



**FINAL DRAFT**

**Version 1D**

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## Foreword

Salisbury is a magnificent medieval city set amongst the beautiful countryside of south Wiltshire. Built around the meeting place of five rivers, Salisbury is a green and friendly city which is visited by around 1.5 million people each year. Salisbury is also a living, working city; it is a regional centre for business, shopping, culture and further education with good accessibility to the rest of the country. It has crime and unemployment rates that are amongst the lowest in the country. As such Salisbury provides a work-life environment and a quality of life that is much envied and sought after.

Nothing stands still, however. Retail competition is increasing, with developments in Southampton, Bournemouth, Basingstoke, Winchester and Andover. A lack of purpose-built offices and employment land close to the city threatens to restrict the growth and expansion of our local businesses. We rely too heavily on a small number of firms to provide a disproportionate number of jobs. In tourism, low-cost airlines and newly developing domestic markets are challenging our previous supremacy as a tourism destination. House prices are higher than the regional and national average, whilst salaries are lower. People find it hard to get social housing or a foot on the housing ladder. Employers have difficulty in recruiting across a wide range of jobs and skills.

Clearly something needs to be done if Salisbury is to maintain its position as one of the South West's premier centres for business, tourism and retail. We need to make plans now if we want Salisbury to remain a pleasant and prosperous place where our children's children want, and are able, to live and work.

The Salisbury Vision, based on years of work, provides the framework to achieve this. It sets out a range of proposals which have been designed to tackle the big issues facing the City. Over the next 10-15 years we hope to deliver major improvements to traffic, transport and parking. The city's streets, pavements and other public areas will be made more attractive. Major new developments will bring shops, jobs and increased leisure opportunities.

By 2020 we hope that Salisbury will be a city based on a thriving centre. The city will be safe, clean and green. Salisbury's economy will have moved on. New businesses will be providing better paid, quality jobs. There will be more social housing, the housing waiting list will have been cut and there will be more affordable homes for young local people. The city centre will be easily accessible to all, both physically and socially. It will provide an attractive, safe, stimulating pedestrian-friendly environment which encourages people to explore and enjoy more fully, Salisbury's fascinating historic spaces, buildings and streets. Most importantly, Salisbury's unique and special character will have been protected and enhanced.

The natural environment will have been brought into the city and it will be easier for people to enjoy the rivers and water meadows more. The theme of a sustainable and eco-friendly city will be seen everywhere. The amount and impact of traffic will have been reduced and a variety of other transport choices will be available to residents, businesses and visitors.

By 2020 Salisbury will have moved on; its economy and attractiveness will all have been enhanced. The City will now be a place that people choose to live in, work in or visit.

The Vision offers us the best opportunity we have of ensuring that Salisbury is a place of which people are proud. Not just those who are fortunate enough to live within its medieval streets but also the residents of south Wiltshire, the wider Wiltshire and all of those who visit from elsewhere in the UK and abroad.

We need to work hard if we are to achieve all of this. This document is designed to help us do just that. It has been painstakingly developed over a period of nearly two years and is the result of extensive research and consultation. It provides the best view that we have ever had of how the people of Salisbury want their City to develop in the future. The Vision has been developed in partnership with local residents and it sets out what we plan to achieve together over the next 10-15 years.

[PHOTO and signature]  
Councillor Paul Sample  
Leader, Salisbury District Council

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Leader, Wiltshire County Council

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# Salisbury Vision – Final Document

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# 1 Background

## Beginnings

Salisbury's beginnings are well documented and no discussion on the city's future would be complete without a brief look into its past. By the start of the 13<sup>th</sup> century the settlement of Old Sarum had outgrown its location within the Iron Age hill fort east of the river Avon; the water supply was failing, the cathedral was in disrepair and the time had come for big decisions to be made.

And so, in 1220 Bishop Poore oversaw the laying of foundation stones for a new cathedral on the river Avon water meadows 1 ½ miles to the south. Thirty eight years later the cathedral was consecrated and the future of the city of New Sarum, later to become Salisbury, was firmly established. Bishop Poore was also responsible for designing the chequer pattern street system, which like the cathedral, remains today as a reminder of 13<sup>th</sup> century vision and industry.

Salisbury's early growth and prosperity was built on the wool and cloth trade and by the middle of the 15<sup>th</sup> century it was thought to be the fifth or sixth largest city in England. Subsequent periods of decline interspersed with low growth meant that by 1801 the city's population was not much greater than it had been 350 years earlier.

The industrial revolution of the 19<sup>th</sup> century had little impact on Salisbury and many of the city's medieval buildings remained standing next to modern Georgian houses. It was during this time that the city's beauty and in particular that of the cathedral was captured by artists such as Constable and Turner.

The city of Salisbury has grown and changed over the years but the views painted by Constable are still much as they were nearly 200 years ago. And the city's streets, though wider in places, still follow the original medieval chequer pattern. The past is very much alive in Salisbury today and it is this wealth of heritage that is one of its great strengths.

## Salisbury today

Today, Salisbury's population is around 45,000 and it is the largest shopping and employment centre in Wiltshire, serving the residents of the city and the surrounding towns and villages. The city is also an important tourism destination.

The city and the immediate surrounding area is home to a number of leading companies; hi-tech ventures, financial institutions and manufacturers who achieve excellence in their field, together with world class research facilities. The area is also a key base for the British Army.

Salisbury has excellent schools and the Wiltshire College Salisbury Campus which provides a range of higher and further education courses. And on the outskirts of the city, Salisbury District Hospital has an international reputation in a number of specialist areas.

The city boasts over 200 independent and specialist shops and a mix of high street names. It has a cosmopolitan café culture, particularly around the Market Place, and a host of restaurants, pubs and traditional inns, some dating from the 13<sup>th</sup> century. Salisbury provides great opportunities for cultural and general leisure activities. Music, theatre, dance, art, literature, sport and exhibitions all play an important role in the life of the city and the annual Salisbury International Arts Festival is widely acknowledged as being one of the best events of its kind in the UK.

The city of Salisbury is an important tourist destination and attracts millions of people from the UK and overseas each year. Nearly three quarters of these visitors come just for the day, primarily to see the cathedral but also to visit nearby Stonehenge. In Salisbury we also have an award winning Tourist Information Centre that provides information and a range of services to visitors from all over the world.

## Salisbury is a great place, why do we need a vision?

There is no doubt that Salisbury provides a social and physical environment and a quality of life that is much envied and sought after.

Built around the meeting place of five rivers, Salisbury is a beautiful medieval city set amongst outstanding countryside. Salisbury has an unemployment rate that is amongst the lowest in the country and it is popular as a place to both live and work. The city has good connections to the national road and motorway network, and excellent rail links to London.

Salisbury is an important centre in the south west of England. It is:

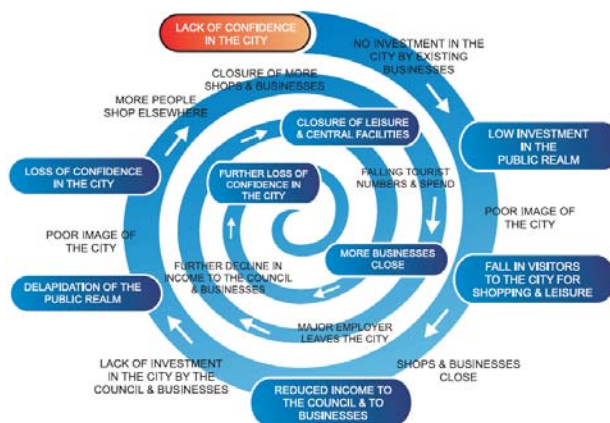
- o a tourism destination of international significance;
- o a business centre of regional importance;
- o a sub-regional centre for retail, culture, housing and further education; and
- o the centre of the Salisbury Diocese which covers most of Wiltshire and Dorset.

Nothing stands still, however.

Retail competition is increasing with new developments in Southampton, Bournemouth, Basingstoke, Andover and Winchester. Neighbouring towns and cities are also providing improved leisure and cultural opportunities whilst a lack of employment land close to the city threatens to restrict the growth and expansion of our local businesses. And our tourism industry continues to be challenged by low-cost airlines and newly developing domestic markets.

House prices are higher than the regional and national average whilst salaries are lower. People find it hard to get on the housing ladder and employers have difficulty in recruiting across a wide range of jobs and skills.

If we don't tackle these issues now there is a real danger that Salisbury will go into a spiral of decline that will be much harder to get out of in the future.



SPIRAL of DECLINE

So we find ourselves, today, in a similar situation to that of Bishop Poore all those years ago. Clearly something needs to be done and big decisions need to be made once more if Salisbury is to maintain its position as one of the southwest's premier centres for business, tourism and retail. We need to make plans now if we want Salisbury to remain a pleasant and prosperous place where our children's children want, and are able, to live and work.

## **What exactly is the Vision?**

The Salisbury Vision is simply a plan that outlines a long-term programme of change and gradual development aimed at improving the lives of everyone that lives in, works in or visits Salisbury. The Vision comes in two parts.

Firstly there is the Vision statement. This is a short sentence that describes how we want Salisbury to be over the next 20 years. And by 'we', we mean our understanding of what the residents of Salisbury and south Wiltshire have told us. Closely linked to this are the eight components that make up a sustainable community, the key principles upon which the Vision is founded.

Almost without exception the residents of Salisbury and south Wiltshire have also told us that Salisbury is a one-off and they don't want it spoilt. So whatever we do to try and make the Vision happen, we will only succeed if we make sure that we don't destroy the city's unique and special character.

The second part of the Vision contains a set of initial proposals that we think will help us achieve the Vision for Salisbury. These are grouped into three categories – Traffic and Transport, Development, and something we are calling Public Realm. This means the spaces between and around buildings that are freely available for public use. They can be publicly or privately owned and include areas such as the Market Place, pavements and streets.

The Vision is, in many ways, a set of aspirations and as such it sets out the principle of what we believe needs to happen. It does not necessarily provide the detail of how we intend to achieve it. In project 12, for example, we set out our proposals for a hierarchy of routes that restrict traffic movements in the city's core streets. What we don't say is which streets will be pedestrian only, which may be for public transport only and which could be used by all vehicles. This detail will be determined as part of the Transport and Movement strategy which we will be developing during 2009.

It should also be noted that the Vision does not set out the council's planning policy. This will be established in the Local Development Framework which replaces the Salisbury District Local Plan from 2011.

## **How has the Vision been produced?**

In February 2006 a team of consultants was appointed to develop the Salisbury Vision. This work was funded by Salisbury District Council in partnership with the South West Regional Development Agency and Wiltshire County Council. We discussed with the consultants what we thought the issues were and our initial thoughts on how they could be resolved. We also identified four key areas that we considered to be a priority.

### ***The Maltings and central car park***

The redevelopment of the Maltings and central car park to provide Salisbury with much needed additional retail space is crucial to the viability and vitality of the city centre. The existing Maltings

shopping centre, with the exception of the Sainsbury's supermarket, has performed very poorly. Although in a prime city centre location it feels cut off from the core of the city and it provides shoppers with a disappointing visit. It is thought that a new development would include apartments, bars, restaurants and a high quality public space together with parking.

### ***Southampton Road A36***

This is a main approach road to the city and the through route from the south to Bristol and Bath. There is frequent severe traffic congestion at peak times and weekends and it creates a bad first impression of the city with a mixture of unattractive industrial and large retail units either side of the road. It is essential that both traffic flow and its visual appearance is significantly improved.

### ***The Market Place and Guildhall Square***

This is the city's most important public space outside of The Cathedral Close. It is the centre of the city and for centuries it has acted as a focus of trade and a meeting place. For two days a week it is a hive of activity as people from near and far come into Salisbury to visit the city's popular and thriving Charter Market. For the majority of the time, however, it is little more than a tarmac car park. The quality of the seats, signs and lighting is poor and overall the Market Place is a huge disappointment. The 18<sup>th</sup> century Guildhall is one of Salisbury's most important and most popular buildings. It is the venue for a variety of uses and functions, with part of the building being used as Magistrates Courts. It is important that an alternative and appropriate use is found for the building when the Magistrates relocate to the Wilton Road in 2009.

### ***The Churchfields Industrial Estate***

This site has grown over the past 30 or so years to become the district's most important employment centre. It covers 33 hectares and is home to approximately 165 companies that together employ around 4,500 people and have a combined annual turnover of around £600 million. The site is bounded by the River Nadder on three sides and the railway line on the fourth making access to the estate difficult, particularly for Heavy Goods Vehicles (HGV). The only HGV-accessible route to the estate runs through part of the city centre. Relocating the businesses that generate the HGV traffic to alternative locations near to the city centre and redeveloping the estate for alternative use is a priority.

One of the first things that the consultants did was to ask local residents what they thought was good about Salisbury and what they thought was bad. People were also asked what they would like to see changed or improved. From all of this work and from other research that was carried out the consultants then had a very good understanding of what the big issues were and what people's concerns were. As a way of resolving these issues and overcoming the concerns the consultants suggested three different approaches to the way that the city centre could be developed over the next 20-30 years. Within each approach there were a number of different options for each of the four priority areas and for the city centre overall.

#### ***Approach 1 - Consolidation:***

This was the least ambitious approach and it concentrated on making minor improvements rather than major changes. It included making general improvements to streets, squares and open spaces through planting and the removal of unnecessary signing.



**Approach 2 - Enhancement:**

This approach proposed more extensive changes to improve the visual appearance of the city centre. This included removing traffic from core streets and the partial redevelopment of areas such as the Churchfields Industrial Estate.

**Approach 3 - Step Change:**

This approach focused on major changes aimed at greatly enhancing the city's environment, improving the overall shopping experience, providing additional jobs and housing. Proposals included major mixed use development on key sites such as the Churchfields Industrial Estate and the Maltings and central car park together with public transport improvements.

These approaches were consulted on during September 2006. Approach 3, Step Change, was seen by the majority of people as being the only approach that could bring about the change that was needed to deliver the Vision for Salisbury.

Over the following six months this approach was further developed and in April 2007 the consultants delivered their final report. This contained a masterplan for delivering major change and improvements to specific problems or areas within the city centre. To make sure that we and the consultants had really heard what local residents were saying, a final period of public consultation was held between July and October.

## Consultation

### Development stage

From the outset we have always considered public consultation and community involvement to be essential to the success of the Vision. During the development of the Vision a number of different consultation exercises were carried out using various techniques in an attempt to get as much community involvement as possible.

The first main event was a public 'drop-in' held on 26-27 May 2006. This was attended by just over 200 people. Comments were made that the Vision was particularly strong on environmental issues but that, to be comprehensive, it should also address social and economic issues. Throughout the summer of 2006 further events were held including three workshops, one of which was with the St Edmund's Community Association. Further workshops were also held specifically for local businesses.

In September 2006 a major Options Exhibition was held at which members of the public were asked for their views on three different approaches proposed by the consultants. Between 400 and 450 people turned up over three days. Of those people who made a choice between the approaches, 61% chose Option 3: Step Change.

A summary of the consultation carried out during this period is included in the consultants' final report. Additional details are available in the Summary Report of Community Involvement. Both of these documents are included in the Technical Supplement.

The final piece of consultation carried out during the development stage took place between July and October 2007 as part of the Our Place in the Future consultation. An associated household survey and young people's survey were also carried out. The results of the Our Place survey showed a high level of support for the aims of the Salisbury Vision and for each of the statements relating to specific Vision proposals. There was particularly strong support for the

public realm proposals. The results of the household and young people's surveys showed a lower level of support for the specific Salisbury Vision statements.

A summary of the results of all three surveys is included in the Salisbury & South Wiltshire Our Place in the Future: Consultation Methodology & Output Report which is included in the Technical Supplement.

### **Summary of public consultation: development stage**

- Public drop-in events and exhibitions: May, September 2006
- Forum workshops: May, June, October 2006
- St Edmund's Community Association workshop: July 2006
- Council officers workshops: July, August 2006
- Councillors' workshop: August 2006
- Business workshops: August, September, October, November 2006
- Survey of commuters and park and ride users: July 2006
- Comprehensive public consultation exercise which included a detailed survey as part of the Our Place in the Future consultation, a short household survey and a website survey for young people: July – October 2007

### **Delivery stage**

Many of the projects in the Vision are complex and will require a significant amount of investment in terms of officer time and financial resources by the local authority and others if they are to be successful. As each Vision project is brought forward for implementation it will, therefore, be essential that we carry out additional detailed consultation. This will provide us with the opportunity to further evidence the need for each project and it will also allow us to compare and validate the results of the consultation carried out in 2007.

The Salisbury Vision has been designed to be as self-financing as possible (see Funding section) with its success, to a certain extent, relying on a particular sequence of project delivery where early projects finance others which may have no commercial value of their own. An example of this would be the re-investment of some of the capital receipts raised through the redevelopment of the Maltings and central car park into the delivery of public realm improvement projects. To deliver those projects most wanted by residents, such as improvements to the public realm, it will, therefore, be necessary to deliver some projects which may have an overall lower level of public support.

## 2 The wider context

### **Sustainable communities**

In 2003 the government set out a long term programme for bringing about improvements to the places where people live. This programme is designed to strengthen the links between work, leisure and home by creating what are called *sustainable communities*. These are defined as:

“ . . . places where people want to live and work now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life. They are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all.”

The sustainable communities programme lists a number of specific components that the government suggest are essential if a community is to be sustainable. They are:

### **Active, inclusive and safe**

*Fair, tolerant and cohesive with a strong local culture and other shared community activities*

### **Environmentally sensitive**

*Providing places that are considerate of the environment in which people can live*

### **Well designed and built**

*Featuring a high quality built and natural environment with homes that people can afford*

### **Well connected**

*With good public transport services and communication linking people to jobs, schools, health and other services*

### **Thriving**

*With a flourishing and diverse local economy*

### **Well served**

*With public, private, community and voluntary services that are appropriate to people's needs and accessible to all*

### **Fair for everyone**

*Including those in other communities, now and in the future*

### **Well run**

*With effective and inclusive participation, representation and leadership*

During the development of the Salisbury Vision it became very clear that the people of Salisbury consider these same components to be most important to them. They affect the way we live and they define what people want Salisbury to stand for.

## **Climate change**

Climate change has been described as the greatest environmental challenge facing the world today. As temperatures rise across the world our weather changes; sea levels rise and the frequency of extreme weather patterns increases. This is a worldwide phenomenon and it affects the UK as much as it does anywhere else in the world.

The world climate has been changing naturally over very long periods of time. This is not a problem; the earth can cope with this pace of change. Climate change is, however, being accelerated by our activity – through the creation of greenhouse gases by the burning of fossil fuels for energy, by cutting down great forests for agriculture, by air travel, and as we are continually reminded even by simply driving in our cars. It is this that is causing the problem and it is this that we can do something about.

For more information on climate change and to find out what you can do to make a difference visit [www.climatechallenge.gov.uk](http://www.climatechallenge.gov.uk)

Internationally governments are agreeing that urgent action is needed to stop or slow down this change before even more irrevocable damage is done to the earth. The Kyoto protocol, a 15-year agreement signed in 1997 committed countries to take action on climate change. In December 2007 delegates from nearly 200 nations attended a United Nations Climate Change conference in Bali. The result of this meeting was a global agreement on cutting greenhouse gas emissions and on negotiating a new agreement to succeed the Kyoto protocol.

In the UK the government is introducing a Climate Change Bill, which sets out a new approach to managing and responding to climate change. But it is not just governments that must take action. Local authorities, large businesses and individuals all have a part to play. In common with many other local authorities Salisbury District Council has signed The Nottingham Declaration on Climate Change. By doing so the council has pledged to actively tackle climate change in south Wiltshire and to work with others to reduce emissions country-wide.

To find our more about The Nottingham Declaration visit [www.energysavingtrust.org.uk](http://www.energysavingtrust.org.uk)

In a document that looks at the future it is only right that climate change should feature strongly. Within the Salisbury Vision there are dozens of initiatives that if implemented have the potential to damage the environment and add to climate change. Each initiative also has the potential to have a positive impact on the environment and thereby contribute to a slow down in the rate of climate change. Tackling climate change is a fundamental part of the Salisbury Vision.

## ***Our promise***

When delivering the Salisbury Vision we will try to ensure that every project is designed, planned and implemented in such a way that it contributes to an improvement in the quality of life for the residents of Salisbury and that it has the minimum negative impact on the environment. We will always try to make sure that everything we do benefits the local community and that, over time, it helps us reduce our carbon footprint to zero. In this way the Salisbury Vision will make a positive contribution to community cohesion and to tackling climate change, by creating a sustainable Salisbury community.

# 3 The Salisbury Vision

## Vision statement

Our vision is:

For Salisbury to be a clean, green, safe and friendly city; a place that is consistently acknowledged as being one of England's best places to live.

We will only be able to do this if we ensure that Salisbury:

- retains its unique and special character both showcasing and preserving its unique heritage; it is a city with high quality streets and public spaces that complement its fine historic buildings and beautiful natural environment;
- is a sustainable city where residents, businesses and visitors choose the highest standard environmentally friendly option in everything they do; where pedestrians and not the car have priority and where the natural and built environments exist in harmony;
- is an accessible and welcoming city, both physically and socially - a city which is easy to get into and to move around in;
- has a thriving economy with a business base that offers opportunities for all levels of skills and for a wide range of jobs and professions;
- continues to be an important shopping centre with an unrivalled mix of small independent shops and major national retailers supported by cafés, pubs, restaurants and a thriving Charter Market;
- provides a diverse range of housing to meet a variety of needs;
- maintains its position as a cultural centre for the arts, entertainment and sport;
- is an inclusive city where everyone is welcome and no one feels excluded;
- is a safe city with a low crime rate; a city free from the fear of crime where people feel able to walk the streets at any time of the day or night;
- welcomes visitors, exceeds their expectations and encourages them to return.

## Strategy statements

To help us achieve the Vision we have developed three overall strategies:

### Development

The main priority of the development strategy is to significantly improve the city's position as a shopping and business centre by facilitating significant investment in the provision of modern retail and employment space. Three key areas - the Maltings and central car park, the Churchfields Industrial Estate and the Southampton Road - are identified for major development, with seven other potential sites also identified. Emphasis will be given to encouraging the growth of newer innovative industries as well as to the development of the city's more traditional business base. The strategy also seeks to increase the supply of housing in the city and in particular the level of affordable housing.

### Transport and movement

The main priority of the transport and movement strategy is to facilitate and encourage the use of the highest standard of environmentally friendly methods of transport particularly within the

city centre. The strategy acknowledges and understands the importance of the car and the need for city centre parking but its focus is on alternative forms of transport. To support this the strategy includes plans to ensure that the city's core streets give the pedestrian priority and that new non-car linkages are provided between the city's key activity areas. A Transport and Movement strategy will be developed as a priority and its proposals integrated into the Salisbury Local Transport Plan.

### **Public realm**

The main priority of the public realm strategy is to create an attractive, safe, clean and green city. The strategy contains proposals for a significant investment in the city's public spaces including the renaissance of the Market Place. Other existing areas will be greatly enhanced and new spaces will be created. The accent will be on establishing Salisbury as a naturally green city supported by a high quality, uncluttered and attractive street scene.

### **Key issues**

Throughout the Vision development process, and particularly during the public consultation stages, four issues were clearly identified as being most important to local residents and businesses.

#### **Public transport**

There are a number of projects in the Vision that are designed to encourage people to use public transport rather than cars. The reasons for wanting to do this are all linked to the impact that travel has on the environment. More people using buses rather than cars means that the number of vehicles on the city's roads will drop. This makes the city safer, more attractive and easier to get around on foot. If these buses are powered by a cleaner alternative fuel to diesel it also improves the quality of the air that we breathe.

But if the bus is going to replace the car it must provide us with what we want – a regular, reliable service at the times that we need it. Buses will also need to be clean, comfortable and provide value for money. To help achieve this we will need to examine how we can help buses operate more efficiently by, for example, introducing more bus priority measures on key routes. We will, therefore, work with the bus and rail companies to develop a transport strategy that makes public transport in Salisbury the preferred form of transport.

#### **Car parking**

If the city is to continue to prosper we must ensure that we provide enough parking spaces of the right type (short-stay, long-stay, city car parks, on-street and park and ride) so that residents, shoppers, visitors and businesses can go about their daily lives.

Many of the Salisbury Vision projects will result in more people coming to the city, either for regular shopping, for leisure or simply as tourists. We must, therefore, make sure that we have enough car parking spaces not just for today's needs but for the future. It may be, of course, that rising oil prices, changing attitudes to the environment and improved public transport leads to a reduction in the use of the private car. To make sure that we provide the correct level of parking spaces we are currently carrying out a detailed study of parking demand and supply as part of a review of the existing Parking strategy.

The removal of city centre parking spaces either in car parks or on-street, through developments such as those proposed for the Salt Lane and Brown Street car parks, will only be agreed if it is supported by the both the Parking strategy and the Transport and Movement strategy.

**Building height**

For many years the Salisbury District Local Plan has had a policy which restricts the height of new buildings in the Salisbury central area to 12.2 metres. This policy is known as the 40 foot rule and it was designed to protect views of the cathedral spire. There are many people who say that this policy has been very successful, whilst others argue that it may have restricted economic growth.

The Local Plan is being replaced by a new system called a Local Development Framework (LDF). This means that all of the existing planning policies are being reviewed. We are, therefore, in the process of examining the 40 foot rule to see how well it works. We will be reporting back on this work later in 2008.

**Employment land**

If south Wiltshire is to continue to have a thriving economy we need to make sure that there is enough land so that existing businesses can expand and so that we can attract new ones. Understandably most businesses prefer to be located in Salisbury and this means that the majority of this land will be in or very close to the city.

The Salisbury Vision proposes that we redevelop the Churchfields Industrial Estate, primarily so that we remove the high levels of HGV traffic from the city centre. The existing businesses on Churchfields employ around 4,500 people and they are a crucial part of the south Wiltshire economy. Any redevelopment of the estate will, therefore, only be possible if the existing businesses can be relocated to other suitable sites in or around Salisbury.

We estimate that we need to identify between 54 and 59 ha of land to accommodate all of the anticipated additional employment by the year 2026. This is a tough challenge and to meet it a number of recommendations for new sites are being proposed. Further details can be found in the Local Development Framework Core Strategy which is included in the Technical Supplement.

## 4 Delivering the Vision

### Strategic objectives and Vision projects

Our three Vision strategies contain 23 broad objectives. These have all come out of the work that went into developing the Salisbury Vision and they will all contribute to its delivery. To help us achieve each of these objectives we have identified a number of specific projects. These are specific pieces of work, some small and some large, each of which will bring about improvement in one or more of the three areas of Development, Transport and Movement or Public Realm.

This is an ambitious programme. Some of these projects are relatively easy to achieve, others less so, and a few will be very difficult. We can deliver some of these projects on our own but for the majority we will need to work in partnership with others. We have developed good working relationships with a range of external organisations and agencies and they, like the district and county councils, are committed to the aim of the Salisbury Vision. We will, therefore, work with them to ensure that our plans become reality. Some projects are aspirational in that the degree to which we can directly affect their implementation is limited. Where this is the case, our role will be to create an environment that will influence and encourage others to deliver the projects shown.

If we are successful in delivering the 24 strategic objectives we will achieve our Vision for Salisbury. We will have a city that is widely acknowledged as one of the best places to live in the UK. We will have a thriving economy, a strong tourism industry and a rich cultural base. Salisbury will be a safe, welcoming, inclusive city and a truly sustainable community.

### Funding

The overall Vision programme has been designed so that there will be little need for funding from the local authority. The programme will be self-financing with all of the income generated through Vision development projects, in the form of planning gain packages, capital receipts and other financial arrangements, being ring-fenced and used to fund the planned huge investment in the city's public realm. The development projects will also, to a certain extent, provide funding for some elements of the traffic and movement projects. The delivery of the Vision's development projects, particularly those that relate to local authority owned land, and the re-investment of income generated is, therefore, crucial to the success of the overall Vision project.

There is also an interdependency between the need to resolve the city's transportation and parking issues, through the development of parking and transport strategies, and certain development projects.

### Partners

Many organisations have actively worked with us on the development of the Vision. The majority are members of the steering group that oversees the implementation of the Vision and we will work with them and others to deliver the Vision.

### South Wiltshire Economic Partnership

The South Wiltshire Economic Partnership (SWEP) is a partnership between the district and county councils, local businesses and business organisations. The South Wiltshire Economic Partnership is committed to the development of a strong and sustainable economy in south Wiltshire for the benefit of local businesses. SWEP works in partnership with others to drive forward the growth of the south Wiltshire economy by supporting existing businesses and other organisations and by attracting inward investment. By providing the local business community



with a single voice on economic development issues, SWEP also works to influence all levels of government and to provide a focus for the delivery of strategic change.

### **Salisbury City Centre Management Limited**

Salisbury City Centre Management (CCM) was established to enhance the vibrancy and vitality of Salisbury city centre. Every year the Partnership strives to achieve this by working with Salisbury District Council and local businesses and organisations to ensure that the city is clean, attractive and successful. CCM's members include Salisbury District Council, retailers, local media, estate agents, hotels and public houses together with the Salisbury & District Chamber of Commerce and Industry, and the Federation of Small Businesses. Salisbury City Centre Management works closely with other partnerships, including the South Wiltshire Community Safety Partnership, the South Wiltshire Economic Partnership and the Salisbury & Stonehenge Tourism Partnership, to realise its work programme.

### **Salisbury & District Chamber of Commerce and Industry**

The Salisbury & District Chamber of Commerce and Industry is an independent, non-political and non-profit making organisation, funded mainly by subscriptions. The aims of the Chamber are to originate and promote all activities and plans that benefit or improve the commercial, industrial and professional life of the City and District of Salisbury. This includes supporting or opposing legislation or other measures which could affect its members. On behalf of its members the Chamber also works with local authorities, national government and with other organisations at various levels, such as Business Link, the South Wiltshire Economic Partnership and Salisbury City Centre Management Limited.

### **Salisbury Civic Society**

The Salisbury Civic Society is a registered charity and it is affiliated to the Civic Trust (patron HRH the Prince of Wales). The objectives of the Society are to promote high standards of planning and architecture, to educate in the architecture, history and geography of the area and to secure the preservation, development and improvement of features of public interest within the Salisbury district.

### **Salisbury Cathedral**

Salisbury Cathedral is a beautiful and historic building, an international symbol of Christianity and a world class heritage attraction. The Cathedral together with its Close is also a major part of the Wiltshire tourism industry and together they attract over 600,000 visitors a year from all over the world.

### **Salisbury & Stonehenge Tourism Partnership**

The Salisbury & Stonehenge Tourism Partnership is a public/private sector organisation. Its principal aim is to market and promote Salisbury and south Wiltshire as a tourist destination to both domestic and overseas visitors. In doing so it promotes and contributes to the development of the local tourism industry and tourism related businesses. The Salisbury & Stonehenge Tourism Partnership also acts as a voice for the local tourism industry and is represented at South West Tourism and on the Visit Wiltshire Destination Management Partnership.

### **South West Regional Development Agency**

The South West of England Regional Development Agency was established in 1999. Its most important role is to ensure the long-term economic success of the region. As such the Agency is responsible for providing regional economic leadership and its activities are focused on gathering and sharing the best intelligence for the benefit of everyone in the region, and promoting the South West both in the UK and abroad. The SWRDA was a partner with Salisbury District Council and Wiltshire County Council in developing the Salisbury Vision.

In delivering this Vision we also need to be aware of the work of local businesses and other organisations, and of any plans that they have for development within Salisbury. Where it is for the overall benefit of the residents and businesses of Salisbury and south Wiltshire we will, therefore, wherever possible support:

- Salisbury Cathedral in the development and implementation of its Masterplan;
- the owners of the Old George Mall in their plans to broaden and enhance its shopping opportunities;
- Wiltshire College in any plans it may have to establish Salisbury as a centre of excellence for the provision of Higher Education in Wiltshire.

## **What will success look like?**

Ultimately we will have been successful if we achieve our Vision for Salisbury - for it to be a *clean, green, safe and friendly city; a place that is consistently acknowledged as being one of England's best places to live*. Success also means keeping our promise to make sure that Salisbury becomes a truly sustainable community.

If we are successful there will be a number of significant economic, social and environmental benefits for the city, its people, and for the wider Wiltshire community. Success means an improved quality of life for residents, an improved experience for visitors and an improved economic environment for businesses. Success will bring:

- more office and employment space;
- a bigger range of shops;
- more housing and particularly affordable housing;
- additional high quality hotels;
- higher wages for employees;
- improved cultural facilities;
- an improved public transport system;
- a much more attractive and 'green' city;
- a more pedestrian (and car driver) friendly city.

Each of us as individuals, whether we live in, work in or simply visit the city, will also have our own idea of what success looks like – for the Vision overall and for the issues that most affect us personally. And each of the Vision projects will also have their own measures of success.

One of our first jobs, now that the Vision has been published, is to examine what these many success factors may be. By doing this we will be able to critically monitor our progress and, therefore, ensure that we really do bring about the changes needed to deliver the Salisbury Vision.

## **Monitoring and review**

The Salisbury Vision is a long-term plan for the period 2008 – 2020. We will continuously monitor activity against the delivery initiatives and review progress annually. Where appropriate each annual review will also look at the strategic objectives and amend or adjust them if this is thought necessary for the achievement of the overall Vision for Salisbury. These reviews will also examine the local, regional, national and international environments to make sure that the Vision and strategic objectives are still valid.

# 5 The Plan

## Strategic objectives

### Development Strategy

#### 1 The Maltings and central car park

Develop a major retail-led mixed use scheme to greatly enhance Salisbury's position as a sub-regional shopping and cultural centre

**Rationale:**

- *To enhance Salisbury as a sub-regional shopping centre by the provision of additional large floorplate retail premises for multiple retailers.*
- *To make better use of this strategic site.*
- *To increase local economic development potential and improve footfall.*
- *To release capital receipt to deliver other projects within the Vision and maintain a significant parking revenue stream.*
- *To facilitate a better link through to the Market Place.*

#### 2 Salisbury Guildhall

Establish the Guildhall as the civic base of a new Salisbury City Council and as the focus for other complementary uses

**Rationale:**

- *To ensure that the new city council has an accessible city centre office.*
- *To enhance Salisbury city centre by the appropriate re-use of one of the city's most significant Listed Buildings, following the vacation of the building by the Courts Service.*
- *To safeguard the future of this Grade II\* Listed Building.*

#### 3 Salt Lane car park

Develop primarily for housing with possible live/work or small retail units and include a small public space

**Rationale:**

- *To re-use this site for the benefit of the city if the Parking Strategy and Transport and Movement Strategy show that it is not needed for parking.*
- *To contribute to a more pedestrian oriented city centre.*
- *To increase the amount of city centre living in order to provide more vibrancy at different times of the day.*
- *To release capital receipt to deliver other projects within the Vision*

#### 4 Brown Street car park

Develop primarily for housing

**Rationale:**

- *To re-use this site for the benefit of the city if the Parking Strategy and Transport and Movement Strategy show that it is not needed for parking.*
- *To contribute to a more pedestrian oriented city centre.*
- *To increase the amount of city centre living in order to provide more vibrancy at different times of the day.*
- *To release capital receipt to deliver other projects within the Vision*

**5 Bus station**

Develop as a residential led scheme with other associated commercial use such as restaurant, bar and café

**Rationale:**

- *To support the traffic management and transport projects in creating a more pedestrian focused centre.*
- *To provide a high quality scheme in the centre of Salisbury.*

**6 Bus depot**

Develop the site for educational or other employment/office led mixed-use

**Rationale:**

- *To contribute to a diverse economy by redeveloping this key city centre site.*
- *To provide a more appropriate use for this site, more in keeping with its location.*
- *To provide Wiltshire College with the opportunity of relocating their Salisbury Campus from the Southampton Road and freeing up that site as part of an enhancement to the Eastern Gateway.*

**7 Old Manor Hospital**

Redevelop the site to include healthcare facilities, key worker housing and offices

**Rationale:**

- *To make use of an underused brownfield site located close to the railway station.*

**8 Chipper Lane/Scots Lane**

Redevelop this area for hotel and leisure ensuring the sensitive conversion of any Listed buildings

**Rationale:**

- *To provide a quality development at the heart of the city utilising sites and buildings that have a poor visual quality and which create largely dead frontages facing the street.*
- *To increase the city's number of visitor bedspaces.*

**9 Churchfields**

Relocate inappropriate businesses (primarily those generating HGV traffic movements) to alternative locations close to the city and redevelop the site as a residential mixed use scheme which includes offices and a hotel/conference centre

**Rationale:**

- *To relocate inappropriately sited business and remove associated HGV traffic from the city centre.*
- *To develop a new area that meets housing demand and provides the opportunity to meet the requirements of office employers and other growing economic sectors.*
- *To make better use of the site by providing new living, working and leisure opportunities which capitalise on its outlook and views to the Cathedral, and its proximity to the railway station.*
- *To provide much needed additional hotel and conference facilities.*
- *To deliver more affordable housing close to the city centre.*
- *To contribute to other Vision projects by providing finance through capital receipt and planning gain.*

## 10 Eastern Gateway

Bring about significant transport, aesthetic and economic changes to the Southampton Road area through the development of a residential-led scheme with other uses to include offices, community and local retail, retail/bulk goods alongside the existing uses

### **Rationale:**

- *To improve the visual appearance of this major route into Salisbury.*
- *To improve vehicle flows by introducing major improvements to the highway infrastructure.*
- *To regenerate the Eastern Gateway area.*
- *To provide a bulky goods retail area which complements the city centre shopping area.*
- *To provide a new office campus with views southwards.*
- *To provide a new residential development with a significant level of affordable housing*
- *To contribute to other Vision projects by providing finance through planning gain.*

## 11 The Friary

Maintain the Friary as a housing area but redevelop as a high quality mixed-tenure scheme with a high level of affordable housing

### **Rationale:**

- *To address the issue of a large, relatively isolated and soon to be outdated housing development in an important part of the city.*
- *To provide additional affordable housing.*
- *To be an integral part of improving the Eastern Gateway approach to the city.*
- *To provide a better visual and physical link through to the city centre for people living in the Friary and for those who might wish to pass through it.*
- *To provide a capital receipt which can be used to deliver additional affordable housing elsewhere in the city and public realm improvements at the Friary.*

## Traffic and Movement Strategy

### 12 Traffic and Movement Strategy

Develop and implement an effective traffic and movement strategy aimed at creating an environment which respects the needs of pedestrians, cyclists and vehicle users, and which facilitates the greater use of public transport

#### **Rationale:**

- *To provide a cohesive framework for the delivery of the Vision's transport and movement projects.*

### 13 Traffic management

Reduce traffic entering and circulating within the core of the city centre to reduce air and noise pollution and provide safer walking and cycling routes

#### **Rationale:**

- *To minimise the number of traffic movements – circulating or travelling through the city centre – to help provide a safe environment free from the negative effects of traffic and pollution.*
- *To make the city more 'friendly' for pedestrians and cyclists.*

#### **14 Public transport**

Give public transport users priority by improving public transport facilities and expanding services

**Rationale:**

- *To make it easier to get into the city centre.*
- *To help reduce congestion and improve air quality.*

#### **15 Station interchange**

Construct a public transport interchange adjacent to the railway station which includes a new Station Square

**Rationale:**

- *To create a sustainable and integrated public transport system and further encourage the use of public transport.*
- *To improve the arrival experience of people coming to Salisbury by train.*
- *To help promote Salisbury as a sustainable tourism destination.*

#### **16 Southampton Road**

Reduce congestion on the Southampton Road and improve the visual appearance of this key gateway to the city

**Rationale:**

- *To improve the gateway into Salisbury from the east.*
- *To complement the physical regeneration of the area.*
- *To encourage people to use Southampton Road by way of alternative modes of transport to the private car.*

#### **17 Parking Management**

Make it easier for motorists to park on the outskirts of the city centre core

**Rationale:**

- *To reduce congestion in the city centre by providing new car parks and maintaining existing parking at key locations close to the A36 ring road.*
- *To discourage the circulation of traffic within the city centre by closing one or more city centre car parks and making the city more pedestrian and cycle friendly.*

### **Public Realm Strategy**

#### **18 Public Realm Strategy**

Develop and implement a comprehensive public realm strategy aimed at creating an attractive, safe, clean and green city

**Rationale:**

- *To encourage civic pride and confidence in the city by creating public areas and key spaces of the highest quality.*
- *To provide a framework which ensures that the public areas of the city centre are improved and enhanced.*

## 19 The Market Place

Rejuvenate the Market Place (to include the Guildhall Square, Cheese Market and Poultry Cross) and create a public square of the highest quality in terms of design and construction

### **Rationale:**

- *To provide a high quality public space in the centre of the city which is designed for pedestrians and where people can congregate for social, leisure and community activities.*
- *To provide an enhanced space for the Charter and other markets.*
- *To act as a catalyst for other Vision projects, particularly commercial development, by creating confidence in the city.*

## 20 Fisherton Square

Create a new lively urban space adjacent to the Playhouse, City Hall and relocated library

### **Rationale:**

- *To improve the setting of the City Hall, Salisbury Playhouse and possibly a relocated library.*
- *To provide a significant public space which complements and is connected to the Market Place.*

## 21 Salisbury Chequers

Make the city's core streets more pedestrian oriented and improve their visual appearance by removing unnecessary signs and street furniture, by using high quality materials and through public art and creative lighting

### **Rationale:**

- *To make the city more attractive for residents and visitors by creating a high quality public realm.*
- *To provide a more appropriate setting for the historic buildings within the Chequers area.*
- *To help establish Salisbury as a place that businesses want to invest in.*

## 22 Harnham Water Meadows

Improve and increase access to the historic water meadows and provide learning and educational facilities whilst ensuring their continued conservation

### **Rationale:**

- *To provide people with an opportunity for learning more about bio-diversity, wildlife and ecology.*
- *To encourage a greater understanding of the historic water meadows.*
- *To increase the city's tourism potential.*

## 23 The Green Circle

Improve the visual appearance of the ring road and the motorist's experience by establishing boulevard planting of sufficient maturity and presence

### **Rationale:**

- *To improve the visual appearance of this major route around Salisbury.*
- *To support bio-diversity and carbon neutrality by seeking to offset emissions produced by traffic entering and going around Salisbury.*
- *To visually link Salisbury's ring road to the areas of open space to the south of the city.*



**24 Churchill Gardens**

Enhance the Churchill Gardens by providing a high quality public realm, new recreational and sporting facilities and attractions, and by extending the level of short stay parking

***Rationale:***

- *To contribute to the enhancement of the Eastern Gateway to the city.*
- *To improve a somewhat overlooked area of green space and provide a valuable resource for local residents.*
- *To provide an area for sport and recreation as well as for more traditional park use.*

## Delivery schedule

The Salisbury Vision has been designed to be as self-financing as possible and as such there are significant interdependencies between a number of the objectives. Early projects, such as the redevelopment of the Maltings and central car park will generate income which will be used to fund the delivery of projects which have no commercial value of their own such as public realm and road improvements.

As work progresses on the early projects and as we identify more of the issues and problems affecting them it is inevitable that this will have an impact on the timing and delivery of other, later projects. The overall Vision delivery schedule shown here should, therefore, only be taken as an *indication* of when work on delivering each of the 24 strategic objectives will start and be completed.

The arrowed lines show where there is a financial interdependency between projects. The redevelopment of the Maltings and central car park (project 1), for example, provides funding for Fisherton Square (project 20), for public realm improvements to the Chequers (project 21) and for the greening of key vehicle routes around the city (project 23).

Detailed timetables for each of the Vision projects will be produced and these, together with this overall delivery schedule, will be continuously monitored and updated.

**[Insert a delivery schedule showing the proposed start and end dates for each of the 24 strategic objectives]**

## Vision Projects

With any long-term project, and particularly one as complex as the Salisbury Vision, it is very difficult to give exact details of the work that will be done. The individual projects shown under each strategic objective are, therefore, our initial proposals. They indicate what we believe needs to be done to achieve the specific objective. They do not necessarily show what will be done. As each objective is brought forward for implementation these proposals will be refined and consulted upon before being worked up into a detailed delivery plan.

### Development Strategy:

#### 1 The Maltings and Central Car Park

*Develop a major retail-led mixed use scheme to greatly enhance Salisbury's position as a sub-regional shopping and cultural centre*

- a) Include within a redeveloped Maltings and central car park area:
  - An opened up Market Walk creating a strong link between the new development and the Market Place.
  - A high quality landscape setting for the new development with enhancement of the River Avon and Millstream edges.
- b) The establishment of a cultural hub by:
  - Improving or replacing the City Hall.
  - Improving the setting, appearance of and access to the Playhouse.
  - Providing an associated outdoor performance area.
  - Relocating the library.
- c) Improve and develop Fisherton Mill to add to the development of a cultural focus and identity in this area.

#### 2 Salisbury Guildhall

*Establish the Guildhall as the civic base of a new Salisbury City Council and as the focus for other complementary uses*

- a) Following the departure of the Magistrates Courts to their new location convert the Guildhall into a civic base for the proposed Salisbury City Council.
- b) Any proposals should have due regard to the Listed status, architectural integrity and historic context of the building.
- c) Investigate and develop other appropriate and complementary uses such as a venue for conferences and meetings.

#### 3 Salt Lane car park <sup>1</sup>

*Develop primarily for housing with possible live/work or small retail units and include a small public space*

- a) Provide a small public space or square that can utilise the existing active uses around it such as places of work and public houses. This should include appropriate lighting and street furniture.
- b) Ensure that active frontages at ground floor in particular will contribute to natural surveillance and activity of the public space or square.

<sup>1</sup> See page 14 car parking

#### **4 Brown Street car park <sup>2</sup>**

*Develop primarily for housing*

- a) Ensure that a connection through to Catherine Street is retained.

<sup>2</sup> See page 14 car parking

#### **5 Bus Station**

*Develop as a residential led scheme with other associated commercial use such as restaurant, bar and café*

- a) The redevelopment of this site should only be considered if suitable alternative arrangements are in place for the buses and coaches.
- b) Any development should ensure active frontages through windows and doors onto Endless Street and Rolleston Street.

#### **6 Bus Depot**

*Develop the site for educational or other employment/office use led mixed-use*

- a) Consider any proposals from Wiltshire College for the development of this site as its Salisbury campus.
- b) Consider any requirement for a route through this site from Castle Street to Endless Street as part of the Transport and Movement strategy.

#### **7 Old Manor Hospital**

*Redevelop the site to include healthcare facilities, key worker housing and offices*

- a) Any development should retain and have regard for any Listed buildings and other historic buildings and the Conservation Area.
- b) The treatment of new and existing development and the public realm needs to take account of the existing character within the area and aim to reinforce it but in a contemporary and creative way.
- c) Ensure at least one connection from Wilton Road to Churchfields Road.
- d) Provide a small square or space to act as a focus for the development. This should be located around the centre of the site or as a setting to any Listed buildings.

#### **8 Chipper Lane / Scots Lane**

*Redevelop this area for hotel and leisure ensuring the sensitive conversion of any Listed buildings*

- a) Ensure active frontages through windows and doors facing Scots Lane and Chipper Lane.
- b) Ensure the sensitive conversion of any Listed buildings preserving and enhancing its architectural character.

#### **9 Churchfields**

*Relocate inappropriate businesses (primarily those generating HGV traffic movements) to alternative locations close to the city centre and redevelop the site as residential led mixed use scheme which includes offices and a hotel/conference centre*

- a) Relocate the businesses remaining on Churchfields to the westernmost third of the site.
- b) Redevelop the remaining two thirds of the site as a residential-led mixed use scheme which includes a hotel/conference centre.

- c) Include a major green public space and water area/s possibly with a kiosk / refreshment provision to serve local demand; this should be a point of architectural focus and increase vitality.
- d) Provide a viewing corridor to the Cathedral.
- e) Create pedestrian access to Harnham, to the Town Path and to the city centre.
- f) Include an eco-housing and/or an affordable housing development.
- g) Development should be divided into blocks that allow frequent visual, pedestrian and servicing connections particularly to Churchfields Road, the water meadows, Town Path and Harnham.
- h) Provide at least two green links from the east to the west sides of the River Nadder to contribute towards the environmental and ecological aspirations of the Vision.
- i) Locate key buildings around the public spaces or at the end of key vistas and include higher buildings close to the station creating the opportunity for higher densities around the public transport interchange.
- j) The use of grey water recycling, solar power generation, Combined Heat and Power units and other renewable energy sources across at least 60% of buildings within the site should be considered a priority.
- k) Areas of significant planting particularly to the south around the River Nadder should be retained.
- l) Carry out immediate short-term improvement to the Churchfields environment for the benefit of existing businesses and their customers.

## **10 Eastern Gateway**

*Bring about significant transport, aesthetic and economic change to the Southampton Road area through the development of a residential-led scheme with other uses to include offices, community and local retail, retail/bulk goods alongside the existing uses*

- a) Development should be divided into blocks that allow frequent visual, pedestrian and servicing connections particularly to St Martins Church, Waterloo Road, Fowlers Hill and Tollgate Road.
- b) Provide a greater quality and quantity of open space around the River Bourne. This should include children's play provision and adequate lighting, seating and interpretative/wayfinding signage.
- c) Rationalise the access roads onto Southampton Road but retain and include cycle/pedestrian links.
- d) Any new development needs to comply with the council's policy for out-of-town development.

## **11 The Friary**

*Maintain the Friary as a housing area but redevelop as a high quality mixed-tenure scheme with a high level of affordable housing and links through to the city centre*

- a) Any such scheme for the Friary to go ahead only if:
  - Existing tenants of the Friary are actively involved in the design of any replacement scheme.
  - Existing tenants are given priority consideration for housing within any replacement scheme.

- b) Development should be divided into blocks that allow frequent visual, pedestrian and servicing connections particularly to Friary Lane and Exeter Street.
- c) Any buildings that may make an architectural and urban design contribution to the vision for the area should be retained.
- d) New development should ensure the protection and enhancement of key views to the Cathedral.
- e) Investigate the provision of cycle/pedestrian and bus routes from the A36 roundabout to Exeter Street.

## **Traffic and Movement Strategy**

### **12 Traffic Management**

*Develop and implement an effective traffic and movement strategy aimed at creating an environment which respects the needs of pedestrians, cyclists and vehicle users, and which facilitates the greater use of public transport*

- a) Commission a Salisbury and Wilton transport model and use to develop a traffic and movement strategy
- b) Investigate the feasibility of incorporating the recommendations of the Environment and Transport Overview & Scrutiny Panel sub group into the traffic and movement strategy
- c) Where possible implement a system of 'shared space' with even surfaces for streets and footpaths and where signs, kerbs, railings, bollards and traffic lights are removed

### **13 Traffic Management**

*Reduce traffic entering and circulating within the core of the city centre to reduce air and noise pollution and provide safer walking and cycling routes*

- d) Encourage and promote the use of the Park and Ride service.
- e) Develop a hierarchy of routes that restricts traffic movement to include:
  - o Pedestrian-only routes.
  - o Tertiary routes. These are pedestrian-focused streets within the central city core that are for use by buses, taxis, cyclists, servicing and existing residents only, enforced by appropriate access restrictions around the periphery.
  - o Secondary routes. These are localised traffic routes, outside the area covered by tertiary routes, allowing cars to access local destinations. These could include Home Zone areas within new and existing residential areas such as Churchfields or St Edmund's.
  - o Primary routes. These are an all-vehicle route, including cars, lorries and HGVs intended to carry through traffic around the edge of the city centre.
- f) Improve the streetscape within the core of the city through shared surfaces giving priority to pedestrians and sending the message to drivers that they are secondary users.
- g) Minimise coach traffic through the city whilst ensuring drop-off points to service the Cathedral and city centre.
- h) Improve crossing facilities for pedestrians/cyclists and junction improvements along the A36 ring road.

- i) Provide or upgrade cycle routes along all major thoroughfares including Southampton Road, Exeter Street, Churchfields Road and Castle Street. These should link, where possible, with National Cycle routes passing through the city centre.

#### **14 Public Transport**

*Give public transport users priority by improving public transport facilities and expanding services*

- a) Provide key public transport stops next to significant city centre destinations or improve existing stops to cater for the increase in demand. This includes high quality shelters, signage and cycle parking.
- b) Complete and implement the Petersfinger Park and Ride.
- c) Wherever possible introduce bus priority measures on all park and ride routes into the city centre.
- d) Consider extending the Park and Ride service to Churchfields.
- e) Improve the rail station as a public transport interchange.
- f) Provide a west to east public transport link from Churchfields stopping at key destinations within the city centre to Southampton Road. This includes a bus/pedestrian and cycle-only connection from Exeter Street through to Southampton Road.

#### **15 The Station Interchange**

*Construct a public transport interchange adjacent to the railway station that includes a new station square*

- a) Increase the number of parking spaces at the station to meet extra demand from rail passengers.
- b) Create a space for bus stops and bus turn around within the station forecourt.
- c) Extend and divert some of the bus services to serve the rail station.
- d) Provide layover space and facilities for bus services.
- e) Extend the Park and Ride service to serve the rail station if appropriate.
- f) Create cycle parking and taxi ranks within the station forecourt.
- g) Create a new station square intended as an active urban space where people can meet and interact.
- h) Minimise the intrusion of car parking and vehicle access.

#### **16 Southampton Road**

*Reduce congestion on the Southampton Road and improve the visual appearance of this key gateway to the city*

- a) Improve the A36 Southampton Road as an important gateway to the city making it attractive for commuters and tourists; this could include priority measures for buses and cyclists and high quality public transport stops.
- b) Carry out a feasibility study on measures to reduce congestion.
- c) Increase the local bus frequency for local commuters.
- d) Rationalise the number of access points on to Southampton Road from adjacent streets and access roads.

- e) De-clutter, where possible, areas of the public realm through the rationalisation of highway signage, barriers, bollards and other highway related items.
- f) Include high quality, simple and coordinated public realm elements such as boulevard planting, street furniture, lighting, paving and public art.

## **17 Parking Management <sup>3</sup>**

*Make it easier for motorist to park on the outskirts of the city centre*

- a) Maintain the existing car parks near the A36 ring road such as Culver Street, whilst closing car parks within the city centre such as Brown Street, Salt Lane, and Market Place.
- b) Remove on-street public short-stay car parking from the city centre, particularly within the historic Chequers area, and allocate the spaces for local residents, disabled people, cyclists and loading/unloading.
- c) Provide more tourist coach parking and layover at Park and Ride sites with drop off and pick up points close to the Cathedral and city centre.
- d) Design and implement a signage and car park management system that directs the driver to the nearest car park at their initial entry corridor to the city centre and/or at Park and Ride entry points.
- e) Consider reducing the spaces at private car parks by implementing planning policy and utilise the spaces for commercial development.
- f) Provide new car parking arrangements at the rail station interchange (multi-storey) and central car park as part of redevelopment proposals.

<sup>3</sup> See page 14 car parking

## **Public Realm Strategy**

### **18 Public Realm Strategy**

*Develop and implement a comprehensive Public Realm Strategy aimed at creating an attractive, safe, clean and green city*

- a) The public realm strategy should consider the different uses that individual parts of the city perform.
- b) The strategy should aim to create a high quality, coherent image for the city by de-cluttering the streetscape from unnecessary traffic/parking, signage, bins, bollards, guard rails, service boxes and road markings. The strategy should include a detailed policy and specification for:
  - Street furniture,
  - Planting, trees and open space,
  - Lighting,
  - Signs,
  - Public art,
  - Surface treatments,
  - The use of water as a feature.
- c) The strategy should consider the city's:
  - Activity zones and the connections between them,
  - Gateways and arrival points,
  - Visual linkages and landmarks.



## **19 The Market Place**

*Rejuvenate the Market Place (to include the Guildhall Square, Cheese Market and Poultry Cross) and create a public square of the highest quality in terms of design and construction*

- a) This space is intended as a lively and active urban space for people to interact in and 'people watch' which should include a high quality, coordinated set of elements (street furniture, planting, lighting, signage, public art) which complement the city's historic character.
- b) Consideration should be given to the requirements of the Charter Market and other markets and their role within the Market Place to ensure their future viability and success. Every effort should be made to facilitate and promote Salisbury Charter and other markets.
- c) Remove all car parking from the Market Place and Guildhall Square.
- d) Make the space more pedestrian oriented through changes in surface treatment and highway design in favour of people, cyclists and buses.
- e) Maintain active frontages and spill out from land uses around the periphery of the space.
- f) Maintain simple, direct and obvious pedestrian links to Fisherton Square located outside the Playhouse/City Hall.
- g) The war memorial may benefit from an enhanced and more respectful setting. Consideration needs to be given as to whether this is within a rejuvenated Market Place and Guildhall Square or elsewhere in the city.
- h) Any existing high quality trees should be respected within any future detailed design because of their importance to the character of the square.
- i) Introduce planting and other soft landscaping to bring more 'green' into the city centre.
- j) Vibrant and creative accent lighting should be provided around the Guildhall, in particular, and in other parts of the square to accentuate the historic buildings around the edges.
- k) A rejuvenated Market Place should include the necessary infrastructure for events such as the Christmas Lights and the Charter Market.
- l) Public art should be provided within the Market Place and where feasible it should be sourced and designed locally.
- m) It is important that the residents of Salisbury and all users of the Market Place are given the opportunity to be involved in the Market Place design and development process.

## **20 Fisherton Square**

*Create a new lively urban space adjacent to the Playhouse, City Hall and a relocated library*

- a) This space is intended as a lively and active urban space for people to interact in and 'people watch'. It should include a high quality, coordinated set of elements ( street furniture, planting, lighting, signage, public art) which complement the city's historic character.
- b) Make the space more pedestrian oriented through changes in surface treatment and highway design.
- c) Maintain active frontages and spill out from land uses around the periphery of the space including the Playhouse and Library.
- d) Maintain simple, direct and obvious pedestrian links to Market Place and through the Western Chequers area.

- e) No parking other than for essential users such as disabled people. Servicing should be done to the rear or side of buildings to minimise visual intrusion of the environmental quality of the space.

## **21 Salisbury Chequers**

*Make the city's core streets more pedestrian oriented and improve their visual appearance by removing unnecessary signs and street furniture, by using high quality material and through public art and creative lighting*

- a) The new and existing chequers are intended as lively, active and people-friendly streets. They should include a high quality, coordinated set of elements (street furniture, planting and street trees, lighting, signage, public art, paving) which complement the city's historic character.
- b) Make the streets more pedestrian oriented through shared surface treatment, street planting and highway design more geared towards people, cyclists and buses ensuring that existing historic/quality surfacing material are retained.
- c) Create a strong reference to the Cathedral on a number of the approaching streets such as Minster Street and Castle Street, Bridge Street and High Street. This maybe achieved through public art, signage and lighting.
- d) Accentuate key landmarks and facades through creative lighting and emphasise key views to enhance legibility of the city at night, in particular along Castle Street due to the prominence of the Cathedral along this vista.
- e) Where possible, provide a strong framework of tree planting along streets and within spaces so that residents, visitors and workers can enjoy communal outdoor places.
- f) Use art installations to pay tribute to the rich history of the medieval city core and its importance as a unique planned settlement.
- g) Incorporate artistic lighting within the city core to create dramatic effects by night and exploit the environmental back-drop of the River Avon and Millstream.

## **22 Harnham Water Meadows**

*Improve and increase access to the historic water meadows and provide learning and educational facilities whilst ensuring their continued conservation*

- a) Work with the Harnham Water Meadows Trust and others to increase and improve access to the Harnham Water Meadows. This could include:
  - Raised boardwalks, bird hides and viewing platforms for people to use as part of the learning experience. These should be sensitively designed given the proximity to the Site of Special Scientific Interest (SSSI).
  - New controlled access points from Town Path and Churchfields supported by interpretative signage that explains the purpose and content of the eco-park.
- b) Work with the Harnham Water Meadows Trust to provide a learning / education / information centre that will provide a focus for people interested in the water meadows and act as a point of information.
- c) Work with the Harnham Water Meadows Trust to investigate the possibility of creating a small urban farm both as an educational resource, local attraction and where produce can be grown and sold locally.
- d) Improve and enhance the Town Path.

### **23 The Green Circle**

*Improve the visual appearance of the ring road and the motorist's experience by establishing boulevard planting of sufficient maturity and presence*

- a) Establish boulevard planting along key routes through and around the city; such planting to have sufficient maturity and presence to sustain a strong visual impact and environmental role.
- b) To achieve, where possible, double lines of tree planting including appropriate lighting to contribute to the overall visual effect.
- c) Ensure the protection of the southern open space network from significant new development in order to sustain the green circle as part of a network enclosing the city centre.

### **24 Churchill Gardens**

*Enhance the Churchill Gardens by providing a high quality public realm, new recreational and sporting facilities and attractions and by extending the level of short-stay parking*

- a) Provide a kiosk or refreshment area that is sensitively designed given the location and surrounding character.
- b) Include children's play equipment of sufficient size and standard, tennis courts and playing fields.
- c) Include high quality, contemporary public realm elements such as seating, lighting, and signage.
- d) Establish a system of interconnected pathways allowing access to the riverside and open spaces.
- e) Reduce traffic noise and visual intrusion by the use of planting and/or other appropriate methods at the boundary with the ring road and Southampton Road.
- f) Extend short stay parking at the existing car park.

## 6 Appendices

### 1 Risk assessment

During the development of the Salisbury Vision a detailed risk assessment was carried out and maintained by the steering group. As work begins on implementing the Vision individual risk assessments will be carried out on each of the delivery projects.

### 2 Equalities and diversity impact assessment

Equalities and diversity are an intrinsic part of the Sustainable Communities programme and as such they are fundamental to the Salisbury Vision. As work begins on implementing the Vision individual equalities and diversity impact assessments will be carried out on each of the delivery projects.

### 3 Sustainability appraisal

Government regulations require local authorities to carry out a Sustainability Appraisal (SA) of plans such as the Salisbury Vision. Effectively a Sustainability Appraisal is an assessment of the social, economic and environmental impact of a plan's proposals. An independent Sustainability Appraisal of the Salisbury Vision document produced by the consultants was carried out by White Young Green Environmental. If necessary, additional Sustainability Appraisals will be carried out at appropriate times in the development of the Local Development Framework or through the delivery of individual projects.

### 4 The Vision steering group

#### Salisbury District Council:

- Portfolio Holder for Economic Development and Tourism, Cllr. Peter Edge
- Portfolio Holder for Planning, Cllr. Paul Clegg
- Chairman of the Council, Cllr. Bobbie Chettleburgh
- Leader of the Conservative group, Cllr Fred Westmoreland
- Representative of the Independent Group, Cllr Josie Green
- Representative of the Liberal Democrat Group, Cllr. John English
- Economic Development Manager, Claire Mawson
- General Manager Civic and Entertainment Facilities, Phillip Smith
- Head of Forward Planning and Transportation, Eric Teagle
- Property Manager, Graham Creasey
- Head of Strategic Housing, Andrew Reynolds
- Salisbury Vision Project Director, Graham Gould
- Team Leader, Forward Planning and Conservation, David Milton
- Parks Manager, Reg Williams
- Senior Planning Officer, Sarah Hughes

#### Wiltshire County Council

- Mary Douglas, Cllr for Salisbury East
- Alan Feist, Assistant Director for Planning and Development

#### South West Regional Development Agency

- Pete Manley, Acting Enterprise Manager – Wiltshire and Swindon

#### Local business and community partners:

- Salisbury Cathedral, Peter Edds

- Salisbury City Centre Management, Ian Newman
- Salisbury & District Chamber of Commerce & Industry
- Salisbury Civic Society, Brigadier Alastair Clark
- South Wiltshire Strategic Alliance, Ariane Crampton
- South Wiltshire Economic Partnership, Peter Le Count

## 5 Technical supplement

The following documents were used in the preparation of the Salisbury Vision. As such they form the Vision's technical supplement. They can be accessed via the Salisbury District Council website: [www.salisbury.gov.uk/vision](http://www.salisbury.gov.uk/vision)

- Salisbury & South Wiltshire Our Place in the Future: Consultation Methodology & output report (2007) Salisbury District Council Forward Planning and Transportation unit
- Vision for Salisbury: Area Development Framework (2007) Gillespies
- Salisbury Vision Baseline Report (2007) Gillespies
- Salisbury Vision Options Report (2007) Gillespies
- Sustainability Report: Sustainability Appraisal of the Salisbury Vision Area Development Framework (2007) White Young Green
- Summary report of community involvement (2007) BDOR Limited
- Consultation July – October 2008 Report to the Salisbury Vision steering group February 2008
- Salisbury District Local Development Framework Core Strategy

## 6 Bibliography

- Newman, Ruth and Howells, Jane (2001) Salisbury's Past. Phillimore & Co Publishers
- Office of the Deputy Prime Minister [*now* Department for Communities and Local Government] (2003) Sustainable Communities – Building for the Future
- The history of a city (2000) Salisbury Journal
- [www.climatechallenge.gov.uk](http://www.climatechallenge.gov.uk)
- [www.energysavingtrust.org.uk](http://www.energysavingtrust.org.uk)
- Salisbury Civic Society (2005) Streetscape – Streets for All (Accessible via the Salisbury Civic Society website [www.salisburycivicsociety.org.uk](http://www.salisburycivicsociety.org.uk))
- Salisbury District Council Environment and Transport Overview and Scrutiny Panel (2008) Climate Change: Scrutiny Review final report
- Salisbury District Council Core Strategy Preferred Options consultation draft (2008)

Rear Cover

Logos (SDC / WCC / SWRDA)

Contact details

Environmental statement

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