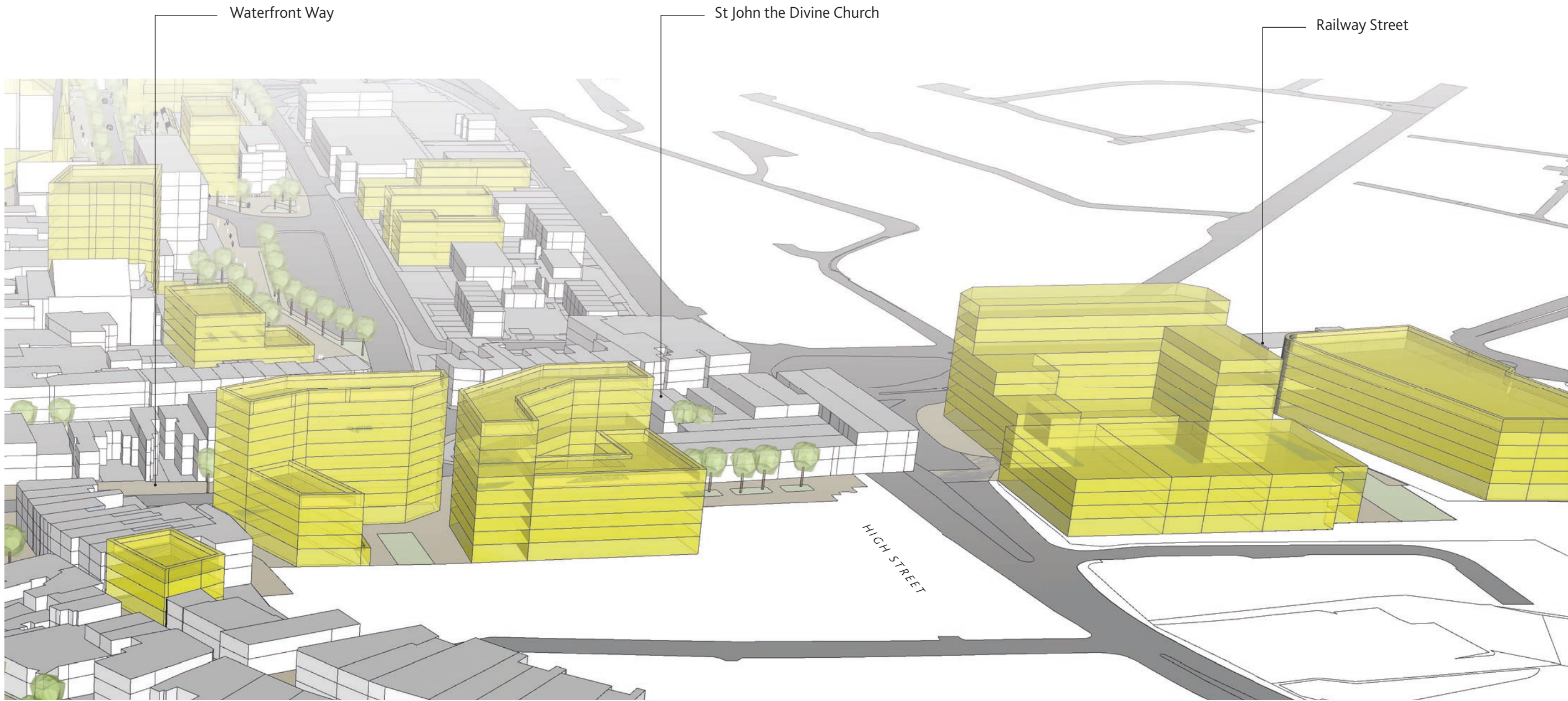
- 1 New residential development
- 2 New commercial development
- 3 Public realm improvements
- 4 St John's Square
- 5 Chatham Railway Station
- 6 St John the Divine Church





3 | Vision & Concept Masterplan

THE SOUTHERN QUARTER



- Proposed new built form
- Existing built form retained







## 3 | Vision & Concept Masterplan

### THE SOUTHERN QUARTER

#### ACCESS AND MOVEMENT



-  KEY PEDESTRIAN CONNECTIONS
-  ELEVATED PEDESTRIAN LINKS
-  KEY CYCLE ROUTE
-  ON ROAD CYCLE ROUTE

- Improved pedestrian links towards the train station.
- High quality public realm providing a secure and enjoyable walk between the station and the commercial quarter and waterfront.
- Key cycle route towards the town centre and further destinations.
- A large accessible and well managed car park near the station.

#### BUILDING HEIGHTS





-  1 - 5 STOREYS
-  6 - 10 STOREYS
-  11 - 15 STOREYS

- Opportunity sites will be redeveloped to accommodate new residential buildings to the south of High Street, and offices / other employment closer to the train station.
- Greater height can be accommodated near the station without impacting on the existing buildings.
- Most new buildings will be within 6-10 storeys.
- New residential buildings close to St John The Divine Church should respect the existing built form and the setting of the church.

#### KEY VIEWS & ARCHITECTURAL LANDMARKS



-  PRIMARY LANDMARK
-  KEY VIEWS

- Landmark buildings within this quarter will signal the approach to the station and a denser, more compact built form within the town centre.
- Landmark buildings with attractive ground floors are recommended to signal the arrival to the town centre.
- Key viewpoints are respected and enhanced.



3 | Vision & Concept Masterplan

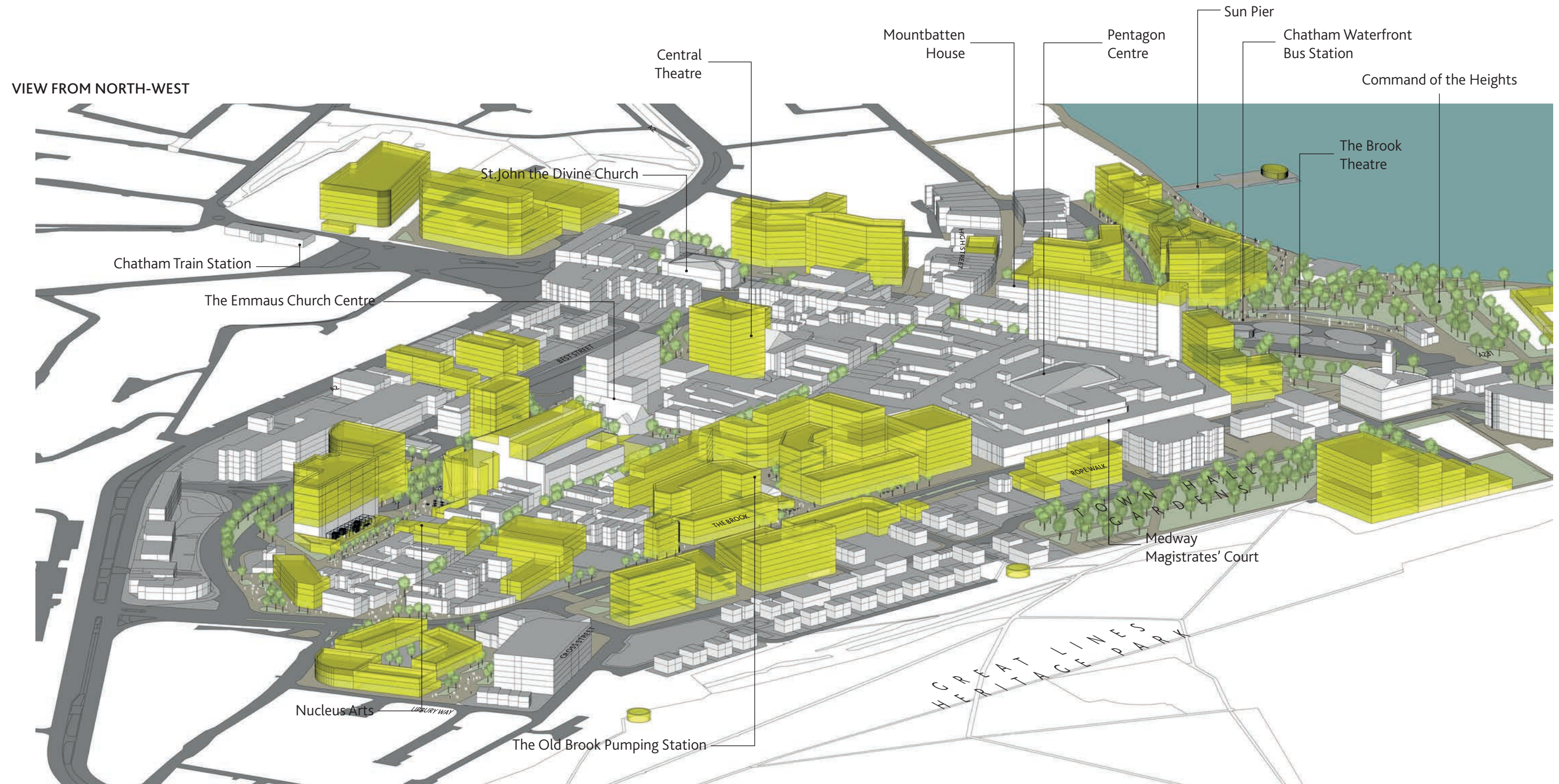
THE SOUTHERN QUARTER





### 3 | Vision & Concept Masterplan

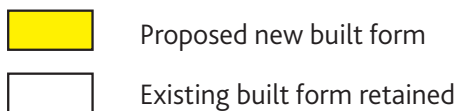
## OVERALL MASSING



- Proposed new built form
- Existing built form retained



## VIEW FROM NORTH WEST





### 3 | Vision & Concept Masterplan

## OVERALL MASSING





3 | Vision & Concept Masterplan

OVERALL MASSING



- Proposed new built form
- Existing built form retained







**DELIVERY STRATEGY &  
ECONOMIC IMPACT ASSESSMENT**

05



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## 4 | Delivery Strategy & Economic Impact Assessment

### OVERVIEW

The proposed delivery strategy for the Chatham Concept masterplan focusses on 6 areas of activity:

1. *Engaging with the Waterfront;*
2. *Bringing the Great Lines into the town centre;*
3. *Reinforcing and supporting Creative Clusters;*
4. *Creating a cohesive and legible active transport network;*
5. *Diversifying economic drivers across the town centre; and;*
6. *Unlocking the potential of identified opportunity sites;*

Key enabling actions are proposed in two delivery periods; 2018-2020; and 2020-2025.

Between 2018 and 2020, the concept and development thinking contained in the Masterplan need to be further refined, designed and tested for their physical and commercial feasibility. This work is needed to support sound funding cases to support public and private sector investment.

At the same time, support for the masterplan and its delivery needs to develop and build. This process will involve the local resident, business, cultural, higher education and other institutional communities whose support and active engagement will be critical to the Masterplan's success. In tandem with and informing the technical and feasibility elements, a wider programme of consultation will be developed to shape policy and programmes behind Masterplan objectives. Consultation may be based around key themes:

- The town centre environment: shaping the masterplan proposals to build the town centre that Chatham will need in 2030. Alongside the range of commercial activities, it might accommodate, this will focus heavily on the quality of the public realm, the key links that need to be made and how the aspirations of the different communities can be harnessed in an improved environment;
- Development of a cultural & events platform to further build and sustain enthusiasm behind the changes the town centre needs to make to attract higher numbers

of people to use it and to sustain their interest while there; and;

- Development of a programme of temporary 'meanwhile' uses for underused or vacant buildings in and around the town centre to reinforce the activity above and provide spaces for temporary, innovative uses and activity, whether retail, food, business development or culture and arts related. This would involve:
  - initial identification of potential sites and buildings, whether owned by the Council or others (recognising those in Council ownership may be able to be adapted more swiftly);
  - engaging owners highlighting the benefits of active use and identifying potential interest;
  - establishing interest among local creative, education, business and other groups and interests;
  - promotion of the range of potential meanwhile uses e.g. pop-up shops, cultural/creative exhibitions, performance spaces, entrepreneurial opportunities, temporary food/drink stalls etc. via the Council and other websites as well as other portals.;
  - establishing a template legal agreement for owners and prospective occupiers; and identifying any financial or other support that may be available to those involved.

Much of the physical infrastructure and development delivery will take place after 2020, subject to technical feasibility and viability considerations, and the availability of appropriate funding.

At its core, the masterplan seeks to build broad support. Its implementation will depend on securing public sector funding for infrastructure such as public realm which is generally considered to be a public good. As such investment is intended to help lever additional investment or accelerate development across the town centre, its programming alongside or ahead of private sector development e.g. in the Pentagon or Trafalgar Centre needs to be carefully considered.

- Via the Medway Development Company, the Council has already established experience in forward funding investment in areas critical to the future economic

health of the area, in that case housing. This experience and that of the Town Centre Forum might form the basis of a partnership delivery approach to ensure the Chatham town centre masterplan delivery is effectively co-ordinated between the Council, town centre land owners and businesses and the community.

#### RECEIVED FUNDING TO DATE

- LGF £4 million Chatham Placemaking - improving the route from Chatham Train Station to aspiring city centre - this is currently underway;
- £1m One Public Estate for feasibility on a broad range of public sector land projects (overseen by Property). This includes the rebuild of fire stations across Medway and specifically Watling Street; possible commercial units on the Brook where Chatham Police station is/was and the biggie is the sale of buildings around Medway Hospital with conversion/rebuild into 1000 homes. Feasibility at this stage. Importantly, the capital receipts from land sales and development, will help to fund the Medway Model of healthcare envisioned by the Kent and Medway NHS Sustainability Transformation Plan.

#### SUBMITTED AND AWAITING RESULTS OF BID

- Ultra Low Emission Bus Scheme – bid to upgrade all 105 Arriva buses to electric or hybrid Ultra Low Emission Vehicles to massively improve the public transport offer and reduce air quality impacts across all Medway AQMAs.

#### BIDS UNDER DEVELOPMENT

- Coastal Communities Fund: Submitted £1million bid to introduce river service to support commuting to different parts of Medway e.g. to Medway City Estate; and develop a leisure service to improve access to areas such as Upper Upnor, and Chatham Maritime. The project, if successful, will build an evidence base for river connectivity including the aspiration for transport modelling. Decision to progress to next stage due this month (October). This will help to create or safeguard 1200 jobs. River taxis – benefit for Chatham here and sustainable travel.

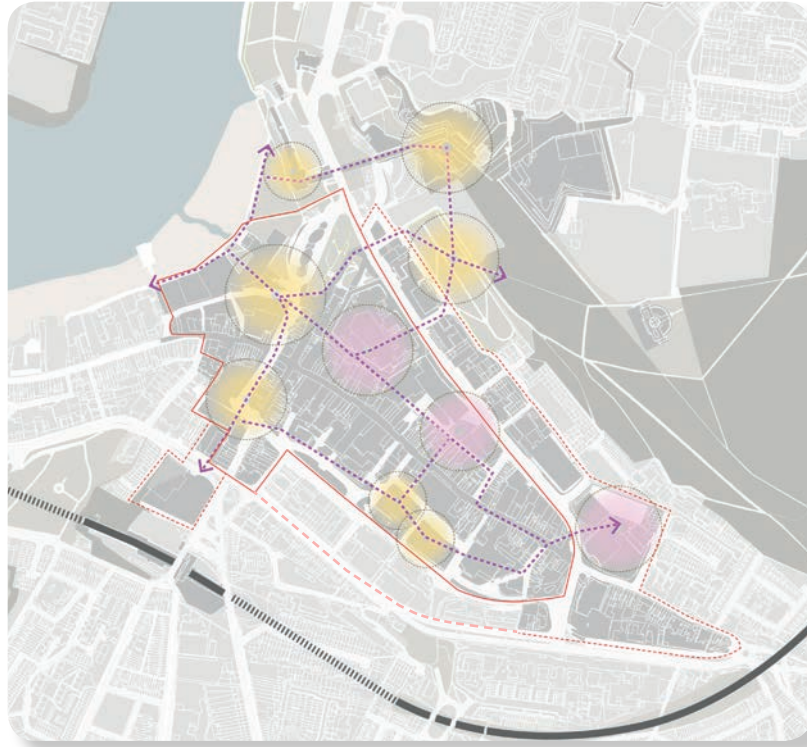
#### EARLY SCOPING OF BIDS

- Cultural Development Fund – Chatham Interface Land
- Clean Air Fund (TBC)
- Local Highways Maintenance Challenge Fund tranche 2B



## 4 | Delivery Strategy & Economic Impact Assessment

### PHASING STRATEGY - OVERARCHING URBAN DESIGN PRINCIPLES



## 1. UNLOCK THE POTENTIAL OF IDENTIFIED OPPORTUNITY SITES

**2018-2020**

- Upgrade public domain near early phase opportunity sites to ensure connectivity to town centre core;
- Develop collaborative development and urban design briefs for each opportunity site (involving Medway Development Company, Council, RSLs, Homes England, development interest as appropriate);

## 2 ENGAGE WITH THE WATERFRONT

**2018-2020**

- Develop waterfront events programme (community, culture, music etc) to raise profile, encourage increased use of waterfront & build interest;
- Focus engagement with owners & other stakeholders (development & activity opportunities, identify potential funding & property assets);
- Examine feasibility of river connections, including river bus/taxi, & fixed link solutions (linking Chatham Town Centre, Rochester, Gillingham, Medway City Estate etc.);
- Prepare partnership Waterfront development brief (residential – led mixed use, improved open spaces, better connections to town centre, river – Rochester – Chatham Maritime);
- Invite expressions of development interest;

**2020-2025**

- Establish viable river connections (business case development, funding applications, & design of fixed elements - landing stages, bridge crossings etc);
- Identify preferred Waterfront delivery partner(s);
- Deliver initial phases of mixed use development;

## 3. DIVERSIFY ECONOMIC DRIVERS ACROSS THE TOWN CENTRE

**2018-2020**

Engage key stakeholders, ownerships around key town centre development opportunities:

- Pentagon Centre/Mountbatten House;
- Trafalgar Centre;
- Other residential opportunities;
- Identify joint venture/development partners as appropriate
- Identify and secure operators for key proposals (i.e Leisure & Entertainment)

**2020-2025**

- Implement key site solutions as part of phased programme



## 4 | Delivery Strategy & Economic Impact Assessment



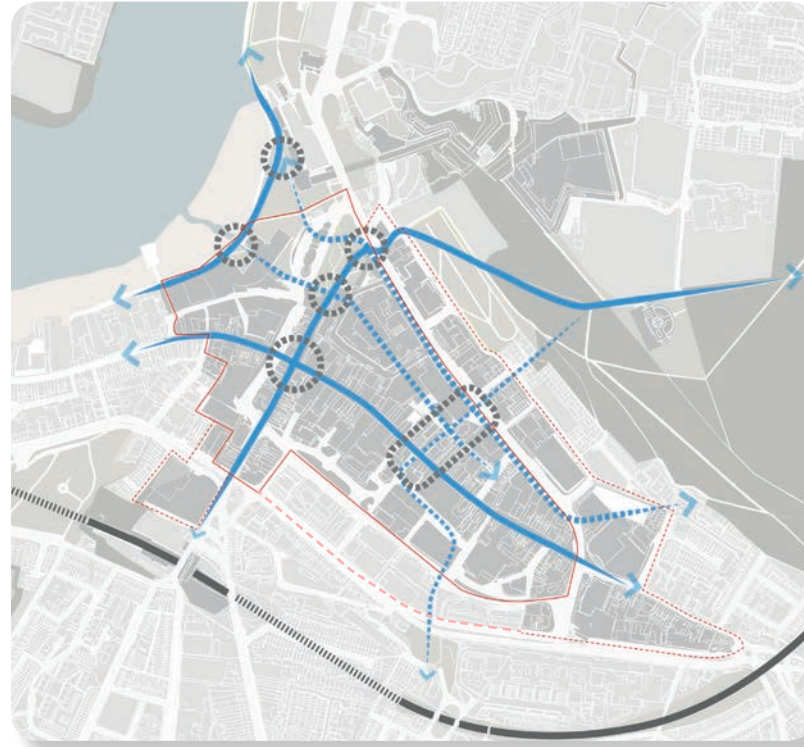
### 4 REINFORCE & SUPPORT CREATIVE CLUSTERS

2018-2020

- Develop understanding of leasehold/ ownerships. Identify related opportunities & constraints for site/premises assembly;
- Identify opportunities for viable change of use : retail to leisure; retail to residential; retail to civic;
- Identify available town centre spaces (premises and public spaces) for temporary, 'pop-up' uses;
- Engage local businesses, artists, community groups to develop town centre culture & events strategy/programme (building on Nucleus Arts foundation);
- Engage Chamber of Commerce/local businesses/HE/FE institutions to develop innovation spaces in temporary town centre spaces;
- Examine feasibility of Chatham Creative Innovation Hub to promote innovation in creative sectors/business sectors;
- Develop Chatham 'brand' as part of Medway Story;

2020-2025

- Identify permanent spaces for developing cultural activity (subject to success of initial programme);
- Identify permanent innovation space(s);
- Work with owners to encourage changes of use;



### 5 CREATE A COHESIVE & LEGIBLE ACTIVE TRANSPORT NETWORK

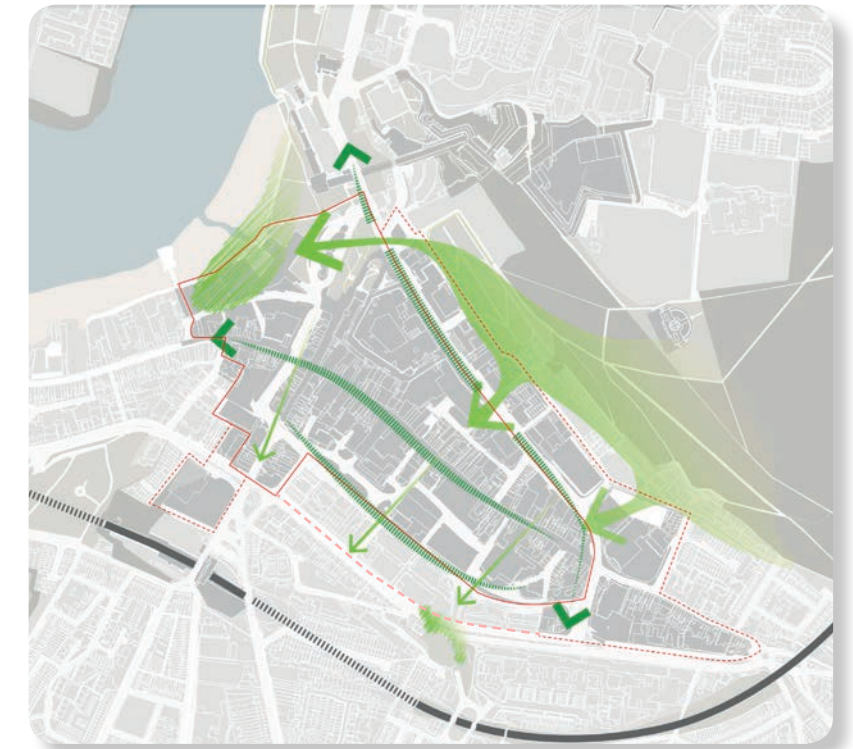
2018-2020

Identify current constraints within Chatham's active travel network and conduct phased programme of feasibility studies for the following;

- Stage 1: Improved active travel connections between the town centre, neighbouring centres and nearby residential areas. Focus on improving attractiveness of key access points.
- Stage 2: Improved connections within the town centre (for cyclists and pedestrians etc): between main retail and leisure nodes, and key town centre access points.
- Stage 3: Improved connections to Great Lines Heritage Park to and from the town centre, and to and from other 'footfall attractors' (businesses, student campuses, residences etc).
- Test feasibility for regular Medway water bus linking water taxi service at key areas of potential demand e.g. Medway City Estate, Chatham Town Centre, Rochester District Centre, Chatham Maritime etc.
- Establish potential level of demand for water bus and/or fixed crossing to the Medway City Estate. Facilitate discussions between key stakeholders.

2020-2025

- Implement changes suggested for local improvements from the feasibility studies for Stages 1,2 and 3.
- Prepare business case for the construction of a fixed crossing (linked to findings of feasibility study).
- Update and maintain signage, route markings and promote the Active Transport Network in Chatham.



### 6 BRING THE GREAT LINES HERITAGE PARK INTO THE TOWN CENTRE

2018-2020

- Complete current public realm improvements;
- Design extended High Street public realm improvements (identify related funding opportunities);
- Design cohesive active travel infrastructure network linking Chatham Town Centre to Great Lines Heritage Park; communities in Chatham and Gillingham; key business locations; HE/FE campuses & student residences;
- Review role of the Brook/A2 highlighting opportunities to reduce traffic speeds and vehicle priority at key town centre entry points;



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## 4 | Delivery Strategy & Economic Impact Assessment

### INDICATIVE PHASING STRATEGY

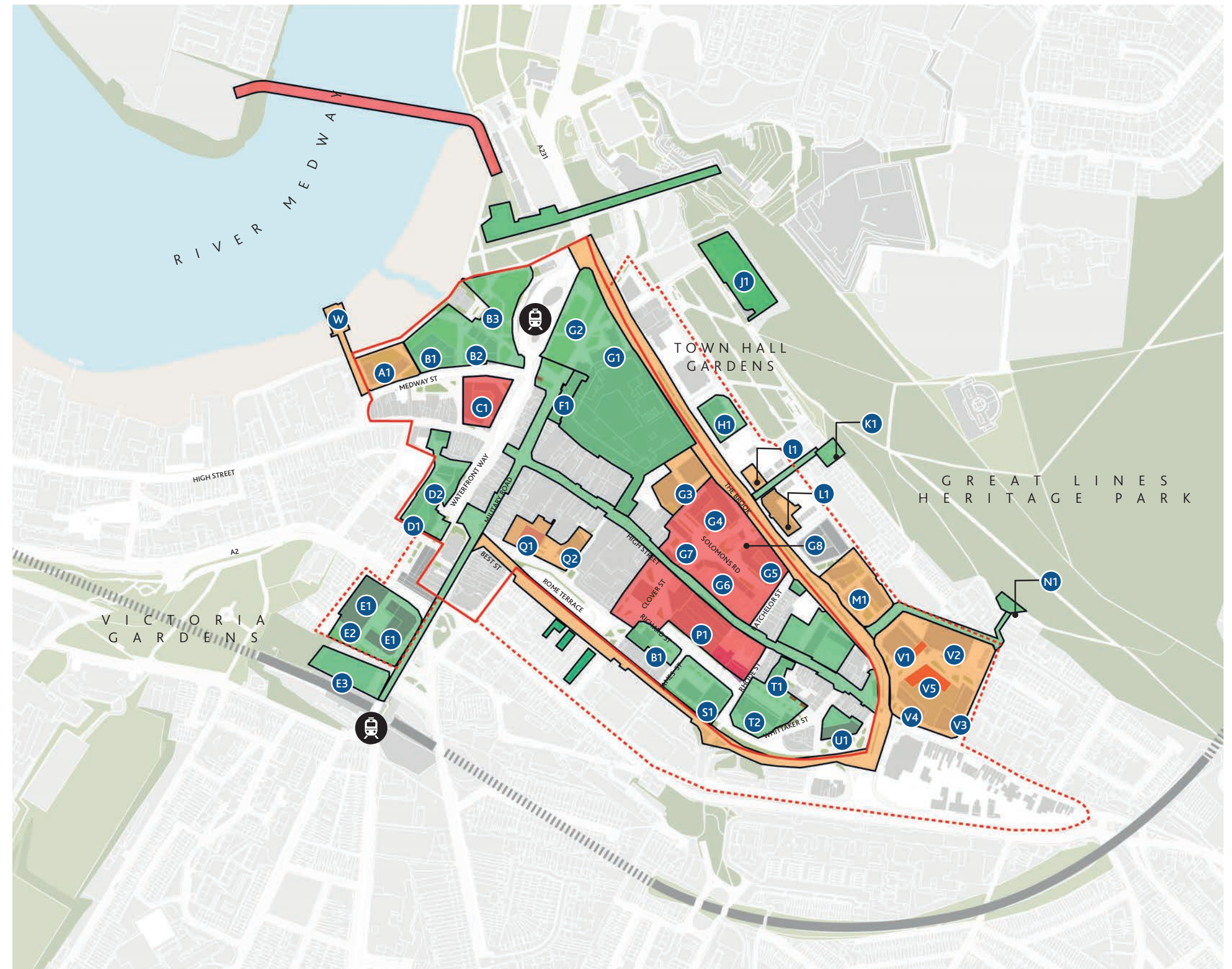
The phasing strategy to deliver the Chatham Town Centre Masterplan is comprised of three major elements - delivery of new buildings on opportunity sites, delivery of new community facilities and infrastructure, and public domain improvements.

Within Phase 1 (2020 - 2025) key sites along the Waterfront, the regeneration of the Pentagon Centre, public domain improvements from the Chatham Rail Station along Railway Street / Military Road to The Paddock, High Street and key north-south connections are to be the focus, being “easy wins” - committed to or already underway, and generating further momentum for investment within the Chatham Town Centre. The development of new office and residential floorspace within close proximity to transport will also be a key element, attracting a new residential and working population into the town centre.

Within Phase 2 (2025 - 2030) the upgrading of streetscape along The Brook and Rome Terrace will be a key focus, seeking to improve the edge condition between the town centre and the surrounding areas.

Phase 3 (2030 - 2035 +) seeks to deliver more ambitious proposals such as the possible pedestrian bridge from Chatham Town Centre to Medway City Estate, and proposals relying on securing key buildings within private ownership to allow the transformation of the central quarter.

- PHASE 1 : 2020 - 2025
- PHASE 2 : 2025 - 2030
- PHASE 3 : 2030 - 2035 +
- ⋯ WIDER CONTEXT AREA
- CHATHAM TOWN CENTRE





## 4 | Delivery Strategy & Economic Impact Assessment

### PRELIMINARY ECONOMIC IMPACT ASSESSMENT

From an economic perspective, the Chatham Town Centre Masterplan responds to various drivers:

- Chatham & Medway's growing population, and related future housing requirements;
- Chatham's policy positioning as Medway's main town centre;
- Its relationships with other focusses and drivers of economic activity: Chatham Maritime; Medway City Estate; student populations associated with the Universities of Kent, Greenwich, Canterbury Christ Church, Midkent College and their campuses; and Medway's other centres, particularly Gillingham and Rochester;
- The town centre's high public transport accessibility and ready access to London ; and;
- A developing cultural offer combining established and emerging facilities and institutions such as Nucleus Arts;

Its overarching strategy is predicated on:

- Higher population density in the town centre: meeting the needs of local residents, commuters to other centres in Medway, London and other parts of the South East, and student accommodation requirements;
- Improved inter-Medway accessibility and physical, particularly active travel, connections via: the Waterfront, Great Lines Heritage Park and other connecting spaces; and enhanced river links between Medway's communities;
- Development of a critical mass of cultural, leisure and retail facilities drawing on the needs of expanding resident, student and business populations and meeting their needs;
- Building resilience: addressing the declining retail and leisure performance of the town centre, encouraging redevelopment and new businesses as retail and other sectors continue adapting new physical and virtual formats ;
- High quality business and living environments;
- Softening the physical barriers to town centre access from neighbouring areas;

Its delivery requires:

- Increased prioritisation for town centre improvement and sector development (culture, creative, visitor sectors, knowledge based sectors etc.) aligned to it in policy, local authority and LEP budgets;
- Actions to build support and enthusiasm among the resident and business communities for the masterplan's direction and generate delivery momentum;
- Extending involvement of the business and institutional communities in shaping the future profile of town centre activity: short term: identification of pop-up and temporary opportunities for 'meanwhile' uses : long term: collaboration in design and delivery of development briefs for key sites, alongside codelivery of business support and other initiatives, and development of effective and resourced town centre delivery partnerships (involving Council, LEP and land & property ownerships and business interests);
- Prioritisation of key development areas and improvements: focussing initially in the Pentagon Centre and waterfront areas;
- Feasibility & design of public realm and active travel infrastructure (short term), identifying and prioritising its funding and delivery in the medium term;
- Potential site assembly in key areas of change in the town centre (the town centre has some 145 different ownerships (excluding those of the Council) and 122 unique owners);
- Providing a platform for viable private sector investment in the short, medium and long terms.

*\*Subject to further review & refinement;*

QUARTER	HOUSING UNITS	NON-HOUSING FLOORSPACE (sq.m)	EMPLOYMENT (Gross)	INVESTMENT (£m)
Chatham Waterfront	413	458	15	£48.07
Commercial / Culture Hub	228	9,868	259	£49.04
Central Quarter	305	16,934	406	£78.88
Creative Quarter	14	106	6	£1.78
The Brook Gateway (inc. sites near to A2)	84	5,566	298	£11.65
The Brook	193	10,015	347	£35.76
The Southern Quarter	146	18,489	1,017	£44.53
External to Study Area	169	215	7	£19.66
<b>Total</b>	<b>1,583</b>	<b>61,650</b>	<b>2,355</b>	<b>£289.37</b>

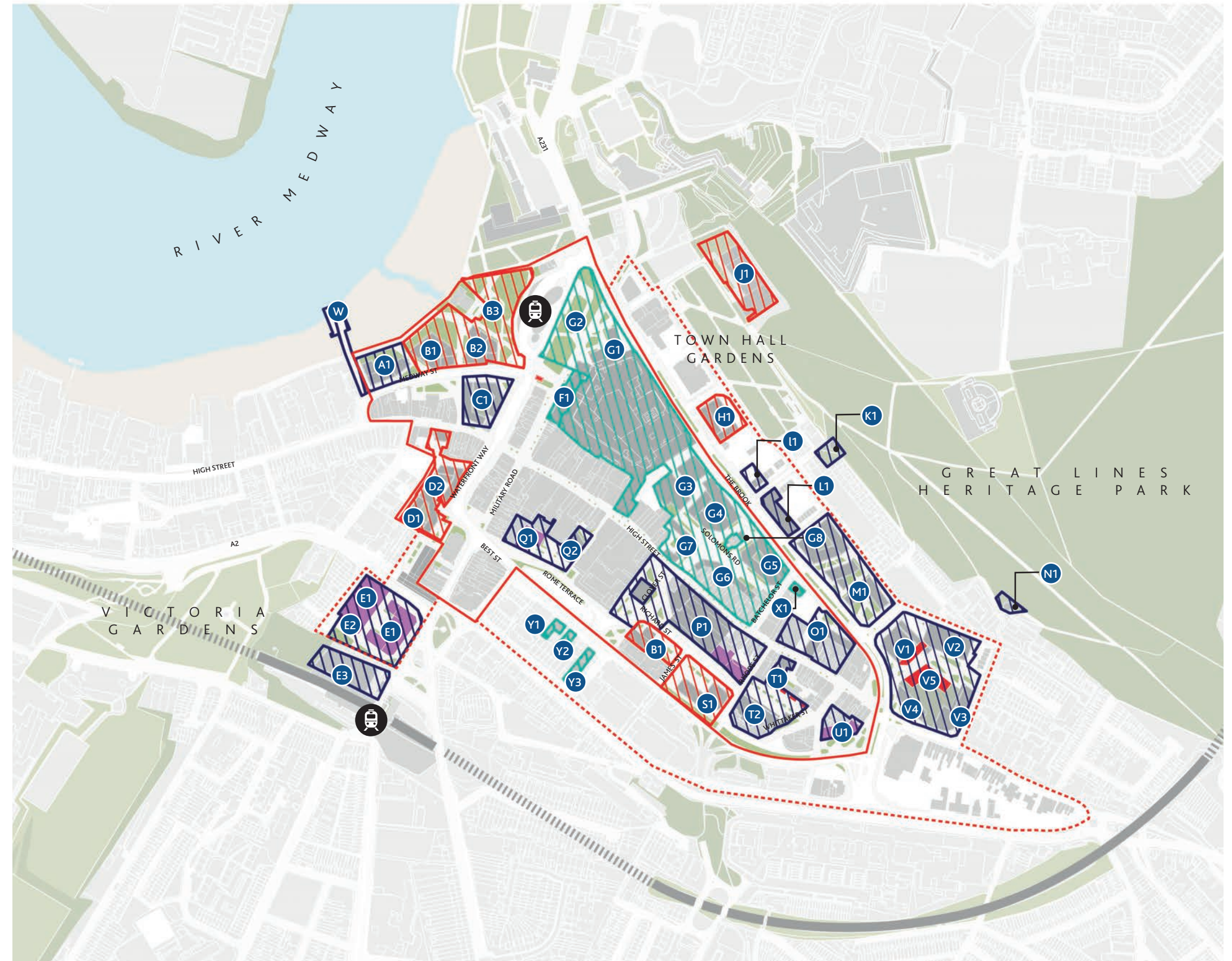


## 4 | Delivery Strategy & Economic Impact Assessment

### POTENTIAL & COMMITTED OPPORTUNITY SITES

As a result of the Opportunities and Constraints Analysis, and further site identification with other stakeholders, the following potential and committed delivery sites have been identified as being key for the regeneration of the Chatham Town Centre.

- A1 PROPOSED NEW BUILDING  
REFERENCE NUMBER
- POTENTIAL OPPORTUNITY SITES  
IDENTIFIED BY MASTERPLANNING TEAM
- POTENTIAL / COMMITTED OPPORTUNITY  
SITES IDENTIFIED BY MEDWAY  
DEVELOPMENT COMPANY
- POTENTIAL OPPORTUNITY  
SITES IDENTIFIED BY OTHER  
STAKEHOLDERS
- RETAIL
- COMMERCIAL / OFFICE
- WIDER CONTEXT AREA
- CHATHAM TOWN CENTRE





4 | Delivery Strategy & Economic Impact Assessment

POTENTIAL & COMMITTED OPPORTUNITY SITES



OPPORTUNITY SITE A

Ownership
<ul style="list-style-type: none"><li>• Private</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Carpark</li><li>• Commercial</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• Waterfront residential development;</li><li>• Improvements to waterfront promenade;</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Yes</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>



OPPORTUNITY SITE B

Ownership
<ul style="list-style-type: none"><li>• Medway Council Leasehold - B1</li><li>• Medway Council Freehold - B2 / B3</li><li>• Private - B1 / B2</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Carpark</li><li>• Parkland</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• Waterfront residential development;</li><li>• Improvements to waterfront promenade;</li><li>• Enhancement of pedestrian connectivity to</li><li>• Delivery of new waterfront public park;</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Yes</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>



OPPORTUNITY SITE C

Ownership
<ul style="list-style-type: none"><li>• The Official Custodian for Charities (Other Public Body)</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Commercial</li><li>• Carpark</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• Residential development, bringing new residents into the Chatham Town Centre;</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• -</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• Possible</li></ul>



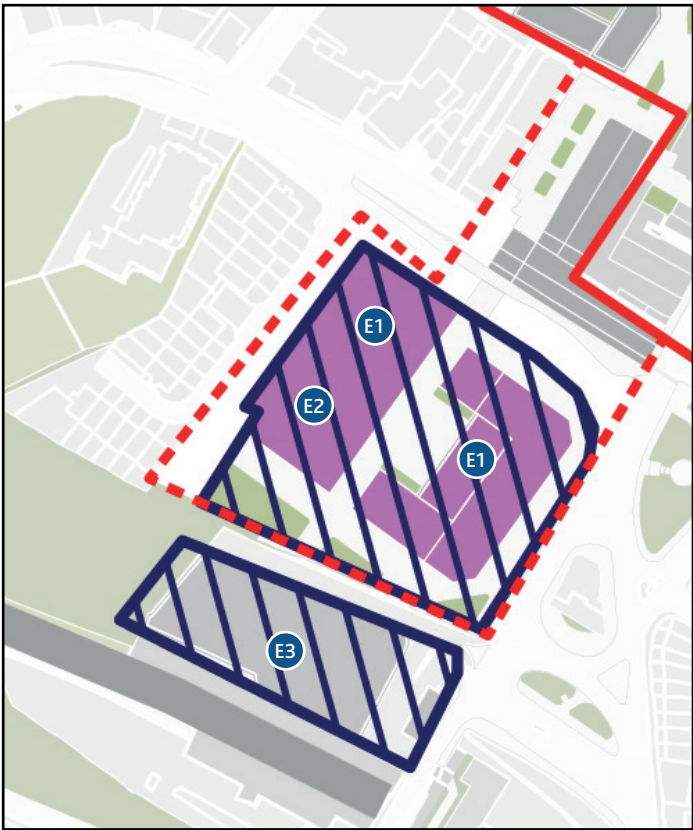
OPPORTUNITY SITE D

Ownership
<ul style="list-style-type: none"><li>• Medway Council Leasehold - D1 / D2</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Carpark</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• Residential development;</li><li>• Enhanced pedestrian connectivity from New Cut under A2;</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Yes</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>



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POTENTIAL & COMMITTED OPPORTUNITY SITES



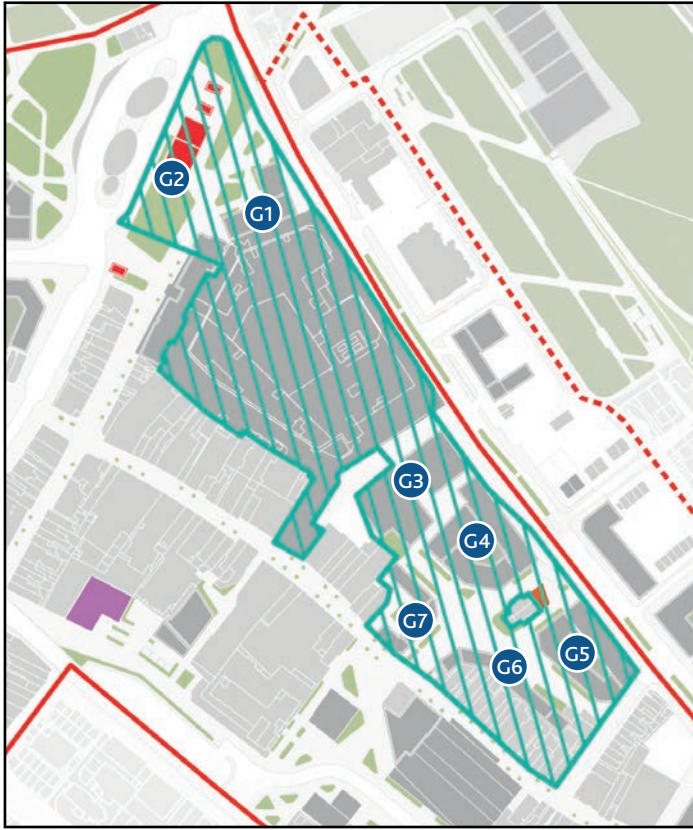
OPPORTUNITY SITE E

Ownership
<ul style="list-style-type: none"><li>• Private - E1 / E2</li><li>• Southeastern Rail - E3</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Wickes site</li><li>• Chatham Train Station Carpark</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• New office space within close proximity to Chatham Train Station;</li><li>• Multi-storey carpark;</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Yes</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>



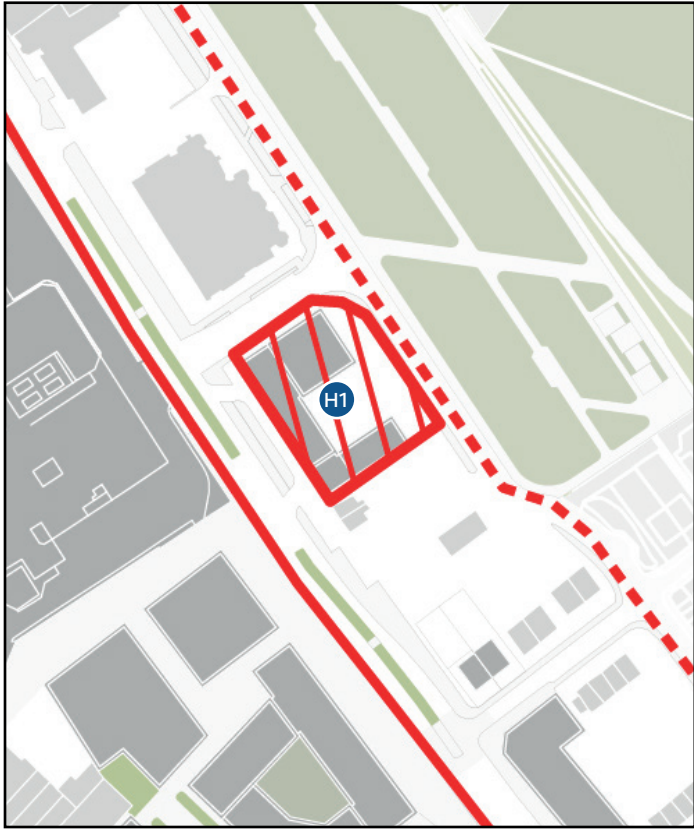
OPPORTUNITY SITE F

Ownership
<ul style="list-style-type: none"><li>• Medway Council Freehold</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Mountbatten House</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• New residential floorspace, bringing new residents into the town centre;</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Work with developer to understand proposed unit mix and additional social infrastructure to required to support residents</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>



OPPORTUNITY SITE G

Ownership
<ul style="list-style-type: none"><li>• Medway Council Freehold - G1 / G2 / G3 / G4</li><li>• Private - G5 / G6 / G7</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Pentagon Centre</li><li>• Halfords</li><li>• Solomons Road</li><li>• High Street Retail</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• Main commercial and retail destination within Chatham Town Centre;</li><li>• New residential floorspace, bringing new residents into the town centre;</li><li>• New public space to enhance the setting of the Old Pumping Station;</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Ongoing - Work with developer</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>



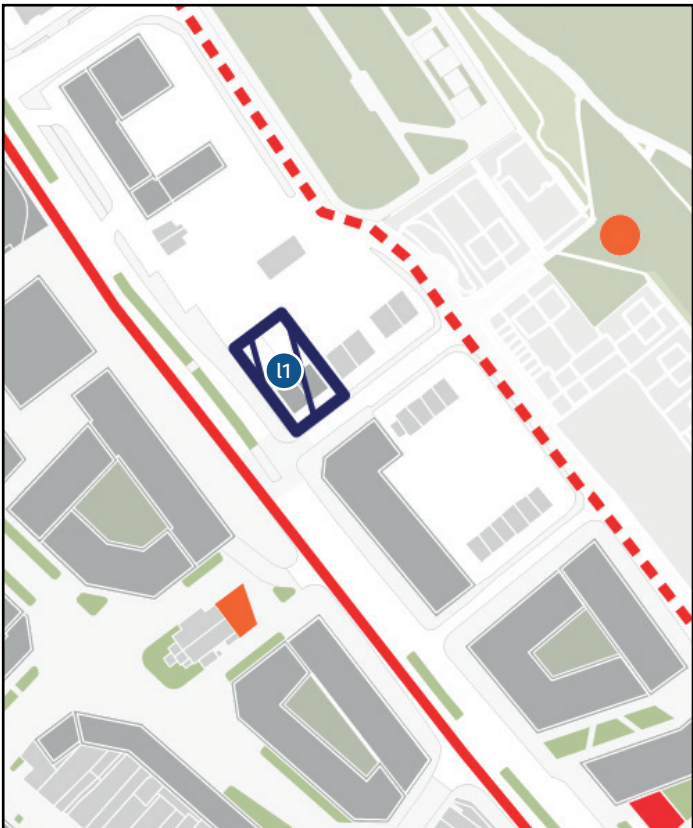
OPPORTUNITY SITE H

Ownership
<ul style="list-style-type: none"><li>• Private</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Jobcentre Plus</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• New residential floorspace, bringing new residents into the town centre;</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Yes</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>



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POTENTIAL & COMMITTED OPPORTUNITY SITES



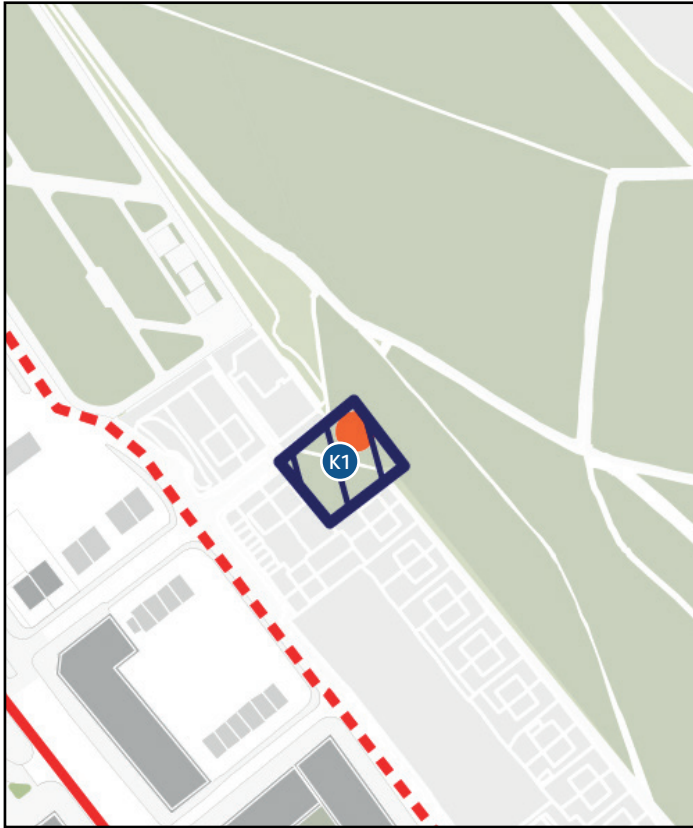
OPPORTUNITY SITE I

Ownership
<ul style="list-style-type: none"><li>• Private</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Vacant land</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• New residential floorspace, bringing new residents into the town centre;</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Yes</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>



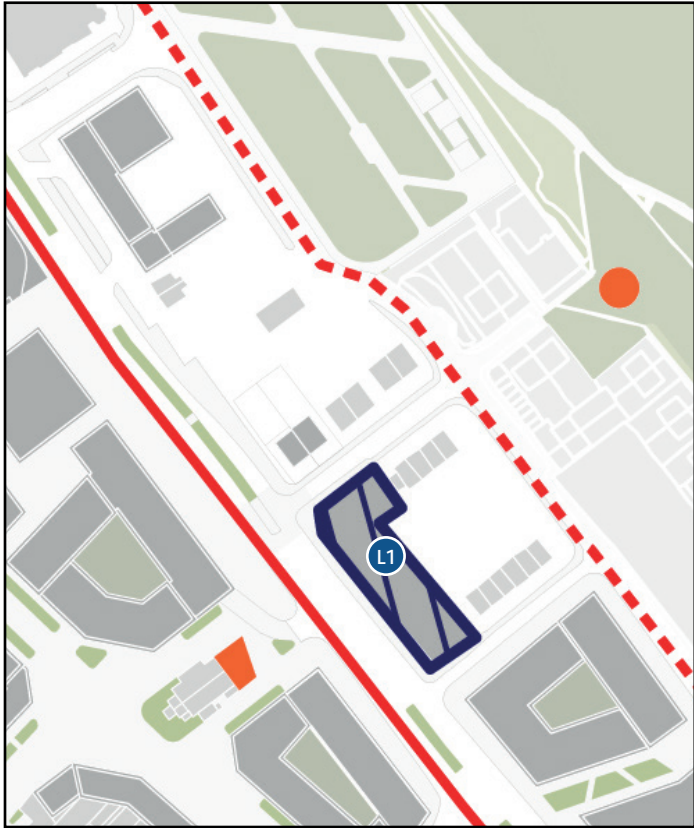
OPPORTUNITY SITE J

Ownership
<ul style="list-style-type: none"><li>• Medway Council Freehold</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Whiffens Avenue Carpark</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• New residential floorspace, bringing new residents into the town centre;</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Work with Medway Development Company to understand unit mix and likely social infrastructure required to support new residents;</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>



OPPORTUNITY SITE K

Ownership
<ul style="list-style-type: none"><li>• Medway Council Freehold</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Parkland</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• Kiosk to activate edge of Great Lines Heritage Park;</li><li>• Creation of strong gateway / arrival moment into Great Lines Heritage Park;</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Yes</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>



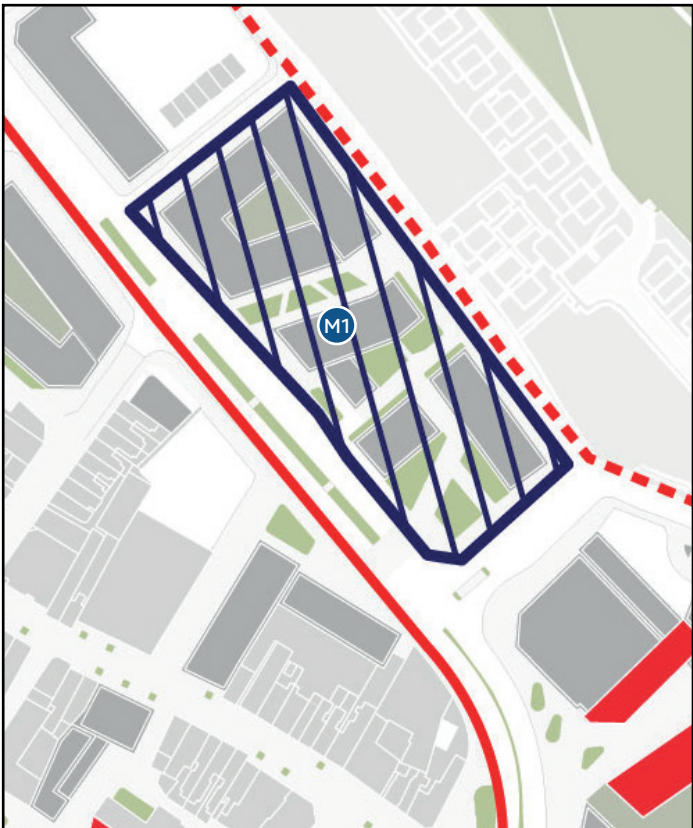
OPPORTUNITY SITE L

Ownership
<ul style="list-style-type: none"><li>• Medway Council Freehold</li><li>• Private</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Pumping station</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• New residential floorspace, bringing new residents into the town centre;</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Yes</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>



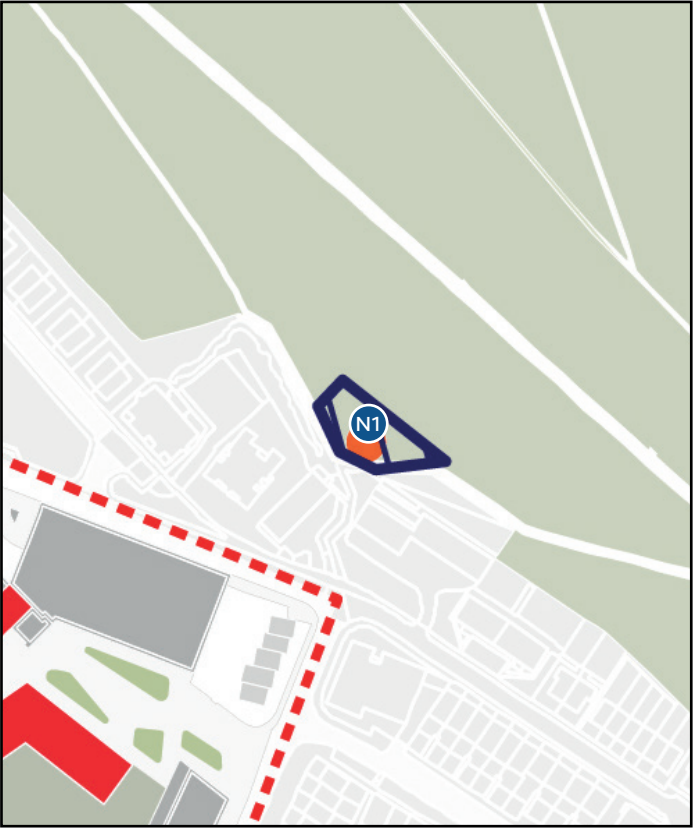
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POTENTIAL & COMMITTED OPPORTUNITY SITES



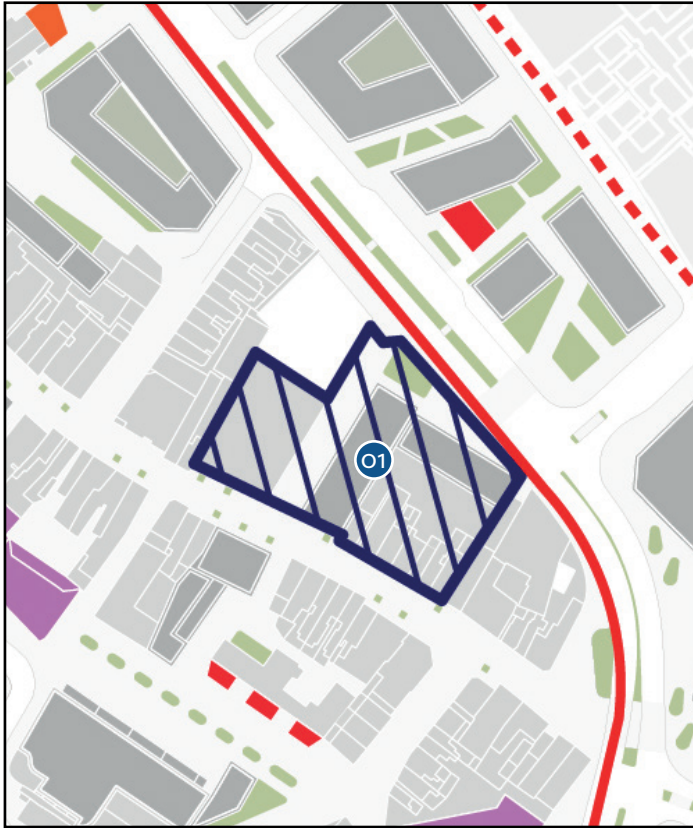
OPPORTUNITY SITE M

Ownership
<ul style="list-style-type: none"><li>Medway Council Freehold</li></ul>
Existing Use
<ul style="list-style-type: none"><li>Slickett’s Hill Carpark</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>New residential floorspace, bringing new residents into the town centre;</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>Yes</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>-</li></ul>



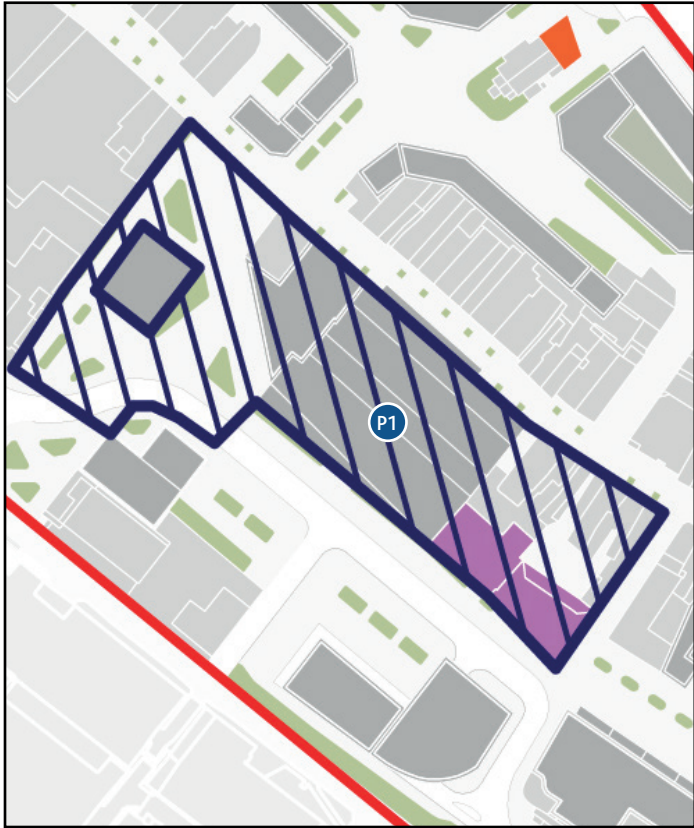
OPPORTUNITY SITE N

Ownership
<ul style="list-style-type: none"><li>Medway Council Freehold</li></ul>
Existing Use
<ul style="list-style-type: none"><li>Parkland</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>Kiosk to activate edge of Great Lines Heritage Park;</li><li>Creation of strong gateway / arrival moment into Great Lines Heritage Park;</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>Yes</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>-</li></ul>



OPPORTUNITY SITE O

Ownership
<ul style="list-style-type: none"><li>Private</li></ul>
Existing Use
<ul style="list-style-type: none"><li>Carpark</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>New residential development, bringing new residents into the town centre;</li><li>Enhanced permeability and pedestrian connectivity to The Brook from high street;</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>-</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>Yes</li></ul>

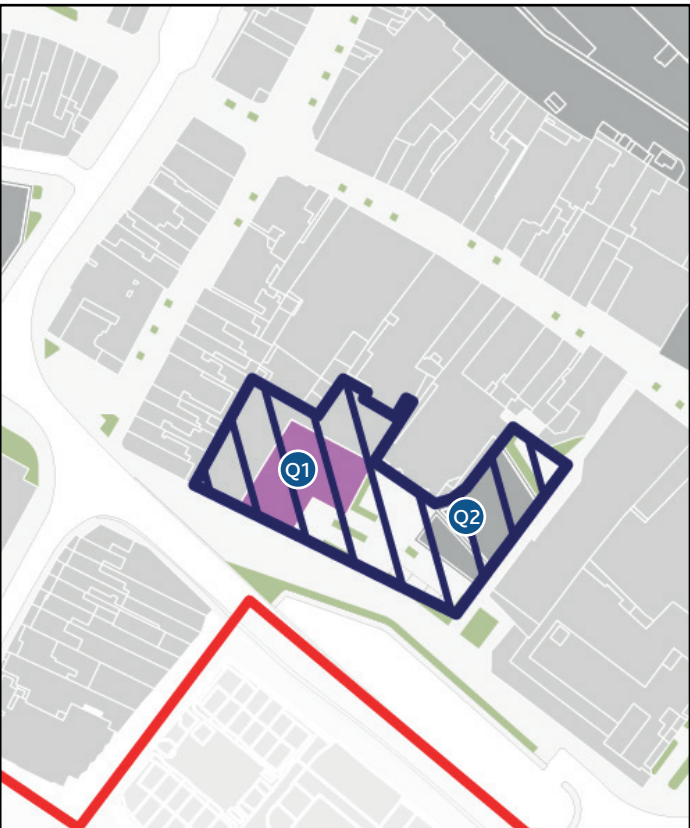


OPPORTUNITY SITE P

Ownership
<ul style="list-style-type: none"><li>Private</li><li>Medway Council Freehold</li></ul>
Existing Use
<ul style="list-style-type: none"><li>Debenhams</li><li>High Street Retail</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>Potential small scale entertainment / leisure venue;</li><li>Fresh food market square showcasing local produce;</li><li>Small scale commercial office development;</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>-</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>Yes</li></ul>

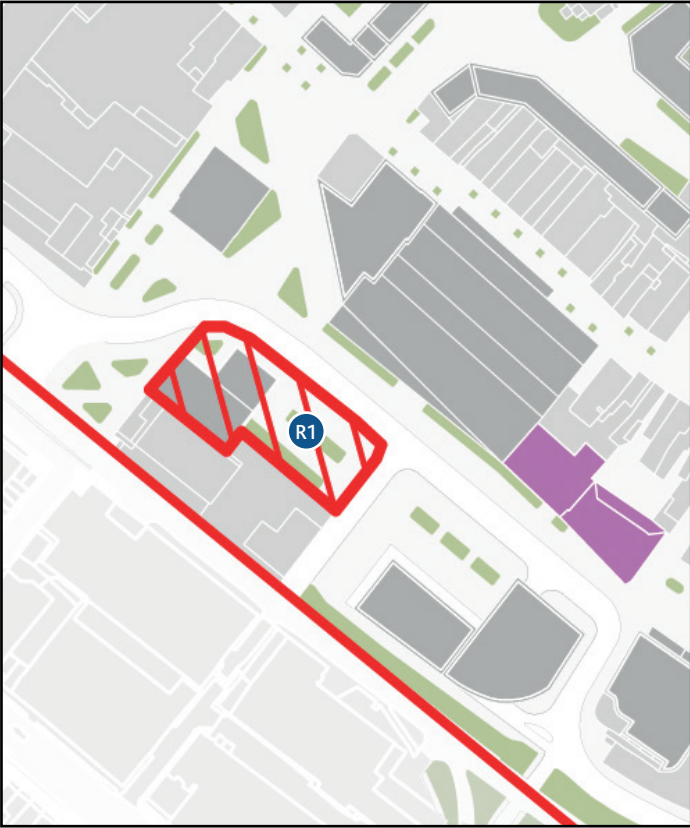


POTENTIAL & COMMITTED OPPORTUNITY SITES



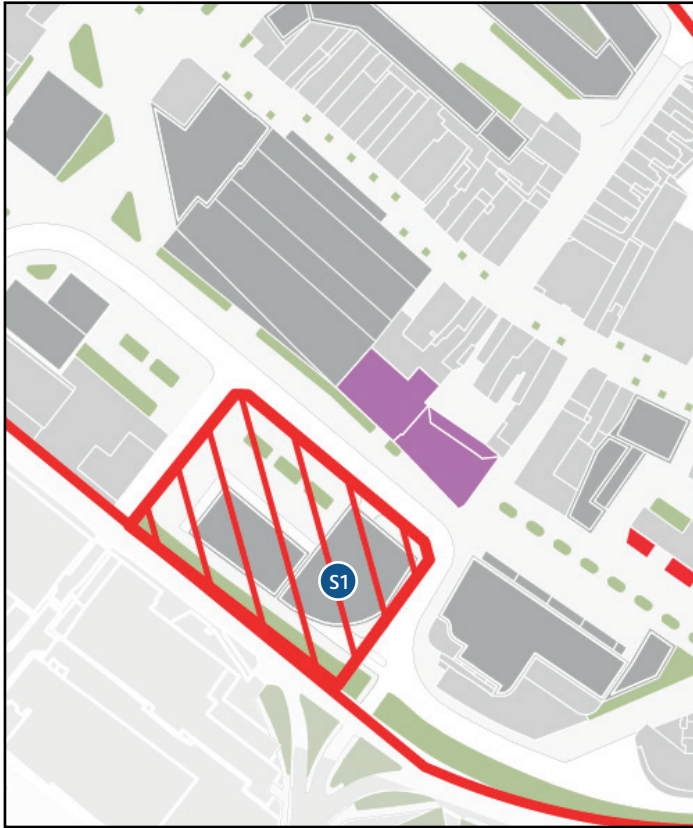
OPPORTUNITY SITE Q

Ownership
<ul style="list-style-type: none"><li>• Private - Q1 / Q2</li><li>• Medway Council Freehold - Q1 / Q2</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Central Theatre</li><li>• Carpark</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• Expansion of Central Theatre;</li><li>• New commercial office space;</li><li>• New public realm to enhance setting of Central Theatre;</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• -</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• Yes</li></ul>



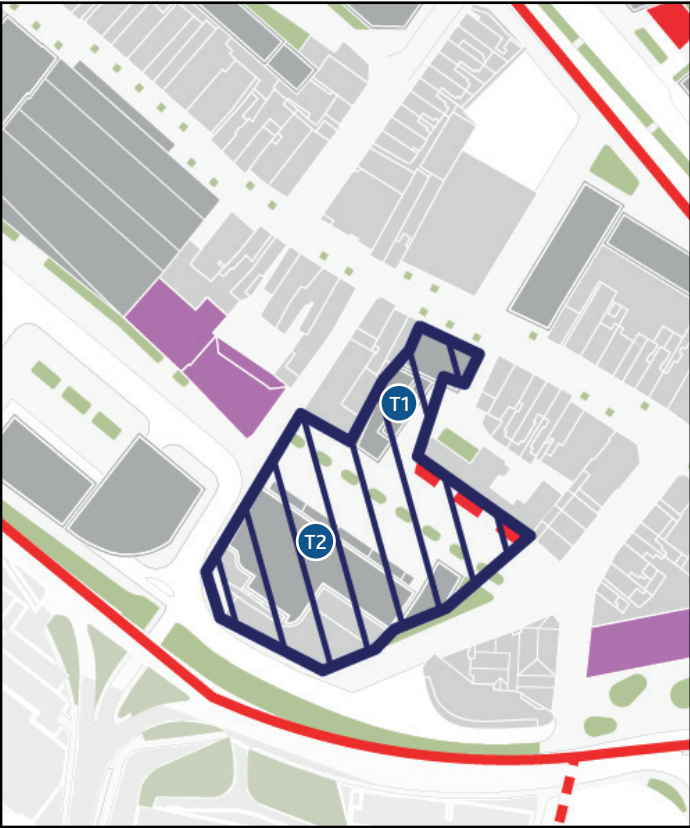
OPPORTUNITY SITE R

Ownership
<ul style="list-style-type: none"><li>• Private - R1</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Clover Street Carpark</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• Medical Centre</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Yes</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>



OPPORTUNITY SITE S

Ownership
<ul style="list-style-type: none"><li>• Medway Council Freehold - S1</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Multi-storey Carpark</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• Consolidated carparking for town centre users;</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Yes</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>



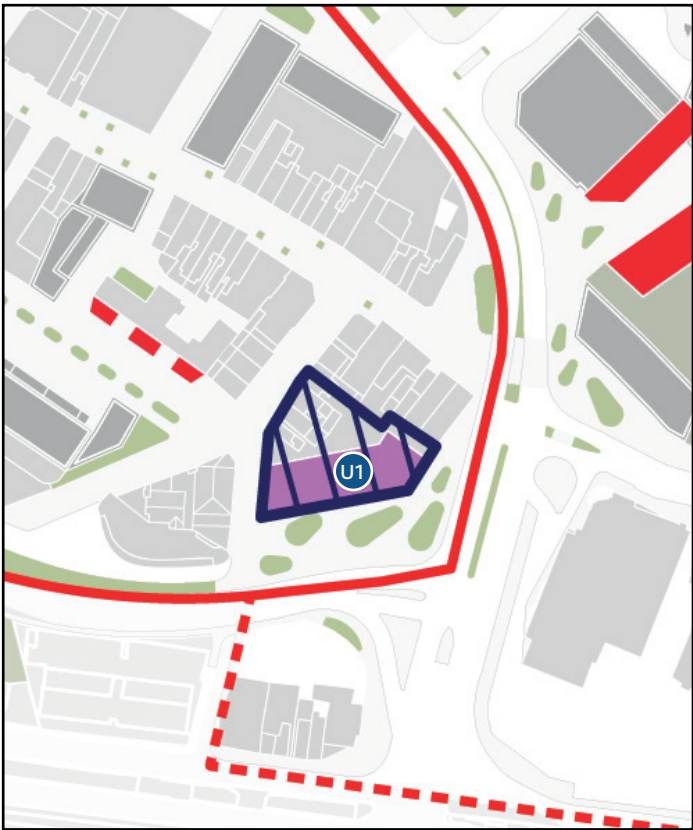
OPPORTUNITY SITE T

Ownership
<ul style="list-style-type: none"><li>• Private - T1 / T2</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Trafalgar Centre</li><li>• NCP Carpark</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• Student Residential</li><li>• Multi-storey carpark for town centre users</li><li>• Pop-up retail</li><li>• Enhanced permeability and pedestrian connectivity through Nucleus Arts hub</li><li>• Enhanced public domain to enhance the setting of Nucleus Arts</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Yes</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>



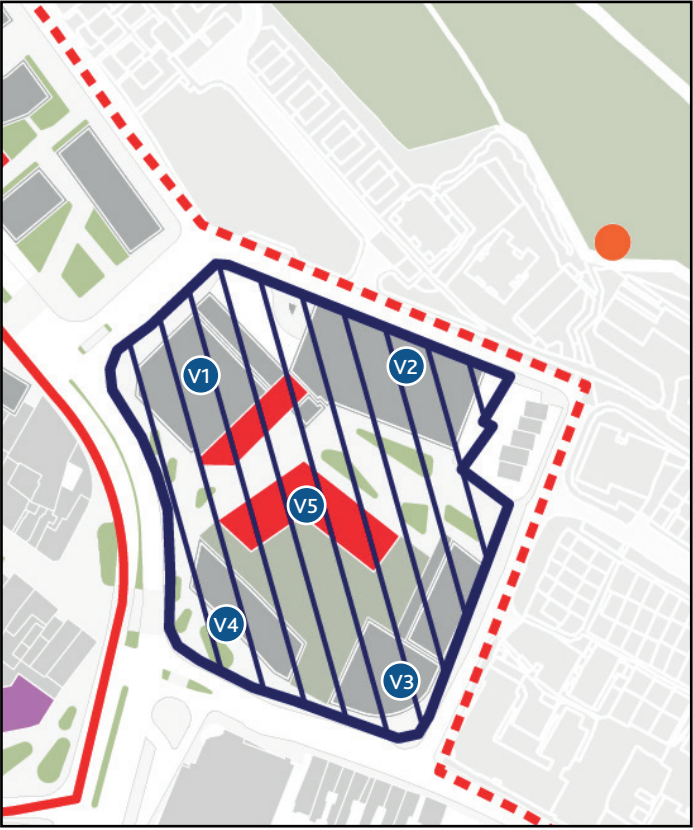
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POTENTIAL & COMMITTED OPPORTUNITY SITES



OPPORTUNITY SITE U

Ownership
<ul style="list-style-type: none"><li>• Private</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• High street retail</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• Commercial / office floorspace on prominent corner</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Yes</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>



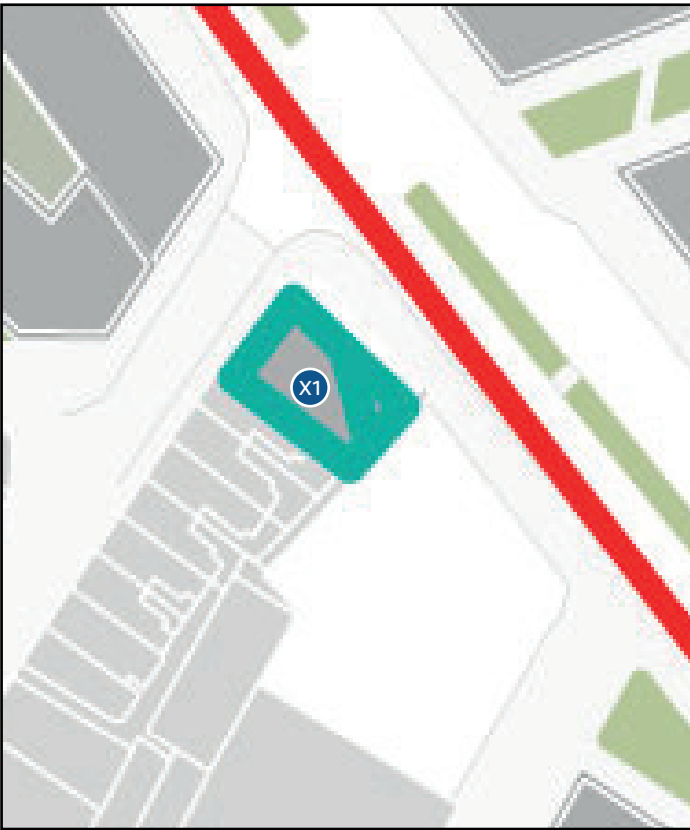
OPPORTUNITY SITE V

Ownership
<ul style="list-style-type: none"><li>• Medway Council Freehold - V1 / V2 / V3 / V4 / V5</li><li>• Medway Council Leasehold - V2 / V3 / V4 / V5</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Go Outdoors</li><li>• Multi-storey carpark</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• New residential development, bringing new residents into the Chatham Town Centre Consolidated carparking for town centre users</li><li>• Enhanced permeability and pedestrian connectivity to improve connections between Great Lines Heritage Park and Chatham Town Centre</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• -</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• Yes</li></ul>



OPPORTUNITY SITE W

Ownership
<ul style="list-style-type: none"><li>• Medway Council Freehold</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Sun Pier</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• Ferry Terminal</li><li>• Public Space</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• -</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• Yes</li></ul>



OPPORTUNITY SITE X1

Ownership
<ul style="list-style-type: none"><li>• Private</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Retail</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• Student Residential</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Yes</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>

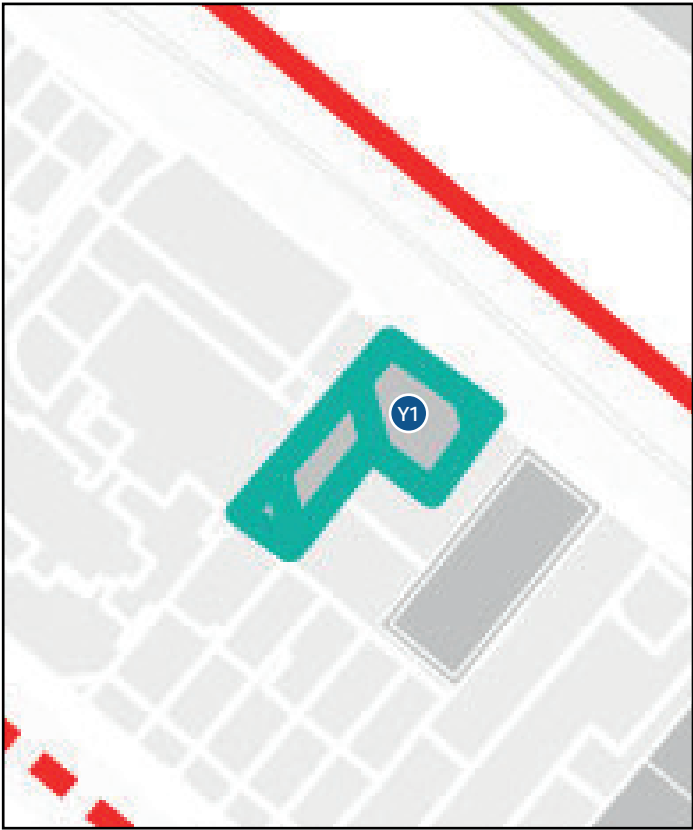


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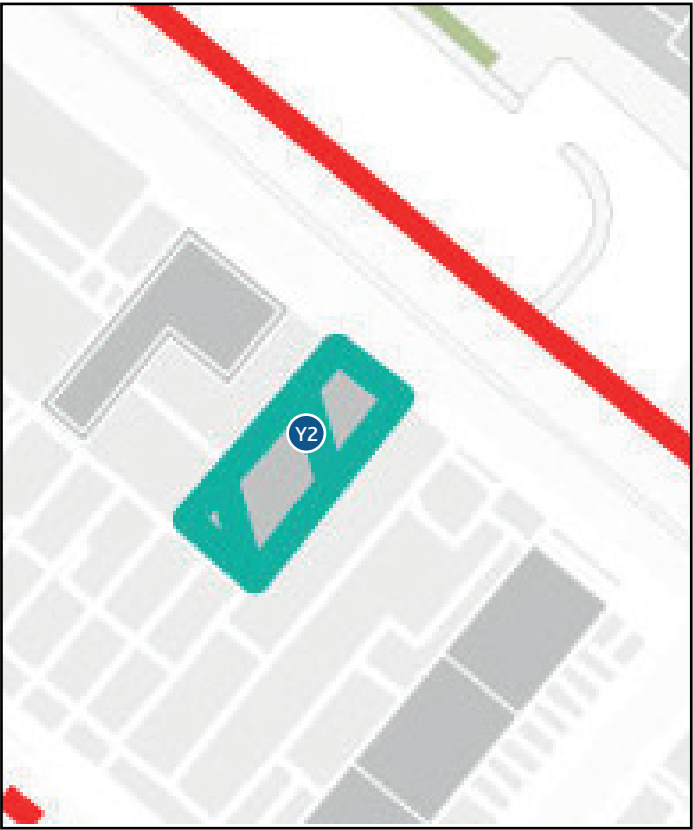
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POTENTIAL & COMMITTED OPPORTUNITY SITES



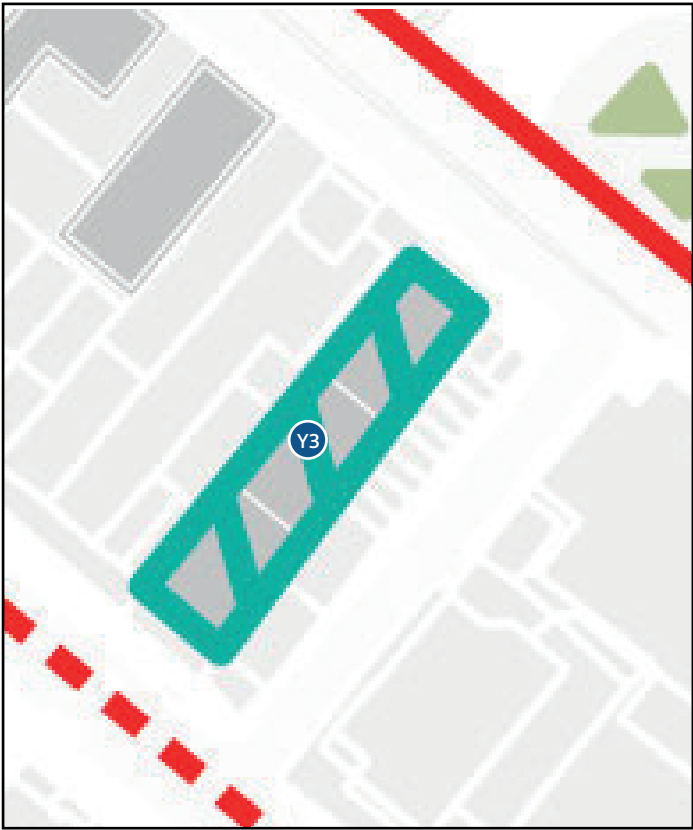
OPPORTUNITY SITE Y1

Ownership
<ul style="list-style-type: none"><li>• Private</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Carpark</li><li>• Vacant building</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• New residential development - incentive to bring forward development opportunities for other neighbouring sites.</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Yes</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>



OPPORTUNITY SITE Y2

Ownership
<ul style="list-style-type: none"><li>• Private</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Carpark</li><li>• Vacant building</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• New residential development - incentive to bring forward development opportunities for other neighbouring sites</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Yes</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>



OPPORTUNITY SITE Y3

Ownership
<ul style="list-style-type: none"><li>• Private</li></ul>
Existing Use
<ul style="list-style-type: none"><li>• Commercial</li></ul>
Masterplan Role
<ul style="list-style-type: none"><li>• New residential development - incentive to bring forward development opportunities for other neighbouring sites</li></ul>
Short term delivery actions (2020 - 2025)
<ul style="list-style-type: none"><li>• Yes</li></ul>
Medium term delivery actions (2025 - 2030)
<ul style="list-style-type: none"><li>• -</li></ul>

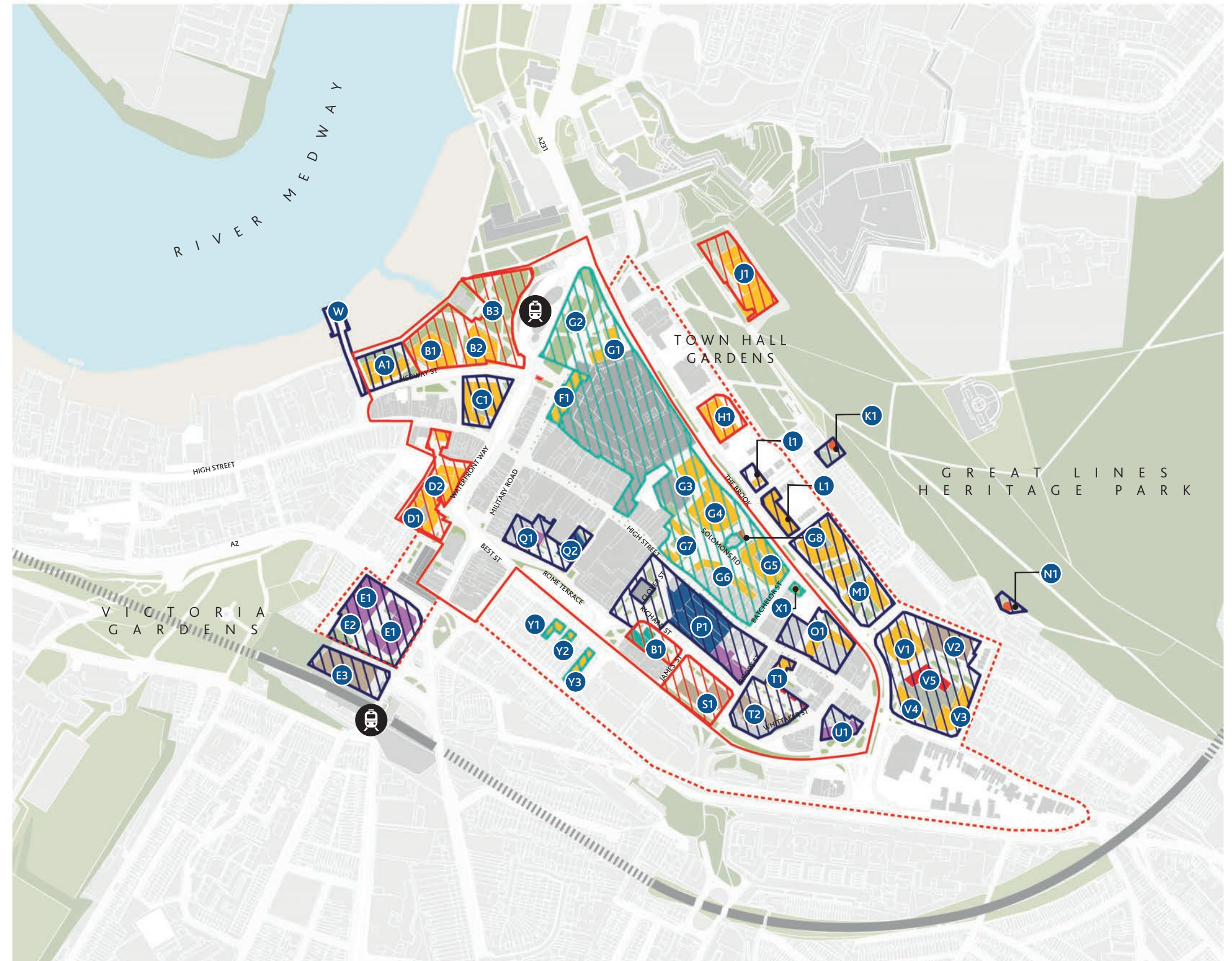


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## 4 | Delivery Strategy & Economic Impact Assessment

### OPPORTUNITY SITES & PROPOSED LAND USES



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REVISION NO:	ISSUE DATE:	PREPARED BY:	APPROVED BY:
00	09/07/2018	Matthew Schalcher Nicolò Cammelli	Emilie Leclercq
01	20/07/2018	Matthew Schalcher	Emilie Leclercq
02	10/08/2018	Matthew Schalcher	Emilie Leclercq
03	14/08/2018	Matthew Schalcher	Emilie Leclercq
04	09/11/2018	Matthew Schalcher Emilie Leclercq	Emilie Leclercq
05	27/11/2018	Matthew Schalcher Emilie Leclercq	Emilie Leclercq
P11348-00-001	CHATHAM TOWN CENTRE MASTERPLAN		