

Clitheroe town centre masterplan

06/10/2010



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CLITHEROE MARKET

INTRODUCTION

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01 introduction

INTRODUCTION

- 1.1 The Clitheroe Town Centre Masterplan has been commissioned by Ribble Valley Borough Council (RVBC), Lancashire County Council (LCC), and Ribble Valley Strategic Partnership (RVSP) forming the Steering Group. The Brief is to set out the future strategy for the Clitheroe Town Centre Study Area, together with development principles for the Market Square.
- 1.2 Clitheroe is home to a diversity of local communities – residential, business, educational and a variety of other interests. It also has many streets and places that are safe, attractive and well loved. In short, there are many positive assets to be encouraged and strengthened as the starting point for new ideas and proposals.
- 1.3 Given this positive starting point, we have considered Clitheroe as a rich tapestry of many neighbourhoods, places and communities. Each has their own challenges and aspirations, and requires individual, appropriate and sensitive proposals and change.
- 1.4 During the preparation of the masterplan, the focus has grown from the Market Square to the wider town centre setting. This wider focus on the ‘bigger picture’ recognises the need to agree an overarching ‘Town Framework’ to shape, direct and co ordinate individual initiatives and projects.
- 1.5 The Masterplan begins with an overarching Town Vision, set out as 10 Goals and a ‘Town Framework’. This provides the ‘bigger picture’ within which four ‘catalysts’ are to be progressed.
- 1.6 The creation of a ‘Town Team’ is proposed as the first ‘catalyst project’ to coordinate existing activities and investment, and begin taking forward the key actions and proposals set out in the Town Framework. The Town Framework identifies a further three catalysts - distinct parts of the town as the focus for change and new directions.

Together, the four catalyst projects are:

1. **Town Team**
2. **Castle Street and Clitheroe Market**
3. **Moor Lane and Lowergate**
4. **Market Place and Wellgate**



Catalyst 1 : Town Team



APPROACH AND STRUCTURE

- 1.7 The Masterplan has been approached as three key workstages, each shaped and informed by community consultation. The three workstages are:
 - **Baseline**
 - **Vision and Concepts**
 - **Implementation Plan**
 - 1.8 The ideas and proposals set out in this Masterplan have been the subject of consultation through individual meetings, a Stakeholders Day and Community Consultation Days.
 - 1.9 The Stakeholders Day started with a 'Business Breakfast' for local traders, followed by a late morning discussion group for community groups and delivery agencies, and concluded with a discussion group for market stall traders.
 - 1.10 The Community Open Days set out early ideas exploring the nature and degree of change that people wanted to see, together with an understanding of priorities. To ensure the engagement and representation of young people, two focus groups were arranged through local schools.
- In response, this Masterplan is structured as:
- 1.11 **Chapter 2: Town Vision** – setting out the overarching vision as 10 goals for Clitheroe, against which more detailed ideas and opportunities for each neighbourhood and place have been considered
 - 1.12 **Chapter 3: Creating a place of many places** – setting out the town wide spatial principles as overarching frameworks within which the contributions of individual projects may be guided and delivered. This includes considering those neighbourhoods in need of a more clearly defined role, change in direction and significant investment, together with those that are performing relatively better and in need of strengthening and encouragement rather than significant change.
 - 1.13 **Chapter 4: Catalyst projects** – exploring the principles of new approaches to management and delivery, together with key projects to regenerate those neighbourhoods and places identified as being well placed and/or in need of more structural change.
 - 1.14 **Chapter 5: Implementation Plan** – setting out how the ideas and proposals set out in this Masterplan may be taken forward in partnership with local communities and delivery agencies.
 - 1.15 The Baseline Study, Community Consultation and Market Square Options Appraisals are set out in the Appendices supporting this Masterplan.

Town Vision

Clitheroe
Ribble Valley

- Clitheroe -
'a place of many places'
- 10 GOALS**
- 1 **recognised as one of the most diverse places in the Ribble Valley**
 - 2 **distinct, independent, refined and well known for food, shopping and events**
 - 3 **vibrant, offering a choice of places to shop, visit, stay, live and work**
 - 4 **alive with culture and heritage**
 - 5 **for all seasons with events, festivals and celebrations throughout the year**
 - 6 **connected to & provides for its community**
 - 7 **connected by streets and squares that are easily understood and explored**
 - 8 **connected to its region and landscape**
 - 9 **confident, a place to invest with a clear delivery strategy**
 - 10 **well managed by its civic, business and residential communities**

Clitheroes' Neighbourhoods

Clitheroe's Neighbourhoods : Today



Town Frameworks

- Town Concept - 'creating a place of many places'
- Neighbourhoods
- Places
- Gateways and Connections

New Directions

- Catalysts
- Connecting Threads

Catalyst Projects

Implementation Plan

Baseline Report

Community Consultation

Market Square Options Appraisal



Catalyst Projects

1. Town Team
2. Castle Street and Clitheroe Market
3. Moor Lane and Lowergate
4. Market Place and Wellgate



Town Team

- Roles of the Partners
- Town Framework Projects
 - Neighbourhoods
 - Places
 - Gateways and Connections

Castle Street and Clitheroe Market

Moor Lane and Lowergate

Market Place and Wellgate

Funding and Finance

Next Steps





CLITHEROE CASTLE

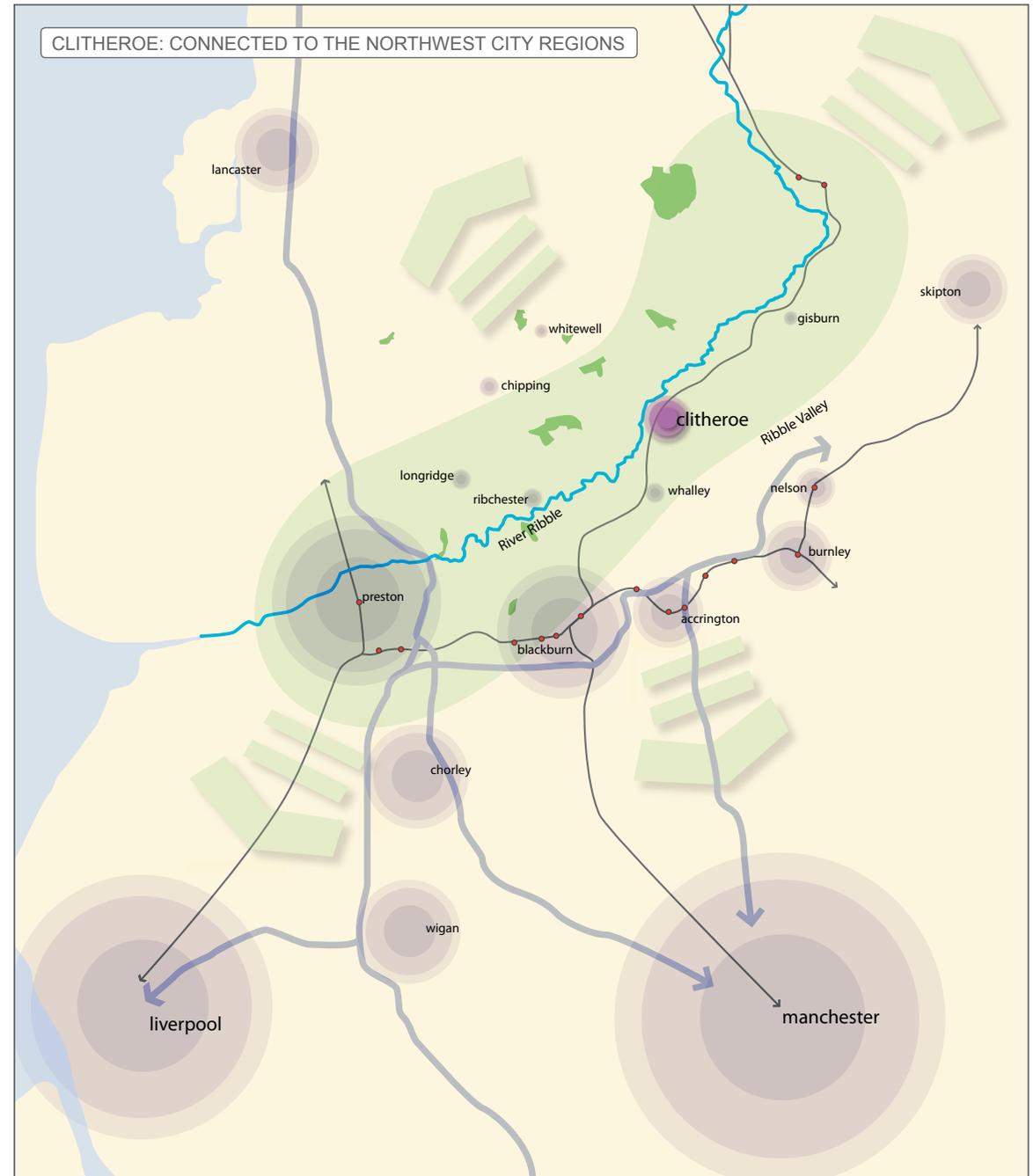
TOWN VISION

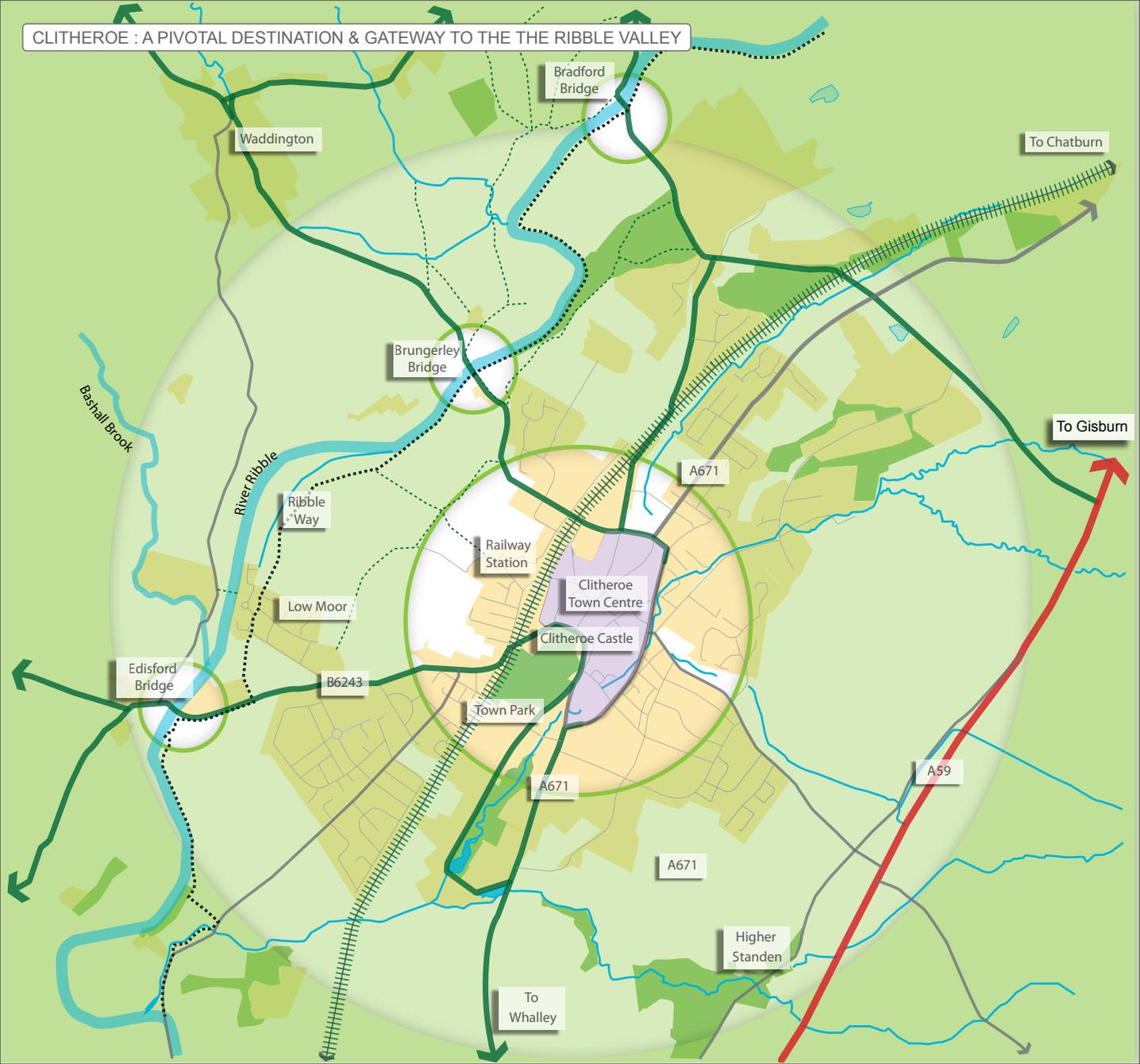
02

02 town vision

Clitheroe: Ribble Valley

- 2.1 In setting out the vision for Clitheroe, the starting point is to understand the opportunities and 'strategic fit' within the wider city region and Ribble Valley landscape identity. The Ribble Valley is an outstanding landscape, recreational, cultural and economic resource. It is unique in providing such a wealth of places to live, work, visit and play within reach of the significant catchment populations of some of the North West's City Regions – Central Lancashire, Liverpool and Manchester. The skills base and entrepreneurialism of the business communities of the Ribble Valley are also valuable assets, and Clitheroe town centre is well placed to act as a focus to encourage further business start ups, growth and job creation.
- 2.2 Clitheroe is well placed in relation to these regional economic drivers, including Preston and Manchester. The opportunity is to encourage local business start ups and homeworking through the provision of an appropriate, flexible portfolio of sites and premises, and accessible support services and networks.
- 2.3 The ability to strengthen the 'Pennine Lancashire' brand and identity as a destination for the wider North West Region needs to balance the economic prosperity and jobs that tourism and new residents may bring, with the needs of existing communities, and the sensitivities of the outstanding natural assets that make the Ribble Valley such a well known and well loved place.
- 2.4 Clitheroe is ideally placed to play a role in delivering this balanced approach. Its central location at the heart of the Ribble Valley, close to the key strategic routes of the M6 and A59, with rail connections to Manchester and Preston makes the town a natural 'gateway' to the Ribble Valley.
- 2.5 Whilst this brings opportunities, there is a more fundamental opportunity for the town to explore. This central location is ideal for defining Clitheroe as a more distinct destination in itself, and as stepping stone connecting the wider towns and city regions to the Ribble Valley. The ideas, goals and proposals set out in this vision recognise that Clitheroe is well placed and capable of becoming a focal point for those visiting, shopping and playing in the Ribble Valley.
- 2.6 The scale of the town, its pivotal position and rail and bus connections enable Clitheroe to attract, accommodate and sustain a real diversity of uses and experiences in ways that smaller towns are less able to do.
- 2.7 The proposal is for Clitheroe to become a place to stay for longer, as the base from which the wider villages and landscapes may be explored. In doing so, the opportunities for creating a more vibrant, diverse and prosperous town are more easily shared with the wider businesses and residential communities in Ribble Valley.





CLITHEROE: TOWN

- 2.7 From our Baseline Review (Appendix 1), discussions with local people and consultations, it is clear that Clitheroe is well loved and is home for a diversity of local communities who want to play a role in securing a prosperous future.
- 2.8 This is balanced with a recognition that Clitheroe needs to be more competitive in response to changing economies, lifestyles and markets. The desire for immediate action is evident, together with a realisation that the delivery of more significant investments in the medium to longer term needs to be planned for and actioned now.
- 2.9 From our Baseline Review and consultations to date, the most immediate and recurring questions that any future vision must answer are as follows:



What is this place?

- 2.10 With the exception of the Clitheroe Castle, many of the people we have spoken to feel that there are no clear, strong, unique and easily recognisable features, identities and activities to attract shoppers and visitors. There are lots of individual successes, but no big picture messages that reveal the true nature of the town. As a historic market town, the fabric and experience of the Market Square, Castle Street and the Clitheroe Market are poorly placed to compete with other towns and attractions.



Who is it for?

- 2.11 As the identity of the town as an easily understood and recognisable place has eroded and the retail offer has remained static, Clitheroe's ability to attract and retain loyal shoppers, visitors and investors has also declined. Recent successes and emerging interests are focused upon restaurants and the expansion of local food retailers. There is a feeling that those shoppers and visitors who are likely to want to visit, do not know about the town's assets or have been drawn to other places that have a wider offer and more assertive marketing strategies that clearly articulate why they are the place to be.



How do I get from place to place?

- 2.12 The streets and courtyards of the town provide an enviable network of places to explore and move through. The rail and bus stations offer good connections to the wider residential neighbourhoods and towns of the Ribble Valley and immediate conurbations. Their condition however creates a poor impression and discourages shoppers and visitors from moving from arrival points around the town, into the town and from place to place.



Who are our champions?

- 2.13 There is a real sense of community pride and ownership. Traders, residents and those employed in the town are passionate about its future prosperity and play an active role to contribute with the resources they have available. There is a feeling that more 'joined up thinking' will allow the impacts of individual contributions to multiply and create a shared agenda and momentum for change.

LOOKING TO THE FUTURE

- 2.14 In response to the diversity of these questions, we have set out a clear vision for Clitheroe. This vision is translated into 10 Goals, each responding to key questions and aspirations raised during the Baseline review.
- 2.15 The vision is to offer a rich diversity of contrasting lifestyles, activities and experiences, all set against the impressive backdrop of the fine townscape and landscape scenery of this historic market town.
- 2.16 Those who know and love Clitheroe already know the town as 'a place of many places'. Clitheroe's history provides a tapestry of townscapes, parks, streets, squares and courtyards as the setting for independent shops, restaurants and galleries.
- 2.17 In contrast to many other smaller Ribble Valley towns and villages, Clitheroe is 'of a scale' that allows a wider range and critical mass of activities to be accommodated. The town is a place to live, work, play, learn and visit. The historic core is a 'walkable neighbourhood'. It has all of the necessary components of a sustainable community that many more recent towns and city neighbourhoods strive towards.
- 2.18 In contrast to many of the larger towns and conurbations in the Ribble Valley and immediate hinterlands, Clitheroe offers a more intricate, unique and individual experience. Clitheroe has many distinct characteristics that are waiting to be strengthened and revealed – a truly valuable attribute in times increasingly dominated by the rise of the 'clone town'.
- 2.19 Finally, as a historic market town, Clitheroe has enviable rail and bus connections to the major town and city conurbations of the north west.
- 2.20 These unique aspects set Clitheroe apart from other towns and conurbations set within and enclosing the Ribble Valley. The vision to create 'a place of many places' is a direct response to these unique 'selling points'. It realises that the opportunity is to secure long term prosperity by creating a scale and blend of places, homes, lifestyles and experiences that are distinctive and special relative to the larger cities and smaller towns within and enclosing the Ribble Valley.
- 2.21 The vision and 10 Goals to secure a future for Clitheroe as a distinctive and special place are considered in further detail across the following pages.

In short, the vision is...

Clitheroe - 'a place of many places'. A town that is...

01



...recognised as one of the most diverse places in the Ribble Valley

02



...distinct, independent, refined and well known for food, shopping and events

03



...vibrant, offering a choice of places to shop, visit, stay, live and work

04



...alive with culture and heritage

05



...for all seasons with events, festivals and celebrations throughout the year

06



...connected to & provides for its community

07



...connected by streets and squares that are easily understood and explored

08



...connected to its region and landscape

09



...confident, a place to invest with a clear delivery strategy

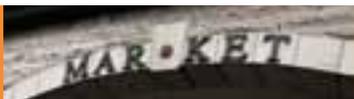
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...well managed by its civic, business and residential communities

We want Clitheroe to be a town that is...

01



...recognised as one of the most diverse places in the Ribble Valley

Looking to the future...

Clitheroe has many valuable assets that are characteristic of market towns yet they remain hidden and unsung. Clitheroe needs to remain competitive to compete with other towns and destinations in the region and beyond. As one of the larger towns in the Ribble Valley, Clitheroe is able to offer a wider range of places to visit, shop, and play and take the time to relax.

The wealth of contrasting streets, courtyards, squares, buildings and parks in Clitheroe is ideal for creating lots of different experiences. The more places and different ways there are to spend the day, the more likely it is that visitors will stay longer, including overnight.

The investments in the Castle provide a good starting point. The most valuable, underused assets that have the potential to strengthen Clitheroe's historic identity are the Market Square, Castle Street and its courtyards, King Street and Moor Lane, together with Clitheroe Market and the town's fine civic buildings, places of worship and their gardens.



1. Clitheroe Market, Clitheroe
2. St. Mary's Church Grounds, Clitheroe
3. Castle Street, Clitheroe
- 4 & 5. Street Markets



...distinct, independent, refined and well known for food, shopping and events

Looking to the future...

Clitheroe is well known as a more distinct, independent and refined place to shop and visit, particularly for clothing, food and drink, confectionary, furniture and jewellery. New arrivals to the town include high profile restaurants that strengthen perceptions of Clitheroe as a quality destination.

With increasing access to new forms of marketing and media, shoppers and visitors are now able to choose from a wider choice of ever changing destinations, each offering new experiences. Clitheroe needs to respond by supporting existing independent boutique retailers and restaurants.

The opportunity is to strengthen the way people think of Clitheroe as a 'food' town, using markets and fairs that attract visitors and shoppers. People who have visited and have positive experiences are more likely to return again and tell others to visit.



- | | | |
|---|---|--------------------------------------|
| 1 | 3 | 1. Piccolino's Restaurant, Clitheroe |
| 2 | 4 | 2. Taste@Clitheroe, Clitheroe |
| | | 3. Flower Gallery, Clitheroe |
| | | 4. The Emporium, Clitheroe |

We want Clitheroe to be a town that is...

03

...vibrant, offering a choice of places to shop, visit, stay, live and work

Looking to the future...

Clitheroe has a diversity of uses within its historic core, with many people living, working, shopping, learning and visiting the town. This, together with the size of the town centre relative to other nearby towns, provides a valuable starting point for increasing the choices of places to shop, visit, stay, live and work further.

This true mix of uses and activities is a real opportunity to make Clitheroe a place where there are lots of things to do throughout the day and week. The opportunity is to make better use of the wider streets and neighbourhoods to create a real choice of places and experiences. The Market Square, Castle Street, Market Place, Moor Lane, Wellgate and Lowergate are all able to play a different role.

The town is able to offer much more by bringing underused sites and buildings back to life. The potential to create new places to live, work and stay, including live/work high quality holiday apartments and studios, is a real opportunity to make people think about Clitheroe as a place to work from home, and stay for weekend and week breaks when visiting the Ribble Valley.



1. Castle Street, Clitheroe
2. Banana News, Clitheroe
3. Saddlers Mews, Clitheroe
4. Castle Grounds
5. Town houses



04



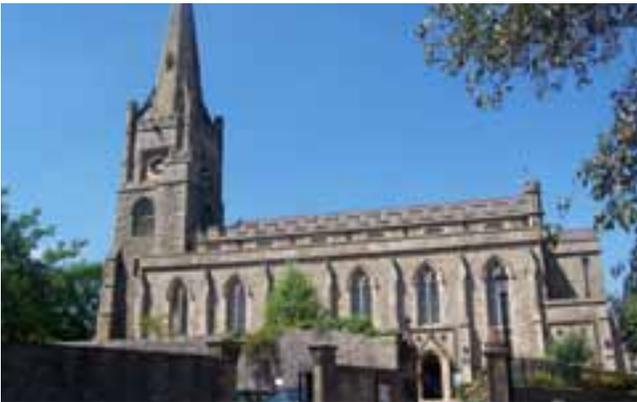
...alive with culture and heritage

Looking to the future...

The Castle, buildings, streets, squares and courtyards that form Clitheroe's townscape provide a depth of cultural heritage that far exceeds that of other nearby towns and settlements.

The Castle is a dramatic landmark from the surrounding landscape and approaches, and from within the town itself. The historic Market Place and Castle Street, together with other building groups along Castle Street and King Street, and abundance of churches and churchyards including the landmark St Mary's church, provide a wealth of interest for those willing to explore.

These assets remain hidden and dispersed. The Castle improvements demonstrate the potential to celebrate the town's heritage, attract visitors and reveal the towns underlying identity. There are further opportunities to repeat this success and connect places of interest together



- | | |
|---|---|
| 1 | 3 |
| 2 | 4 |
- 1. Clitheroe Castle
 - 2. St. Mary's Church, Clitheroe
 - 3. Clitheroe Castle Visitor Centre
 - 4. Church Close

We want Clitheroe to be a town that is...

05

...for all seasons with events, festivals and celebrations throughout the year

Looking to the future...

Clitheroe's townscape provide a dramatic and exceptional stage for events. Many towns and city quarters are becoming synonymous with particular events – festivals, shows, theatre, displays – at particular points in the annual calendar.

Thinking about how Clitheroe's streets and greenspaces may be used as stages to bring to life the towns distinct qualities will create the opportunity to draw more visitors and shoppers into Clitheroe. Temporary events are more flexible and easily 'tested'. They bring the opportunity to explore the ways in which the streets and greenspaces may be used in the evenings, weekends and quieter parts of the day and year.

The qualities that may be further explored through events include outdoor film events, food festivals, active sports and recreation, heritage and arts.



1	3
2	4

1. Clitheroe Cycle Grand Prix
2. Lancashire Produce, Clitheroe Market
3. TV Chef Simon Rimmer at Chorley Market, Lancashire
4. Clitheroe Street Festival

06



...connected to & provides for its community

Looking to the future...

Having a diversity of homes and residents living right in the heart of the town with access to local schools and communities is a really positive benefit for the vitality of the town.

The Ribble Valley Borough Council offices, visitor information centre, health centre, library, theatre and other services are a key draw encouraging those living in and around the town to come into the town centre. The presence of the 'civic hub' providing local services for the town and wider district adds to the extent of local shops and services in easy walking distance.

There is a need to make sure that proposals to encourage more visitors and shoppers respect existing residents' quality of life. The opportunity is to encourage new development that creates new homes, to strengthen existing residential communities, supports local schools and services, and brings further activity into the heart of the town.



1	3
2	4

- 1. St. Michael and St. John's, Clitheroe
- 2. Town Library, Clitheroe
- 3. Castle Grounds
- 4. The Grand Theatre

We want Clitheroe to be a town that is...

07

...connected by streets and squares that are easily understood and explored

Looking to the future...

Castle Street and Market Place form the 'spine' of the town's network of streets, square and courtyards. They provide a choice of ways to explore and find new places across the town. Whilst the connections exist, the quality of the paving, enclosing buildings, signage and lighting varies from good to poor. This discourages shoppers and visitors from crossing the town and diminishes the quality of the experience.

Given that the fabric of streets and places exist, a dramatic change may be achieved through relatively modest improvements to surfacing, frontages, signing and lighting. More structural changes to the way shoppers and visitors arrive and enter the town through higher quality, more easily recognisable 'arrival points' may support early improvements.



1	3
2	4

1. Castle Street and Market Place, Clitheroe
2. Town Approach, Moor Lane, Clitheroe
3. Swan Courtyard
4. Paradise Lane

08



...connected to its region and landscape

Looking to the future...

Clitheroe has rail and bus connections to many of the towns and cities whose residents shop, visit and play in the Ribble Valley. This presents the opportunity to attract more visitors and shoppers by public transport.

The Ribble Valley is a well known and well loved destination for committed enthusiasts of outdoor sports and recreation, with many seeking daily refreshments and/or overnight accommodation. Many stay overnight and dine in pubs, villages and hotels across the Ribble Valley. The opportunity is to create more high quality accommodation within the town, to encourage visitors to use Clitheroe as a gateway to the Ribble Valley, a base from which to explore, returning each evening to eat and shop in the town.

Clitheroe is a market town that has grown as a place where local produce is traded and sold. Rekindling this connection to the agricultural hinterland through markets, local food festivals and menus, and other events that bring local producers, businesses, residents and visitors together is key to strengthening the towns image as a 'food town'.



1	3
2	4

- 1. Pendle Hill from Clitheroe Castle
- 2. Train Station Signage,
- 3. Food Markets
- 4. Outdoor Food and Flower Market

We want Clitheroe to be a town that is...

09

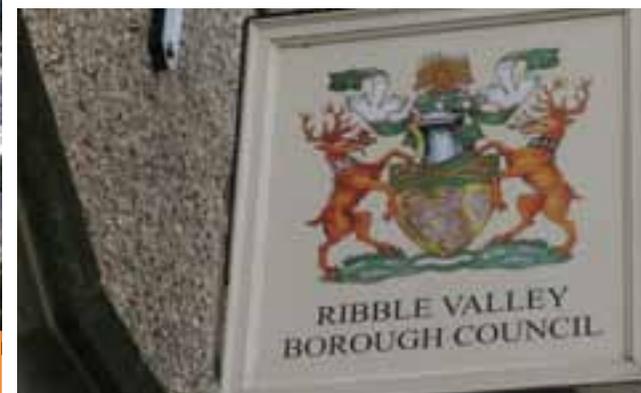


...confident, a place to invest with a clear delivery strategy

Looking to the future...

A clear, simple and robust strategy that sets out actions for all partners in an integrated way is essential to attract public sector funding, attract private investment and build confidence.

A clear vision and Action Plan that sets out the priorities for investment and improvement, maximises the use of public assets, encourages partnership working with existing landowners and businesses is the starting point. This needs to be supported by a Delivery Team with the authority, remit and resources to take forward key projects and encourage and facilitate co-ordinated action.



1	3
2	4

1. Moor Lane, Clitheroe
2. Clitheroe Masterplan
3. Clitheroe Town Council Office
4. Ribble Valley Borough Council Office



10



...well managed by its civic, business and residential communities

Looking to the future...

There is a wealth of local individuals, residents and businesses that are passionate about Clitheroe and freely give their time and resources to make the town a better and more prosperous place. They know the town intimately, and have a valuable role to play in shaping its future and managing change.

In moving forward, the opportunity is to share ideas, agree priorities and work in partnership to ensure that all available resources are targeted appropriately to bring about a balanced programme of action. This includes immediate actions making better use of existing resources, together with more considered projects and initiatives to set in place the frameworks for delivering more structural changes over the medium to longer term.



1	3
2	

- 1. Emporium, Clitheroe
- 2. St Mary's Centre, Clitheroe
- 3. Fern Court, Clitheroe



PUE
LIBR



OLIC
IPY

MARKET PLACE

CREATING THE FRAMEWORK

03

03 creating the framework

CLITHEROE'S NEIGHBOURHOODS : TODAY

3.1 Clitheroe's existing neighbourhoods provide a valuable starting point for delivering the vision and goals. Each neighbourhood is distinct, with their own particular characteristics, communities, roles, identities and opportunities. They provide the platform upon which more detailed ideas and proposals may be explored, discussed, agreed and delivered.

3.2 The Baseline Review (Appendix 1) identified a diversity of neighbourhoods across Clitheroe. The existence, extent, role, identities, condition and names of each neighbourhood has been tested and informed by on going community consultation. This process of 'reality checking' has led to the naming, location and boundaries of the 8 neighbourhoods forming Clitheroe town centre as set out below:

- St. Mary's**
- Castle & Medieval Core**
- Clitheroe Market**
- Castle Grounds**
- York Street and Well Terrace**
- Mearley Brook**
- Wellgate**
- Lowergate**

3.3 Whilst the neighbourhoods provide a valuable starting point, there is a real contrast in their condition, sense of place and contribution to the prosperity of the town. This is evident from the Baseline Review (Appendix 1) of uses and activity, building quality, vacancy and ease of movement. As a consequence, some neighbourhoods are already playing a key role in contributing to the Town Vision and 10 Goals, whilst others are contributing less.

3.4 As a consequence, Clitheroe appears as a town of many parts, with each part disconnected and increasingly difficult to understand, get to and move around. In summary, there are three key aspects to delivering the vision.



IDENTIFYING PRIORITIES FOR CHANGE

- 3.5 The Castle Grounds, Castle and Medieval Core, St Mary's, York Street and Well Terrace are more 'intact', easily recognisable and understood with clearer roles and identities – their sense of place is stronger. This clarity clearly encourages community pride and ownership, and investment in maintaining their overall condition, appearance and visual quality.
- 3.6 Whilst the overall sense of place of the Castle and Medieval Core is good, there are real challenges in regard to Castle Street and Moor Lane – the historic retail streets. These clearly defined entities require a more tailored response set within the context of a more conservative approach to the Castle and residential streets to the north towards St Mary's.
- 3.7 In contrast to the more 'intact' neighbourhoods and easily understood neighbourhoods, Clitheroe Market, Wellgate, Lowergate and Mearley Brook are more 'fragmented' with less clearly defined roles and identities – their sense of place is weaker. This lack of clarity clearly discourages investment in maintaining their overall condition, appearance and visual quality.

Neighbourhoods:

- 3.8 Given these contrasts, this Masterplan sets out responsive approaches for each neighbourhood. This approach sets in place a distinction between those neighbourhoods that have many valuable characteristics, are performing well and are in good condition and therefore require more conservative actions to strengthen, conserve and enhance their sense of place, and those other neighbourhoods that are less distinct, are performing less well, are in poorer condition and more structural changes and clearer directions are needed.

Places:

- 3.9 This consideration of tailored approaches for each neighbourhood is supported by proposals to improve the connecting streets and squares of the town. Clitheroe's streets and squares provide distinctive and valuable assets. At present, their value and potential contribution is undermined by their fragmented nature and poor condition.

Gateways and Connections:

- 3.10 The success of creating a diversity of destinations and events within the town will need to be supported by a choice of easily understood, safe and attractive connections linking arrival points to key destinations, events, streets and squares within the town.

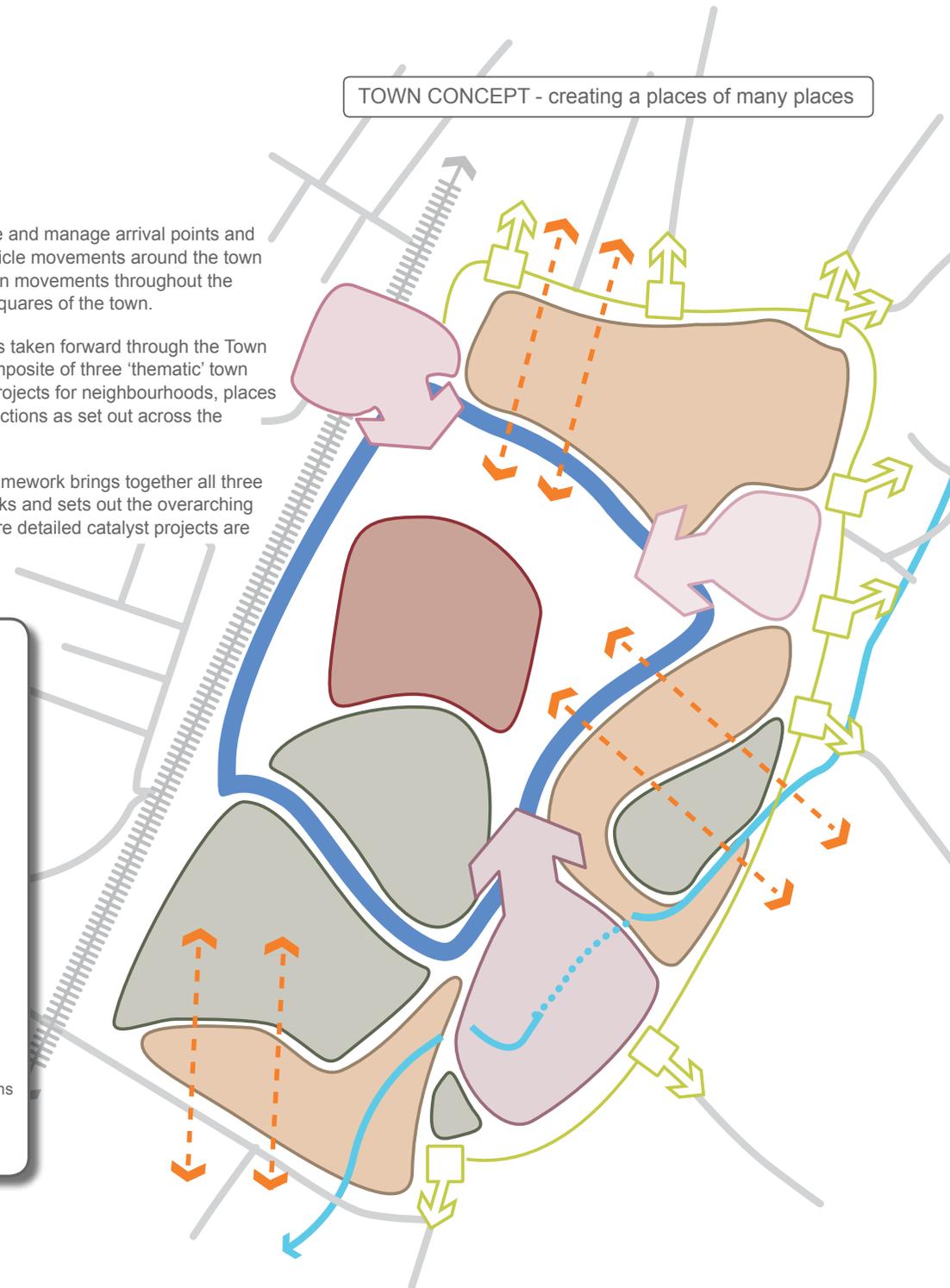


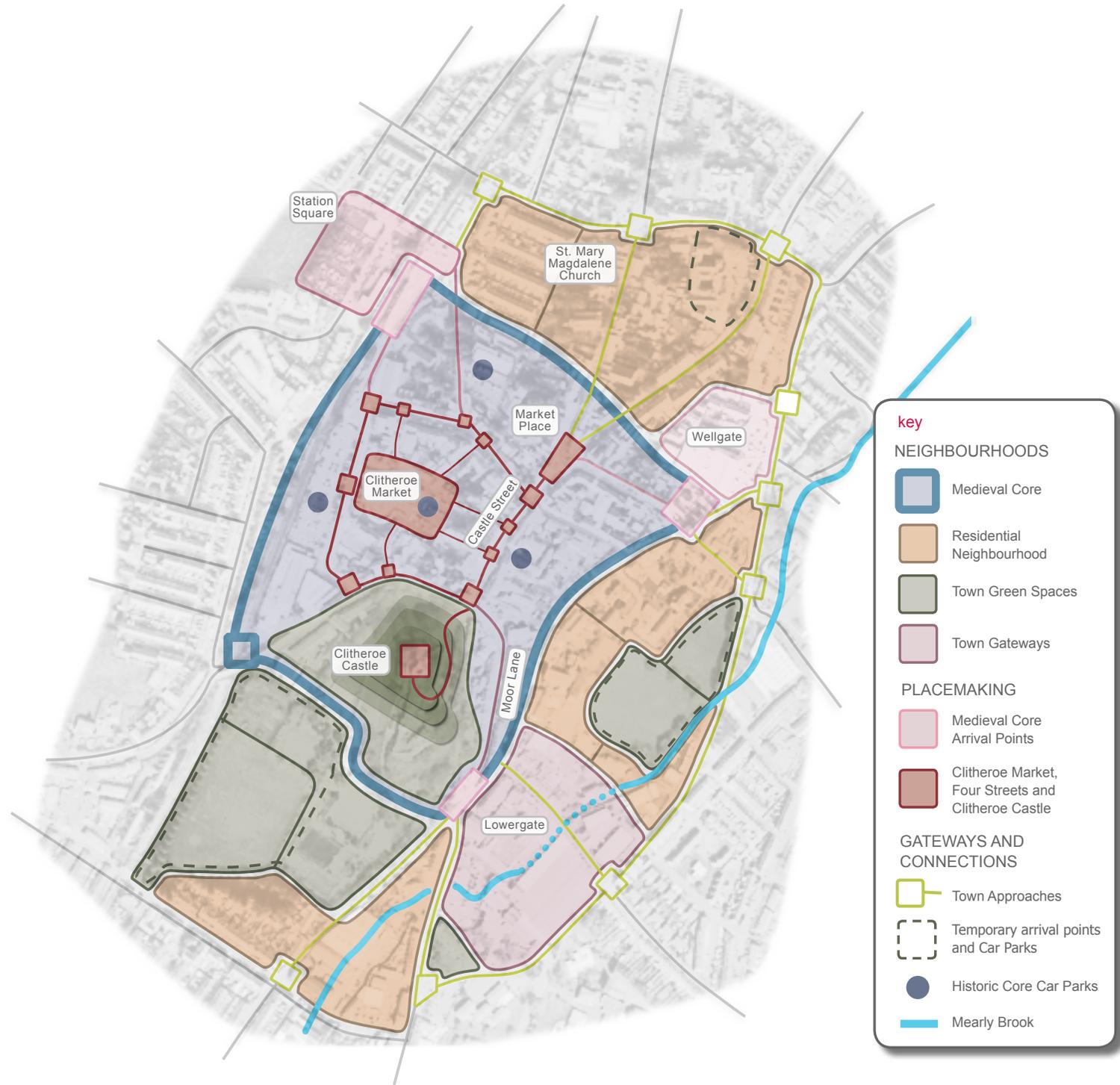
Town Frameworks

Town Concept - creating a place of many places

- 3.17 In short, the vision for Clitheroe is 'to create a place of many places'. Given that the town has many successful, valuable and sensitive neighbourhoods and places that need to be conserved and protected, the focus is upon those neighbourhoods and places that need strengthening and new directions.
- 3.18 The approach is to move from a town of disconnected neighbourhoods towards more easily understood connected and interdependent neighbourhoods. This simpler approach to thinking about new directions for Clitheroe is set out as three concepts:
 1. Neighbourhoods
 2. Places
 3. Gateways and Connections
- 3.19 The starting point is setting in place more easily understood roles and identities for the town's neighbourhoods as four distinct groups – the Medieval Core, residential (led) neighbourhoods, town gateways and town green spaces.
- 3.20 The approach is to bring together the town's existing neighbourhoods into clearly defined groups enabling clear directions to be set for the town as a whole, within which the potential roles and contributions of individual neighbourhoods may be considered.
- 3.21 The connecting threads are a network of places - parks, streets, courtyards and squares together with Mearley Brook – each with a clearly defined role as part of a coherent strategy to create destinations and connect the neighbourhoods together.
- 3.22 Clitheroe's streets and squares provide a valuable and diverse network of potential destinations. At present, their full potential is untapped. The approach is to define key destinations together with more incidental, intimate locations to create a wider diversity and choice of experiences.
- 3.24 The town gateways and connections reconnect Clitheroe to its wider residential neighbourhoods and the Ribble Valley. Wellgate and Lowergate have historically played this role. Recent developments have contributed to Wellgate and Lowergate becoming more disconnected from the heart of the town. Their roles and identities have become blurred.

- 3.25 The approach is to define and manage arrival points and gateways to balance vehicle movements around the town and encourage pedestrian movements throughout the streets, courtyards and squares of the town.
- 3.26 Each of these concepts is taken forward through the Town Framework. This is a composite of three 'thematic' town frameworks setting out projects for neighbourhoods, places and gateways and connections as set out across the following pages.
- 3.27 The Composite Town Framework brings together all three 'thematic' town frameworks and sets out the overarching strategy within which more detailed catalyst projects are considered.





Neighbourhoods

NEIGHBOURHOOD FRAMEWORK

- 3.28 The approach is to bring together the town’s existing neighbourhoods into clearly defined groups enabling clear directions to set for the town as a whole. Within this wider context, the roles and contributions of individual neighbourhoods are explored.
- 3.29 Four distinct neighbourhood groups are proposed as:
1. **Medieval Core**
 2. **Residential neighbourhoods**
 3. **Town Gateways**
 4. **Town Greenspaces**

Medieval Core

- 3.30 The Medieval Core neighbourhood is pivotal. The proposal is to redefine the Medieval Core neighbourhood as the heart of the town and focus for shopping, cultural attractions, events and festivals, entertainment, living, working and civic and community services.
- 3.31 To enable this, there is a need to provide greater clarity for those ‘fringe areas’ whose role and identity is increasingly unclear. This includes Clitheroe Market, and the western extents of Wellgate that have historically played an active part in the town centre.
- 3.32 This proposal is to be delivered by facilitating the development/redevelopment of the Clitheroe Market to attract new retail, leisure, hospitality and mix of uses, and the development/redevelopment of opportunity sites and buildings across the Medieval Core. Opportunity sites in Wellgate (west) have a particular role to play in delivering higher density residential led mixed use development.
- 3.33 The role of the public realm to mark the thresholds and reveal arrival/entry points into the Medieval Core is considered further in the Gateways and Connections Framework.

Residential Neighbourhoods

- 3.34 Clitheroe has many good examples of higher density homes to live in. They demonstrate how sustainable lifestyles may be achieved by living in walking distance of work, local shops and services, and public transport connections. The proposal is to strengthen the residential neighbourhoods enclosing the Medieval Core and connecting the town to the wider residential setting.
- 3.35 To enable this, there is a need to strengthen those residential neighbourhoods that have been fragmented and weakened by

more recent developments and infrastructure projects. This includes the eastern extents of Wellgate, Lowergate and the residential neighbourhood around Green Acre Mill. This is to be balanced with the conservation and enhancement of those more established neighbourhoods.

- 3.36 This is to be delivered by tailored responses to create three distinct residential neighbourhood groups in the town centre. They are:

1. **St Mary’s, York Street and Well Terrace**
2. **Wellgate (east) and Lowergate**
3. **Eshton Terrace and Green Acre**

- 3.37 The well established, stable and sought after neighbourhoods of St Mary’s and York Street and Well Terrace are to be brought together as a group of strong residential streets defining the northern extents of the town. They are to be strengthened and conserved through development management/control.
- 3.38 Lowergate and the eastern extents of Wellgate are fragmented by poor development and the dominance of traffic movements between the Medieval Core and Waterloo Road. Whilst they contain clusters of high quality, established residential development, the overall identity is weak and unclear. The proposal is to strengthen these locations as a distinct residential neighbourhood group focusing upon St Michael and St John’s Church, School and playing fields. This is to be delivered by facilitating the development/redevelopment of opportunity sites in Lowergate and Wellgate (east) for higher density residential led development.
- 3.39 Similarly, residential properties around Green Acre Mill are fragmented. The proposal is to strengthen this location as a distinct residential neighbourhood connected to Eshton Terrace, and focusing upon Mearley Brook and Castle Grounds. This is to be delivered by facilitating the development/redevelopment of opportunity sites within Green Acre for higher density residential led development.

Town Gateways

- 3.40 The Medieval Core and residential neighbourhoods provide the framework to support local communities who live, work, learn and shop in Clitheroe. To secure the future prosperity of the town, the strategy is to encourage a wider catchment of shoppers and visitors into the Medieval Core.

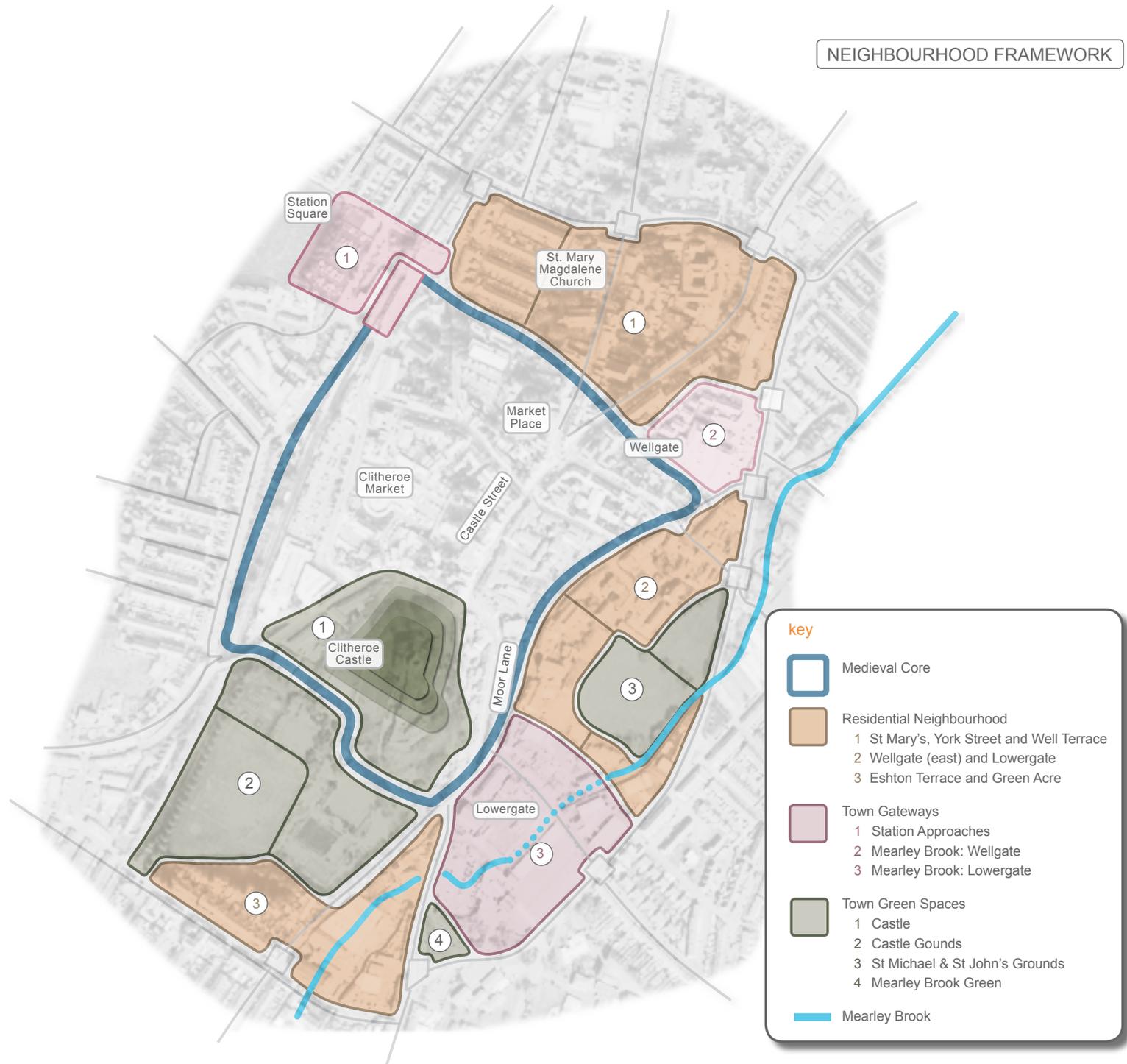
- 3.41 To enable this, there is a need to provide clear, safe, attractive arrival points close to the strategic highways from the north and south, manage the impacts of vehicles moving into and around the town, and share the ‘footfall’ around the town to ‘bring to life’ the more underused and less visited streets, squares and courtyards.
- 3.42 In doing so, it is essential to balance the needs and expectations of those shopping and visiting from outside the town, with the needs of Clitheroe’s local residents and communities. The starting point is clearly defining the location and extents of those parts of the town to be dedicated to arrival, public transport facilities and car parking.
- 3.43 This is to be delivered by creating three distinct town gateways. They are:
1. **Station Approaches**
 2. **Mearley Brook: Wellgate**
 3. **Mearley Brook: Lowergate**
- 3.44 The town gateways are considered in further detail through the Gateways and Connections Framework.

Town Greenspaces

- 3.45 Mearley Brook, including St Michael and St John’s Grounds and Mearley Brook Green, the Castle and Castle Grounds, are important greenspace/landscape features of town wide importance. Their importance and potential town wide contributions need to be considered in this context. They have the ability to act as seams bringing Clitheroe’s neighbourhoods together. They also have the potential to host large events and attract wider audiences.
- 3.46 To enable this, there is a need to set in place appropriate infrastructure (physical, marketing and management) to attract and host events. This is to be delivered through landscape management plans and will include access and parking, signage and landscape improvements.

Key projects to deliver the Neighbourhood Framework are:

Code	Project Description
N1	Neighbourhood Handbooks (Development opportunities and Design/Management Guidance)
N2	Mearley Brook Management Plan
N3	Castle Ground Management Plan



Places

PLACEMAKING FRAMEWORK

- 3.47 The Neighbourhood Framework sets out the wider spatial setting within which more detailed proposals for individual places may be considered. The starting point is the enviable network of streets, squares, courtyards and alleys within Clitheroe.
- 3.48 At present, they remain hidden. The task is to consider how these assets may play a more visible, recognised and joined up role and contribute in a more fundamental way to the town's future prosperity. This requires thinking beyond the purely physical and townscape aspects to include ideas about the function and identity of each place.
- 3.49 The approach is to establish a sequence of approaches, arrival points and connections and destinations that strengthen the identity of the town neighbourhoods and define the specific roles and identities of streets and squares across the Clitheroe.
- 3.50 The sequence of streets and squares is to be structured as:
 1. **Medieval Core Arrival Points**
 2. **'Four Streets'**
 3. **Clitheroe Market, Castle Gate, Castle Street and Market Place**

Medieval Core Arrival Points and Approaches

- 3.51 The proposal is to create three gateways into the Medieval Core to provide clear, safe, attractive arrival points focused around Clitheroe train station and close to the strategic highways from the north and south. As the first points of arrival, it is important to create a high quality experience to welcome and orientate visitors, and offer a choice of connections into the Medieval Town core.
- 3.52 Of equal importance is the need to provide for the needs of local residents by focusing local shops and services, and appropriate parking management within these squares and streets in residential neighbourhoods.
- 3.53 The proposed town arrival points and approaches are:
 1. **Station Square – leading to King Street**
 2. **Wellgate Square – leading to Market Place**
 3. **Moor Lane – leading to Castle Gate**

'Four Streets'

- 3.54 Castle Street forms the main destination for those shopping and visiting Clitheroe town centre. The streets, squares and courtyards around Castle Street remain hidden and unexplored. This is due in part to limited signage, the lack of any clear visual clues, and uncertainty over whether the more intimate lanes and courtyards actually lead anywhere or are open to the public.
- 3.55 These wider streets, squares and courtyards have the potential to provide an expanded choice of experiences to contrast with Castle Street and King Street.
- 3.56 To enable this, there is a need to create a depth of new destinations and experiences for those visiting and shopping in Clitheroe. This is to be delivered by creating a central pedestrian circuit enclosing the Clitheroe Market, anchored by the Castle Street 'spine' to the east, King Street to the north, Booths and the Clitheroe Market to the west and the Castle to the south. This central pedestrian circuit of Castle Street, King Street, Station Road and Castle Gate is proposed as the 'Four Streets' project.
- 3.57 The proposal is to create an easily understood and recognisable pedestrian loop enclosing the Clitheroe Market area as the hub of pedestrian movement. This is to be punctuated by public realm and signage references at the entrance points to each lane and courtyard. The aim is to direct pedestrians into surrounding courtyards and lanes.

Clitheroe Market, Castle Gate, Castle Street and the Market Place

- 3.58 Clitheroe Market is a key opportunity to strengthen the identity, diversity and experience of the Medieval core. The proposal is to reposition the Clitheroe Market area as a key catalyst project by providing a new market and mixed use development. To act as a catalyst, this will need to be delivered with improved connections and public realm to the 'Four Streets loop' enclosing the Clitheroe Market – Castle Street, King Street, Station Road and Castle Gate.

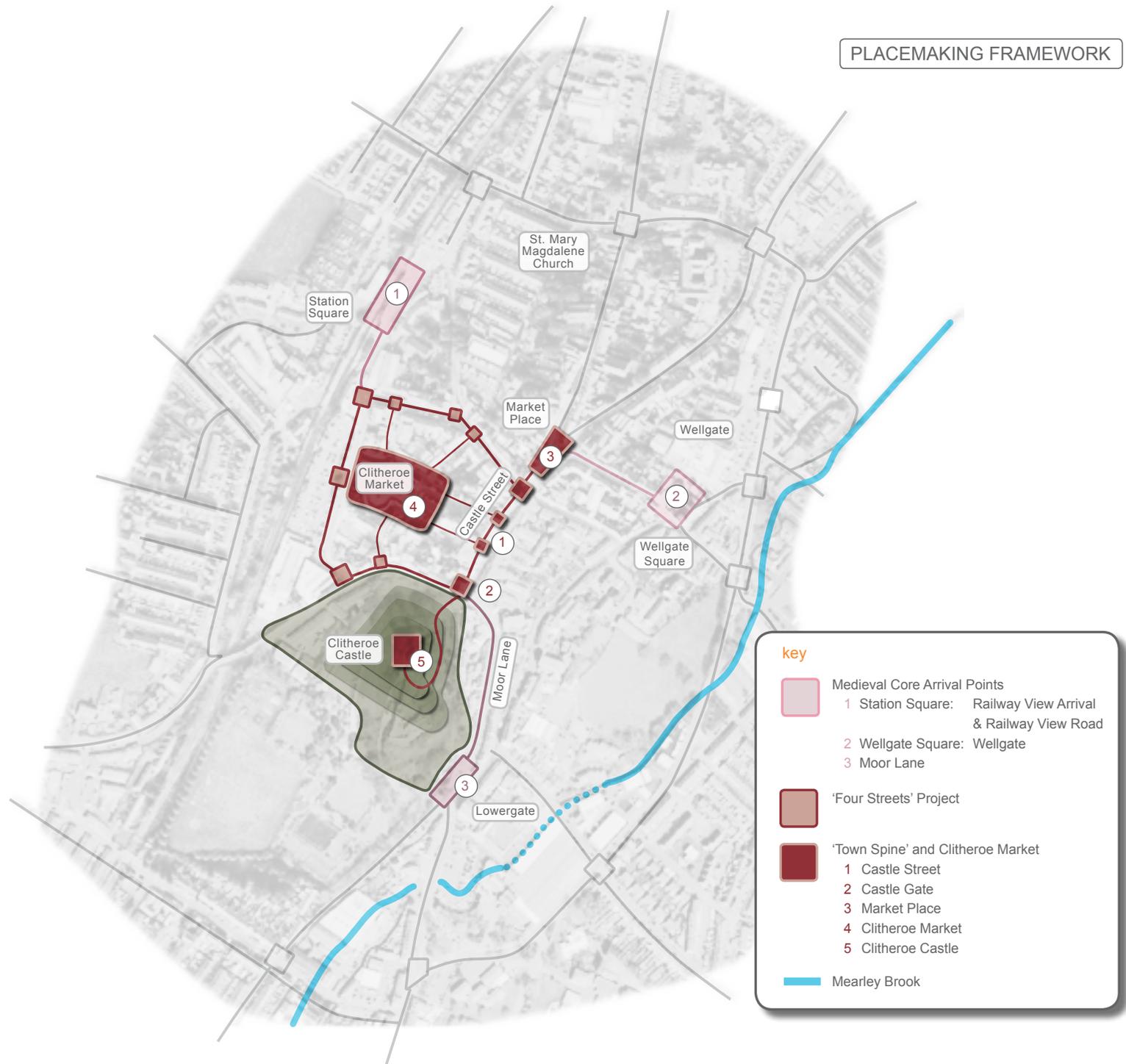
- 3.59 Clitheroe Castle and Castle Street are the most well known and recognisable features of the town. Whist raising the profile and awareness of the wider town are fundamental to the vision, there is a need to recognise, strengthen and maintain the principal role of the Castle, Castle Gate, Castle Street and Market Place as the towns' 'spine'.
- 3.60 To enable this, there is need to expand upon the concept of the Pennine Lancashire Squared project, moving beyond the idea of a new public square contained within the existing Clitheroe Market boundaries. The proposal is to extend the scope of the Clitheroe Market project to include the enclosing streets and squares forming the 'Four Streets loop'. There is also a need to set in place a clear understanding of the role of the new Clitheroe Market, Castle Street and Market Place.

Creating a choice of destinations and events

- 3.61 The above proposals set in place a physical framework to provide a choice of streets, squares, courtyards and connections to visit and experience. They present the opportunity to create more vibrant destinations and host a wider range of events.
- 3.62 Beyond the 'Four Streets loop', there are wider landmarks/ places of interest including town's churches and churchyards, the Grammar School, the town wells and Mearley Brook. They offer a more tranquil experience and are potential candidates as points for a Town Trail. The trail may connect the landmarks buildings and squares in the historic core to the wider neighbourhoods, and potentially the wider landscape setting.

Key projects to deliver the Placemaking Framework are:

Code	Project Description
P1	Clitheroe Market Project
P2	Streets, Squares and Courtyards Strategy
P3	Landmark Buildings Strategy
P4	Town Trail and Interpretation
P5	Destination and Events Strategy



Gateways and Connections

GATEWAYS AND CONNECTIONS FRAMEWORK

3.63 Clitheroe has an enviable townscape, with fine buildings enclosing streets, squares and courtyards at the heart of the town set against the backdrop of the Castle. There are a number of key issues – its is difficult for those shopping and visiting to get into the town, there are few clues to attract and direct pedestrians walking around the town, the main streets and pedestrian routes are dominated by car movements and parking, and the management of the streetscape is relatively poor. The sequence of gateways and connections is to be structured as

- Gateways, Approaches and Waymarking
- Medieval Core : Access, Movement and Parking

Gateways, Approaches and Waymarking

- 3.64 The concentration of the rail and bus stations, the larger, more frequented car parks, council offices and Tourist Information Centre to the north and west of the town contribute to the increased pedestrian activity around the Station and along King Street into the town centre. The location and extent of car parking at Booths (Station Road) and Clitheroe Market also generates pedestrian activity to the west of the town.
- 3.65 Elsewhere, car parking is more isolated and self contained. The car parking at Wellgate and Lowergate, and at the retail stores operate to a degree as stand alone elements. This, together with limited signage and poor quality streetscapes appears to limit pedestrian movements through Lowergate and Wellgate.
- 3.66 As a consequence, pedestrians are largely contained to one or two key streets and thoroughfares. These locations are disconnected and discourage pedestrians from exploring the wider streets, squares and courtyards around the Medieval Core.
- 3.67 Those streets and squares that are frequented are dominated by cars, hindering their potential as key destinations for street activity and events. Castle Gate, Castle Street and the Market Place – the town's 'spine' are particularly affected.
- 3.68 The Neighbourhoods Framework proposes three distinct town gateways; Station Approaches; Mearley Brook : Wellgate; and Mearley Brook : Lowergate. The proposal is to clearly define those parts of the town to be dedicated to arrival, public transport facilities and car parking and co ordinate waymarking and signage with the Medieval Core Points through improvements to the public realm and streetscape management.

Station Approaches

- 3.69 The Station Approaches gateway proposal is to raise the profile of this location as a connection linking Clitheroe to the wider Ribble Valley and nearby towns and cities. Improved rail, coach and bus facilities will support proposals to strengthen the role of Clitheroe as a place to live and work, with connections to regional centres and the recreational assets of the Ribble Valley. It will also enable the marketing of the town as an accessible destination to reach by rail and bus.
- 3.70 This is supported by the need to consider expanding the existing car parking provision at the Chester Avenue car park.

Mearley Brook: Wellgate and Lowergate

- 3.71 The Mearley Brook: Wellgate and the Mearley Brook: Lowergate gateways are well placed to welcome and orientate those arriving from the north and south.
- 3.72 The proposal is to provide a choice of clear, safe, attractive connections from both eastern town gateways to encourage those visiting the retail stores to also visit the town centre. Increasing and channelling pedestrians through Wellgate, Moor Lane, and the courtyards leading from Lowergate to Castle Street is important to support the businesses located along them.
- 3.73 This is to be delivered by considering the development/ redevelopment of opportunity sites and plots within Wellgate (east) and Lowergate for mixed use including car parking, and working with third party land owners operating private car parking to encourage pedestrians to also visit the Medieval Core.

Medieval Core : Access, Movement and Parking

- 3.74 The vision sets out to attract more shoppers and visitors to Clitheroe. This includes exploring the opportunity to host events to draw large numbers of visitors to explore and stay in the town. Such events will inevitably require the appropriate infrastructure to ensure a high quality visitor experience and encourage return visits. A key aspect will be the experience of arriving, being orientated and welcomed into the town.

3.75 To enable this, there is a need to provide more extensive, flexible and dispersed arrival and parking facilities around the town. To avoid this infrastructure 'lying idle' and dominating the environment, the proposal is to create temporary arrival and car parking points to hold vehicles at the town extents, and encourage visitors to walk to the parks/streets/squares where the events are being hosted. Four temporary arrival and parking points are proposed. They are:

- 1 **Castle Grounds**
- 2 **Grammar School**
- 3 **St Michael & St John's Grounds**
- 4 **Mearley Brook Green**

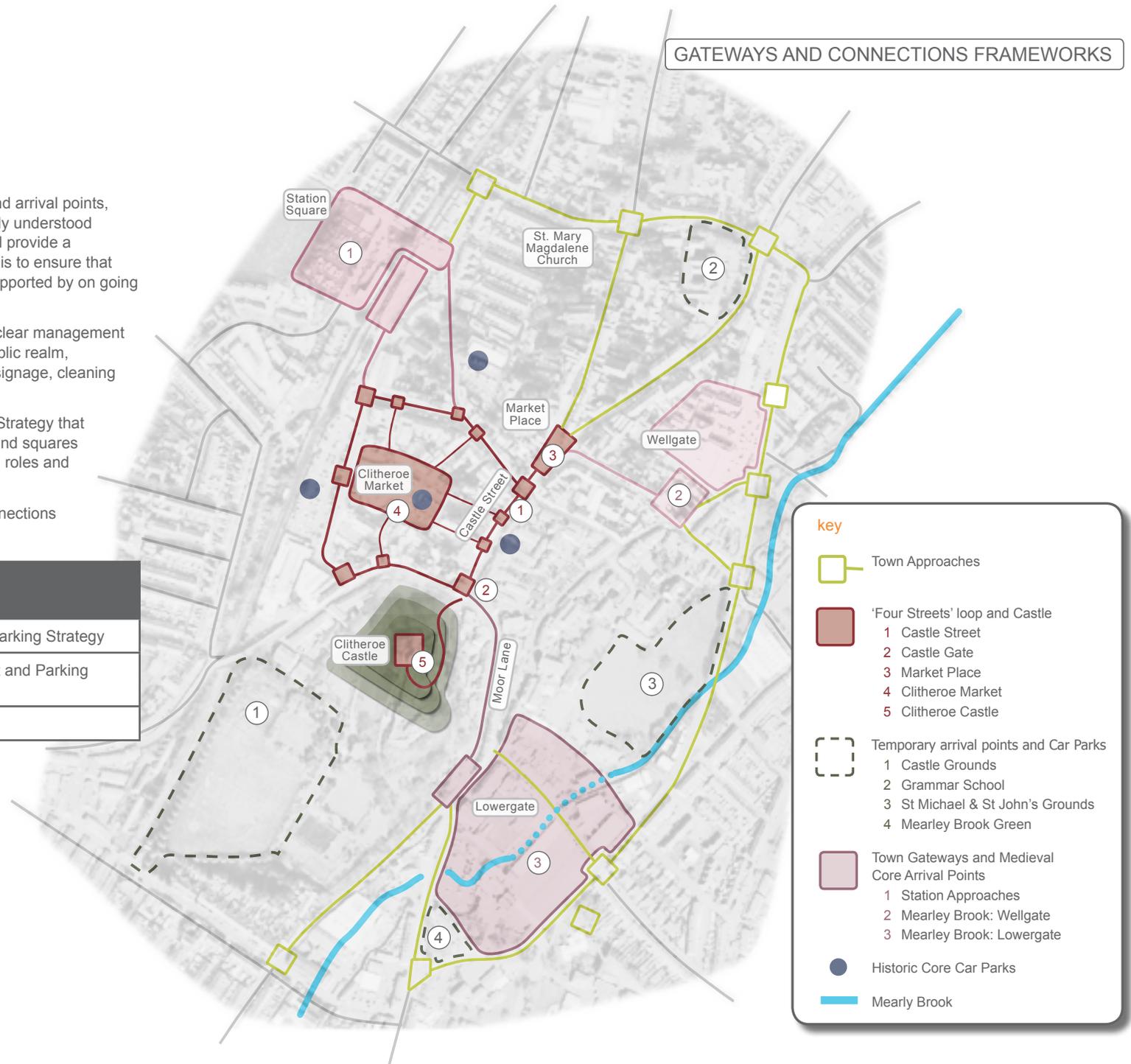
- 3.76 To ensure the town's future prosperity, it is essential to balance the management of private car access into the Medieval Core with the needs and expectations of pedestrians through an Access, Movement and Parking Strategy.
- 3.77 There are a number of car parks positioned immediately outside the Castle Street, King Street, Station Road and Castle Gate loop. There is also on street car parking along many of the town centre streets. The traffic movements associated with these parking spaces impacts upon the pedestrian experience.
- 3.78 The proposal is to undertake a review of access and movement to understand how to deliver the following principles:
- Castle Street to become a pedestrian priority environment with vehicular access limited to servicing
 - enable the wider Castle Street, King Street, Station Road and Castle Gate loop to become more pedestrian friendly through the management of through and 'orbiting' traffic
 - traffic speeds to be set at a 20 mph maximum
 - direct long stay parking to be 'held' at the town gateways
 - town centre parking to be focused upon short stay visits and 'drop offs'
 - the needs of town centre residents to be protected

Streetscape

- 3.79 Creating a sequence of attractive gateways and arrival points, and a choice of clear, safe, attractive and easily understood network of streets, squares and courtyards will provide a robust movement framework. A key challenge is to ensure that significant investments in capital projects is supported by on going maintenance and management.
- 3.80 To enable this, there is a need to set in place clear management standards for the streetscape including the public realm, shopfronts and building frontages, car parks, signage, cleaning and refuse collection, etc.
- 3.81 This is to be delivered through a Streetscape Strategy that considers the individual needs of key streets and squares and identifies clear management benchmarks, roles and responsibilities to deliver coordinated action.

Key projects to deliver the Gateways and Connections Framework are:

Code	Project Description
GC1	Gateways, Approaches and Waymarking Strategy
GC2	Medieval Core: Access, Movement and Parking Strategy
GC3	Streetscape Strategy



key

- Town Approaches
- 'Four Streets' loop and Castle
 - 1 Castle Street
 - 2 Castle Gate
 - 3 Market Place
 - 4 Clitheroe Market
 - 5 Clitheroe Castle
- Temporary arrival points and Car Parks
 - 1 Castle Grounds
 - 2 Grammar School
 - 3 St Michael & St John's Grounds
 - 4 Mearley Brook Green
- Town Gateways and Medieval Core Arrival Points
 - 1 Station Approaches
 - 2 Mearley Brook: Wellgate
 - 3 Mearley Brook: Lowergate
- Historic Core Car Parks
- Mearly Brook

New Directions

CONNECTING THREADS

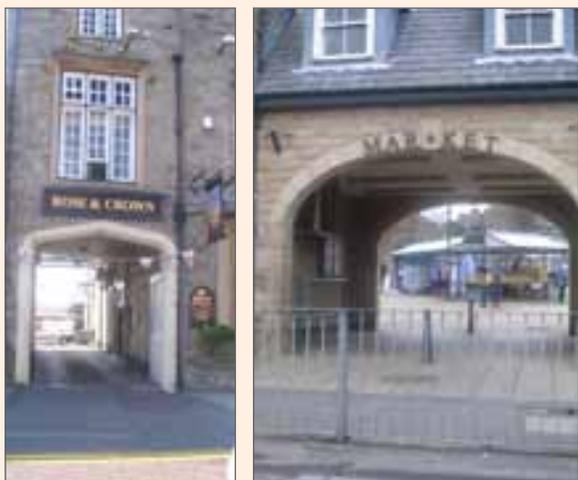
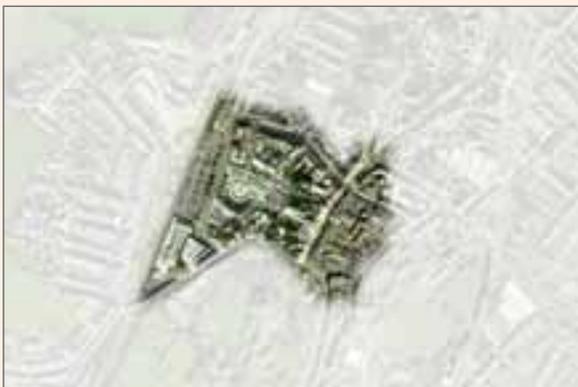
- 3.11 The three 'thematic' Town Frameworks – Neighbourhoods, Places, Gateways and Connections – set out the overarching strategy for directing investment and change. The proposal is to more clearly define a family of interconnected neighbourhoods, centred upon the Castle Gate, Castle Street and Market Place.
- 3.11 The tailored neighbourhood approach identifies those more successful, well established parts of the town requiring sensitive management, together with those parts in need of a clearer identity and direction, and as a consequence - more significant change. In response, this masterplan proposed three 'catalysts' as focal points for more significant change and new direction.
- 3.11 As the historic trading and 'visual spine', Castle Gate, Castle Street and Market Place are central to Clitheroes identity. Together, they provide the 'connecting threads' and the heart upon which all routes into the town converge.

CATALYSTS

- 3.16 Three catalysts are proposed as the focus for more significant physical change. They are centred upon those parts of the town that are considered to have become 'disconnected' from the wider town and more able to accommodate change.
- 3.16 Each Catalyst is 'anchored' by one part of the town's 'spine' – Castle Gate, Castle Street and Market Place. They provide the overlap, forming the 'seam' where all three catalysts meet and blend together.
- 3.16 The three Catalysts are:
 1. **Castle Street and Clitheroe Market**
 2. **Moor Lane and Lowergate**
 3. **Market Place and Wellgate**
- 3.16 The locations, relationships and opportunities across the three catalysts are illustrated across the page and considered in detail in Chapter 4: Catalyst Projects.



1. Castle Street and Clitheroe Market



Opportunities for change.....

Clitheroe Market presents a real opportunity to bring new life and a wider choice of shops, restaurants and market events by creating a new destination that offers larger retail store formats and a more contained, sheltered market place.

The Market is ideally placed to link the Station and Castle to King Street and Castle Street – reconnecting the fragmented town streets and squares.

2. Moor Lane and Lowergate

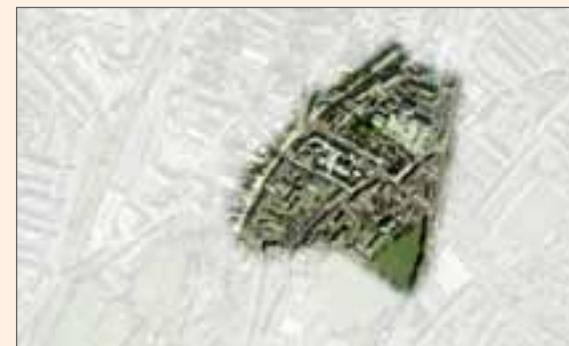


Opportunities for change.....

Moor Lane is ideally located to benefit from improved management of public transport and car parking facilities for those visitors arriving from the south and east, as a 'neighbourhood' street providing local shops and services for local residents. The flexible building typologies are open to refurbishment and conversion for retail and other uses.

Castle Gate and the courtyards and alleyways to the east of Castle Street are ideally placed to reconnect Moor Lane, Lowergate and the immediate residential neighbourhoods to the Medieval Core.

3. Market Place and Wellgate



Opportunities for change.....

Wellgate is a diverse blend of shops, restaurants, bars and established residential streets and courtyards – right in the heart of the town and with direct access to all the shops, community services and transport benefits this brings. It is also ideally located to benefit from improved management of public transport and car parking facilities for those visitors arriving from the north and east.

There is an acute contrast between successful residential streets and courtyards and the more fragmented, poorer quality development. The opportunity is to reconsider the potential, collective roles that fragmented and vacant/underused sites may play.

Market Place is well located to reconnect Wellgate and the immediate residential neighbourhoods to the Medieval Core.





CASTLE KEEP

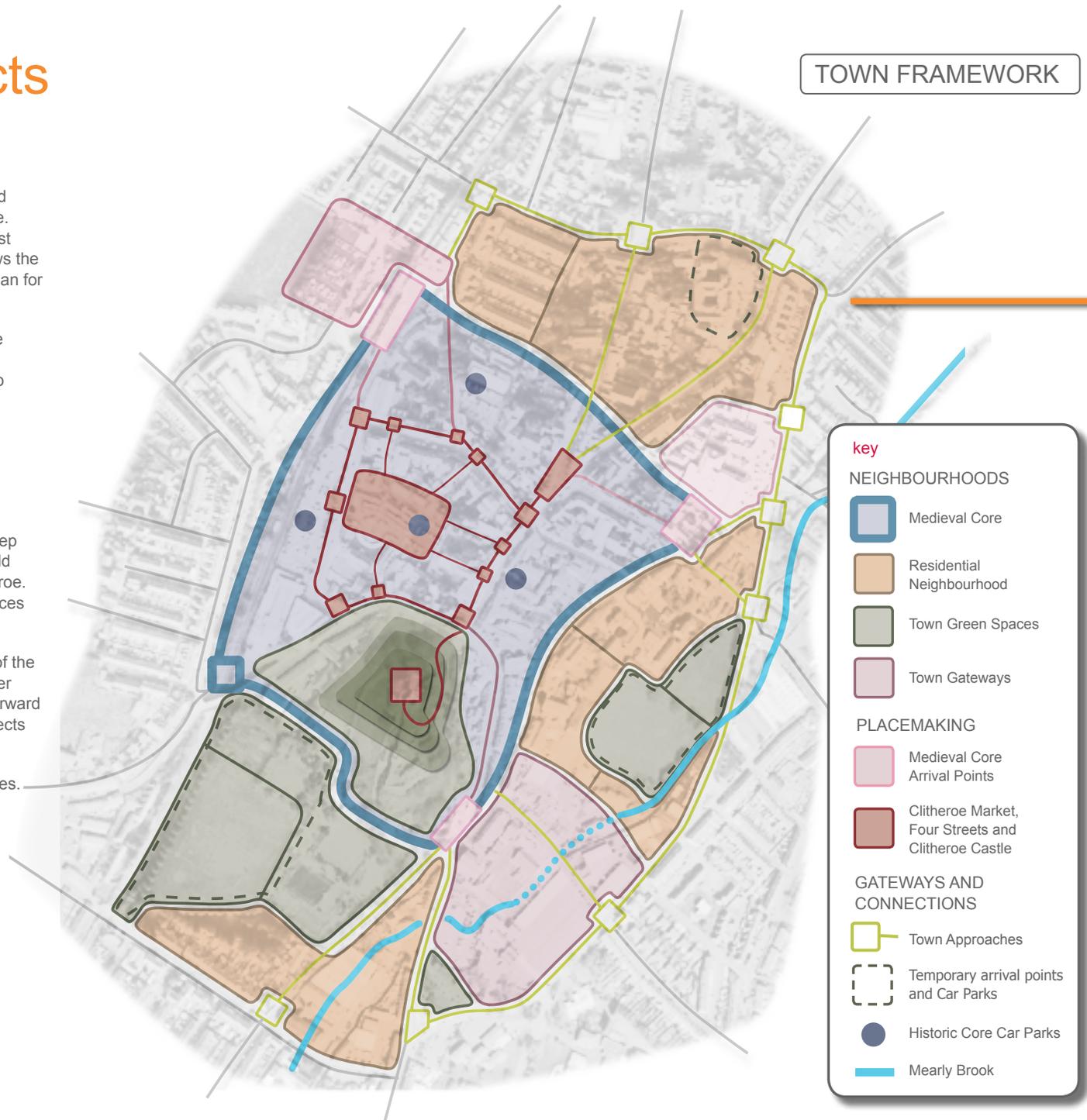
CATALYST PROJECTS

04

04 catalyst projects

Catalyst Projects

- 4.1 The Town Frameworks set out the overarching strategies and proposals for delivering the vision and goals across Clitheroe. They set the wider context within which more focused catalyst projects may be explored and delivered. This approach allows the need for immediate action to be balanced with the need to plan for the longer term.
- 4.1 Four immediate Catalysts are proposed to prompt immediate action and channel the energy and resources of those local community members and key stakeholders who are willing to begin contributing immediately. The Catalysts are:
 1. The 'Town Team'
 2. Castle Street and Clitheroe Market
 3. Moor Lane and Lowergate
 4. Market Place and Wellgate
- 4.1 The first Catalyst is the creation of a Town Team. This first step is considered essential to harness resources, to begin to build confidence and momentum, and draw investment into Clitheroe. The first task will be to further refine the Neighbourhood, Places and Gateways and Connections Town Frameworks.
- 4.1 The remaining three 'spatial' Catalysts relate to those parts of the town in need of more significant change. They provide greater detail on how the wider Town Frameworks are to be taken forward at the neighbourhood level by setting out principles and projects at the local level.
- 4.1 Each of the Catalysts is considered across the following pages.



1. Castle Street and Clitheroe Market



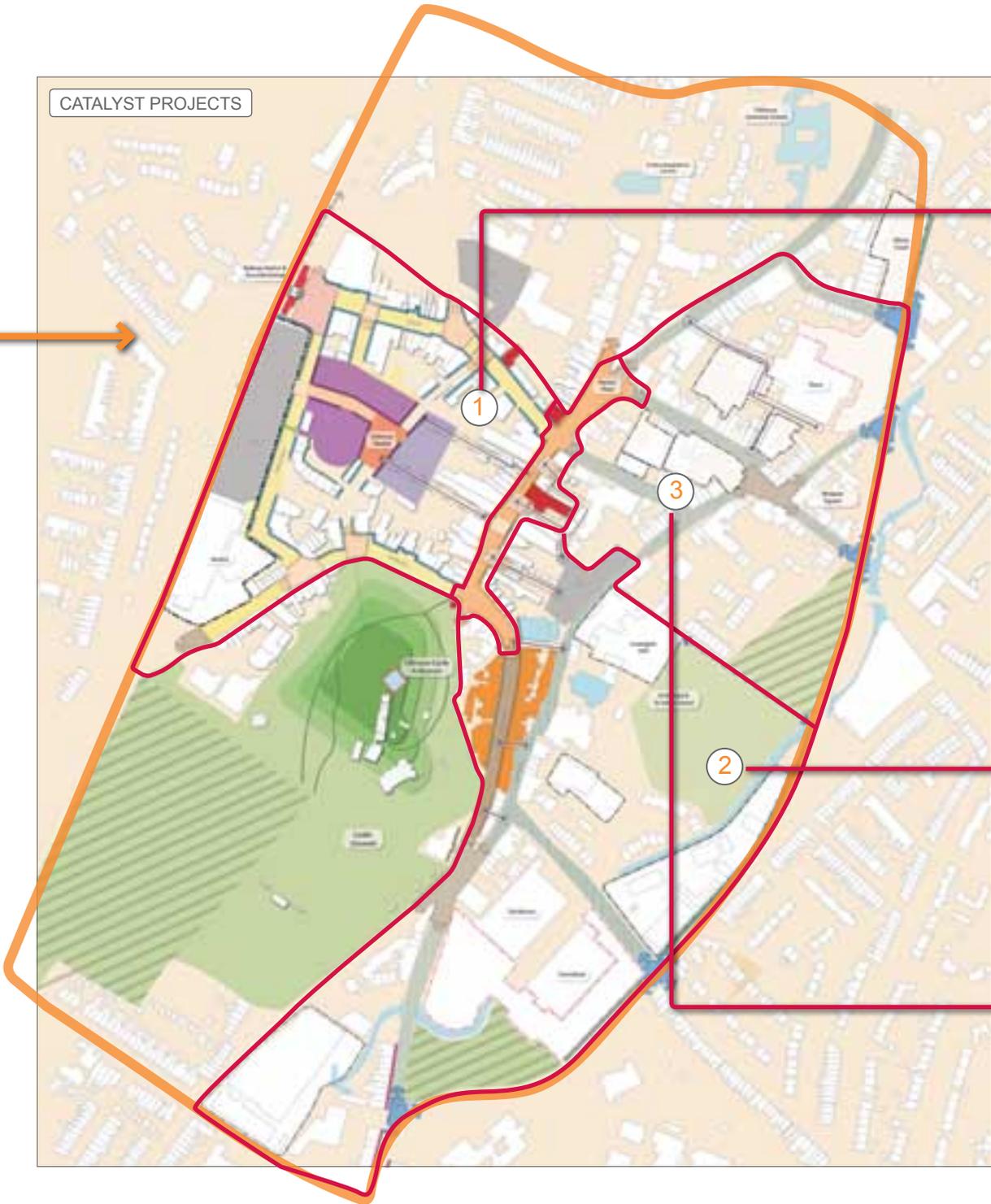
2. Moor Lane and Lowergate



3. Market Place and Wellgate



CATALYST PROJECTS



Catalyst 1 : Town Team

Today

- 4.11 Clitheroe is home to a diversity of local communities who are passionate about the town's future prosperity. This has been evident in the consultation events informing the preparation of this masterplan, during which local businesses, residents, traders, interest groups and delivery agencies have shared their ideas and enthusiasm. There are also a wide range of public sector agencies involved in shaping the future of the town and delivering key services.
- 4.12 Whilst there is a great deal of activity, it is apparent that a more coordinated approach to town leadership and management that draws together all communities and interests is needed.

Key Messages from consultations

- 4.13 From consultations with local communities and businesses, there is a perceived need to pool existing resources across the business, public and voluntary sectors, and ensure that the best value and highest standards are being delivered through existing services. Of particular importance is the need to raise quality benchmarks and coordinate actions to bring about 'joined up' thinking.

Key principles

- 4.14 Setting in place an accountable forum to take forward the ideas and proposals set out in this masterplan is crucial to delivery. Leadership and town centre management are essential to drive forward ideas, check progress and performance and build confidence in the town and its ability to deliver.
- 4.15 The proposal is to create a 'Town Team' led by the Clitheroe Town Centre Steering Group – Ribble Valley Borough Council, Lancashire County Council and the Ribble Valley Strategic Partnership. In the early stages, the Town Team will need to be facilitated by the public sector partners due to the independent nature of many of the local businesses.
- 4.16 The first step will be to agree appropriate membership, protocols and allocation of roles and responsibilities for local residents and businesses, local authority officers, local community organisations and key stakeholders. This is likely to include:
- acting as a collective 'Town Champion' to lead on the delivery of key projects and programmes set out in the masterplan, progress the Town Frameworks, including the on going refreshing of ideas, strategies and proposals

- bringing about an immediate step change in the quality of the day to day management functions of the town centre to deliver cleaner streets and management of vacant shopfronts
- raising the profile of the town through marketing and events, and extended opening hours
- provide a 'one stop shop' offering one point of access for those needing support and assistance from local authorities and voluntary organisations

Immediate actions

- 4.17 From our consultations there are immediate 'early win' tasks that may be actioned to demonstrate the intention of the Town Team and the new agenda for change.
- 4.18 These 'early wins' bring forward aspects of the Streetscape Strategy to improve the quality and management of the street frontages and public realm. They are:
- improved street cleaning to remove litter graffiti and grime, in particular the passageways connecting arrival points and car parks to Castle Street
 - Managing the appearance of vacant shops and buildings
 - Improvements to the maintenance and cleaning of Clitheroe Market
 - Improved signage and starting a 'Town Trail'
 - Marketing and Branding Clitheroe

Marketing and Branding Clitheroe

- 4.19 Marketing is an important tool to help promote the use and attractiveness of the town as a place to shop, work, live and visit.
- 4.20 The existing marketing of the town centre is often included within the wider promotion of the Ribble Valley and whilst this is still valuable it is important to develop a distinct marketing strategy for Clitheroe as destination in its own right.
- 4.21 To coordinate and manage the preparation of a marketing and branding strategy for the town centre a Clitheroe Marketing Forum should be established and led by the Town Team and including members of existing bodies responsible for marketing the town centre including Ribble Valley Borough Council and the Clitheroe Chamber of Trade and Commerce.

- 4.22 To provide the step change in marketing and promotion that is required to significantly raise the profile of the town centre it is suggested that a professional external marketing/advertising company is commissioned to prepare the strategy.
- 4.23 It is recognised that a key part of the ongoing marketing and promotion of the town centre is the need to establish a regular programme of complementary initiatives and events to include as a minimum:
- Shop and buy local campaign to encourage local people to buy food and goods from local shops to help support local businesses.
 - Specialist markets throughout the year to include a monthly farmers market, Christmas market and other specialist markets to complement and support a programme of festivals
 - Events and festivals throughout the year that build on the existing programme of events to include a number of new events to possibly include food festival, music gatherings, Christmas/Halloween events together with outdoor theatre/cinema and other events.

Management & marketing concepts

- 4.24 The key management and marketing concepts include:
- Improve the management of the town centre and encourage local businesses to take a more active role in the management and improvement of the town centre
 - Improve the day to day maintenance of the town centre
 - Improve the marketing of the town centre as 'a place of many places' within the Ribble Valley
 - Promote regular events and festivals within the town

Key projects to be taken forward by the Town Team are:

Code	Project Description
MM1	Establish an agreed membership and protocol for the 'Town Team'.
MM2	Prepare and implement an 'Early Wins' Strategy
MM3	Prepare and implement a Marketing and Branding Strategy
MM4	Prepare and implement an Events Strategy



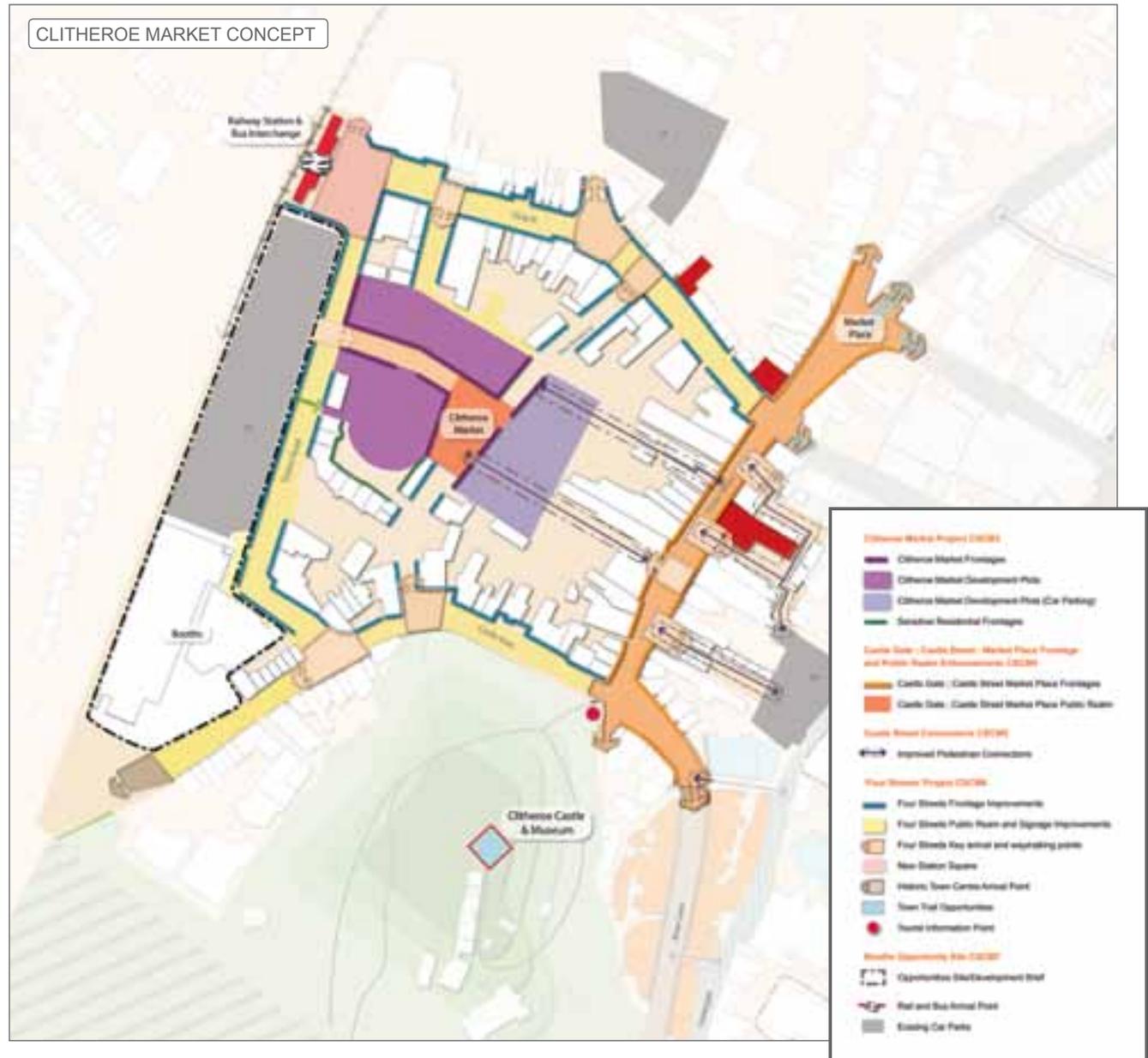
Catalyst 2 : Castle Street and Clitheroe Market

Today

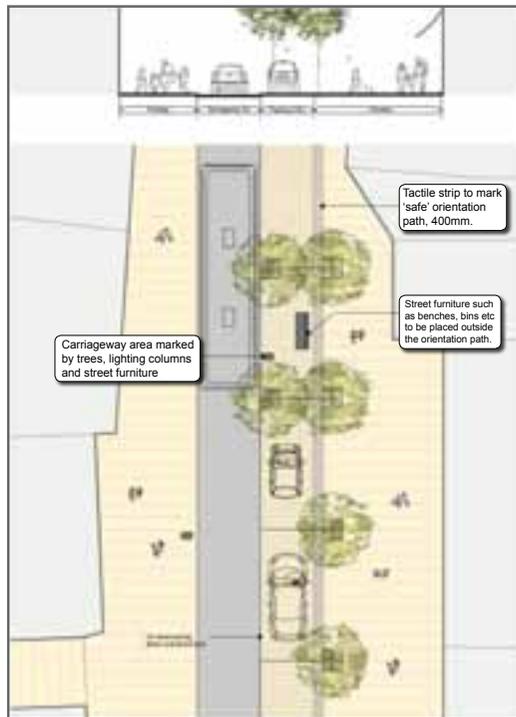
- 4.25 Castle Street is a key part of the central 'spine' of the Medieval Core, connecting Castle Gate to Market Place. It remains as the principal shopping street and natural destination and place to congregate for visitors to the town.
- 4.26 The poor quality of the public realm and shopfronts, together with the dominance of cars moving along the street, undermine the quality of the pedestrian environment. There are few clues to draw people along the street and direct visitors into the wider streets, squares and courtyards.
- 4.27 Clitheroe Market is an open and exposed site. The scale of the site overwhelms the market stalls, giving the impression of a vast and inanimate public space. This, together with the extent of car parking, creates an underwhelming experience. There are no easily visible landmarks to draw pedestrians into the Market Square.

Key Messages from consultations

- 4.28 Discussions and comments focusing upon Castle Street and Clitheroe Market revealed a shared consensus supporting radical changes to the Clitheroe Market and Castle Street. In particular, ideas to connect these two places together are supported.
- 4.29 For Castle Street, improving the quality of the public realm and shopfronts, managing vacant properties, and managing vehicular access and parking were identified as important during the Community Consultations and Open Days.
- 4.30 A focus group with market traders supported the idea of strengthening connections with Castle Street and introducing new retail and mixed use development within Clitheroe Market area to create a more significant destination.
- 4.31 The opportunity to create a more intimate, sheltered and enclosed market square at the heart of this new development was supported. The benefits of street theatre and events other than markets to animate and attract visitors were promoted.



CASTLE STREET PROPOSALS



Option 1



Option 2

Key Principles and Projects

Code	Project Description
CSCM1	Castle Street 'Early Wins' and Events - Deliver immediate improvements to the management of buildings and the public realm by coordinating/ setting quality benchmarks to existing services
CSCM2	Clitheroe Market 'Early Wins' and Events - Redefining Clitheroe Market as key place within the Medieval Core
CSCM3	Clitheroe Market Project Redevelopment as a retail led mixed use site, to include an enclosed market square as well as space for other events and activities
CSCM4	Castle Gate : Castle Street : Market Place Frontage and Public Realm Enhancements Define Castle Street as a pedestrian priority environment, tourist information point, and principal shopping and visitor destination through building frontage and public realm improvements and management
CSCM5	Castle Street Connections Celebrate and mark the points at which lanes and courtyards meet Castle Street to encourage pedestrians to explore the wider network of streets and squares
CSCM6	'Four Streets' Project Strengthen the identity, cohesion and pedestrian linkages around the 'fourstreets' of King Street, Station Road, Parson Lane, (leading to Castle Gate) and Castle Street through public realm, shop front and landmark building projects
CSCM7	Booths Opportunity Site Explore ideas to improve connections to Booths and understand the future aspirations of the owner/ operator of this opportunity site as the 'western anchor' of the Clitheroe Market and Medieval Core



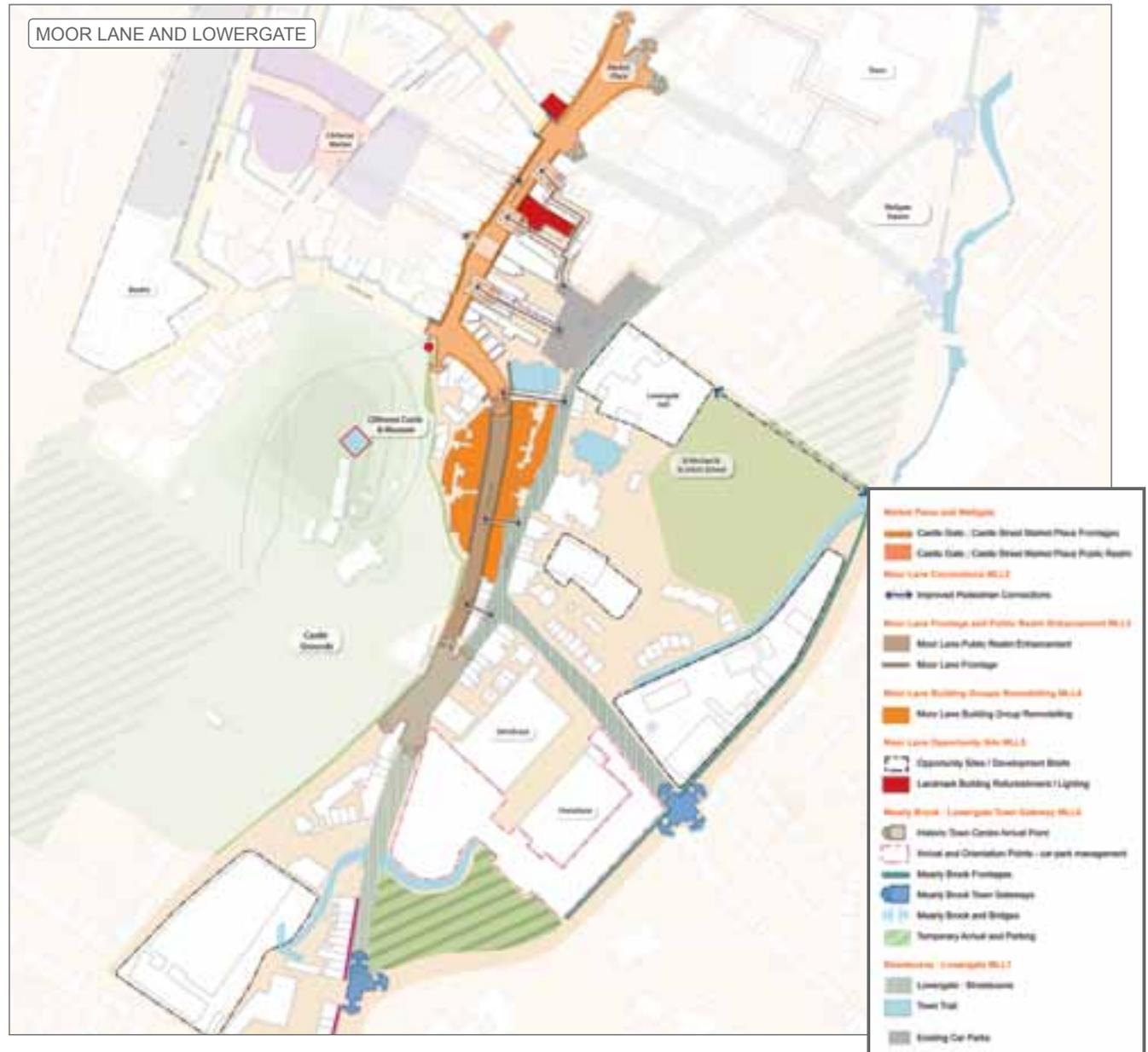
CASTLE STREET : LOOKING TO THE FUTURE



Catalyst 3 : Moor Lane and Lowergate

Today

- 4.32 Moor Lane shapes the first impressions of Clitheroe for visitors arriving from the south. At present, the streetscape and extent of vacant and underused buildings gives a negative impression. The underlying townscape, formed by the rising topography and stepped buildings and curved building frontages offer the potential to create a more memorable and locally distinctive gateway and approach to the Medieval Core.
- 4.33 To a large degree, the prosperity of Moor Lane is intertwined with Castle Street and Lowergate. In this regard, the role of Castle Gate is particularly important as the principal place connecting Moor Lane to Castle Street and the loop of streets enclosing the Market Square.
- 4.34 Changes to the identity and function of Lowergate have contributed to changes in uses and street activities in Moor Lane. The recent development of retail stores between Moor Lane and Waterloo Road, with associated car parking, has expanded the retail offer of the town. Whilst this draws shoppers into the town, the challenge is to encourage people to move beyond these stores, through Lowergate and the alleys and courtyards of Castle Street and Moor Lane.
- 4.35 The properties enclosing Moor Lane are varied, creating interest and flexibility. Recent conversions and new build development have delivered a diverse blend of office, cultural, retail and residential accommodation. This approach is a valuable demonstration of the potential to bring forward new developments to retain and attract new businesses in the town.
- 4.36 As a key approach into the town, Moor Lane is dominated by car movements and parking. Whilst short stay/drop off parking is vital to local shops and businesses, there is a need to encourage pedestrian activity with an appropriate high quality streetscape and management.



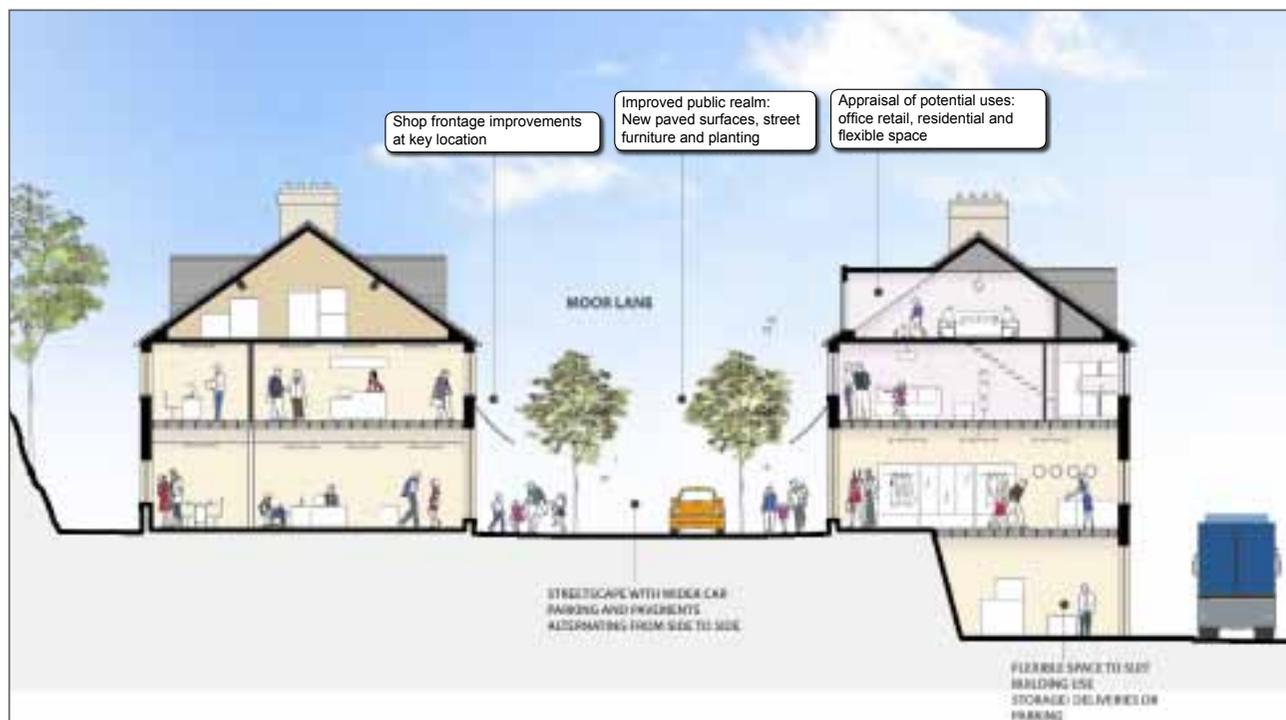
Key Messages from consultations

- 4.37 Discussions and comments focusing upon Moor Lane and Lowergate revealed a shared consensus supporting radical changes to Moor Lane. The importance of maintaining Moor Lane as a retail street were favoured over initial ideas to encourage a structural shift towards commercial and leisure uses.
- 4.38 Encouraging property owners to invest in the building fabric, bring upper floors into active use, and manage the appearance of vacant shops are all considered as being important.
- 4.39 Encouraging more shoppers and footfall through improvements in streetscape quality and management, and more coordinated management of on street and retail store car parks are all supported as fundamental steps to breathe life back into Moor Lane.

Key Principles and Projects

Code	Project Description
MLL1	Moor Lane 'Early Wins' and Events - Deliver immediate improvements to the management of buildings and the public realm by coordinating/setting quality benchmarks to existing services
MLL2	Moor Lane Connections - Improve the quality and experience of existing pedestrian connections between the town gateways, retail stores, Lowergate and Moor Lane through coordinated signage, lighting, and street cleaning

Code	Project Description
MLL3	Moor Lane Frontage and Public Realm Enhancements Define Moor Lane as a pedestrian priority street and principal connection linking Lowergate to Castle Gate and the Medieval Core through building frontage public realm improvements and management
MLL4	Moor Lane Building Groups Remodelling Develop a coordinated plan setting out options to refurbish, convert, amalgamate building groups along Moor Lane and encourage property owners and tenants to invest in individual properties. The focus is upon attracting a wider range of uses into vacant and underused space
MLL5	Moor Lane Opportunity Sites Explore ideas for opportunity sites that may be brought forward by land owners in the medium to longer term.
MLL6	Mearley Brook: Lowergate Town Gateway Work with retail store owners/managers to coordinate parking management and provide information points/directions into the town centre Create a memorable gateway at Whalley Road/ Moor Lane that reveals the landscape identity of Mearley Brook and Bridge
MLL7	Streetscene: Lowergate Set quality benchmarks and implement small scale environmental improvements to improve the quality and management of the streetscape along neighbourhood streets and connections, through public realm, shop front and landmark building projects



LOWERGATE : TODAY

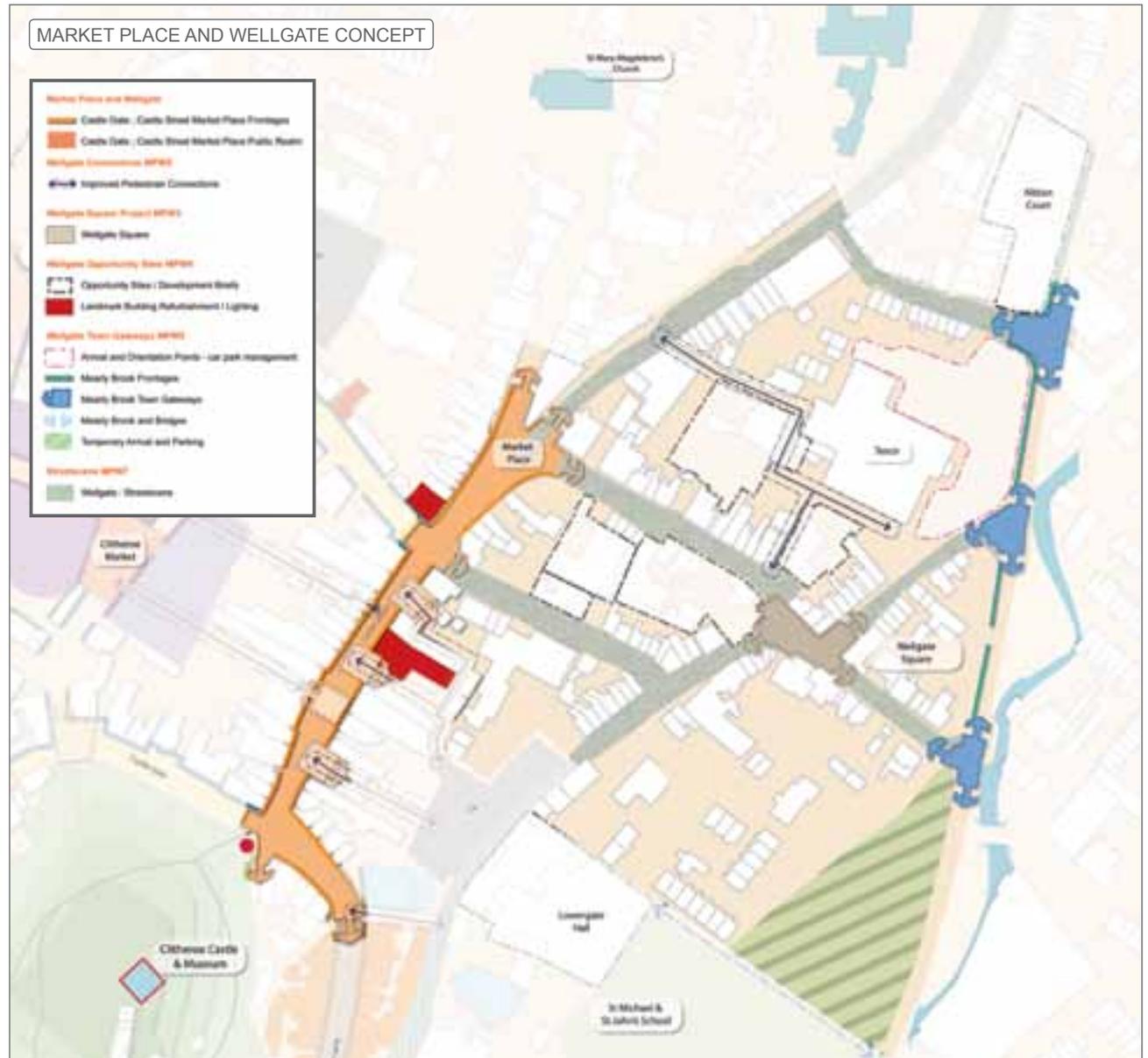




Catalyst 4 : Market Place and Wellgate

Today

- 4.40 The Market Place is a principal place and key destination within the Medieval Core. Its forms the northern part of the town's 'visual spine', connecting Wellgate to Castle Street and Castle Gate. With the dominance of car movements and parking, and the poor quality of the public realm, the full potential of this pivotal place and arrival point is yet to be realised.
- 4.41 The introduction of newer retail and light industrial units facing onto Waterloo Road north of Wellgate from the town centre interrupts the historic townscape. These buildings are orientated towards their car parks facing onto Waterloo Road. Wellgate is a prominent part of the wider 'front door' for the town and the format and appearance of the Tesco store and light industrial units fail to communicate the hidden qualities and experiences of Clitheroe and the Medieval Core.
- 4.42 As a consequence, Wellgate is being 'pulled in two directions' and the experience for those walking through Wellgate is poor.
- 4.43 The opportunity is to create clear, easily understood and attractive pedestrian connections linking Waterloo Road and Mearley Brook to the Market Place.
- 4.44 St Michael and St John's playing fields south of Wellgate provide an attractive green space along Waterloo Road, the key eastern approach to the town. The opportunity is to consider how this may form a key arrival point and feature for the town.



Key Messages from consultations

- 4.45 Discussions and comments focusing upon Moor Lane and Lowergate revealed a shared consensus for reshaping the neighbourhood with a clearer identity.
- 4.46 The need to bring the Market Place back to life as a key focal point for events and activities is very important. Beyond the Market Place, there is a need to provide greater clarity of 'what lies beyond'. Many visitors are seen looking down Wellgate and, appearing to see no real clues and encouragement to venture further, turn around and return back along Castle Street.
- 4.47 The value of this neighbourhood as a place to live, right in the heart of the town is recognised. New residential developments are welcomed as they are providing a wider choice of housing types, are of a high quality and are well managed.
- 4.48 Car movements between the Market Place and Waterloo Road need to be managed to protect residential amenity.



1-2. Conversion precedents
3. New residential development in the heart of the town



Key Principles and Projects

Code	Project Description
MPW1	Market Place and Wellgate 'Early Wins' and Events - Deliver immediate improvements to the management of buildings and the public realm by coordinating/setting quality benchmarks to existing services
MPW2	Wellgate Connections Improve the quality and experience of existing pedestrian connections between the town gateways, retail stores through Wellgate and linking to the Market Place through coordinated signage, lighting, and street cleaning
MPW3	Wellgate Square Project Define 'Wellgate Square' as a focal point for Wellgate, an arrival point for the Medieval Core and a potential point of interest on the Town Trail
MPW4	Wellgate Opportunity Sites Promote the regeneration of individual 'opportunity sites' and development plots in the centre of Wellgate by encourage individual property owners to explore the potential of their landholdings as part of larger regeneration opportunities.

Code	Project Description
MPW5	Wellgate Town Gateways Work with retail store owners/managers to improve town gateways, coordinate parking management and provide information points/ directions into the town centre. Explore the potential of St Michaels and St John's playing field to act as a temporary arrival point, gateway and places for events/recreation.
MPW6	Town Approaches - Mearley Brook Improve the quality and experience of Mearley Brook/Waterloo Road as a key town approach through tree planting and boundary treatments to create a strong landscape identity. Celebrate and mark the points at which local streets connect with Waterloo Road and explore opportunities for improved/additional crossing points to connect wider residential communities to the town centre
MPW7	Streetscene: Wellgate and York Street Set quality benchmarks and implement small scale environmental improvements to improve the quality and management of the streetscape along neighbourhood streets and connections through public realm, shopfront and landmark building projects.

MARKET PLACE : TODAY









VIEW WESTWARDS FROM CLITHEROE CASTLE

IMPLEMENTATION PLAN

05

05 implementation plan

FIRST STEPS : TOWN TEAM

- 5.1 An important first step following endorsement of this masterplan and catalyst projects is to establish an appropriate delivery team and structures to drive and manage the delivery of the Town Frameworks and catalyst projects.
- 5.2 It is recommended that a dedicated delivery team be established to coordinate the delivery of the vision and masterplan for the town centre. The key projects for the Town Team are set out across the page.
- 5.3 The membership of the dedicated delivery team termed the 'Town Team' would be drawn from existing officers/members of the Borough Council, Ribble Valley Strategic Partnership, Lancashire County Council, local residents, the Clitheroe Chamber of Commerce and Trade and possibly representatives from local business not represented by the Chamber of Trade.
- 5.4 It is further recommended that a lead officer from Ribble Valley Borough Council be nominated to lead the 'Town Team' and work with local retailers and businesses to manage and promote the town centre and the delivery of the masterplan projects and proposals.
- 5.5 The key roles and responsibilities of the nominated lead officer would include:
 - Acting as a 'Champion' for Clitheroe to take forward the Implementation Plan including the ongoing refreshing of projects and initiatives
 - Co-ordinate all the day-to-day management functions of the town centre
 - Co ordinate the activities of all stakeholders and set quality benchmarks for the delivery of local services
 - Lead on the delivery of key projects and programmes to help revitalise the town centre
 - Provide one point of access for those needing support and assistance from local authorities and voluntary organizations
 - Progress key management initiatives within the Implementation Plan in particular marketing and events planning.

TOWN TEAM : ROLES OF THE PARTNERS

- 5.6 In addition to their membership of the 'Town Team' the key partners also have other roles to play to promote the long-term regeneration of the town centre and support the delivery of the projects and proposals set out within the masterplan
- ### Ribble Valley Borough Council
- 5.7 The Borough Council is a major landowner and service provider managing major attractions such as the Market. It also provides many important day-to-day services essential to the management of the town centre including street cleansing, lighting, refuse collection and traffic management. However it is in its role as a landowner and policy maker that the Borough has potential to help deliver and drive forward the projects and proposals in the masterplan.
 - 5.8 The Borough Council can help to drive projects in the masterplan through development on its own land or it can use its land acquisition powers to assemble sites and enter into development partnerships with property owners and private developers to help deliver projects.
 - 5.9 The statutory planning process will be one of the key ways in which the masterplan proposals are implemented. In particular the emerging Local Development Framework is a key mechanism to ensure the delivery of many of the projects and proposals, since planning applications which accord with the plan will be considered favourably. The town centre masterplan should be proactively used by the Council to generate investor and developer interest. An important element of generating this interest is to provide the confidence that the Council will support proposals that come forward in accordance with the plan.
- ### Lancashire County Council
- 5.10 The County Council as the highways authority is responsible for the maintenance of the town's roads and street lighting and as such has a key role in the delivery of the proposed integrated highways and public realm improvements across the town centre.
 - 5.11 Lancashire County Developments Limited is Lancashire County Council's economic development company working across a wide range of partners in the private and public sectors to develop and invest in people and businesses. From regeneration activities to financial solutions, Lancashire County Developments Limited provides a range of initiatives that support the county's economy.

Ribble Valley Strategic Partnership

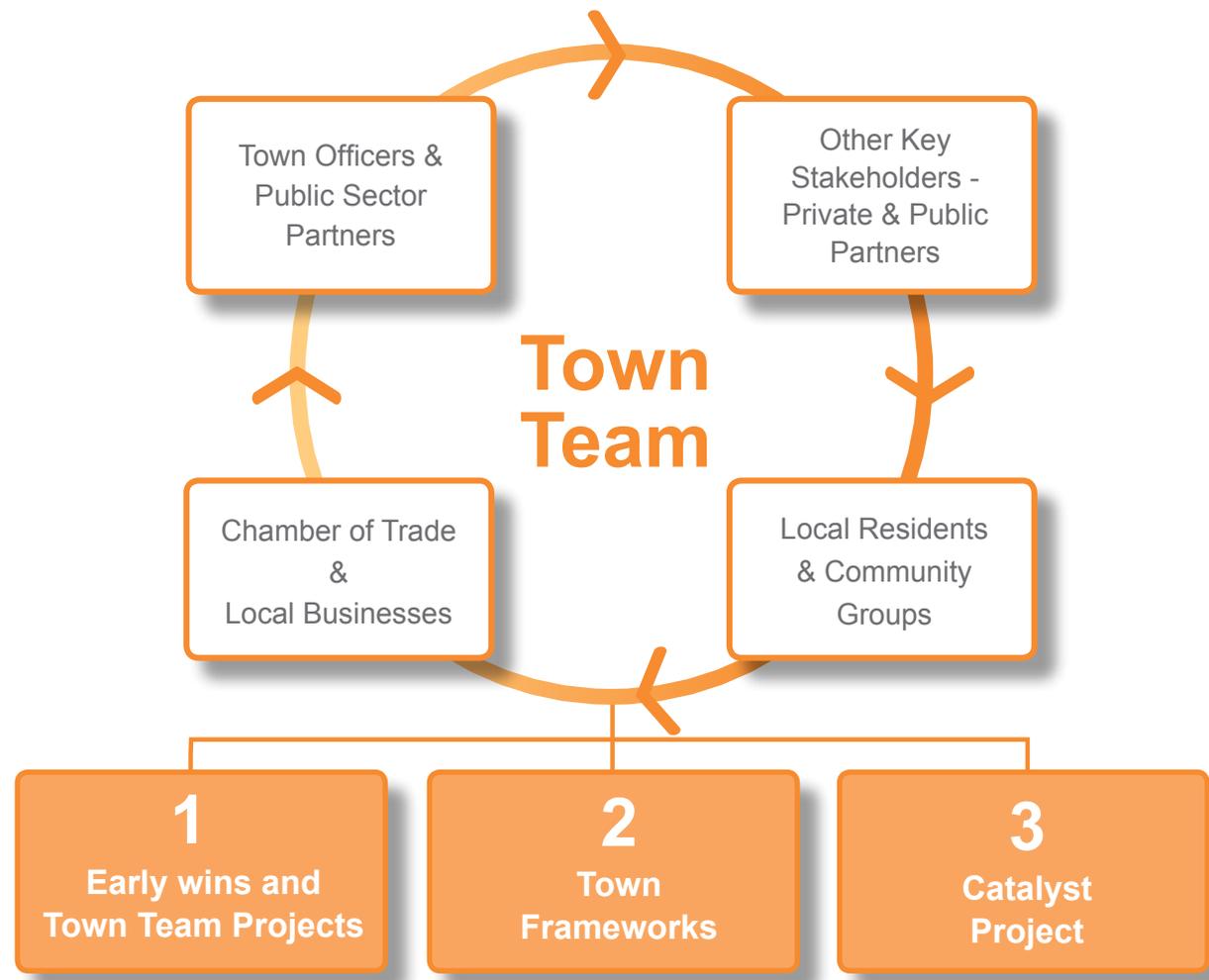
- 5.12 The Ribble Valley Strategic Partnership (RVSP) was established to provide a mechanism to bring together local people and businesses along with community, voluntary and public sectors to promote the economic, social and environmental well being of the Ribble Valley. It includes representatives from Ribble Valley Borough Council, Lancashire County Council, Lancashire Police, East Lancashire Primary Care Trust, local businesses and other organisations. It has a key role in promoting the holistic regeneration of the town centre through the pulling together at a local level the different parts of the public, private, community and voluntary sectors; allowing different initiatives and services to support one another so that they can work together more effectively.

Regenerate Pennine Lancashire

- 5.13 Regenerate Pennine Lancashire (RPL) is a new economic development company. RPL has taken over the Elevate Housing Market Renewal Programme and it also has the responsibility for delivering the No Limits LEGI scheme which supports new and existing businesses.

Clitheroe Chamber of Trade

- 5.14 The Clitheroe Chamber of Trade was founded in 1923 and re-launched in December 2008 to represent the interests of local businesses operating within the town centre. Whilst at the moment the Chamber has a modest membership, with support it has the potential to become the leading forum for local businesses to help promote the regeneration and ongoing management of the town centre.



Code	Project Area/ framework	Project Description	Indicative phasing	Indicative costs	Potential funding/finance	Proposed delivery route
MM1	Management & Marketing (Page 44)	Establish an agreed membership and protocol for the 'Town Team'.	S	£5k	Public sector funding from capital budgets supported by private sector funding via possible BID's	Public sector lead
MM2		Prepare and implement an 'Early Wins' Strategy	S	£5-10k	as above	as above
MM3		Prepare and implement a Marketing & Branding Strategy	S	£35k*	as above	as above
MM4		Prepare and implement an Events Strategy	M	£25k*	as above	as above

* Indicative costs to fund Feasibility Studies

TOWN TEAM : PROGRESSING THE TOWN FRAMEWORKS

- 5.15 The two tiered approach setting out area wide frameworks at the strategic level, supported by more detailed catalyst projects at the neighbourhood levels balances the need to think and plan for the longer term, whilst starting to deliver change and build confidence immediately.
- 5.16 The starting point is the establishment of the Town Team. Once in place, there are two workstreams to progress. The key town frameworks (as set out in Chapter 3) are to be commenced to set in place the overarching town strategy. In parallel, the catalyst projects (set out in Chapter 4) will need to be progressed – focusing upon ‘early wins’ and setting in place the foundations and actions required progress the medium to longer projects.
- 5.17 Further details for each of the catalyst projects is set out in further detail across the following pages. The proposed phasing and programme for delivering the masterplan is set out at the end of this chapter.

Summary town frameworks project schedule (from Chapter 3)

Code	Project Area/ framework	Project Description	Indicative phasing	Potential funding/finance	Proposed delivery route
N1	Neighbourhood (page 32)	Neighbourhood Handbooks (Development opportunities and Design/Management Guidance)	S	Public sector funding from capital budgets	Public sector lead
N2		Mearley Brook Management Plan	S		
N3		Castle Grounds Management Plan	S		
P1	Placemaking (page 34)	Clitheroe Market Project	S		
P2		Streets, Squares and Courtyards Strategy	S		
P3		Landmark Buildings Strategy	S		
P4		Town Trail and Interpretation	S		
P5		Key Historic Building Improvements Strategy	S		
GC1	Gateways and Connections (page 36)	Gateways, Approaches and Waymarking Strategy	S		
GC2		Medieval Core Access, Movement and Parking Strategy	S		
GC3		Streetscape Strategy	S		



1. Castle Street and Clitheroe Market



2. Moor Lane and Lowergate

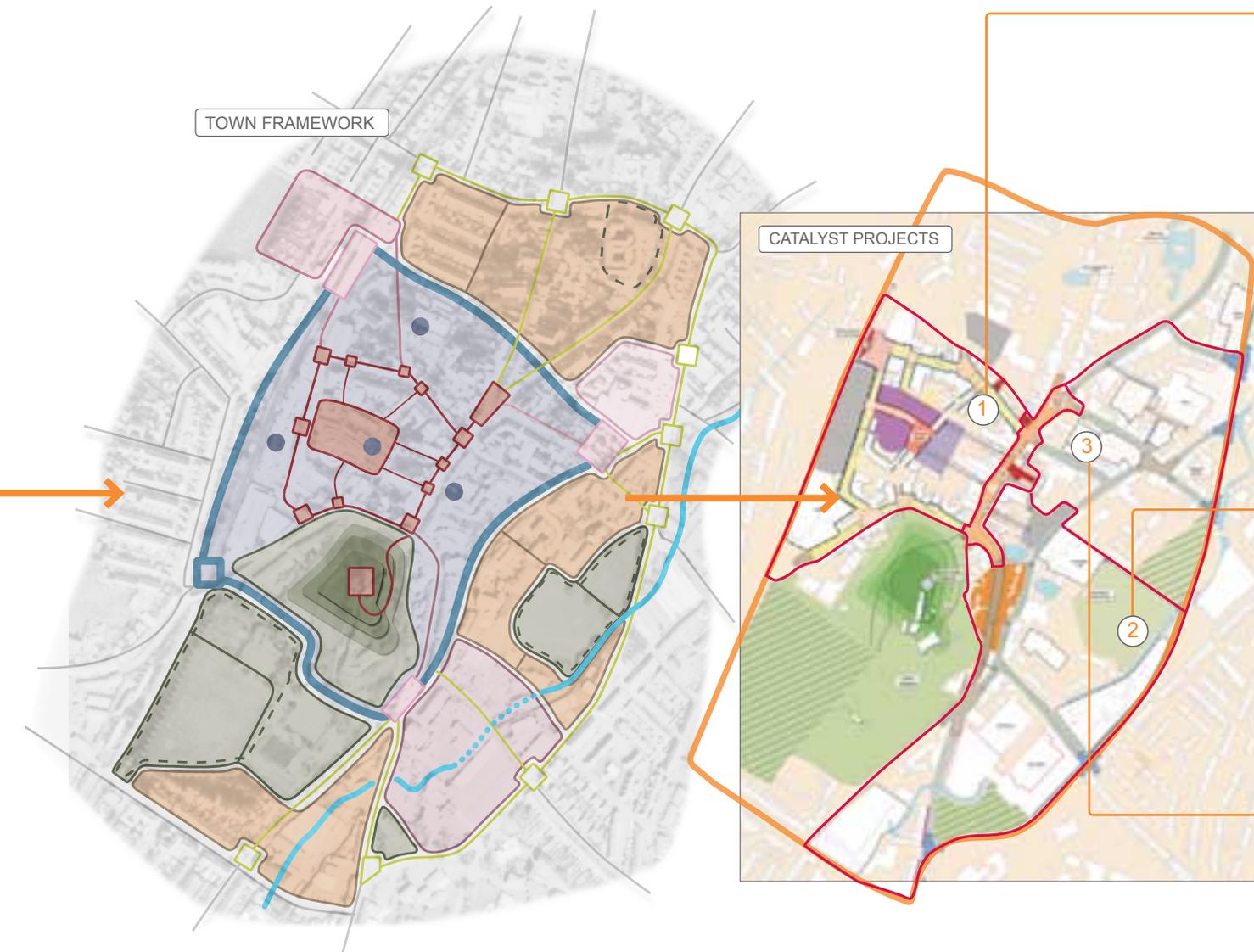


3. Market Place and Wellgate



TOWN FRAMEWORK

CATALYST PROJECTS



Catalyst Project : Castle Street and Clitheroe Market

Clitheroe Market

5.18 The Clitheroe Market Area redevelopment is a catalyst project that proposes the redevelopment of the existing market and car park for a high quality retail-led mixed use development. This would involve the relocation and rationalisation of the market to a new public square and market hall in the centre of the site, supported by complementary access, parking and public realm improvements.

Outputs

5.19 The Key outputs include:

- Development of a critical mass of new retail/leisure floorspace
- Reconfigured outdoor market
- New Markets Hall building to provide sheltered trading space (Market traders key requirement)
- Residential apartments to upper floors
- A high quality new central public square
- New major pedestrian route from Station Road to Castle Street
- New access from Castle Street via Rose and Crown Arch
- Improved access from King Street
- New car parking provision to support the scheme

Delivery

5.20 The recommended delivery route for the proposal for the markets area is based on the preparation of a clear development brief for the area that sets out the context for redevelopment and the key development and urban design principles. This will help to inform a developer competition to select a preferred developer partner to work closely with the Council to deliver a high quality development.

5.21 The redevelopment of the Markets Area for a retail led mixed-use development will require close partnership working between the Council as landowner and a private sector developer to finance and deliver the scheme to meet the requirements of the Council and its partners.

5.22 The end quality of development is vitally important to the wider regeneration objectives for the town centre. In our view this will only be delivered to a high standard with control exercised through a Development Brief.

5.23 As landowner Ribble Valley BC is recommended to produce a Development Brief (not a planning brief) to set out the criteria for competitive bids for the site based on clearly set out objectives for uses, scale, form, quality etc. Bids would probably be invited based on design and price although more detailed advice should be sought at the appropriate time. The disposal should be carried out in partnership with a private development company using the simplest effective form of the joint venture. This is probably a development agreement, rather than a Joint Venture Company, with title to the land passing when quality of scheme is ascertained through detailed planning and not before.

5.24 The Development Brief can work hard to guide the form of the finished scheme whilst getting the best creative contribution from bidders. This can be achieved by preparing a brief of real quality to set aspirations high. After the bidding process, the development agreement with the successful bidder must be drafted to control the developer partners and guarantee the scheme selected is the scheme ultimately delivered on site.

5.25 Public sector professional costs beyond the selection stage can sometimes be recovered from the developer and costs before this (i.e. for the development brief etc) will be covered by eventual financial receipts resulting from the development process. Potentially therefore this process can be very positive and cost effective, although it does need the Council to finance the process for a period.

Content of Development Brief

5.26 Once the required concept for the project is fixed a clear and simple brief should be created to use as a marketing document and guide for potential partners to bid against. The brief should demonstrate clearly the broad expectations of Ribble Valley Borough Council and its partners and be ambitious to 'raise the game' in terms of quality of responses. Some of the key areas it should cover are:

- Development context
- Site ownerships and land assembly strategy
- Design brief
- Possible programme for implementation
- Requirements of a preferred developer
- Architectural quality and approach
- Financial matters
- Development agreement process
- Joint working relationship with Ribble Valley Borough Council and its advisors
- Public consultation requirements
- Selection criteria (two stage – initial CV's of developers and professional teams as a basis to select a short-list then a detailed response from the short-listed developers)

How to market the development opportunity

5.27 The successful developer will be asked to resolve the various detailed issues of design, site assembly, phasing and delivery in addition to detailed financial appraisal work.

5.28 Marketing should be carried out at the developer level by advertising and direct contact with an appropriate list of potential developers. Marketing should take place only after the development brief is finalised and not before. There is always a temptation to react to early enquiries but if there is early interest there will always be more following marketing and the brief will create sufficient demand to enable competition, choice and subsequently a strong design and solid basis for the development agreement.

- 5.29 Whilst the Development Brief is being prepared a marketing plan should be devised and its implementation planned and prepared. The opportunity needs to be 'branded' for ease of reference in the property market and to indicate the nature of the opportunity. This will enable public relations work creating a positive news story for Clitheroe as the project progresses to fruition.
- 5.30 A suitable list of developers should be prepared with emphasis on approaching strong and suitable contenders direct to discuss the opportunity. This will be vital if good quality responses are to be secured. An appropriate process of advertising in relevant press (Estates Gazette, Regeneration & Renewal, Planning, etc) should also be planned, copy dates identified and adverts designed.
- 5.31 The brief can then be issued. No detailed responses to developers and most importantly, agents should be issued in other than the most basic terms until the brief is finalised otherwise the impact will be lost and the accurate terms and objectives poorly communicated to potential partners. Details of enquiries can be kept and the brief issued at the appropriate time.

Partner Selection

The choice of partner is of vital importance.

- 5.32 The Development Brief should make clear that a limited number of developers (4 or 5) will be short-listed to prepare more detailed designs and proposals as a final part of the selection process alongside interviews. A common mistake is to ask too wide a list to do substantial work in bidding which often simply deters good (and inevitably busy) developers who do not wish to risk abortive work on a high-risk bid. Once they know they have a reasonable chance of success they will be prepared to produce strong bids.
- 5.33 In terms of resources it would be fairly usual for the brief to make clear that Ribble Valley Borough Council's reasonable professional fees would be paid by the developer as a development cost for the project on terms to be agreed. This should enable a proper professional approach and response to preparation of the brief and the competition process.

Development Agreement

- 5.34 Following selection, the 'preferred developer partner(s)' will have a limited period to agree heads of terms for a development agreement. Most importantly these must deal with the final design of the scheme, financial issues and other responsibilities of the partners (i.e. Ribble Valley Borough Council and the developer). This will usually set out the role of the public sector in delivering land assembly and the rights of the developer after exchange to enter the land and build the agreed scheme.
- 5.35 Lawyers should be appointed sufficiently in advance of partner selection to enable a draft development agreement to be issued as soon as heads of terms for the partnership agreement are finalised.
- 5.36 It is particularly important at the moment that any development agreement is realistic about market conditions and only obliges the developer to commence when it is commercially viable to do so.

Financial Implications

- 5.37 The financial aspects of delivering the project will require detailed development. We have considered the main aspects of our proposals as follows.
- 5.38 Self-funding approaches should be sought and provided sufficient work is put into creating attractive opportunities and effective marketing, negotiation and documentation, there is scope to minimise public sector costs. Although costs will be incurred in the short term, certainly after developer partner selection and exchange of partnership agreements, most reasonable public sector costs can become development costs covered by the developer(s). This is an important aspect of project financing since focusing on up front cost-cutting can be counter-productive if available resources and skills are insufficient, compared to achieving a high quality procurement process which can generate funds to work with. In addition the selected developer(s) can be expected to cover the costs of detailed design and financial feasibility work.

Land Assembly and Acquisition

- 5.39 The broad proposals for the area are illustrated on pages 46/47 and in terms of land and property include the existing market square and car park site together with a site to the rear of the Station Hotel and the majority of the car park of the Rose and Crown public house located on Castle Street.
- 5.40 The main part of the site is in the ownership of Ribble Valley Borough Council and subject to the agreement of the redevelopment proposals that include the relocation of the existing market and agreement with the appointed developer on the issue of land receipt there should be no land assembly issues.
- 5.41 In terms of the acquisition and assembly of land outside the ownership and control of the Council and its partners it is envisaged that the selected developer partner would finance and negotiate the acquisition of any third party acquisitions including the site to the rear of the Station Hotel and the car park of the Rose and Crown public house supported where required by the Council's statutory powers. The full costs of any CPO would be underwritten by the developer partner contracted under a CPO Indemnity agreement.

Catalyst Project : Castle Street and Clitheroe Market

Castle Street

5.42 The proposals for Castle Street look to strengthen and improve its role as a pedestrian priority street, the main shopping street within the town centre with integrated highways, parking and public realm improvements supported by targeted shop front improvements to key frontages.

Outputs

5.43 The Key outputs include:

- Quick win improvements to the existing public realm through improved maintenance
- Retention as one-way with integrated highway and public realm improvements to include wider pavements, improved on street parking and pedestrian priority
- Coordinated programme of shop front improvements to key frontages
- Implementation of facilities and procedures to enable closure of the street for temporary markets and events
- Provision of visitor/tourist information facilities

Delivery

5.44 The enhancement of the public realm along Castle Street, the main shopping street within the town centre, is an important catalyst project that will help to improve the shopper and visitor experience that will in turn improve footfall and the likelihood of complementary investment from property owners in shop and building frontage improvements that will further enhance the attraction of the town centre as a shopping and visitor destination.

5.45 Ribble Valley Borough Council will need to take overall responsibility for the delivery of the project working closely with Lancashire County Council as Highway Authority.

5.46 Detailed proposals will need to be developed for the project following the preparation of the recommended town centre wide public realm and urban design guide and traffic management studies.

5.47 The detailed proposals will need to explore a number of options based on different design and quality scenarios that will need to undergo both community and stakeholder consultation to determine the most appropriate solution.

5.48 Following the endorsement of the preferred design solution it will be necessary to prepare outline bids for funding to support delivery of the project.

5.49 Once funding has been secured in principle the detailed design and cost plans for the scheme will be prepared as the basis for obtaining the necessary approvals and appointing a contractor to undertake the construction of the project.

5.50 The delivery of the shop and key frontage improvements will be via a grant scheme subject to funding and agreement with the design and quality controlled through the preparation of a town centre wide Shop Front Guide.

Land Assembly and Acquisition

5.51 The proposals for Castle Street are illustrated on pages 46/47 and in terms of land and property only include land in the ownership and control of either Ribble Valley Borough Council or Lancashire County Council as highways authority.

5.52 The improvements to existing shop and key building frontages will be undertaken in partnership with the existing property owners through the implementation of a shop front grant scheme and therefore no land or property is needed to be acquired to deliver the project.

Code	Project Area/framework	Project Description	Indicative phasing	Indicative costs	Potential funding/finance	Proposed delivery route
CSCM1	Castle Street and Clitheroe Market (Page46)	Castle Street 'Early Wins' and Events -	S	£120k	Public sector funding from capital budgets supported by possible PPL and THI funding	Public sector lead
CSCM2		Clitheroe Market 'Early Wins' and Events -	S	£100k	as above	as above
CSCM3		Redevelopment of Clitheroe Market	M	£6-8m	Private sector finance	Public private partnership
CSCM4		Castle Gate : Castle Street : Market Place Public Realm and Frontage Enhancements	M	£1.5m	Public sector funding from capital budgets supported by possible PPL and THI funding	Public sector lead
CSCM5		Castle Street Connections	S	£35k	as above	as above
CSCM6		Booths Opportunity Site**	M	£6k*	Private sector finance with possible support from NWDA and others	Private sector lead
CSCM7		'Four Streets' Project	M	£4.2m	Public sector funding from capital budgets supported by possible PPL and THI funding	Public sector lead

* Indicative costs to fund Feasibility Studies

** Subject to further consultation

Catalyst Project : Moor Lane and Lowergate

Overview

5.53 The proposals for Moor Lane look to change the role of the area from a peripheral retail street to a vibrant mixed use street with retail, leisure, creative industries and residential uses set within an upgraded public realm together with improved parking, servicing and targeted shop front improvements to key frontages.

Outputs

5.54 The Key outputs include:

- Quick win improvements to the existing public realm through improved maintenance
- Retention as one-way with integrated highway and public realm improvements to include wider pavements, improved on street parking and pedestrian priority
- Coordinated programme of shop front improvements to key frontages
- Improvements to existing retail units to include 2 into 1s and access improvements

Delivery

5.55 The improvements to Moor Lane will be led by Ribble Valley Borough Council with further design feasibility and consultation required with the retailers and property owners to develop the scheme with funding sourced largely from the public sector via existing capital budgets and possible THI funding supplemented by private sector funding via a possible BIDs and directly to support frontage improvements.

5.56 Moor Lane is an important gateway and approach route into the town centre from the south and one that provides many visitors with their first impression of the town as a whole.

5.57 Given the strategic importance of the street as a key approach route into the town it is important to secure the long term future of the area through a proactive policy that encourages a change in the existing role of the area from a secondary retail street into a vibrant mixed-use area supported by complementary public realm and highway improvements.

5.58 The delivery of an integrated highways and public realm scheme has the potential to act as a catalyst for further investment from property owners who would be actively encouraged to invest in their property to support a more diverse mix of uses.

5.59 Again Ribble Valley Borough Council working with Lancashire County Council will need to take overall responsibility for the delivery of the project.

5.60 Detailed proposals will need to be developed for the area taking into account the recommendations of the town centre wide public realm and urban design guide and traffic management studies with a number of design options developed as the basis for consultation with the community and key stakeholders.

5.61 Dependant on timeframes it may be appropriate to include the scheme within the outline case for funding for the Castle Street public realm project with detailed design and cost plans prepared once funding has been secured and as the basis for appointing a contractor.

5.62 Again the delivery of the shop and key frontage improvements will be via a grant scheme subject to funding and agreement with the design and quality controlled through the preparation of a town centre wide Shop Front Guide.

Land Assembly and Acquisition

5.63 The proposals for Moor Lane are illustrated on pages 46/47 and again in terms of land and property only include land in the ownership and control of the Ribble Valley Borough Council and Lancashire County Council with any improvements to existing shop/building frontages to be undertaken by the existing property owners via a shop front grant scheme.

Code	Project Area/ framework	Project Description	Indicative phasing	Indicative costs	Potential funding/finance	Proposed delivery route
MLL1	Moor Lane and Lowergate (page 50)	Moor Lane 'Early Wins' and Events -	S	£70k	Public sector funding from capital budgets supported by possible PPL and THI funding	Public sector lead
MLL2		Moor Lane Connections -	S	£25k	as above	as above
MLL3		Moor Lane Public Realm Enhancements	M	£1m	as above	as above
MLL4		Moor Lane Building Groups Remodelling	M	£30k*	Private sector lead with possible support from NWDA and others	Private sector lead
MLL5		Moor Lane Opportunity Sites	L	£5-10k*	as above	as above
MLL6		Mearley Brook: Lowergate Town Gateway	S/M	£160k	Public sector funding from capital support from NWDA and others	Public sector lead
MLL7		Streetscene: Lowergate	S	£80k	as above	as above

* Indicative costs to fund Feasibility Studies

Catalyst Project : Market Place and Wellgate

Overview

- 5.64 The proposals for Wellgate look to strengthen the area as a mixed-use neighbourhood with complementary business, leisure and residential uses set within a quality public realm with good links to Castle Street and the wider town centre.

Outputs

- 5.65 The Key outputs include:

- Quick win improvements to the existing public realm through improved maintenance
- Reuse and conversion of vacant/derelict building and redevelopment of vacant sites
- Promotion of new business, leisure and residential uses through conversion of existing uses and on infill sites
- Integrated highway and public realm improvements to include paving, lighting, street furniture and on street parking improvements
- Coordinated programme of shop front improvements to key frontages
- Coordinated marketing and signage strategy

Delivery

- 5.66 The proposals for the Wellgate area look to revitalise the area through an approach that promotes a more diverse mix of uses to include new business, leisure and residential uses that will give the area a renewed purpose and vitality.
- 5.67 Ribble Valley Borough Council working with Lancashire County Council will take the lead in delivering the project with the implementation of an integrated highways and public realm scheme as an early win to act as a catalyst for further investment to facilitate the development of a more diverse mix of uses across the area.
- 5.68 The preparation of the detailed highways and public realm proposals will need to follow the same approach adopted for Castle Street and Moor Lane with the case for funding possibly made as part of a town wide bid that includes the proposals for Castle Street and Moor Lane.
- 5.69 Reuse of vacant sites/buildings will be triggered by considering how these 'opportunity plots and sites' may be unlocked, beginning with Development Briefs. Again the delivery of targeted improvements to key frontages within the area will be via a grant scheme subject to funding and agreement with the design and quality controlled through the preparation of a town centre wide Shop Front Guide.

Land Assembly and Acquisition

- 5.70 The proposals for the Wellgate area are illustrated on pages 54/55 and in terms of the proposed integrated highways and public realm improvements only include land in the ownership and control of the Ribble Valley Borough Council and Lancashire County Council with any improvements to existing shop/building frontages to be undertaken by the existing property owners via a shop front grant scheme.

Code	Project Area/ framework	Project Description	Indicative phasing	Indicative costs	Potential funding/finance	Proposed delivery route
MPW1	Market Place and Wellgate (page 54)	Market Place and Wellgate 'Early Wins' and Events	S	£80k	Public sector funding from capital support from NWDA and others	Public sector lead
MPW2		Wellgate Connections	S	£60k	as above	as above
MPW3		Well Square Project	M	£340k	as above	as above
MPW4		Wellgate Opportunity Sites	M/L	£5-10k*	Private sector lead with possible support from NWDA and others	Private sector lead
MPW5		Wellgate Town Gateways	S/M	£80k	Public sector funding from capital budgets supported by possible RPL and THI funding	Public sector lead
MPW6		Town Approaches - Mearley Brook	M	£80k	as above	as above
MPW7		Streetscene: Wellgate and York Street	S	£60k	as above	as above

* Indicative costs to fund Feasibility Studies

Summary priority areas / catalyst project schedules

Code	Project Area/ framework	Project Description	Indicative phasing	Indicative costs	Potential funding/finance	Proposed delivery route
CSMS1	Castle Street and Market Square (page 46)	Castle Street 'Early Wins' and Events -	S	£120k	Public sector funding from capital budgets supported by possible PPL and THI funding	Public sector lead
CSMS2		Market Square 'Early Wins' and Events -	S	£100k	as above	as above
CSMS3		Redevelopment of Market Square	M	£6-8m	Private sector finance	Public private partnership
CSMS4		Castle Street Public Realm Enhancements	M	£1.5m	Public sector funding from capital budgets supported by possible PPL and THI funding	Public sector lead
CSMS5		Castle Street Connections	S	£35k	as above	as above
CSMS6		'Four Streets' Project	M	£4.2m	Public sector funding from capital budgets supported by possible PPL and THI funding	Public sector lead
CSMS7		Booths Opportunity Site	M	£6k*	Private sector finance with possible support from NWDA and others	Private sector lead
MLL1	Moor Lane and Lowergate (page 50)	Moor Lane 'Early Wins' and Events -	S	£70k	Public sector funding from capital budgets supported by possible PPL and THI funding	Public sector lead
MLL2		Moor Lane Connections -	S	£25k	as above	as above
MLL3		Moor Lane Public Realm Enhancements	M	£1m	as above	as above
MLL4		Moor Lane Building Groups Remodelling	M	£30k*	Private sector lead with possible support from NWDA and others	Private sector lead
MLL5		Moor Lane Opportunity Sites	L	£5-10k*	as above	as above
MLL6		Mearley Brook: Lowergate Town Gateway	S/M	£160k	Public sector funding from capital support from NWDA and others	Public sector lead
MLL7		Streetscene: Lowergate	S	£80k	as above	as above
MPW1	Market Place and Wellgate (page 54)	Market Place and Wellgate 'Early Wins' and Events	S	£80k	Public sector funding from capital support from NWDA and others	Public sector lead
MPW2		Wellgate Connections	S	£60k	as above	as above
MPW3		Well Square Project	M	£340k	as above	as above
MPW4		Wellgate Opportunity Sites	M/L	£5-10k*	Private sector lead with possible support from NWDA and others	Private sector lead
MPW5		Wellgate Town Gateways	S/M	£80k	Public sector funding from capital budgets supported by possible RPL and THI funding	Public sector lead
MPW6		Town Approaches - Mearley Brook	M	£80k	as above	as above
MPW7		Streetscene: Wellgate and York Street	S	£60k	as above	as above

* Indicative costs to fund Feasibility Studies

Funding and Finance

- 5.71 The successful delivery of the projects and proposals set out in the town centre masterplan will to a large extent depend on the ability to secure finance and funding from both the public and private sectors.
- 5.72 A summary of the potential sources of funding to support the delivery of the projects and proposals contained within the masterplan is set out below.

PRIVATE SECTOR

- 5.73 Private sector funding will be required to deliver the key development projects identified within the masterplan whilst also contributing to the complementary infrastructure and public realm projects either directly as part of the development proposals or through s106 contributions to help deliver associated public realm and environmental projects within the town centre.
- 5.74 The selection of a private sector developer partner is crucial to the delivery of the Market Area redevelopment proposals and early indications from developer testing reveals a strong appetite from the development industry to work in partnership with Ribble Valley Borough Council and its partners to deliver a self financing scheme for the area.

PUBLIC SECTOR

Ribble Valley Borough Council

- 5.75 Ribble Valley Borough Council has an important role to play in helping to deliver the key projects and proposals set out in the masterplan.
- 5.76 Firstly, through the endorsement of the masterplan through the statutory planning system to help provide a level of confidence within the development industry that proposals that meet the principles set out within the masterplan will be considered favourably;
- 5.77 Secondly, through the funding of key infrastructure and public realm projects that will raise confidence and act as a catalyst for further investment from the private sector.

- 5.78 Thirdly, through the use of publicly owned land and property to help deliver the key development proposals set out in the masterplan through simplified land assembly and reduced financial risk.
- 5.79 Lastly through taking a lead on the preparation of funding bids to other public sector bodies to help secure additional funding and help deliver the key projects identified within the masterplan.
- 5.80 In addition the Council will have a significant role in terms of committing funding to the ongoing management and maintenance of the town centre as part of Council's works budget.

Lancashire County Council

- 5.81 Lancashire County Council as the highway authority for Ribble Valley has the potential to help fund any improvements to the existing highway network within the town centre. In addition the County through its economic development company Lancashire County Developments Ltd has a variety of grant and investment mechanisms to help support strategy and project development such as the proposed Markets Area Development Brief whilst also providing support to local businesses through access to finance and advice.

Regenerate Pennine Lancashire

- 5.82 This newly created organisation has the potential to fund a variety of projects set out within the masterplan. It is early days in the formation of the Company and further work is required to explore how it can help to support the delivery of the projects and proposals set out in the masterplan. However the recent Pennine Lancashire Squared Initiative provides an example of the possible intent of the Company in promoting the enhancement of the public realm within the town centre.

North West Development Agency (NWDA)

- 5.83 The NWDA as the Regional development agency has a wide variety of programmes and initiatives to help fund and support the economic development of the town centre. However, the future of regional public funding is under review and may present opportunities.

Heritage Lottery Funding

- 5.84 The majority of the town centre is located within a conservation area that includes a large number of quality historic buildings along a visual spine running from the Castle in the south along Castle Gate and Castle Street to Market Place in the north.
- 5.85 The heritage offer of the town centre helps to give Clitheroe its unique character and quality as a place to visit and enjoy and therefore it is important to preserve and enhance the historic buildings and streetscapes to encourage further use and investment.
- 5.86 The potential exists to bid for Heritage Lottery Funding through the Townscape Heritage Initiative (THI) programme to secure funding of between £500,000 and £2,000,000 to help regenerate the conservation area within the town centre.

Summary funding opportunities

Awarding Authority	Award Name	Category	Support	Covers
Heritage Lottery Fund (HLF)	Landscape Partnerships Grant	Heritage	£250k - £2m	Support for schemes led by partnerships of local, regional and national interests which aim to conserve landscape areas of district local character throughout the United Kingdom.
	Townscape Heritage Initiative (THI)	Heritage	£500k - £2m	Support for schemes, led by partnerships of local, regional and national interests, that aim to regenerate the conservation areas across the United Kingdom. Eligible activities include structural and external repair of historic buildings that are still being used, and the repair/conversion for new uses of vacant or partly-used historic buildings.
	Heritage Grants	Heritage	£50k and up	Funding for projects relating to the national, regional or local heritage of the UK which aim to conserve and enhance diverse heritage and/or encourage more people to be involved in their heritage. Projects should also ensure individuals can learn about, have access to and enjoy heritage.
English Heritage (EH)	Historic Buildings, Monuments and Landscapes Grant	Heritage	£10k up	Grants for the repair and conservation of historic buildings, monuments and designed landscapes. Grants are primarily awarded for urgent repairs or other work required within two years to prevent loss or damage to important architectural, archaeological or landscape features.
Arts Council England (ACE)	Grants for the Arts	Arts	£1 - £200k	Support for arts activities that benefit people in England or that help artists and arts organisations to carry out their work. Supported aims of the programme include helping more people to take part in the arts and helping the development of artists, arts organisations and the creative economy.
Lancashire Environmental Fund (LEF)	Lancashire Environmental Fund	Heritage/ environmental	£3-15k	Support for a variety of environmental initiatives within Lancashire. Projects must: provide public amenities, conserve a natural habitat/species or restore historic, architecturally interesting or religious buildings. Support for environmental placements is also available.
Lancashire County Council (LCC)	Lancashire Rosebuds Fund	Business	£5 - £750k	Financial assistance towards a wide range of business ventures across Lancashire, including the purchase of new equipment, the introduction of a new product line, or business start-up programmes.
North West Development Agency (NWDA)	Grants for Business	Business	£10k up	Financial support is provided to companies for capital investment projects in the North West. The focus is on projects creating or safeguarding jobs and having productivity and skills benefits in line with the North West Economic Strategy.
	Business Link Northwest			Advice, counselling and consultancy support for businesses in the North West of England regarding issues such as sales and marketing, health and safety, the environment, human resources, information and communication technology, financial management, new product development, business diagnostics, operations, general business management, UK Trade and Investment, workforce development and business start-up. A range of financial assistance is also offered.

Next Steps

- 5.87 The masterplan process, supported by a committed steering group, has developed considerable momentum, which needs to be maintained if successful town centre regeneration is to be achieved. Progress on regeneration will continue to be driven by the continued regular meeting of the steering group with a changed emphasis away from policy / strategy and towards delivery – without losing sight of a coordinated approach. This 'Town Team' will need to be supported by a key senior officer with the resources, skills and political support necessary to focus on driving the programme forward.
- 5.88 Membership of the existing group will need to be supplemented with delivery skills – notably in property, design and project management. This may involve public sector officers or continuing consultancy involvement. Continuing engagement with stakeholders outside of the existing steering group will need to be further developed, including key landowners, developers and local businesses.
- 5.89 The masterplan identifies a number of key priority projects and early actions that will drive the regeneration of the town centre.
- 5.90 The key next steps to progress the delivery of the priority and early win projects include:
- Secure widespread endorsement of the Masterplan with the Council and key stakeholders
 - Establish the 'Town Team' to drive the delivery of the priority and early win projects
 - Nominate a lead officer to lead and coordinate the 'Town Team' and delivery of the catalyst and early win projects
 - Appoint consultants to prepare a Development Brief for the Markets Area based on the development and design principles agreed through the masterplanning process
 - Prepare a public realm and urban design guide for the town centre
 - Prepare a detailed access and movement strategy for the town centre. Prepare detailed design proposals for the rationalisation/improvement of the market
 - Prepare detailed design proposals for the improvement to Castle Street
- Establish a new management and maintenance regime and implement improvements to courtyards and alleyways
 - Explore funding sources for public realm and townscape projects to include the potential of Townscape Heritage Initiative (THI) status for the town centre
 - Prepare a marketing and branding strategy to raise the profile of the town centre to visitors and investors alike.
- 5.91 Immediate actions need to focus on the delivery of the improvements to the Markets area, which should act as a catalyst for the wider improvement of the town centre.
- 5.92 In the longer term successful delivery needs to be monitored against the key goals and objectives set out within the masterplan and the emerging Local Development Framework.
- 5.93 The proposed phasing and programme for taking forward the town frameworks and catalyst project are illustrated across the page.

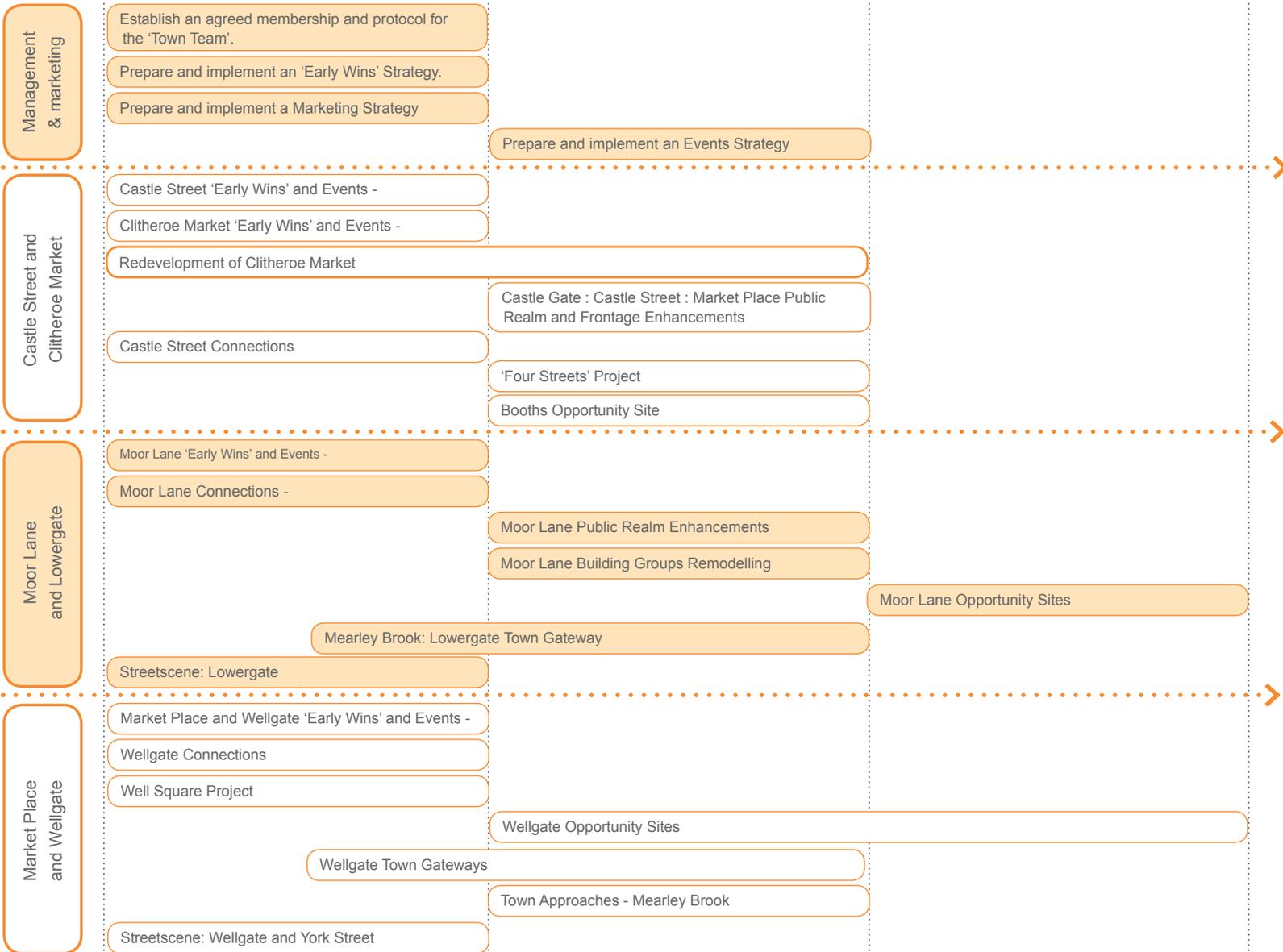
FIRST STEPS

2010

2012

2015

2020



2010

2012

2015

2020

