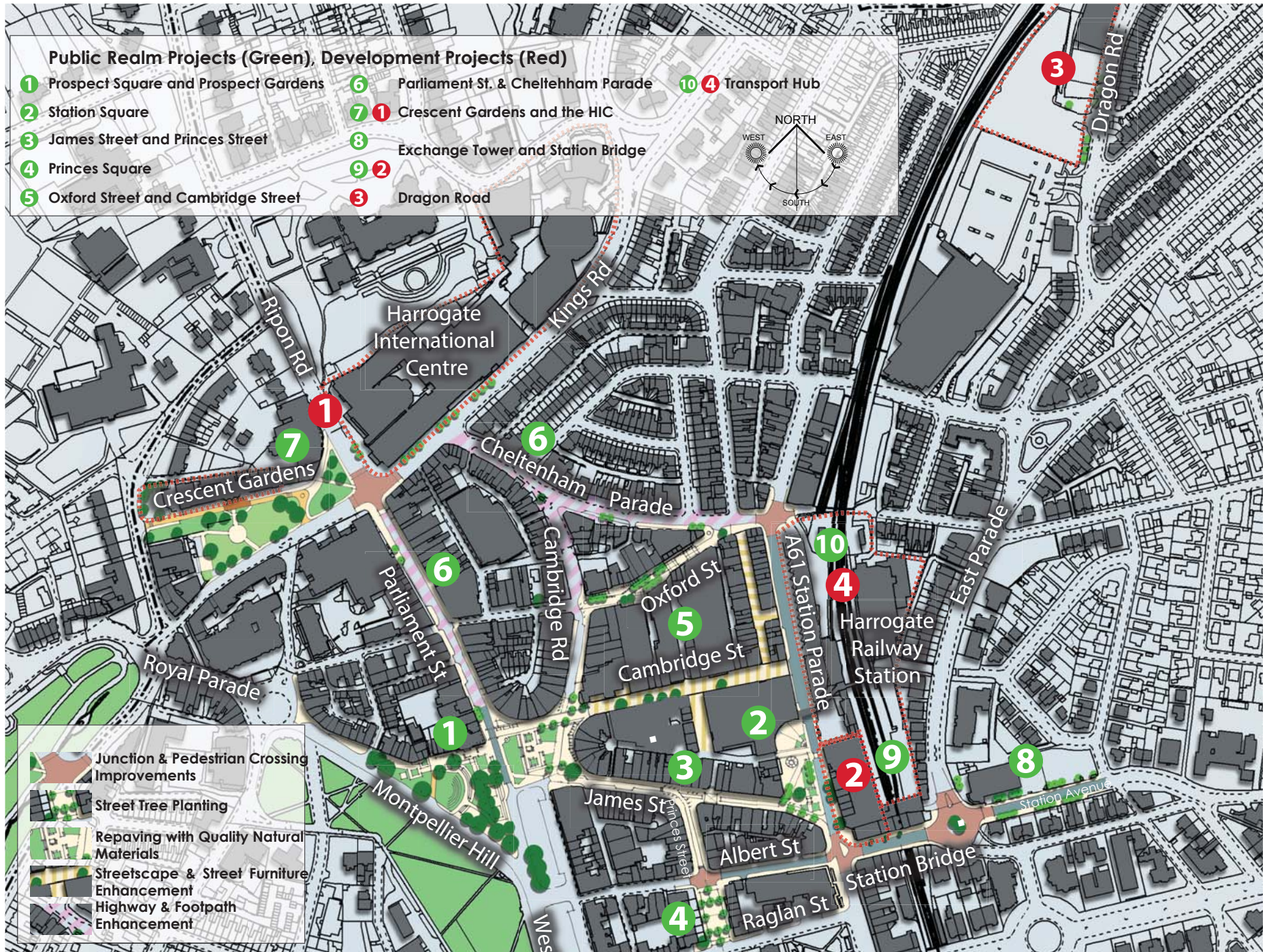


# 5 The Town Centre Masterplan



## The Masterplan

The town centre masterplan sets out the spatial framework for the implementation of the town centre strategy. The full masterplan is shown opposite and sets out the key opportunity sites (outlined in red) and public realm improvements that are proposed for Harrogate in the period to 2025. The masterplan shows the physical connections between the various schemes which are described in further detail later in this section.

## Town Centre Design Principles

All of the proposals set out within the masterplan will need to be subject to detailed design in due course. The masterplan sets out the preferred uses and key design principles for the town centre's main development sites, and identifies the key principles that will be applied to future public realm and transport improvements.

It is nevertheless important that new development in the town centre is of a consistent quality so that it protects and enhances the conservation area and reinforces visitor appeal, as required by the town centre strategy. We set out below the general design principles that should be applied to new development within the town centre. These principles complement the Harrogate Conservation Area Character Appraisal and the district-wide Heritage Management Guidance SPD and the Green Infrastructure SPD.

### Scale and Layout

- protecting important views and reflecting the layout and shape of existing spaces including streets, squares and alleyways; and
- ensuring that new development respects the scale, proportions and plot widths of neighbouring historic buildings.

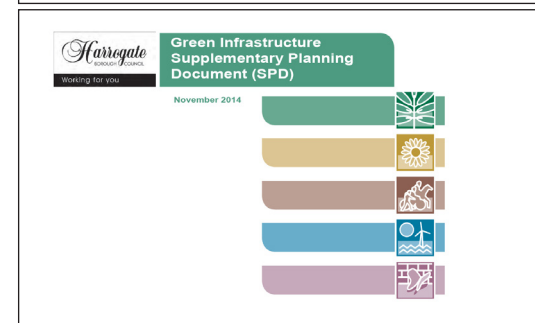
### Design and Materials

- enhancing or replacing buildings and structures that detract from the character and appearance of the conservation area;
- ensuring that construction and design details reflect local distinctiveness;
- encouraging the use of high quality traditional local materials in

- new development and public realm improvements; where contemporary materials are used, ensuring that they are of a high quality and harmonise with existing buildings;
- replacing shopfronts and signage that detract from the character of the building of which they are part, or the town centre; and
- reinstating glazed canopies and introducing new canopies where appropriate.

### Landscaping and Access

- the protection of trees that add character to the town centre;
- the introduction of water features to make reference to the town's spa heritage;
- encouraging feature lighting to significant buildings, routes and gateways;
- ensuring appropriate service access and facilities for street cleaning;
- incorporating dedicated facilities for cyclists; and
- ensuring accessibility for all, including the mobility impaired.



## Public Realm Projects

### Prospect Square and Prospect Gardens ①

The area around the war memorial on Parliament Street (locally known as the Cenotaph) acts as the focalpoint of the town centre. The war memorial is surrounded by some of the town's finest Victorian architecture and sits at the intersection of key routes along Parliament Street, Cambridge Street and James Street. It also provides the interface between the retail core of the town centre and The Stray, a significant area of open parkland that affords the town centre its special setting and provides a significant recreational resource.

However, the ability of this area, known as Prospect Square, to realise its potential as an iconic public space is currently compromised by on-street car parking that creates visual clutter, the environmental impacts of the A61, and indistinct pedestrian routes across the space that weaken the links between the town centre's retail core and the attractive and interesting retail and leisure uses to the west, within the area known as the Montpellier Quarter.

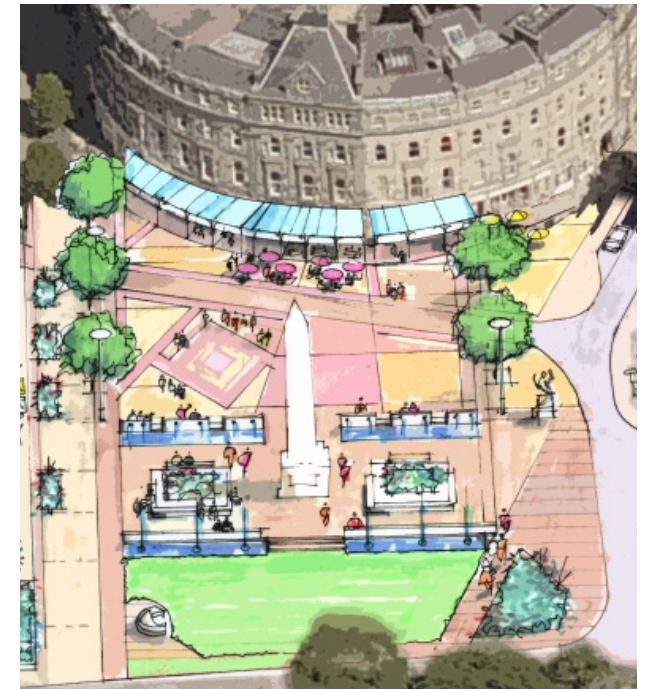
There are therefore opportunities to enhance the role of Prospect Square as the focal point of the town centre, improve links between the retail core area and the Montpellier Quarter, and enhance the interface between the town centre and The Stray. As part of this, improvements are also proposed to Montpellier Parade and Prospect Gardens to create a more strongly defined pedestrian route and create new a new space for events and performances.

The key objectives of the public realm scheme at Prospect Square and Prospect Gardens are to:

- enhance the area's role as a key public space and focal point for the town centre;
- improve links with, and provide a gateway to, the Montpellier Quarter; and
- improve physical and functional links between the town centre and The Stray.



**Above:** Indicative new terraces to Montpellier Parade



**Above:** Potential new landscaping to war memorial

The key components of the scheme at Prospect Square and Prospect Gardens will be:

- the closure of Cambridge Crescent and Montpellier Parade to general traffic and the removal of on-street car parking;
- the realignment of pedestrian routes and an improved crossing point to Parliament Street;
- the creation of a tiered space for events at Prospect Gardens and a terraced walkway to Montpellier Parade;
- creation of spaces for informal recreation around the war memorial; and
- resurfacing of public spaces and, potentially, a section of highway to Parliament Street (subject to no loss of existing road capacity) in high quality, local materials.

The indicative layout of these proposals is shown in the image below, which shows the redesigned Prospect Gardens and Montpellier Parade providing a new integrated public space to the north of Montpellier Hill. The closure of Cambridge Crescent creates a strong new pedestrian link to the north of the war memorial whilst new landscaping around the memorial itself could include tranquil water features that reference Harrogate's spa heritage, and attractive new floral displays.



**Above:** Artist's impression of the view towards the remodelled Montpellier Parade from Parliament Street



**Below:** Indicative artist's impression of the new performance and events space at Prospect Gardens.



## Station Square 2

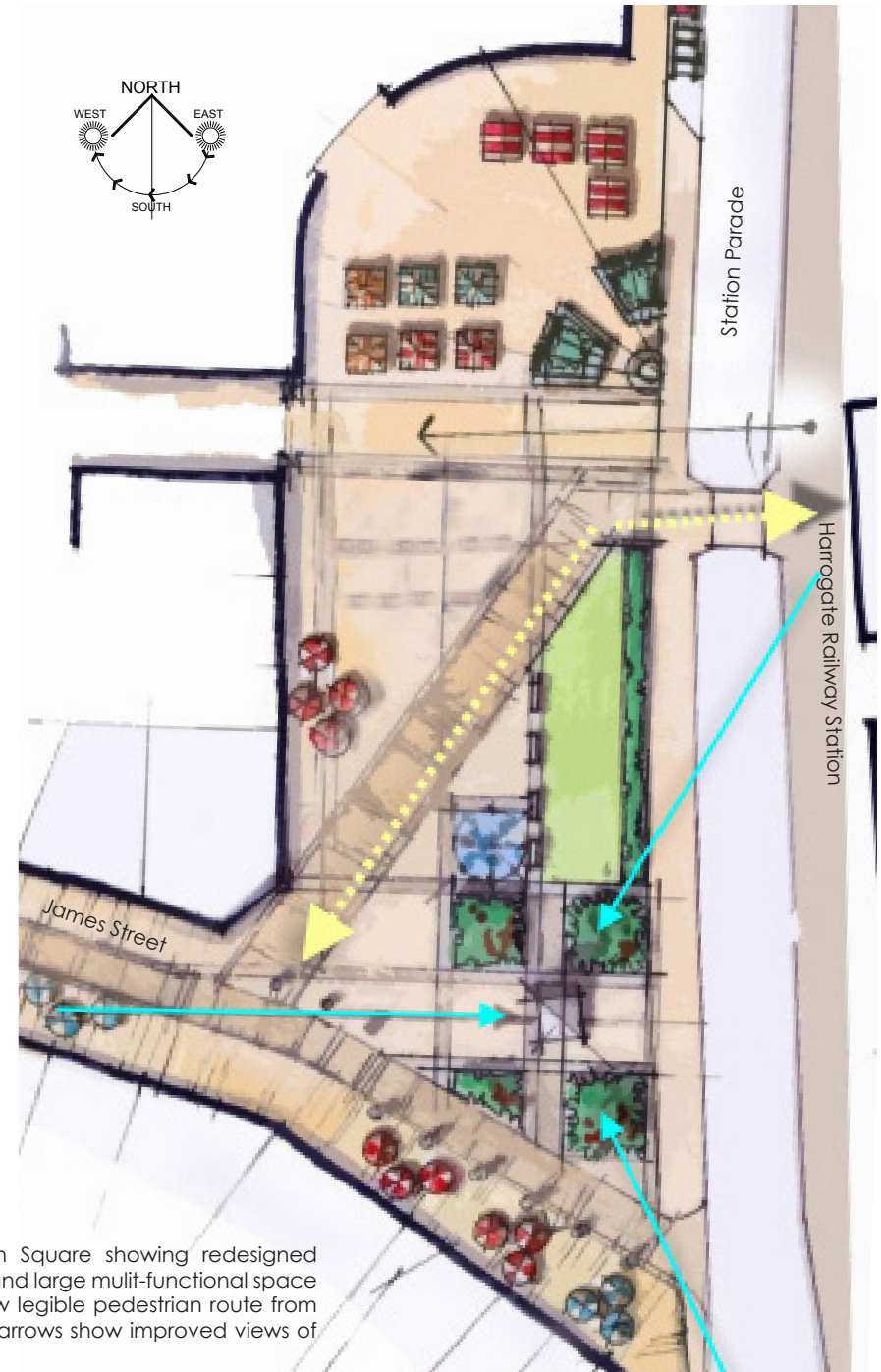
Station Square (sometimes referred to as Victoria Gardens) is the gateway to the town centre for visitors arriving by train. It is a large open space that currently suffers from a disjointed appearance that makes it difficult for visitors to orientate themselves on arrival. The square also suffers from the environmental impacts of the A61 at Station Parade. However, it has considerable potential to provide a key gateway to Harrogate and provide the town centre with a large, multifunctional events space immediately adjacent to the retail core.

The key objectives of the Station Square public realm scheme are as follows:

- to create a new gateway to the town centre and showcase the architecture of buildings to the west of Station Parade;
- to create a space for events, including markets, that would complement existing retail activity; and
- to provide a clearer pedestrian route to James Street and onwards to destinations on the western side of the town centre.

The main components of the scheme will be:

- redesigning the existing gardens to reveal the Victoria Monument and creating a new water feature to encourage informal recreation;
- creating a unified and multifunctional space for events at the centre of the square;
- improving the pedestrian access to the railway station including the potential resurfacing of a section of Station Parade;
- concealing the service access to the Victoria Shopping Centre and creating a shared surface across the existing service access route;
- providing improved spill-out spaces to commercial units on the western and southern sides of the square; and
- the provision of a new visitor information point opposite the entrance to the railway station.



**Right:** Indicative layout of new Station Square showing redesigned Victoria Gardens with new water feature and large multi-functional space for events. The yellow arrow shows a new legible pedestrian route from the station to James Street and the blue arrows show improved views of the Victoria Monument.



**Above:** Artist's impression of potential redevelopment of Station Square

## James Street and Princes Street 3

Over recent years James Street has evolved to become Harrogate's premier shopping street and the preferred location for high profile, premium retailers. James Street also acts as a key east-west route connecting the station and Station Square to Prospect Square and destinations on the western side of the town centre.

However, the quality of the public realm and the street's ability to act as a key pedestrian route is compromised by visual clutter (mainly created by on-street parking) and relatively narrow pavements. Several options were considered for the full or partial pedestrianisation of James Street during the preparation of the strategy and masterplan and tested through public consultation.

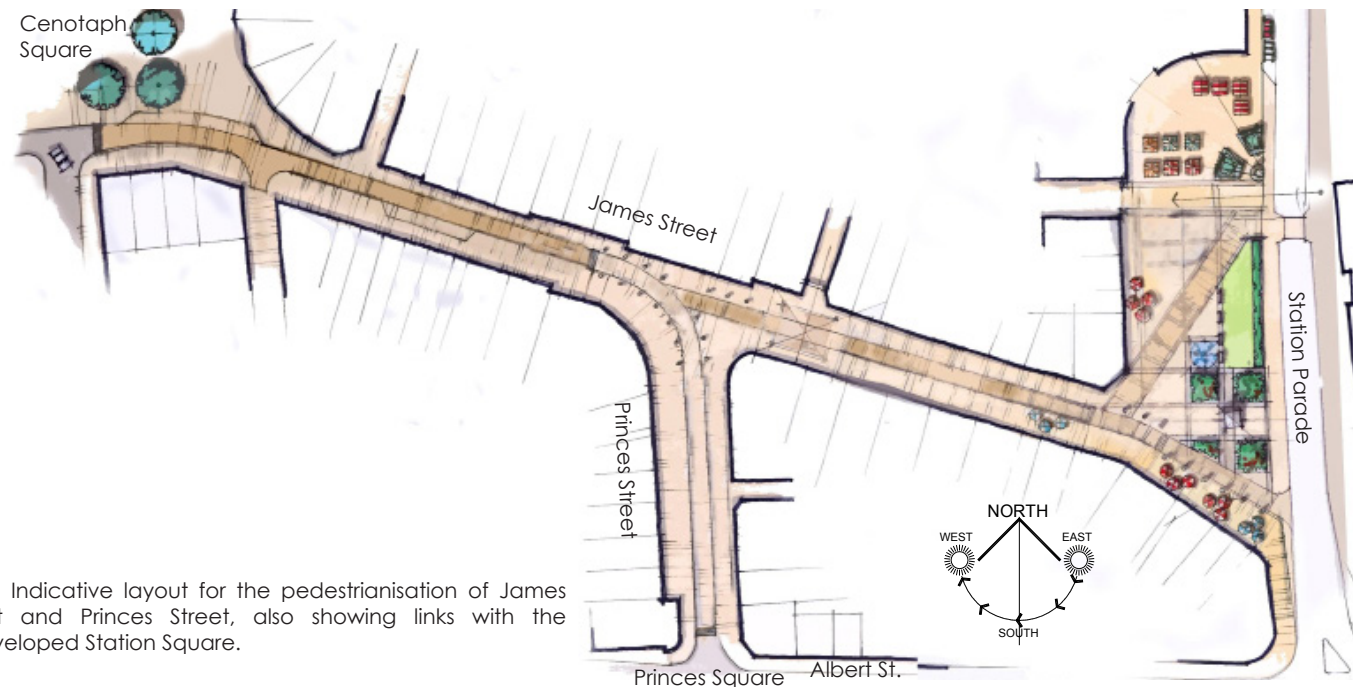
The council's preferred option is for the full pedestrianisation of James Street. This option will serve to link the public realm schemes at Prospect Square and Station Square. As part of these works it would also be appropriate to pedestrianise the upper section of Princes Street which would otherwise become a cul-de-sac. This would also link James Street to the improved Princes Square that is proposed on the following page. The implementation of these proposals will be subject to the findings of modelling work that will consider the implications of these changes on the movement of traffic within the town centre.

The main components of this public realm scheme will be:

- the closure of James Street and the northern section of Princes Street to general traffic with access for service vehicles only;
- the removal of on-street car parking and resurfacing in high quality, local materials; and
- de-cluttering of the street scene and the provision of appropriately located street furniture.



**Above:** Example of the environmental benefits of high quality pedestrianisation in Grainger Town, Newcastle upon Tyne.



**Right:** Indicative layout for the pedestrianisation of James Street and Princes Street, also showing links with the redeveloped Station Square.

## Princes Square 4

Princes Square is a small but attractive square that sits to the south of James Street and between food and drink uses on John Street and Albert Street (including the new cinema on the former site of Beales department store). Princes Square provides an opportunity to link these areas and complement improvements to James Street. However, it is currently dominated by car parking and a proliferation of signage associated with existing commercial uses around the square.

The main components of the public realm scheme at Princes Square will be:

- the rationalisation of on-street car parking, widening of pavements and resurfacing;
- new tree planting and cycle parking facilities; and
- the rationalisation of existing signage, potentially including dedicated and well designed signage boards set within the square.



**Above:** Indicative layout of the new Princes Square with reduced on-street car parking, dedicated "cycle hub" and new planting.

**Left:** Artist's impression of a redesigned Princes Square with potential signage board shown to the left of the image.



## Oxford Street and Cambridge Street 5

Oxford Street is a wide pedestrianised street that is home to the Harrogate Theatre. However, it lacks vitality due to a combination of a dated public realm, dead frontages and the visibility of alleyways and service areas. The street has the potential to hold events, including street markets, which would help to support footfall in this part of the town centre.

The main components of the public realm scheme at Oxford Street will be:

- resurfacing in high quality, local materials with carefully located street furniture and planting;
- facilities for street markets and a small performance space or entrance feature outside the Harrogate Theatre;
- improving the appearance of the alleyway that connects Oxford Street and Cambridge Street; and
- screening and improving the appearance of entrances to other alleyways on the southern side of Oxford Street used for the servicing of commercial premises.

Cambridge Street (and Market Place) has long been the town centre's main shopping street. It is already fully pedestrianised but would benefit greatly from being resurfaced in high quality, local materials and new street furniture to match the public realm improvements proposed for Prospect Square, James Street and Station Square. There is scope to substantially improve Cambridge Street's eastern vista towards the railway and bus stations, and this will be addressed as part of the 'Transport Hub' scheme.



**Below:** A market adding vitality to the street scene at Parliament Street, York.



**Left:** Indicative layout of redesigned Oxford Street showing new planting and entrance features to Harrogate Theatre, and alleyways to the south of the street.

## Parliament Street and Cheltenham Parade ⑥

Several improvements are proposed to sections of the A61 through the town centre. These improvements will be focused on Parliament Street and Cheltenham Parade which connect the Harrogate International Centre to the town centre's retail core, the Montpellier Quarter and main public transport facilities at Station Parade. The purpose of these improvements will be to reduce the dominance of vehicles and traffic, and create more attractive and legible pedestrian routes.

The principle components will be:

- the rationalisation of on-street parking;
- pavement widening and planting of native tree species;
- improved pedestrian crossing points across Parliament Street to the Montpellier Quarter and across Cheltenham Parade to Commercial Street; and
- improved signage, particularly to Cheltenham Parade, to encourage its use as the most direct pedestrian route from the railway station to the conference centre.

Improvements to the Station Parade section of the A61 will also be implemented and are addressed at page 40 as a part of the 'Transport Hub' scheme.



**Left:** Proposed pavement widening to southern sides of Parliament Street and Cheltenham Parade, linking to public realm works at Prospect Square and Oxford Street.

**Right:** Artist's impression of pedestrian Improvements to Parliament St/ Cambridge Crescent.



## Visitor Projects

### Crescent Gardens and the HIC 7 1

Crescent Gardens is located between the Royal Baths, Mercer Art Gallery and the Harrogate International Centre (HIC). It provides a focal point for the northern part of the town centre and opportunities for enhancement through the redevelopment of the council offices and improvements to the conference centre itself.

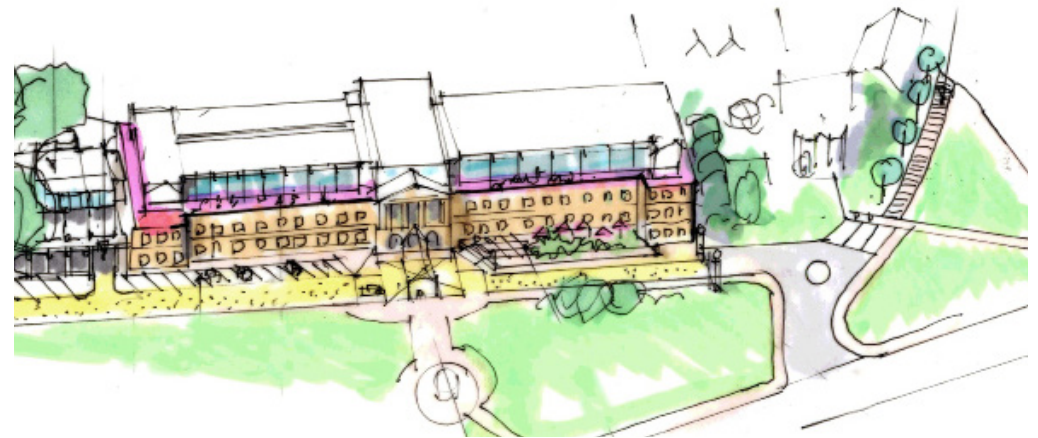
The council is seeking to dispose of the attractive office building to the northern side of the gardens as part of its programme to consolidate its property portfolio. There is scope to refurbish and extend this building to adapt it to alternative uses. Given the site's prominent location in close proximity to the HIC, the preferred use would be for a new high quality hotel. Ideally such a development would have a modern spa theme to cater for both business and leisure visitors, and in recognition of the site's proximity to the Royal Baths. Nevertheless, alternative office or residential uses would also be acceptable, provided that such development contributed to the improvement of the gardens and their setting.

At the HIC there are opportunities to improve servicing arrangements, make better use of some of its exhibition halls and improve links with hotel facilities to the north. Hall Q at the HIC provides a large and flexible, but underutilised, space with its own independent entrance facilities. It is proposed that this is utilised to accommodate a new family visitor attraction, potentially based on local historical themes such as the town's spa heritage or connections with the tea trade. This would help to diversify the town centre's visitor offer and promote historical associations that are currently understated.

In addition, it is proposed that the exhibition hall to the north of the Royal Hall be removed to enable vehicles servicing the conference centre to move in a one-way direction between Kings Road and Ripon Road. This will increase the capacity of the service area to the rear of the HIC, improving its operational efficiency. It will also provide opportunities to improve the setting and facilities of the Royal Hall and create new and improved links with hotels to the north of the conference centre.

The key objectives of these schemes are:

- the introduction of a suitable new use for the council offices at Crescent Gardens. The preferred use would be a high quality hotel but other acceptable uses would include offices or residential uses;
- the introduction of a new family visitor attraction to Hall Q of the HIC to help diversify the town centre's visitor offer;
- the provision of new service arrangements to the HIC that allow for improved links with the Majestic Hotel and an improved setting for the Royal Hall; and
- encouraging the use of Crescent Gardens and links with Valley Gardens and the Montpellier Quarter.



**Above:** Artist's impression of a refurbished and extended Crescent Gardens office building

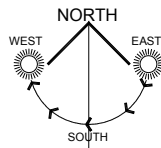
**Below:** Aerial photograph of Crescent Gardens





**Above:** Source - Colour Urban Design Ltd and Marks Barfield Architects

Significant work has already been undertaken in recent years to restore the interior of the Grade II\* listed Royal Hall on Ripon Road. The Royal Hall Restoration Trust is now developing proposals to improve the setting and facilities of the Royal Hall and the adjacent HIC. These plans include new catering facilities and a new landscaped area - including a potential winter garden - to the north of the Hall to restore the building's original garden setting. Some of the Trust's indicative proposals, prepared by Colour Urban Design and Marks Barfield Architects, are shown above and below. Further details can be found at [www.royalhallerestorationtrust.org.uk](http://www.royalhallerestorationtrust.org.uk)



**Below:** Source - Colour Urban Design Ltd and Marks Barfield Architects



The main components of the projects at Crescent Gardens and the HIC will be:

- refurbishment and redevelopment (including potential extension) of the Crescent Gardens office building;
- re-design of the forecourt area to the former office building and associated improvements to the gardens to encourage informal recreation;
- redevelopment of Hall Q for a new visitor attraction and improved frontage to Kings Road, including potential food and drink uses;
- demolition of Hall A to create a through-route for service vehicles and an enhanced setting for the Royal Hall; and
- improved pedestrian crossings from HIC to Crescent Gardens and Parliament Street (subject to maintaining the capacity of the Parliament Street/Kings Road junction).

**Below:** Indicative new layout of Crescent Gardens with new forecourt area to former Council building, resurfacing areas of highway to create an integrated pedestrian friendly space.



## Exchange Tower and Station Bridge 8 9 2

To the north of the railway station, fronting Station Parade and Station Bridge, are a series of twentieth century buildings that accommodate office and retail uses. The high-rise Exchange Tower is one of the most prominent buildings in the town centre. However, the style and massing of these buildings are not in keeping with the rest of the town centre and they appear dated, particularly Copthall Bridge House.

Although the site is in single ownership, it is accepted that the comprehensive redevelopment of the site is unlikely to be viable over the masterplan period. Exchange Tower itself has benefited from recent investment and is almost fully occupied. It is therefore proposed that more limited redevelopment and refurbishment of the site is undertaken in order to deliver the following benefits:

- improvements to the external appearance of the buildings to improve the street scene to Station Parade, the town centre gateway at Station Bridge and to complement the public realm works proposed to Station Square;
- extension and redevelopment where feasible to provide additional or expanded large floorplate retail units of which there is a limited supply within the town centre; and
- public realm improvements to Station Bridge and extending to Station Avenue, including a dedicated cycle path to connect cycle routes to the east of the town centre with the Transport Hub.



**Above:** Artist's impression of potential improvements to existing buildings at the junction of Station Parade and Station Bridge.

## Dragon Road 3

To the north of Dragon Road, on the periphery of the town centre, is the HIC vehicle holding area which also acts as an occasional public car park. This is adjoined by small warehouses that have been converted to retail uses and which front Dragon Road. Subject to the relocation or incorporation (in whole or in part) of the HIC holding area, the site could be redeveloped for a range of potential uses, including new residential accommodation, offices and small-scale retail and leisure uses.

The future redevelopment of the site should have regard to the following principles:

- providing a strong frontage to Dragon Road and reflecting the scale and design of nearby residential properties;
- providing adequate amenity to any residential development on the west side of the site which would be in close proximity to the railway line; and
- enhancing the entrance to the Greenway cycleway.

**Below:** Indicative site layout for proposed redevelopment of land at Dragon Road.



## Movement Projects

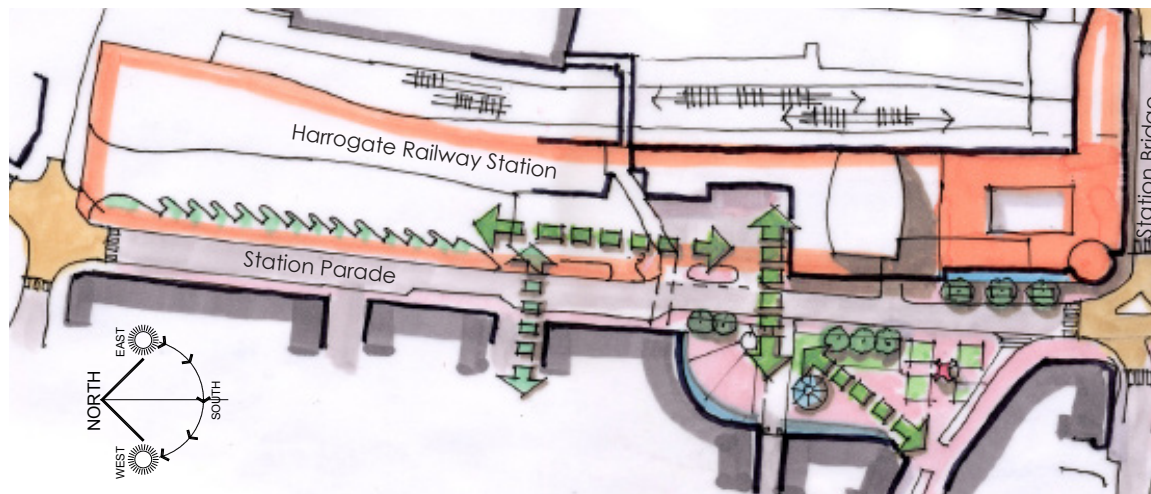
### Transport Hub 104

The Transport Hub refers to the area to the east of Station Parade incorporating the railway station and associated operational land, the bus station, a small public car park, and the Harrogate Tap public house. The existing layout and appearance of these facilities has long been identified as being in need of improvement. The railway station itself provides a poor gateway to Harrogate with limited facilities, and there is scope to improve the integration of the railway, bus station, facilities for cyclists, taxi services and the large multi-storey Victoria car park.

The council prepared a development brief for the station site in 2005 but this document is now out-of-date due to developments at the site since that time and significant new infrastructure investment that is now proposed, specifically the electrification of the railway line between Leeds and York. The council will be working in partnership with North Yorkshire County Council and other interested parties to develop a more detailed masterplan for the station area. However, we set out here the key principles for the future redevelopment of the Transport Hub in order to guide that process and demonstrate how the future redevelopment of this site will contribute to the wider strategy for the town centre.

The key principles to be taken into account in the creation of a redeveloped Transport Hub on land to the east of Station Parade are as follows:

- improved booking hall facilities to the railway station providing new retail and food and drink units;
- the retention of the historic building currently occupied by the Harrogate Tap;
- the improvement of links between the bus station and railway station to encourage and ease modal transfer;
- maintaining access to the Victoria car park and integrating it with other transport facilities;
- new drop-off and dedicated taxi facilities, exploring potential opportunities to incorporate these on land to the east of the railway line;
- improved facilities providing cycle parking and offering cycle hire facilities for visitors;
- new office and/or residential accommodation at upper floors; and
- public realm improvements to Station Parade, including enhanced links to, and an improved outlook from, Cambridge Street.



**Left:** Indicative improvements to pedestrian movements between rail and bus stations, and between Transport Hub, Station Square and Cambridge Street.

**Below:** Aerial picture of the Transport Hub site from the west.



## Pedestrian Movement

Improving pedestrian movement in the town centre by reducing the barrier effects of main roads and creating more legible walking routes between key destinations within the town centre is a key objective of the town centre strategy and is incorporated into various public realm schemes. The relevant proposals include:

- the pedestrianisation of James Street to create a stronger east-west pedestrian route to connect the proposed Transport Hub, the retail core, Montpellier Quarter and The Stray;
- improvements to Station Square to provide a legible route for pedestrians from the railway station to James Street;
- public realm works to the area surrounding the Cenotaph and at Montpellier Parade to provide clearer routes from Cambridge Street and James Street to the Montpellier Quarter;
- works, including pavement widening, to Parliament Street and Cheltenham Parade to improve walking routes between the Transport Hub and HIC, and the HIC and the retail core; and
- improvements to Station Parade to improve pedestrian access from the Transport Hub to Station Square, Cambridge Street and Cheltenham Parade.

The proposed phasing of these schemes, which is set out within the Implementation Plan, takes account of the need for a co-ordinated approach to managing pedestrian movement within the town centre.

A new pedestrian signage scheme is currently being rolled out across the town centre and this scheme will need to be updated in due course to take account of the masterplan's public realm proposals.

## Cycle Infrastructure

There is a good network of cycle routes around Harrogate, many of which converge on the town centre. There are opportunities to improve these connections and focus them on the Transport Hub which will also act as a hub for cycle infrastructure. Specific improvements are already being implemented to the north of the bus station as part of the county council's 'One Arch' scheme and the masterplan proposes further improvements to the south of the railway station on Station Bridge. The borough council will continue to work as part of the Harrogate Cycle Forum to deliver the schemes set out in the Cycling Delivery Plan, a number of which relate to masterplan projects.

As set out in the town centre design principles at the beginning of this section, new development will be encouraged to provide adequate cycle parking facilities (including as part of the masterplan's proposed public realm projects). Cycle facilities will be fully integrated into the Transport Hub which should offer cycle hire to visitors, cycle storage for those transferring to other forms of transport and potentially facilities for carrying out repairs.

## Parking Management

A number of the public realm projects that form part of the masterplan would result in the loss of on-street car parking within the town centre. This loss of on-street parking is to the benefit of pedestrian movements and will significantly improve the appearance of some parts of the town centre. No designated on-street parking for the mobility impaired will be lost as part of these changes. It is proposed that parking management will be addressed by considering the following issues:

- improved signage and other visitor information to help direct town centre visitors to the underutilised multi-storey car parks at West Park and Victoria Shopping Centre;
- the council, together with the county council, will review the on-street and off-street parking regime to ensure the efficient use of these facilities for short-stay and long-stay car parking; and
- the council will continue to review opportunities to provide park and ride facilities for the town centre, and in particular any opportunities associated with the upgrading of railway infrastructure.



**Right:** Innovative example of cycle parking used to promote sustainable transport, Harrogate Cycle Action



## 6 Implementation

## Implementation Plan

The Implementation Plan for the HTCSM is designed to act as a point of reference and a call to action for all organisations, both public and private sector, involved in the future development of the town centre. The projects themselves form an interlinked package of development and improvement proposals. For each project, the Implementation Plan identifies the lead organisation responsible for its delivery, along with other organisations that will be involved, so that it is clear who is responsible for driving forward each project and who will work alongside them.

The Implementation Plan also identifies the potential sources of funding for the investments proposed and the likely timescales for them taking place. Clearly, not every project will be delivered in the near term. Several projects face complex challenges in terms of ownership, viability, funding and other issues. The projected timescales set out in the Implementation Plan seek to take account of these challenges in identifying which segment of the implementation period (2015 – 2025) each project is most likely to be delivered within.

Similarly, given constraints on the availability of funding, there is a need to prioritise the numerous projects identified through the masterplanning process. The Implementation Plan therefore also seeks to identify those projects that are most critical to the delivery of the vision and strategic objectives for Harrogate town centre. The purpose of this is to assist when difficult decisions on how to allocate resources are being made, so that the available resources can be channelled into projects that will have the greatest impact and make the greatest contribution to the delivery of the masterplan's vision.

The Implementation Plan is summarised in the tables overleaf. The first of these tables presents the overarching plan and identifies potential funding, delivery partners and key tasks. The second table sets out the phasing of the individual masterplan projects and proposals, providing indicative dates for implementation. This includes the potential periods required to:

- assess the feasibility of the proposal, carry out any site assembly and prepare detailed designs;
- project planning, including obtaining planning permission where relevant, securing funding and procuring the services and materials required for implementation; and
- the implementation and disposal phase including, where relevant, construction, policy implementation and disposal via sales and letting.

Equality and sustainability assessments will be undertaken where required during the development and design of each masterplan project, and for those policy recommendations included within the emerging Local Plan. The final table sets out possible risks to the delivery of the masterplan proposals and suggested mitigation measures that should help to ensure that the strategic objectives of the HTCSM can still be delivered.

The successful delivery of the HTCSM will not only be measured in terms of the implementation of the masterplan projects but also in terms of other indicators that will be monitored over the ten year period to 2025. These indicators will include:

- maintaining the low vacancy rate within the town centre and ensuring that this is comfortably below the national average;
- maintaining the town centre's healthy retail expenditure market share within the local catchment area and improving its share in relation to the competing destinations of Leeds and York;
- increasing the number of visitors to the town centre, particularly staying visitors and the number of bedspaces in serviced accommodation; and
- increasing the proportion of visitors who travel to the town centre by non-car modes, particularly those who travel by train.




The above indicators will be monitored through periodic reviews of the Local Plan evidence base, as well as research undertaken to inform other plans and strategies.

## Project Priority, Funding and Delivery

Project	Summary	Priority	Potential Funding	Delivery Lead	Delivery Partners	Key Tasks
Prospect Square & Prospect Gardens	Redeveloped public space including minor road closures, removal of on-street parking, new hard and soft landscaping, and creation of performance space.	High	HBC Heritage Lottery Fund	HBC	NYCC	Design, funding and procurement.
Station Square	Redeveloped public square and town centre gateway incorporating multi-functional space, re-designed gardens and visitor information point.	High	HBC S106 Contributions	HBC		Design, funding and procurement.
James St & Princes St	Road closures, removal of on-street parking, resurfacing, new street furniture and landscaping.	Moderate	HBC	HBC		Trialing road closures, assessment, design, funding and procurement.
Princes Square	Rationalising on-street parking, pavement widening, new planting and signage.	Low	HBC	HBC	NYCC	Design, funding and procurement.
Oxford St & Cambridge St	New hard landscaping, street furniture and planting.	Moderate	HBC	HBC		Design, funding and procurement.
Parliament St & Cheltenham Parade	Removal of on-street parking, pavement widening, new street furniture and planting.	Moderate	HBC	HBC	NYCC	Design, funding, and procurement.
Crescent Gardens & HIC	Partial redevelopment/refurbishment of Crescent Gardens office building, new family visitor attraction at HIC, new servicing arrangements to HIC, and new landscaping to Crescent Gardens and to the north of the Royal Hall.	High	HBC Private Developers S106 Contributions Heritage Lottery Fund Arts Council LEP	HBC	Private Developers Royal Hall Restoration Trust LEP	Disposal of office building, securing appropriate development partner for visitor attraction, design, funding and procurement.
Exchange Tower & Station Bridge	Refurbishment and partial redevelopment to provide additional commercial floorspace and public realm improvements to Station Bridge and Station Parade.	Moderate	Private Developers NYCC S106 Contributions	Private Developers	HBC NYCC Network Rail	Design, funding, procurement and letting.
Dragon Road	Redevelopment of parking and retail warehousing for residential, offices or small-scale retail/leisure.	Low	Private Developers	Private Developers	HBC	Potential relocation of HIC holding area, site assembly, design, funding, procurement and disposal.
Transport Hub	Comprehensive redevelopment of railway station, bus station, and adjoining land and buildings to create new transport interchange with improved facilities and new retail, office and/or residential development.	High	Network Rail Private Developers HBC and NYCC Transport Operators LEP	Network Rail	NYCC HBC Private Developers	Development of transport hub masterplan/development brief, site assembly, design, funding and procurement.
Pedestrian Movement	Various improvements to public realm and comprehensive signage strategy.	Moderate	HBC NYCC	HBC and NYCC		As above in respect of public realm proposals. Update to signage strategy.
Cycle Infrastructure	New cycle hub at Transport Hub, improved cycle routes and enhanced cycle parking.	Moderate	HBC NYCC	HBC and NYCC	Network Rail Private Developers	Design, funding and procurement.
Parking Management	Parking management strategy to promote sustainable travel and make efficient use of on-street facilities.	High	HBC NYCC	HBC and NYCC		Review, strategy development and implementation.

## Phasing to 2025

Project	Priority	Comments	2016 to 2020					2021 to 2025				
Prospect Square & Prospect Gardens	High	Potential 'quick win' though needs to be considered in context of James St proposals.	Red	Yellow	Green	Green						
Station Square		Potential 'quick win' though needs to be considered in context of James St proposals.	Red	Yellow	Green							
Crescent Gardens & HIC		Subject to disposal of office building and securing funding for improvements to HIC and Royal Hall. Some elements may be implemented sooner.	Red	Red	Yellow	Green	Green					
Transport Hub		Subject to preparation of site masterplan, land assembly and funding. Plans should not compromise the future electrification of the line. Extended implementation period for complex scheme.	Red	Red	Yellow	Yellow	Green	Green	Green			
Parking Management		To be monitored/reviewed in light of implementation of public realm schemes.		Red	Yellow	Green	Green	Green	Green	Green	Green	Green
Oxford St & Cambridge St	Moderate	To be implemented after completion of improvements to Prospect Square and Station Square to help minimise impacts on town centre trade.		Red	Yellow	Green						
Parliament St & Cheltenham Parade		Ideally to be completed at same time as improvements at Crescent Gardens and HIC.			Red	Yellow	Green					
James St & Princes St		Dependent on outcome of traffic modelling/road closure trial and subject to detailed design of proposals for Prospect Square and Station Square.			Red	Yellow	Green					
Exchange Tower & Station Bridge		Delivery to be encouraged by completion of Station Square scheme but subject to detailed design of Transport Hub proposals.			Red	Yellow	Green					
Pedestrian Movement		Subject to implementation of various public realm schemes.					Green					
Cycle Infrastructure		Dependent on detailed design and implementation of Transport Hub though various elements could be implemented sooner.		Red	Yellow	Green	Green	Green	Green			
Princes Square	Low	To be implemented following works to James St and Princes St to minimise disruption to town centre businesses.				Red	Yellow	Green				
Dragon Road		Dependent on the relocation of the HIC holding area and potential implementation of new servicing arrangements at HIC, though the disposal of the site could provide cross-funding.					Red	Yellow	Green	Green		

	Feasibility and design
	Planning, funding and procurement
	Implementation

## Delivery Risks and Mitigation

Project	Potential Risks	Potential Mitigation
Prospect Square & Prospect Gardens	<ul style="list-style-type: none"> <li>Short-term funding difficulties.</li> </ul>	<ul style="list-style-type: none"> <li>Consider alternative sources of funding</li> <li>Phased delivery delivering improvements to Prospect Square first and Prospect Gardens later.</li> </ul>
Station Square	<ul style="list-style-type: none"> <li>Short-term funding difficulties.</li> </ul>	<ul style="list-style-type: none"> <li>Consider alternative sources of funding.</li> </ul>
James St & Princes St	<ul style="list-style-type: none"> <li>Unforeseen problems associated with road closure trials.</li> <li>Short-term funding difficulties.</li> </ul>	<ul style="list-style-type: none"> <li>Reconsider options for partial pedestrianisation or pavement widening, or potential phasing of full pedestrianisation option.</li> </ul>
Princes Square	<ul style="list-style-type: none"> <li>Medium-term funding difficulties.</li> </ul>	<ul style="list-style-type: none"> <li>Delay implementation but consider scheme objectives in any interim development management decisions.</li> </ul>
Oxford St & Cambridge St	<ul style="list-style-type: none"> <li>Medium-term funding difficulties.</li> </ul>	<ul style="list-style-type: none"> <li>Phased delivery to prioritise improvements to Oxford Street.</li> </ul>
Parliament St & Cheltenham Parade	<ul style="list-style-type: none"> <li>Medium-term funding difficulties.</li> </ul>	<ul style="list-style-type: none"> <li>Phased delivery to prioritise Parliament Street.</li> </ul>
Exchange Tower & Station Bridge	<ul style="list-style-type: none"> <li>Early implementation fails to take account of schemes to be delivered later in masterplan period, notably Transport Hub.</li> </ul>	<ul style="list-style-type: none"> <li>Resisting inappropriate planning applications that would compromise strategic objectives.</li> </ul>
Dragon Road	<ul style="list-style-type: none"> <li>Difficulties associated with relocation of HIC holding area or land assembly.</li> <li>Separate developer proposal for partial redevelopment.</li> </ul>	<ul style="list-style-type: none"> <li>Phased delivery concentrating on Dragon Road frontage.</li> <li>Resisting inappropriate planning applications that would compromise strategic objectives.</li> </ul>
Transport Hub	<ul style="list-style-type: none"> <li>Delayed implementation of rail electrification</li> <li>Short or medium term funding difficulties</li> <li>Separate developer proposal for partial redevelopment.</li> </ul>	<ul style="list-style-type: none"> <li>Phased delivery in accordance with site masterplan.</li> <li>Resisting inappropriate planning applications that would compromise strategic objectives.</li> </ul>
Pedestrian Movement	<ul style="list-style-type: none"> <li>Piecemeal implementation of public realm improvements due to funding constraints.</li> </ul>	<ul style="list-style-type: none"> <li>Mitigation via signage strategy.</li> </ul>
Cycle Infrastructure	<ul style="list-style-type: none"> <li>Delayed implementation of Transport Hub scheme</li> </ul>	<ul style="list-style-type: none"> <li>Phased delivery to concentrate on cycle route and cycle parking improvements.</li> </ul>
Parking Management	<ul style="list-style-type: none"> <li>Delays in initiating review of on-street parking or agreeing new strategy.</li> </ul>	<ul style="list-style-type: none"> <li>To focus on car park signage in the short-term to make efficient use of off-street parking capacity.</li> </ul>





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