



Central Douglas Masterplan

Final Report

July 2014



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   **INVESTORS
IN PEOPLE**

1 INTRODUCTION

The Isle of Man Government appointed IBI Taylor Young leading a team comprising AspinallVerdi, Phil Jones Associates and Michael Chapman and Co. to work with them to produce a Masterplan for Central Douglas.

The Masterplan is intended to deliver a new chapter in the development of Douglas. The starting point for this plan is a programme of committed town centre improvement work already underway. The intention for the Masterplan is to maximise and work with the existing momentum for change and growth, whilst providing a strong vision for how Douglas can continue to progress and evolve over the long term.

The brief sought a Masterplan that provided deliverable solutions that could begin to be enacted immediately. At the same time some proposals could provide a step-change in the quality of place in Central Douglas and these projects would by definition be more challenging to complete. Therefore the Masterplan provides a number of proposals that are deliverable over the short, medium and longer term, with the latter ascribed to proposals that we acknowledge as aspirational at present.

The Government has demonstrated a commitment to development, with change already visible on the ground. The on-going regeneration programme around the centre demonstrates a recognised need to create the right conditions to support continued investment. Public realm work now complete already sets the context for a more attractive retail environment, but there is still much to do.

The Masterplan sets out a clear strategic direction. Importantly, the Government are not themselves the sole delivery agents for this new vision. The vision will be made real by many hands, including private investors and developers. Government has a central role in overseeing and facilitating this exciting next chapter, seeking out and promoting opportunities. Part of this role will be giving confidence to the private sector to provide the investment to drive to deliver the vision.

The proposed Masterplan aims to provide certainty to these intentions and create a range of both deliverable and ambitious proposals to ensure that the centre has a sustainable and bright future where the freedom to flourish is inherent. The focus of the Masterplan is to:

- Provide a **framework to support decision makers** in realising the most beneficial future for the town;
- **Build on previous work** and on-going regeneration activities;
- Identify potential proposals and **delivery options to help support investment**;
- Maximise current opportunities presented by **vacant sites** within the Central Douglas Area;
- Provide an **overall strategy** for the future of the town centre; and
- Inform investment in the **short, medium and long term**.

In formulating the Masterplan the work to date has been considerable with a number of key components forming the baseline; including a physical analysis of the town, desktop reviews and a review of the property market. Importantly a number of stakeholder consultations have been undertaken, where proposals and ideas have been tested through the masterplanning process.



Regent Street – recent public realm improvements have transformed this space.

2 DOUGLAS NOW

Location & Background Information

Douglas is the Capital of the Isle of Man, and sits on the East coast of the Island. The Island measures 221 sq miles (33 miles in length and is 13 miles wide) and sits in a central position within the Irish Sea and also in terms of the British Isles resulting in a temperate climate

The Isle of Man is a self-governing British Crown Dependency, benefiting from its own democratically elected parliament, judicial system and currency but with strong links to the UK. The Island's parliament, Tynwald, was founded more than 1,000 years ago and is recognised as the oldest continuous parliament in the World.

Douglas, as the Capital town, has a wealth of assets that provide a strong position on which to build its position:

- Attractive seafront location;
- Sea terminal - the arrival and departure point for the Island for commercial foot and vehicle passengers;
- Island port - gateway for all sea arrivals;
- 14 km from the airport (18-20 minutes by vehicle);
- Well connected by bus services to settlements across the Island;
- 5 minutes drive to the Island's open countryside;
- Residential communities adjoin the town centre core; they are all within walking distance; and
- Seasonal tourist infrastructure: Isle of Man Steam Railway, Manx Electric Railway and the Seafront Horse Trams.

Douglas is a central gathering point for the Island whilst the world famous Isle of Man TT is underway on the Island in the last week of May and first week of June. The TT track does not penetrate the Masterplan area but it does start and finish within the town. The town represents a hub of activity during the TT weeks.

Socio Economic Overview

Population

Douglas is the largest settlement on the Island with the largest population, at just under 28,000 residents¹. The population has grown significantly since 2006 by 7%.

The Island population is growing, this was up by 5.5% to 84,497 (2011 census) from 80,058 in 2006.

This growth was above projections, the growth recorded at the last census being 2.3% higher than anticipated. The Government's central planning assumptions to 2017 anticipate further population growth of 0.7% until 2016-17, resulting in a projected population of 88,021 by 2017.²

Two thirds of the population (55,475) on the Island are of working age, this rises within Douglas which has a notably lower proportion of residents aged over 65. Douglas also has one of the highest proportions of younger residents (aged 0-14) also.

¹ 27,938 in 2011 Census

² IOM Census 2011 & 2006, Central Planning Assumptions 2013-2017

Economic activity rates of the population on island are high at 44,609 residents (2011 Census); representing 80% of the working age population, the majority being in full time positions (around two thirds).

The main employment sectors are Education, Health & Medical Services (14.7%), followed by Insurance & Banking (11.3%) and the Wholesale & Retail Distribution (10.4%), although the Insurance & Banking sector has declined by 1.9% since Census in 2006. Other key employment sectors are Transport & Communications (7%), Construction (7.8%) and Public Administration (7.1%). The biggest growth since the previous census in 2006 in employment sectors is within Business Services and ICT (+1.3% to 5.7%).

Households with access to a car on the Island has been steadily rising, a 15% increase is noted since 2001, to 86%. Douglas has the lowest accessibility however at 80.1%.

Economic

The Island has healthy reserves and has had a stable and diverse economy. The Isle of Man has a simple tax regime with no Capital Gains Tax, Withholding Taxes or Wealth Taxes, which makes it an attractive location for businesses and investors to locate.

The recent launch of the 2020 Vision provides an overview of the Island's current positioning and a forecast of growth for the future. The Island has enjoyed unbroken growth for the past 30 years and was rated 8th in the world in 2012 by the World Bank in terms of the national income per person.

The Island has had continued success; however there are changes on the Island as the economic sector evolves. The sector's for which the island is

perhaps most well known for, such as Banking and Professional Services are expected to continue to decline in terms of the number of job opportunities, but still with a growing GDP. Established sectors on the Island - such as Manufacturing, are forecast to grow (with specific focus on high-tech areas), adding significant GDP and job numbers (715) to the economy. Finally the economic change that is currently underway is highlighted through the e-gaming and ICT sectors, the e-business sector is forecast to be providing 90% of the growth in GDP for these emerging sectors, and ICT expected to deliver two thirds of the jobs in these sectors.

A key source of growth for the Island over the past decade has been the emergence of small and medium sized enterprises. These are forecast for continued growth.

Other economic successes have been the ship registry; during 2013 the Island's register secured more ships from new owners with a corresponding increase in gross registered tonnage of more than twice the growth rate of the world's fleet. The Isle of Man has now moved into 14th place in the table of world registers by tonnage, which places it ahead of Germany for the first time, in 2010 the Island did not feature within the World's top twenty registers so has demonstrated considerable success. The commercial yacht register also continues to perform very well with over 100 of the world's most prestigious yachts registered to the Island. The maritime sector has become very important to the Isle of Man and now employs around 600 people³.

The Island has also shown commitment and growth in specialist sectors such as Space, offering zero corporate tax and incentives to businesses. One of the

³ <http://www.gov.im/news/2014/jan/07/2013-proves-a-success-for-the-isle-of-man-ship-registry/>

World's top 10 Satellite companies now has a presence on the Island, and it is also home to the International Institute of Space Commerce.

Other high performing sectors include Bio-tech and Clean-tech, Film and Food Production.

This evolving economic sector emphasises the need for the Island to remain and increase its attractiveness as a place to live as well as invest.

Tourism is a less direct employer (Tourist accommodation making up 1.6% of employment, rising 0.7% since 2006) however it is an important sector attracting 290,754 visitors in 2013⁴. The number of visitors has fluctuated over the past 10 years considerably, peaking in 2004 at 340,902, declining to 275,203 in 2008⁵.

Douglas Town Centre - Retailing

A 'health check' was undertaken for Douglas as part of the Retail Strategy evidence base in 2013. Of note is that the town has largest number of UK national multiple retailers on the Island, along with independent traders. The principal retail area is located on Strand Street, Castle Street and Duke Street. The main convenience retailers within this area are the Iceland on Chester Street and M&S Food on Drumgold Street. Tesco is on Lake Road, the largest superstore on the Island and also within the Central Douglas Masterplan area.

The main comparison retailers are also located in this area, within Strand Street and Strand Shopping Centre, within the centre major retailers include M&S, Boots, Topshop, Monsoon, HMV, TK Maxx, River Island and Next. In October 2012 there were 35 vacant units, whilst a number of these were on

Strand Street it is noted that in their present state they are likely too small for UK multiple retailers⁶. A number of vacant units on the high street remain in 2014.

Moving Forward

Douglas and the Island present considerable opportunities for investment to continue to develop the economy and respond to the growing population. The Masterplan aims to build on the positive aspects of the Island economy and address the weaknesses identified through the Baseline to create a strategic overview for development in Douglas.

⁴ Passenger Survey Annual Report 2013, Isle of Man Government

⁵ Passenger Survey Annual Report 2013, Isle of Man Government

⁶ PBA Roger Tym IOM Government Retail Evidence Base June 2013

3 THE OPPORTUNITY

The Masterplan Area

The area defined as Central Douglas for the purposes of the Masterplan is expansive, extending from the southern quay of the Marina up to the Villa Marina Complex in the north.



Figure 1 The Masterplan Area Boundary



View across Douglas bay, facing North (Source – Isle of Man, Where you Can)



Attractive Quayside



Centre for world famous TT race



International business reputation



Key marine gateway to Island



Rich in heritage



Proximity to access rural landscapes



Tourist destination



Low rates within town centre



Major opportunity sites & areas

Key Drivers

On-going programmes of regeneration provide a backdrop for drivers moving forward:

- Continued pedestrian area public realm improvement;
- A well used and active Promenade;
- Improved pedestrian signage;
- Vacant sites in Lower Douglas, predominantly within Government ownership;
- Improving connectivity and legibility around the centre;
- Improving facilities and access for cyclists;
- Ensuring efficient movement of vehicles around the centre;
- Increasing the residential population;
- Increasing activity throughout the day, particularly early evening;
- Increasing the retail opportunities through creation of larger floor plates

Key challenges to be addressed

These are summarised as:

- A strategic approach to change across the centre to ensure comprehensive and cohesive delivery;
- Creating the right conditions for investment – using the Masterplan to inform decision making and engage with developers;
- Viability in the current market presents significant challenge to the types of development that can be delivered in the immediate and shorter term;

- Addressing the topography, finding and enhancing routes between Upper and Lower Douglas;
- Improving the gateways to the centre to create both attractive arrival points and a positive first impression;
- Creating a world class distinctive Capital town ensuring development is contemporary, high quality and timeless;
- Increasing activity into the early evening to retain spend and activity without the pitfalls of a night-time economy;
- Increasing retail opportunities and choice, ensuring new provision complements existing retailers, and does not undermine;
- Creating a new civic space that supports flexible uses for events and activity to draw the centre together; and
- Connecting the key attractors in the town centre through a quality and easily navigable public realm.

4 A NEW VISION FOR CENTRAL DOUGLAS

The Vision

The Vision is intended to capture the ambition and intention in a simple summary. It provides a statement of intention, with supporting objectives, against which a development, activity or proposal can be considered – does the idea or scheme help to achieve the Vision?

Douglas will be a place for all to be proud of. An economically strong, dynamic destination and the world class Capital Town 'where you can'.

The gateway to the Island, where the wealth of opportunities and activities provide all the freedom to flourish and enjoy Island life.

Strategic Objectives for Central Douglas

The strategic objectives begin to breakdown the Vision and give a series of threads to how Douglas can continue to growth and evolve.

An exciting place to invest and do business

To encourage and create the right conditions for investment, capitalising on the opportunities presented by existing vacant sites, and encouraging a diversification of business on the Island, including start ups, creative sectors and emerging industries.

New developments and proposals around the town centre will contribute to diversifying the offer and create a sustainable mix of town centre activities, where new businesses will be proud to locate and employees can enjoy the high quality of Island life. A mix of uses throughout the town will increase the attraction of the Centre, retaining and increasing footfall and movement across all periods of the day and into the early evening. These will support and complement business activities to create a cohesive and high quality centre for all to use. Continued public realm improvements will support the creation of a high quality place reflecting the status of business activities across the Island.

A thriving town centre and shopping destination

To revitalise the high street by creating new retailing opportunities, retaining and enhancing the independent offer, attracting well known high street brands and investment to support town centre activity.

The Town Centre will continue to evolve; new retailers will be attracted to the Centre where larger floorplates offer the opportunity for growth and new investment. Strand Street will continue to offer a distinctive mix of independent retailers, alongside recognisable high street brands, attracting shoppers of all ages. The centre will be supported by a thriving mix of food and drink opportunities supporting the centre and the operation of services and facilities through all times of the day. New retail opportunities will complement the existing offer, making Douglas an attractive destination in which to spend the day.

A well connected and accessible environment

To create a legible network of streets and spaces connected by safe and attractive pedestrian and cycle routes that enable movement across the unique topography.

New developments and proposals will support the creation of a pedestrian circuit and the public realm will play an important role in setting the scene for development. The public realm will be a significant contributor to the perception of quality of the place, and will support wayfinding, increasing legibility around the town centre. Higher quality connections between Upper and Lower Douglas will improve navigation and ease of movement. The centre

will be accessible for all modes of transport and new development will be accompanied by adequate car parking to serve Centre users. Public transport access and facilities will be improved around the town centre to support sustainable alternatives to car use.

A transformed network of pedestrian, cycle and vehicle routes will connect the centre and addresses movement through and over previous barriers.

An attractive & engaging place to spend time

To create an inviting and attractive place where residents and visitors alike can enjoy a mix of attractions and activities, interlinked by high quality public space.

The improved public realm will create a place easy to move around and a high quality environment in which to spend time. The historic environment provides an attractive backdrop for activities and uses within the centre, the setting of which will be improved. A new civic square will be the focus for events and activity, supported by a series of smaller spaces, linking to the existing areas of activity and attractions. Investment in key sites will support the creation of new activities and focus around the town centre. An enhanced retail, leisure and entertainment offer will act as an attractor to existing Isle of Man residents, alongside tourists and visitors. Existing assets, such as Gaiety Theatre & Villa Marina and Gardens should exploit and grow the cultural and tourism opportunities. The food and drink offer, particularly along the Quayside will grow to support the increased leisure offer and grow the early evening economy to support all day activity within the centre.

A distinctive and sustainable capital

To create a visually recognisable Capital of world class status that reflects its business status as a 'shop front' for the Island, and a place for all to be proud of. Importantly this must be a place that leads by example and that sets the vision and tone for the Island

Douglas will be both a celebrated historic centre and a forward looking capital of distinction. The unique and varied heritage of the Capital will be celebrated through innovative methods, including interpretation and activities. New development will introduce a new and contemporary edge, creating a stimulating, high quality environment to illustrate the Island's position as a place to invest for all industry sectors.

Sustainability will be an important consideration, thinking about investment, change and growth from social, economic and environmental angles.



Villa Marina Complex (Source – Isle of Man, Where you Can)

5 CENTRAL DOUGLAS – THE MASTERPLAN

The Masterplan introduces a series of Character Areas; these help define the town centre and how it will function in the future, and recognise opportunities for growth and evolution.

A number of key projects are also identified within the Central Douglas area and these will provide the earliest opportunities to attract investment and shape a new future for Douglas.

Gateways

The Gateways announce arrival within Douglas; these form an important Masterplan component in presenting a first impression of the town centre for visitors, assisting their navigation and understanding of place. The gateways address arrival by all modes of transport. In the Central Douglas area Gateways are located along key vehicular routes around the north and western edges, with the port providing the only eastern gateway (with ferries connecting to Belfast, Dublin, Heysham and Liverpool, and a limited service to Birkenhead and Larne). Proposed development sites around the centre, particularly within the Lower Douglas area, will play a significant role in changing perceptions of the town centre.

Landmarks

Landmarks help orientation around the centre. Douglas has an interesting skyline, as well as topography, that create a unique and recognisable setting. Existing distinctive landmarks include the Villa Marina Complex and the Sea

Terminal building. St Andrew's spire is a notable landmark within the skyline, visible from around the centre. Views of Douglas Bay and the surrounding hills terminate a number of views.

The Masterplan aims to use existing key buildings as landmarks for orientation, retaining views and enhancing these where possible. New landmarks will be formed where site redevelopments, such as in the Lower Douglas area and at the Sea Terminal, offer opportunity to create high quality development that responds to the unique opportunities and constraints.

New landmarks should respond positively to the public realm and be of high quality architecture. Existing places of familiarity also form landmarks, and the setting of existing landmarks where identified as positive contributors, should be enhanced.

Heritage

The Central Douglas area offers opportunity to enhance the heritage as an asset of the centre. The centre is characterised by the Victorian and Edwardian architecture that lines many of the streets, as well as a unique and characterful history full of stories to be told and interpreted through creative and innovative means. Registered and non-registered buildings both form prominent landmarks. These present key opportunities for enhancement in terms of their setting to ensure the centre makes the most of its existing assets; the setting of the Parish Church of St George providing an example. Development and public realm works all have a role to play in unlocking the potential of Douglas.

Connections

The proposed Character Areas will support each other through a cohesive strategy, to sustain the future vitality of Central Douglas. To create a coordinated approach existing and proposed landmarks and attractions within the Character Areas are identified, alongside development opportunities, and these are linked by a high quality public realm which will form a circuit around the centre. Further connections are formed into and from the circuit, therefore the proposed development opportunities need to fulfil a wider role within the town centre in supporting movement.

The circuit plays a key role in driving footfall around the centre and to key locations en-route, whether these are civic functions or tourist attractions. Proposed connections will create new opportunities for movement. The Public Realm Framework sets out an overarching strategy that seeks to develop a build on existing works to date.

Arrival by public and private transport delivers visitors into the Central Douglas area circuit, cyclists and pedestrians also supported by new links across and into the area.

A number of larger strategic interventions are suggested as part of the Masterplan, these include a new pedestrian bridge across the Marina as an opportunity to link in proposed and existing development more successfully, a potential new bridge crossing at the eastern gateway, and considering how this might link into an improved cross island pedestrian and cycle way.

The Character Areas

The area has been broken it down into Character Areas which were initially based loosely on function, but also existing place identity. The creation of such areas allows a more focussed approach by which to understand the issues and opportunities within that area, whilst continuing to reflect on the Central Douglas area as a whole.

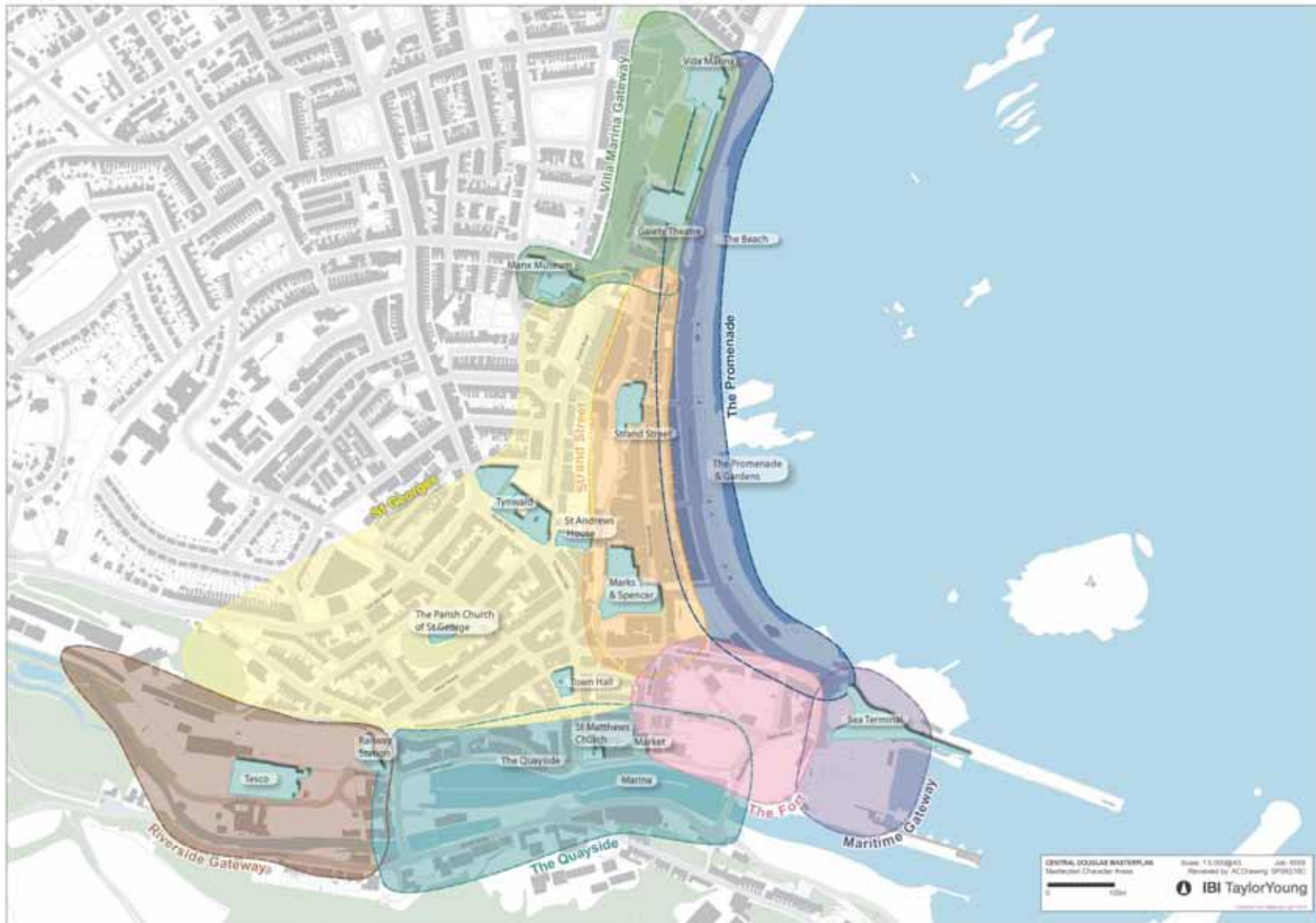


Figure 2 Masterplan Character Areas

The Masterplan Projects

Within each Character Area we have identified project proposals that are considered to strengthen the Character Areas, and carry forward the Vision and Objectives. Importantly, they are designed to respond to the opportunities and constraints identified during the Baseline stage

The project proposals are each set within the Character Area colour code for ease of interpretation of the plan.

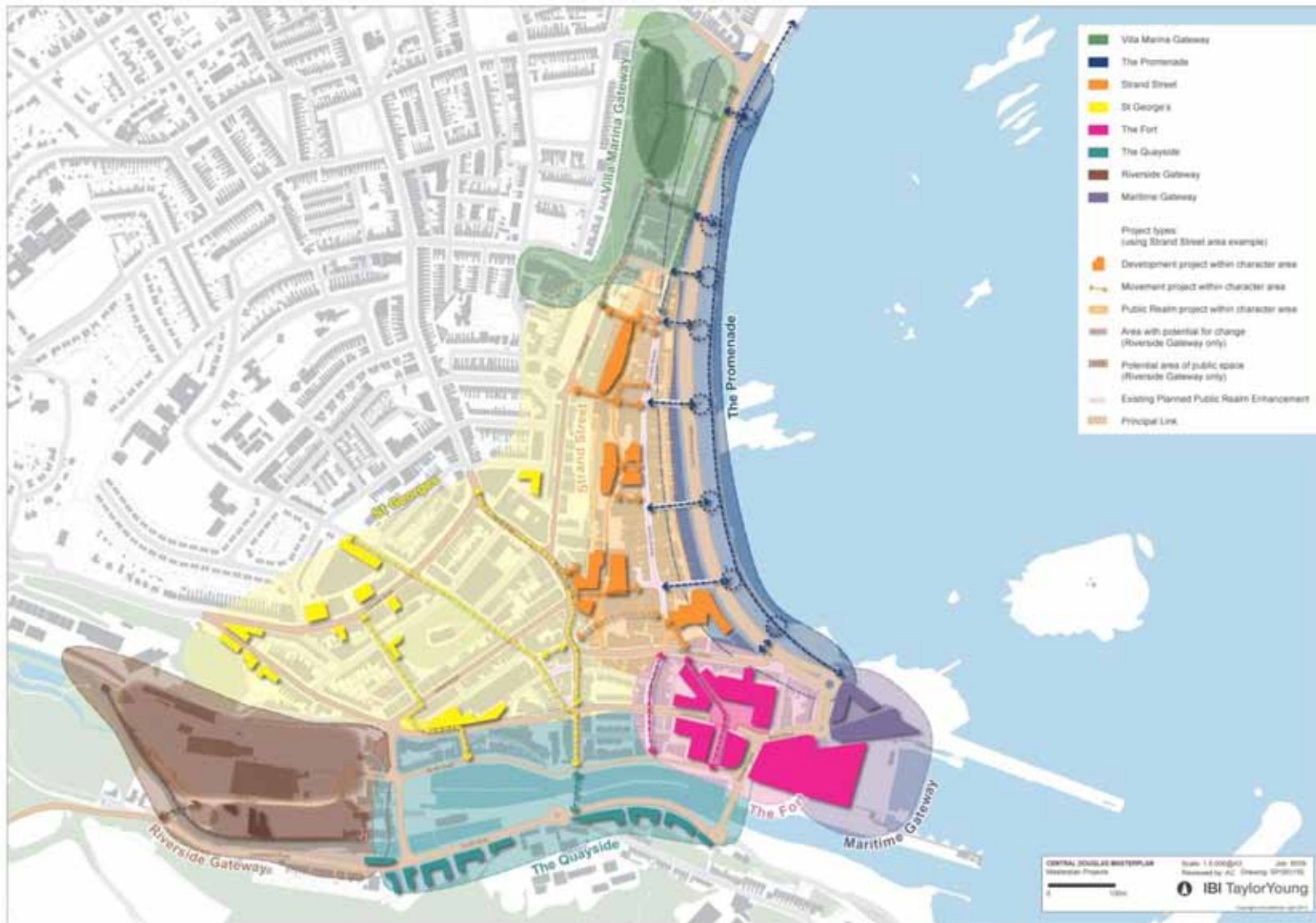


Figure 3 The Masterplan Project Proposals

VILLA MARINA GATEWAY



THE SITE	
Location & Place	The northern gateway to the centre. A cultural hub housing the Villa Marina, the Villa Marina and Colonnade Gardens, the Gaiety Theatre, Broadway Cinema, the Manx Museum, and scope to grow early evening economy to support activity within this area.
Strategic Fit	Enhancing the Villa Marina area, its cultural offer and vitality, along with improved connectivity with the Promenade. Experience globally and across the UK shows that positive marketing, place promotion and active management of cultural assets is vital to their success.
Strengths	<ul style="list-style-type: none"> • Frontage facing Promenade. • Cultural attractions include the Villa Marina Complex, Villa Marina & Colonnade Gardens, Manx Museum & Gaiety Theatre. • Proximity to existing hotels and leisure offer.
Challenges	<ul style="list-style-type: none"> • Ease of crossing to the seafront /pedestrian Promenade. • Provision of car parking to support early evening activity. • Provision of food and drink outlets to support early evening linked trips in this area. • Quality of public realm connections linking to existing car parking. • Rising topography towards the Manx Museum.
Area Condition	Villa Marina complex refurbished in recent years, currently elements within area are poorly connected to wider town centre and to each other.
Future Role	Early evening hub and opportunity to increase use and diversify activity - such as a daytime informal social space, a children's play space, and a formal event space for a coordinated programme of events from specialist markets to a garden party or music festival. The quality of space will be improved, as will activity within the space and wider area.

PROJECT PROPOSALS



Short Term	LAND USE & DEVELOPMENT
VM1	<p><i>The Villa Marina Arcade will focus on food and drink to support early evening activity and flexible letting to enable small boutique /craft workshop start-up business</i></p> <p>The re-focus of this activity could work to support early evening activity in this area, in terms of the venue and theatre, whilst assisting in helping to address the evolving shopping provision in the centre. The branding and marketing of the arcade as units, and as well as an entrance to the Villa Marina Gardens will need to be considered in wider strategic thinking.</p>
VM2	<p><i>Food and drink clustering & specialist retail at Marina Road</i></p> <p>This supports the re-ordering of the retail core, and the re-focus of activity at the Villa Marina complex. The Marina Road (and Castle Street in the adjacent Strand Street area) need support to improve the visual quality of the offer in this area.</p>
VM3	<p><i>Increase activity interface with the Colonnade and Villa Marina gardens</i></p> <p>The complex offers little interaction with the Gardens, there is opportunity for activity to spill out into the Gardens, and for the Arcade to drive footfall through to the Garden space. This would be beneficial to both operators within the Arcade but also generate activity within the Garden space.</p>
VM4	<p><i>Programme activity calendar, e.g. music & food festivals, to draw people to the gardens</i></p> <p>The Gardens already have a number of regular events, however the use of the space could be widened to help draw people into the gardens, but also as part of a wider offer to encourage people to spend a whole day within Douglas making the most of the activities and facilities on offer.</p>

Short Term	PUBLIC REALM / MOVEMENT
VM5	<p>Improve connection / crossing at Church Marina Road to Villa Marina / Gaiety Complex</p> <p>Addressing this linkage between the Strand Street area and the Villa Marina area is crucial to knit this development into the retail area more successfully. A redesign of the space could address the crossing of this busy junction, and enable ease of pedestrian movement between the two areas.</p>
VM6	<p>Public realm/ environmental improvements to connect Chester Street car park to the Villa Marina & Gaiety Theatre</p> <p>Back Marina Road was identified as a well used connection to the complex, whilst this is essentially a back street, as one of the direct routes to the complex this would benefit from lighting and renewal of the public realm. Ideally pedestrian movements would be encouraged to use either Church Marina Road or Marina Road with Harris Promenade; the suggested projects for the Villa Marina area would help support this.</p>
Medium Term	
VM7	<p>Improve pedestrian permeability between Villa Marina & Gaiety Theatre to The Promenade</p> <p>A scheme of improvements is currently proposed for the Promenade, the initial phase has been implemented and a further phase now has planning permission. It is important that future phases consider the location of crossing points and traffic speeds along the Promenade; perhaps looking at the potential for 'super crossings' to support movement.</p>
VM8	<p>Enhance landscaping to Villa Marina Gardens, such as sensory space, sculptural offer or improved play spaces to engage children; create a green circuit linking to Promenade Gardens and Glen Falcon</p> <p>The Gardens whilst currently well used have to potential to</p>

	<p>be a destination as highlighted. A flexible space capable of holding events could be retained, along with perimeter spaces incorporating activity and attractions.</p> <p>A town centre circuit will assist in creating wider movements and support visiting to the attractions in the Promenade area.</p>
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	RESPONSE TO OBJECTIVES
An exciting place to invest and do business	Creating the conditions for investment, an attractive destination to showcase a high quality living environment with excellent facilities and attract tourism to the Island.
A thriving town centre and shopping destination	The addition of uses to support wider town centre activity, focussing activity within certain sectors to create new investment activity. Utilising space to draw people into the Town Centre to help showcase changes.
A well connected and accessible environment	Addressing the issues at Church Marina Road junction with Marina Road & Harris Promenade to enable ease of pedestrian movement to the Marina & Theatre complex, creating a continued flow of pedestrian movement up the Promenade.
An attractive & engaging place to spend time	Enhancing the setting through public realm works, and within the Gardens creating a destination in their own right as part of a wider town centre circuit. Creating attractive destinations for all ages.
A distinctive and sustainable Capital	Using assets to their optimum to create marketable unique experiences and encourage the use of the town centre circuit to support health and wellbeing.



Cheltenham Montpellier Courtyard – the creation of active space and a cluster of boutique retail.



Elmbank - Interactive children’s play areas enliven the space



Lost Gardens of Heligan, Cornwall – creative and engaging landscape.



Victoria Quarter, Leeds- on-street strong branding to attract shoppers.



The Arcade can be used as an exhibition space draw in visitors as previous displays have demonstrated.



Using topography to create varied seating options.



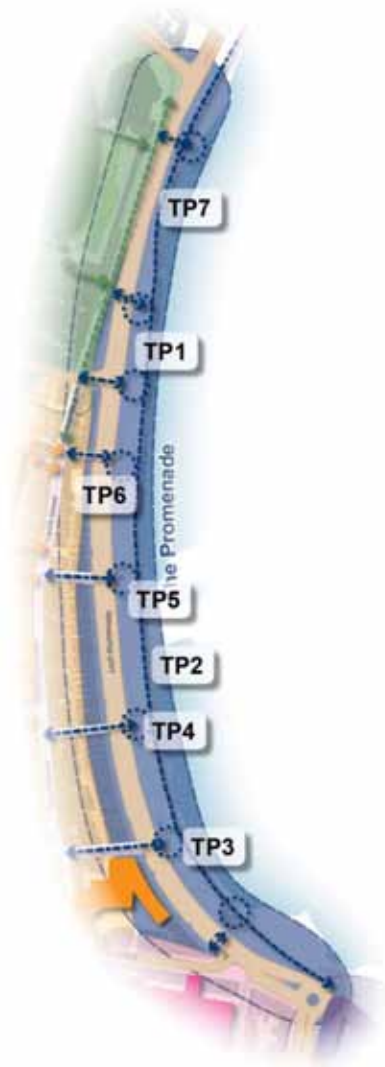
Cheltenham Jazz Festival – using urban open space to the full potential.

THE PROMENADE



THE SITE	
Location & Place	The eastern extent of the town centre, a picturesque terrace of predominantly Victorian properties. A key vehicle route into the centre, along with a leisure destination in its own right used for walking, cycling and relaxing within the gardens.
Strategic Fit	Enhancing the use and lighting through connectivity and activity. Realising an overall quality of placemaking.
Strengths	<ul style="list-style-type: none"> • Victorian terrace of grand properties creating strong enclosure and identity. • Common connector between cultural attractions fronting the Promenade and much of the visitor accommodation. • Attractive leisure destination for walking, cycling & family activity. • Flexible space used for TT race events.
Challenges	<ul style="list-style-type: none"> • Connecting to the town centre, with focus on east west connections into Strand Street. • Provision of food and drink outlets, and access to public facilities such as toilets to support activity. • Quality of space / attractions to retain activity. • Accommodating the horse tram and looking long term for potential to extend electric tram.
Area Condition	Existing street space is currently subject to proposals that are in implementation. Gardens and walled areas provide important sea defence. The seaward side comprises tarmac and incorporates the cycle lane.
Future Role	Opportunity to create a more attractive and usable space at all times of day, connected into the wider town centre through positive street planning. Promenade Activity Attractors provide opportunity to create a series of 'events' to introduce interest, and using initially temporary uses support for activity can be provided.

PROJECT PROPOSALS



Short Term	LAND USE & DEVELOPMENT
TP1	<p>Temporary uses along the Promenade to respond to seasonal/ summer offer, for example 'pop-up' cafes, bars, galleries etc</p> <p>The Promenade is already used by residents and visitors alike for leisure purposes; however consultation revealed dissatisfaction at the facilities available to support a day's activity in the area, such as access to food and drink and public facilities such as toilets. The TT uses the Promenade intensively and illustrates what is possible for special events, for move everyday use it is suggested that temporary provision could be made in short term. The space needs to form part of a network that illustrates the quality of Douglas.</p>

Short Term	PUBLIC REALM / MOVEMENT
TP2	<p>Improve access to the Beach</p> <p>This could be addressed along the Promenade with new access points addressed increasing opportunities to gain entrance, allowing the beach to become a more integral part of the Promenade experience in this southern portion (Harris & Loch Promenade)</p>
TP3	<p>Creative lighting scheme to Promenade to create attractive space all times of the day</p> <p>The Promenade already benefits from some lighting schemes within the landscaping, this could be further improved to include projections onto the hard paved area. This could form part of a wider town scheme of creative lighting, with key landmarks lit, along with key routes.</p>

Medium Term	
TP4	<p>Creation of Promenade Activity Attractors</p> <p>Utilising the ‘Living Promenade’ proposals, public art and landscape features to seize the missed opportunity for the Marine Gardens. Improving environment and facilities for existing users (cyclists, walkers, children & visitors). This could be part of town circuit linking to Villa Marina Gardens and Falcon Glen. The Attractors are part of the ambition to activate the Promenade space, harnessing the potential.</p>
TP5	<p>Consider opportunities for permanent structures to support vitality and provide shelter</p> <p>The need for places to enable people to dwell has been highlighted through consultation. It is suggested that new shelters could help improve this, or look to permanent development in future, such as cafe.</p>
TP6	<p>Improving connections across the Promenade to link between Strand Street and the Promenade</p> <p>As highlighted earlier, the benefits of supporting linkages to Strand Street would be symbiotic, in that both attractions will support movement to the other through well considered crossing points and creating environments that support and prioritise pedestrians.</p>
Long term	
TP7	<p>Explore potential to extend the Tram</p> <p>The electric tram could be extended along the Promenade to provide both a commuter connection and tourist attraction. The Tram could provide an alternative mode of transport for the town to reduce car activity.</p>

RESPONSE TO OBJECTIVES	
An exciting place to invest and do business	The Promenade is a showpiece for the town, with an attractive frontage to be further exploited through sensitive public realm treatment. The Promenade offers a seaside square experience with the gardens and spaces full of activity.
A thriving town centre and shopping destination	The location of facilities and services, with new art and attractions along the Promenade offers many benefits for the centre to support the retention of visitors throughout the day. Creating ease of movement between the retail core and the Promenade is a crucial supporting activity.
A well connected and accessible environment	A Promenade functioning both as a key street, but also as a quality space for pedestrians and cyclists to enjoy. The space will contribute to a wider network of town spaces, creating a circuit for all to enjoy.
An attractive & engaging place to spend time	The addition of Promenade Activity Attractors will support the Promenade to evolve into a more engaging space that will become a focus for activity and retain this throughout the day.
A distinctive and sustainable Capital	A wealth of interest along the space offers ample opportunity to create special and distinctive ‘events’ whether these be physical or an organised activity. The potential for the tram extension in the future offers scope for commuter transport into the town alongside enhancing the visitor experience.



9 Pavilions – lit shelters on the promenade at Yverdon-les-bains, Switzerland.

A shipping container used as a temporary bar to attract activity to MediaCityUK plaza, Salford.



The Promenade Activity Attractors allow opportunities for the placement of 'The Living Promenade' proposals. This TT themed interactive artwork would begin to start building on the interest surrounding the event.

(Images Courtesy of BCA Landscape, Smiling Wolf & Broadbent Studio)



Playful art and activity, creating opportunities for interaction with the public realm.



Electric Glen, East Renfrewshire – lighting is used to enliven the public realm without need for hard landscape works.

ST GEORGES



THE SITE	
Location & Place	The business and commercial core of Douglas, comprising a large number of office buildings, in both historic premises and purpose built, with some residential infill. The area has a notable historic link in also housing the Parish Church. A key western gateway at Peel Road, currently weakened through vacant sites.
Strategic Fit	Supporting investment and growth in the principal business and Government / Civic District considering rationalisation of government office space and provision of appropriate commercial office accommodation to meet changing market need.
Strengths	<ul style="list-style-type: none"> • Compact and attractive area with a mix of built form. • Centrally located to enable access to other key areas within Douglas. • Governance hub containing Tynwald and Borough Council.
Challenges	<ul style="list-style-type: none"> • Connecting to the Quays and Retail areas through high quality linkages. • Providing amenity space within the area. • Providing adequate car parking to support businesses. • Creating a mix of development to support wider town centre activity.
Area Condition	A mix of street widths and buildings create good enclosure. A number of available infill sites pose immediate potential. Public realm is generally of poorer quality, diminishing overall area quality.
Future Role	Continued growth as commercial and business core, supported by public realm improvements and infill sites coming forward for development

PROJECT PROPOSALS



Short Term	LAND USE & DEVELOPMENT
SG1	<p><i>A flexible approach is advocated; residential infill development can add life and activity</i></p> <p>A mix of uses would assist in creating activity at different times of day, and supporting the continued evolution of the area.</p>
SG2	<p><i>St George's gateway at Peel Road would benefit from residential development</i></p> <p>The Peel Road gateway particularly lends itself to residential development, providing an attractive site to announce entrance to the town centre.</p>
Long Term	
SG3	<p><i>Infill at the Government Offices at Stanley Mount and across various sites around the area</i></p> <p>The site could be subject to infill development to improve accommodation and with potential to allow relocation of offices.</p>
SG4	<p><i>Additional car parking may be required as gap sites are developed</i></p> <p>Growth of office accommodation and commercial activity, as well as further demand for shopper's car parking at weekends will make demands on the existing car parking provision. The car parking strategy sets out likely trends for demand; a wider consideration of other modes will need to align with this but a particular site may need to be identified to accommodate future growth.</p>

Short Term	PUBLIC REALM / MOVEMENT
SG5	<p>Enhance amenity of St George’s Church Gardens to provide ‘a quiet space’ within busy business area</p> <p>The Church Gardens could be sensitively landscaped in the periphery to provide more opportunity for sheltered spaces within the busy commercial area.</p>
Medium Term	
SG6	<p>Public realm improvement to create higher quality linkages to the Quayside</p> <p>The potential of the Quayside to exemplify the investment and quality of place should be exploited. By creating quality routes these will assist in creating right conditions for investment through positive place perception. The Quayside provides valuable leisure space adjacent to the core commercial area, which outside the ‘quiet space’ within the Church Gardens is extremely limited.</p>

	RESPONSE TO OBJECTIVES
An exciting place to invest and do business	The key commercial area will get a much needed face lift in terms of activity around the gateway and appropriate public realm works to emphasise routes to adjacent areas. Links to the Quayside and Strand are paramount in emphasising the quality of place and providing the right conditions to attract investment.
A thriving town centre and shopping destination	The business area offers ample potential in terms of people wanting to access shops and services during the working day. The creation of a new route to access Strand Street from St Georges will begin to address this. The linkages to the Quay will also assist in enlivening the centre.
A well connected and accessible environment	Creating ease of movement will ensure that town centre workers and residents can easily move between areas, enabling retention and capturing spend within the centre.
An attractive & engaging place to spend time	Public realm works and the delivery of infill sites will continue to push up the quality of the spaces; the Church Yard offers opportunity to create a small space for reflection within a hectic area of town.
A distinctive and sustainable Capital	The proposals look to support the movement of people around the centre, supporting a modal shift from car use. St Georges has a considerable charm in terms of the historic streets and this will be enhanced through the public realm proposals.



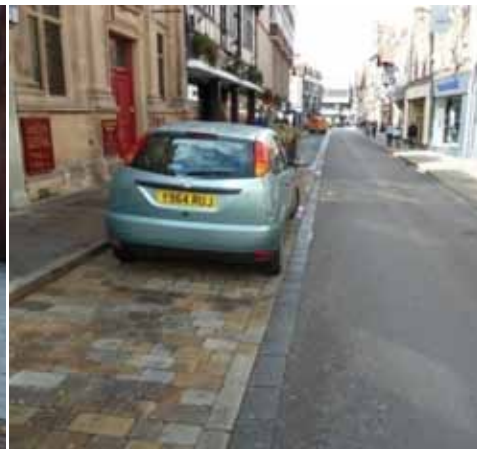
Ramsey – shared space scheme using high quality materials highlights the positive effect of public realm investment on placemaking.



Brindley Place, Birmingham - changes in levels handled through hard landscaping with tree lined routes.



Den Bosch, Netherlands – Hard landscaping used to demarcate routes.



Shrewsbury town centre, a mix of materials helps demarcate key routes and accommodate on street car parking in attractive bays.



Cockermouth, inset detailing within public realm can help interpret the history of place and provide route demarcation.

STRAND STREET



THE SITE	
Location & Place	The retail core of Douglas, a linear corridor (comprising Strand Street, Duke Street, Castle Street & Marina Road) predominantly containing smaller historic retail units, with more recent developments such as Marks and Spencer purpose built. Recently a number of units have been amalgamated to create larger floor space to encourage growth of multiple retailers.
Strategic Fit	Enhancing Douglas' principal shopping street and growing the retail offer through new development opportunities.
Strengths	<ul style="list-style-type: none"> • High proportion of independent retailers • Compact centre of retail, at the core of the town centre. • Characterful & well enclosed street
Challenges	<ul style="list-style-type: none"> • Width of street in places is not overly generous in places. • Linear street would benefit from being part of a 'circuit.' • Larger units required to enable multiple retailers. To expand and attract spend that is currently lost off Island • Links into adjacent areas need to be improved to increase footfall
Area Condition	Currently subject to public realm improvement with further improvements to extend across area proposed but not programmed as yet.
Future Role	Continued growth as primary shopping area, with evolution of uses across the area. Northern area of Strand Street to move towards food and drink, linking into Villa Marina.

PROJECT PROPOSALS



Short Term	LAND USE & DEVELOPMENT
SS1	<p>Potential re-clad and re-organisation of retail units beneath Chester Street Car Park</p> <p>Create larger retail opportunities and positive shop frontage to Market Street and more efficient & increased floor space. This will help extend the retail area into Market Street area to create larger units as required</p>
SS2	<p>Significant new retail & residential development on Villiers Square & 'AXA' site and creation of new public space</p> <p>This development looks at Villiers Square, Strand Street frontage & AXA site to create a development site and re-provide the public space elsewhere. The Villiers Square space is currently not functioning and further public space provision within the tight confines of Strand Street is difficult. The site offers opportunity to create a larger unit/ units to support the intensification of the high street through the removal of no. 23 -50 Duke Street. Figure 7 sets out an indicative scheme for this site.</p>
Long Term	
SS3	<p>Larger scale units & new access created through demolition of selected Strand Street units no.s 53-75, new car park provided</p> <p>The Market Street site offers a longer term opportunity to expand the retail offer and create larger units, but with further car parking delivered too. The opportunity allows breathing space along Strand Street in opening up an intimate public space along the street. This could be a covered space to enable shelter during poor weather. Figure 5 sets out an indicative scheme for the site.</p>

SS4	<p><i>New connection between St Georges & Strand Street, including demolition of Victory House</i></p> <p>This would allow for a link to be created using the Marks and Spencer building as an access, linking via bridge onto the upper floor, and using the store to access onto Strand Street. There would be opportunity here for an enlargement to the unit floorspace. This would have excellent benefits to enable ease of movement for workers & residents within St Georges to access to the Strand Street area. Figure 6 sets out an indicative arrangement for the site.</p>
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Short Term	PUBLIC REALM / MOVEMENT
SS5	<p><i>Public realm improvements to support connections through and around the Chester Street Car Park</i></p> <p>The Chester Street Car Park offers an important opportunity to address level changes between Upper and Lower Douglas helping to resolve changes in levels. The Chester Street car park forms an important entrance to the centre, providing access to the Museum also. The arrival at Market Street via the public access should be improved through public realm improvements to support a visual connection onto Strand Street.</p>
SS6	<p><i>Ginnel public realm & lighting improvement</i></p> <p>The existing link quality from Market Street to Strand Street could be improved by lighting improvement and public realm, this could be something as simple as a projection onto a simple paved surface.</p>

Medium Term	
SS7	<p><i>Modest boundary and public realm improvements along Market Street</i></p> <p>Market Street is a thoroughfare, whilst it is used as a cut through, efforts could be made to retain pedestrian movement onto Strand Street. Market Street's primary purpose is as a service and vehicular route, where new developments are proposed and where the public realm crosses this, the treatment should reflect the pedestrian priority and slow traffic. However, for most of the street the priority should be to tidy and clean up the frontages and boundaries, through landscape and maintenance.</p>
SS8	<p><i>Public Realm improvement to Finch Road and Well Road Hill, and Market Street to address level changes, including some demolition</i></p> <p>This is a key route into Lower Douglas and could be improved through widening and the inclusion of a four small units that are considered of low townscape quality (40a & 40b, Finch Road, 19 & 21 Wells Road Hill). Further opportunity is offered if the health centre is brought into the scheme; this area could be reworked to include a lift. The route gradient would benefit from a gradient reduction using shallow steps to reduce the severe angle, alongside an improvement to the quality of the space. Figure 4 sets out an indicative rearrangement of this space.</p>

	RESPONSE TO OBJECTIVES
An exciting place to invest and do business	The improved retailing opportunities provided through enlarged units will provide multiple retailers the much needed space for them to invest on the Island. Strand Street will provide an important supporting service to the adjacent business community.
A thriving town centre and shopping destination	The evolution of the centre to incorporate larger retailer units to support the diversification of the centre will increase footfall and attraction into the centre from younger shoppers who currently shop off Island and over the Internet. The focussed retailing areas will create points of interest along the Strand Street corridor and help to feed into other areas of development.
A well connected and accessible environment	Linking into Upper Douglas through proposed development and public realm projects, creating easier and legible routes. Strand Street sits at the centre of the Central Douglas area therefore is crucial within a town centre circuit.
An attractive & engaging place to spend time	The ongoing public realm improvements along Strand Street and linking to adjacent areas will create a positive perception and an attractive place to spend time.
A distinctive and sustainable Capital	New developments and the creation of new spaces will support the on-going evolution of Douglas as a Capital Town. By creating improved retailing options on Island the need for travel off Island to shop will be reduced, with spend retained on Island. A high quality retailing environment will engage and retain shoppers for a day's activity, rather than a brief trip into the centre to get an item.

A number of indicative sketch schemes have been prepared for the Strand Street area to consider how the proposed projects could be accommodated.



Figure 4 Indicative Sketch Scheme for Well Road Hill, looking at how better access can be achieved.



Figure 5 Indicative sketch scheme for Strand Street unit enlargement through the removal of existing units, and the opening up of the Market Street site.

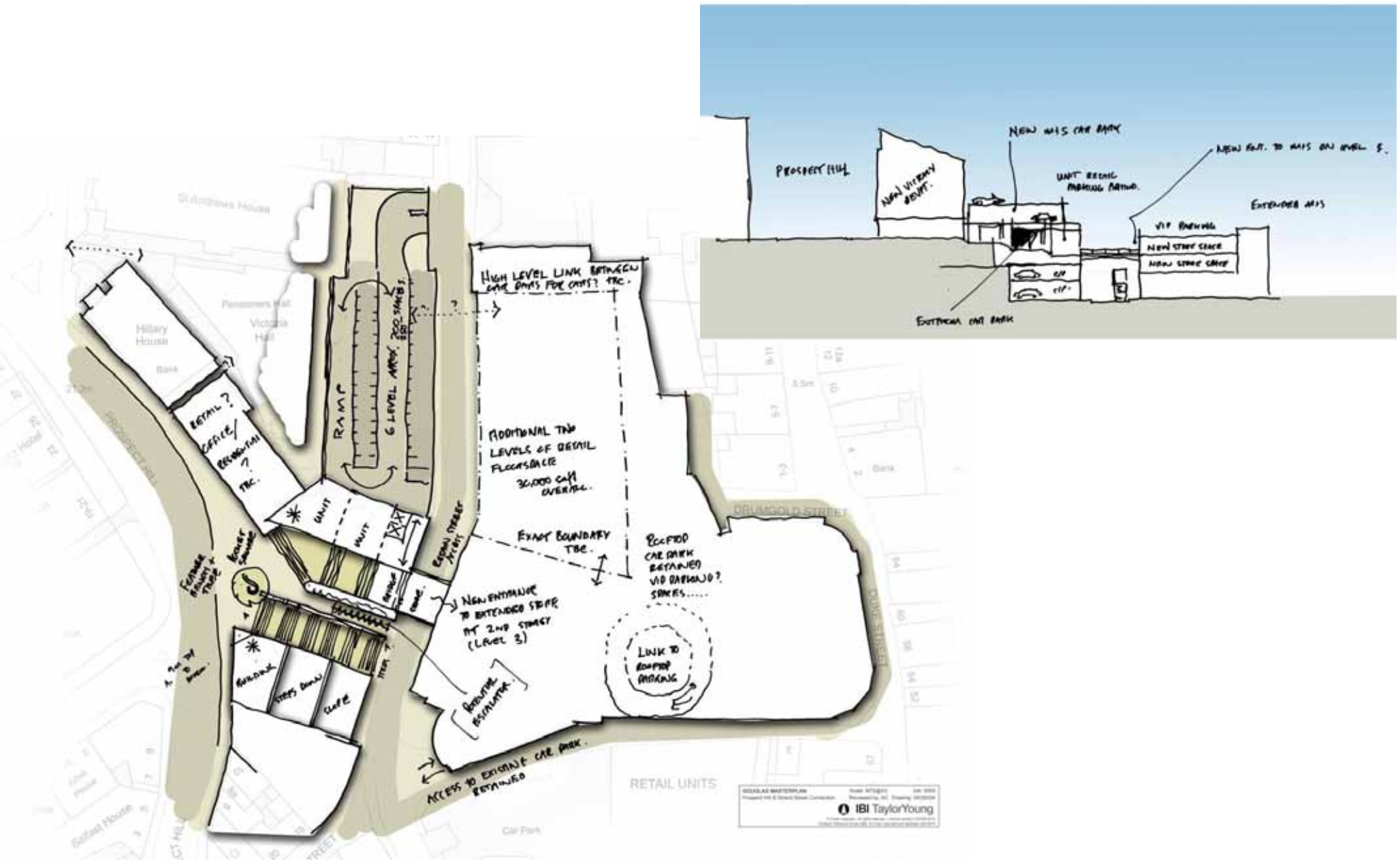


Figure 6 Indicative sketch scheme for the Victory House site connection to Marks & Spencer with Cross Section



Figure 7 Indicative sketch scheme for the existing Villiers Square and AXA site



The Rock, Bury; recent retail development creates a mixed use development, with retail at ground floor, and other town centre uses accommodated above.



Covered retail streets at Liverpool One. The streets have lightweight roofs and high ceiling heights keeping the feeling of openness and creating attractive and welcoming spaces.



The Pavilion Cafe, Liverpool, creating natural surveillance onto public space



Pedestrian link bridge at the Royal School of Ballet, London.



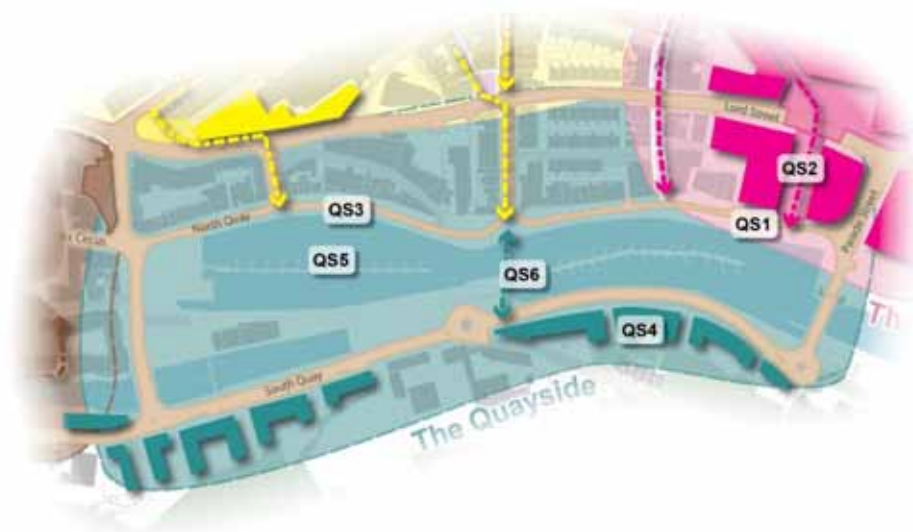
Link bridge at Arad Bay, Bahrain.

QUAYSIDE



THE SITE	
Location & Place	An attractive jewel in the Douglas crown, symbolising investment to date, demonstrating the potential of the town. The area contains the River Douglas crossings to enable access to the town centre and opportunity to further grow the leisure offer, but with the addition of a residential population.
Strategic Fit	Supporting the continued growth of the evening offer along the northern quay with a long term focus on the southern quay evolving into a residential area to improve environmental quality.
Strengths	<ul style="list-style-type: none"> • Active space incorporating well used Marina • North Quay contains cluster of good quality restaurants and bars supporting the evening economy. • Proximity to existing commercial area, and residential population, as well as wider town centre.
Challenges	<ul style="list-style-type: none"> • Relocation of businesses located on South Quay • Location of residential properties on a key vehicle route. • Awaiting market changes to support further residential development.
Area Condition	South Quay offers potential investment opportunity to support ongoing regeneration of North Quay.
Future Role	A mixed use area, with activity generated from the Marina, new residents, and continued growth of the restaurant and bar offer.

PROJECT PROPOSALS



Short Term	
LAND USE & DEVELOPMENT	
QS1	<p><i>Infill at the Lord Street site / North Quay, focusing on leisure development</i></p> <p>The site will be dealt with in more detail in the following section, but the Lord Street site offers the final vacant site along this frontage. Other premises are currently vacant but are constrained by existing scale so these don't offer the same potential.</p>
QS2	<p><i>Support town centre circuit connecting through Wintergarden to new capital town space</i></p> <p>The Masterplan proposes a Wintergarden space as part of the Lord Street development site. An attraction in its own right, the space could offer a range of benefits such as a space to gather in poor weather, it could also perform the role of a waiting space for buses using real-time technology.</p>
QS3	<p><i>Promotion of further leisure (restaurants & bars) to create cluster</i></p> <p>The North Quay can continue to evolve with increased activity, building on the current offer which demonstrates a commitment to high quality dining already within Douglas.</p>
Medium Term	
QS4	<p><i>Evolution from light industrial uses and garaging to residential, with awareness of South Quay as a key transport route. Exit strategy needed for relocation of existing uses convenient to the town centre</i></p> <p>The South Quay offers fantastic opportunity to create a Marina that is a centre piece for Douglas. Whilst the north quay prospers the southern Quay offers scope to improve the overall look and feel of the area by the suggested relocation of industries within this area, and the growth of the residential offer. Sites within the Riverside Area have been identified to allow relocation of the garages and lower end uses.</p>

Short Term	MOVEMENT & PUBLIC REALM
QS5	<p><i>Encourage events within the Marina, e.g. boat show or Maritime festival</i></p> <p>To increase activity around this important area, it is suggested that a series of programmes are put together to encourage footfall to the area and supporting connections between areas.</p>
Medium Term	
QS6	<p><i>Potential new public footbridge as a landmark feature of the Quayside, linking the North and South Quay and connecting into the town centre circuit</i></p> <p>The footbridge offers opportunity to create a recognisable symbol of Douglas, and also to create interest through an international design competition for example. The footbridge could be an asset in giving the suggested new residents at the South Quay a direct link into the town centre and could also to support an increase in activity along North Quay.</p>

	RESPONSE TO OBJECTIVES
An exciting place to invest and do business	The Quayside provides an important supporting role to the business community in terms of leisure pursuits, investment opportunities, and entertainment. The Quayside will continue to develop with focus on the South Quay as a future development area, and the North Quay strengthened through further activity.
A thriving town centre and shopping destination	The Quayside and Marina are an attractive aspect of the centre, which can be further utilised to draw people to the centre through events and increased activity such as markets.
A well connected and accessible environment	Access to the Quayside will be improved by the development of adjoining areas, and through the Lord Street site coming forward. The movement of people around the centre and to The Quayside as a destination offers opportunity for growth.
An attractive & engaging place to spend time	The improvements to the Quayside can only serve to increase the setting of this already attractive and pleasant space.
A distinctive and sustainable Capital	The footbridge offers opportunity to create something special and to create a buzz about Douglas, whilst supporting development of the South Quay.



Waterside housing offers opportunity to increase activity on Quayside and use space to potential.



The Rolling Bridge. Thomas Heatherwick designed footbridge, Paddington, London. This sculptural bridge is well known and a talking point generating interest in the development it was commissioned for.



Jersey Annual Boat Show – using the marina to host events and support ancillary activity along the surrounding streets.



Hull swing bridge is both functional and an attraction, allowing passengers to ride it whilst it is motion.



Figure 8 Visualisation of the Wintergarden and Lord Street site from the Quayside (facing north)

THE FORT



THE SITE	
Location & Place	Within the eastern area of the centre, with an important role to play in creating valuable and important connections between the Quayside, The Maritime Gateway, The Promenade and Strand Street
Strategic Fit	Creating a new capital town square and Wintergarden, with significant leisure and visitor offer enhancement.
Strengths	<ul style="list-style-type: none"> • Predominantly cleared sites used for surface car parking. • Opportunity to create a new civic space. • Existing public transport hub for buses • Opportunity to create new and sizeable development to respond to the needs of the Capital town and wider Island • Quayside frontage into established and growing area. • Parcels of land within Government ownership.
Challenges	<ul style="list-style-type: none"> • The area contains key routes to access the centre and the Sea Terminal / Port therefore is subject to heavy traffic at certain times of day • Creating a flexible public space to support different uses • Ensuring that the area seamlessly links into the existing areas, such as Strand Street to ensure existing uses and facilities supported. • Ensuring adequate car parking is provided for new development, and to replace existing provision. • Ensuring bus services are retained along Lord Street
Area Condition	Area predominantly used as formal and informal surface parking, although works have been undertaken to tidy up site boundaries. The Police Station building remains on Lord Street; this could be removed as part of proposals.
Future Role	Potential to become a focal point for the centre, but as part of a well connected and interlinked town centre. The services and facilities should benefit the existing Island population but also prove attractive to visitors.

PROJECT PROPOSALS



Short Term	
LAND USE & DEVELOPMENT	
TF1	<p><i>Leisure led /town centre uses, including hotel, cinema and wintergarden, incorporating gallery space and ancillary retail and residential opportunities</i></p> <p>The opportunity for the Lord Street and Parade Street sites is immediate. The sites are vacant and are Government owned. A Wintergarden, also providing all weather shelter and waiting area for bus services, to include real time service information is suggested; this space could not only form a destination but a key route used to connect Knox Place to The Quayside. This opportunity is interlinked to the delivery of TF2.</p>
TF2	<p><i>Potential for marshalling yard extension, and multi-storey car parking and to support The Fort development</i></p> <p>To cover future operational needs of the marshalling yard it is crucial space is provided to allow expansion. Above this and bounded by active uses as proposed above (Project TF1), a car park is proposed to accommodate the increased car parking needed to support The Fort.</p>
Medium Term	
TF3	<p><i>Mixed use retail led town centre uses proposed for Middlemarch & Cambrian Place including a possible department store</i></p> <p>These two sites could come forward combining a mix of uses as appropriate. The potential interest in a department store has emerged; this would potentially assist in retaining some current off-Island spend. Fort Street which lends its name to the area will be retained as an alignment for a pedestrian desire line through the sites, linking with the wintergarden.</p>

Medium Term	PUBLIC REALM / MOVEMENT
TF4	<p>Lord Street public realm improvements to create connectivity and safe pedestrian movement</p> <p>Lord Street traffic needs to be considered as part of a strategic highway overview for the centre. The street could become a shared space and with careful treatment would ensure that traffic movements are slowed to enable the safe movement of pedestrians. The bus station for Douglas is also to remain on Lord Street.</p>
TF5	<p>Fort Street public realm improvement extending retail circuit from Strand Street</p> <p>Fort Street will be pedestrianised and link into Strand Street by the extension of the public realm improvement scheme already being implemented. The linking of this area into the existing is crucial in implementing the much needed connections across the town centre, to ensure that it works as a whole not just as a series of areas.</p>
TF6	<p>Knox Place to be a new destination capital town space</p> <p>The creation of a new town civic space came out strongly in consultation and the location of the space was carefully considered. The ability to create a sizeable area of space within a new development offers the most deliverable potential. The space can become a focal point for the town and join together a number of existing and new developments.</p> <p>The space could be a flexible area, for both everyday use and special events. A space to sit out and enjoy the weather with engaging features through the hard and soft landscaping treatment and furniture, as well as an event space to provide room for markets, festivals, the TT, or even an outdoor ice rink at Christmas.</p>

	RESPONSE TO OBJECTIVES
An exciting place to invest and do business	This area offers the greatest potential in terms of investment. The ambition for the Fort will exemplify the growth and change across Douglas.
A thriving town centre and shopping destination	The Fort will form a vital piece within the town centre, with potential to further diversify the offer through the addition of a department store.
A well connected and accessible environment	The Fort will retain and establish new connections, enhancing the quality of those retained and ensuring that movement between the town Character Areas is seamless through quality pedestrian links.
An attractive & engaging place to spend time	Through the development at the Fort it is envisaged quality elements of public realm can be delivered such as the creation of a new civic space at Knox Place and the indoor Wintergarden space to create an all year round space.
A distinctive and sustainable Capital	Features such as Knox Place and the Wintergarden will create distinctive and recognisable places that will be easily recognisable as Douglas. A new bus hub as part of the development, will improve access to bus services that serve the Island.



Sheffield Winter Garden – An all weather space for all to enjoy linking into other attractions.



Broadgate, London - A covered street gives shelter to space and provides a recognisable feature.



Interactive & playful public realm, Caernarfon.



Spaces for temporary use - a seasonal ice rink at Liverpool One.



Bus stops and parking created as part of an attractive streetscape to calm traffic and support pedestrian movement.



Indoor covered streets, Cabot's Circus Bristol.



Contemporary development sits between heritage buildings, Lunds Visitor Centre, Sweden.



A model has been developed that draws on an indicative arrangement of uses responding to information gathered through the masterplanning process, laid out to create comprehensive redevelopment of this important area.



Figure 9 An existing aerial view, and an Indicative Model of how The Fort & Marine Gateway could evolve



Figure 10 Indicative visualisation of an aerial view of the Fort and the new Sea Terminal development in the background



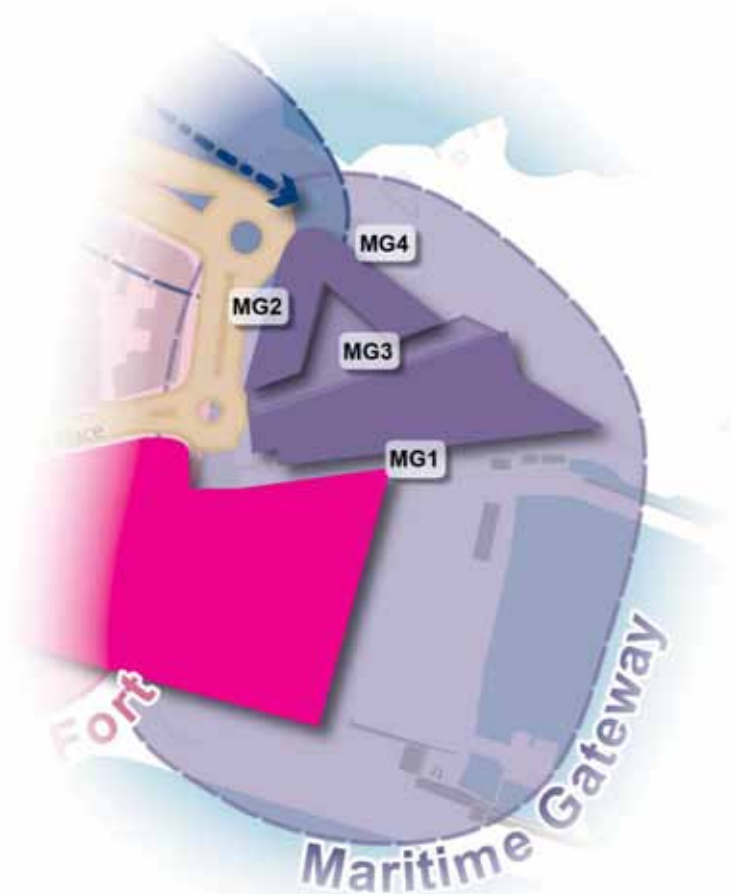
Figure 11 Indicative visualisation of Knox Place within The Fort, (facing south-east towards Parade Street)

MARITIME GATEWAY



THE SITE	
Location & Place	The eastern gateway to Douglas and the Island if travelling by passenger ferry. The recognisable Sea Terminal building sits within this gateway, visible from a number of points around the centre.
Strategic Fit	Creating a new landmark gateway to the Island incorporating purpose built port, sea terminal, cruise liner facilities, and commercial opportunities
Strengths	<ul style="list-style-type: none"> • Large, attractive bayside site. • Potential to re-provide out dated operational systems and buildings. • Opportunity for tourism, creating an attraction or destination.
Challenges	<ul style="list-style-type: none"> • Providing a future proof port facility to accommodate the necessary growth. • Providing a high quality replacement for a local landmark building that divides with strong opinion to its merits. • Re-provision of Government Offices and associated car parking where appropriate on an alternative site within the town.
Area Condition	The Sea Terminal building is well known within Douglas and the wider area. The proposals seek to replace the existing Sea Terminal which is a recognisable building within the locality
Future Role	The Sea Terminal site can evolve into a world class facility that gives an important first impression to visitors to the Island, and is part of plans to accommodate cruise liners, as well as offering up new commercial and leisure space.

PROJECT PROPOSALS



Long Term	LAND USE & DEVELOPMENT
MG1	<p>Replacement of the current sea terminal with a new purpose built port and potential for cruise liner terminal</p> <p>The expansion of the offer at the terminal will open up a new market for tourism, in catering for the needs of cruise liner passenger day visitors. The redevelopment of the site offers the potential to create a modern passenger and visitor focussed arrival and departure point</p>
MG2	<p>New leisure focused development, including food and drink uses overlooking Douglas Bay, and visitor facilities such as bike hire for the Promenade</p> <p>Provision of facilities that cater for tourism and Island residents alike will help draw people into Douglas at all times of the day. Destination amenities that offer something different will create interest and excitement, emphasising the progress and evolution of Douglas</p>
MG3	<p>Maritime Place, a new public space between the buildings, sheltered from the elements whilst retaining views out</p> <p>This space forms part of a new wider network of spaces. The space can offer shelter for the terminal users and occupants of the new commercial space.</p>
MG4	<p>Potential high level viewing platform either as part of commercial building (penthouse restaurant) or free-standing structure</p> <p>The opportunity here is to create one of destination that can symbolize change in Douglas. This can be one of a number of recognizable features that progress the identity of Douglas, against the backdrop of the Victorian Promenade</p>

	RESPONSE TO OBJECTIVES
An exciting place to invest and do business	This area offers an exciting investment opportunity to create a future proof port facility and release a prime Douglas development site to support tourism and commercial opportunities
A thriving town centre and shopping destination	A new Maritime Gateway will give a positive first impression to reflect Douglas' status. The development could be an attraction in its own right if a high quality of architecture is sought.
A well connected and accessible environment	The Sea Terminal forms an important arrival point to the centre; new routes will establish connections into the new civic space within The Fort and onto the Promenade.
An attractive & engaging place to spend time	The Sea Terminal replacement needs to exemplify high quality architecture and provide a suitable alternative to this local landmark.
A distinctive and sustainable Capital	The redevelopment of the site signifies the ambition of Douglas and the Island, and could become a key building within the townscape of Douglas. A cycling hub at the Terminal could allow people to pick up cycles and access cycle routes within the town and across the Island.



Spinnaker Tower, Portsmouth; a recognisable landmark that has helped put Portsmouth on the map.



Mann Island, Liverpool – A landmark waterside development on the dockside.



Cruise Liner Terminal offers potential to grow the tourist numbers.



HQ building, Chester, creates an enclosed public space within the core of the buildings.



Figure 12 Illustrative visualisation for the Sea Terminal site



Figure 13 Illustrative visualisation of the Sea Terminal buildings

RIVERSIDE GATEWAY

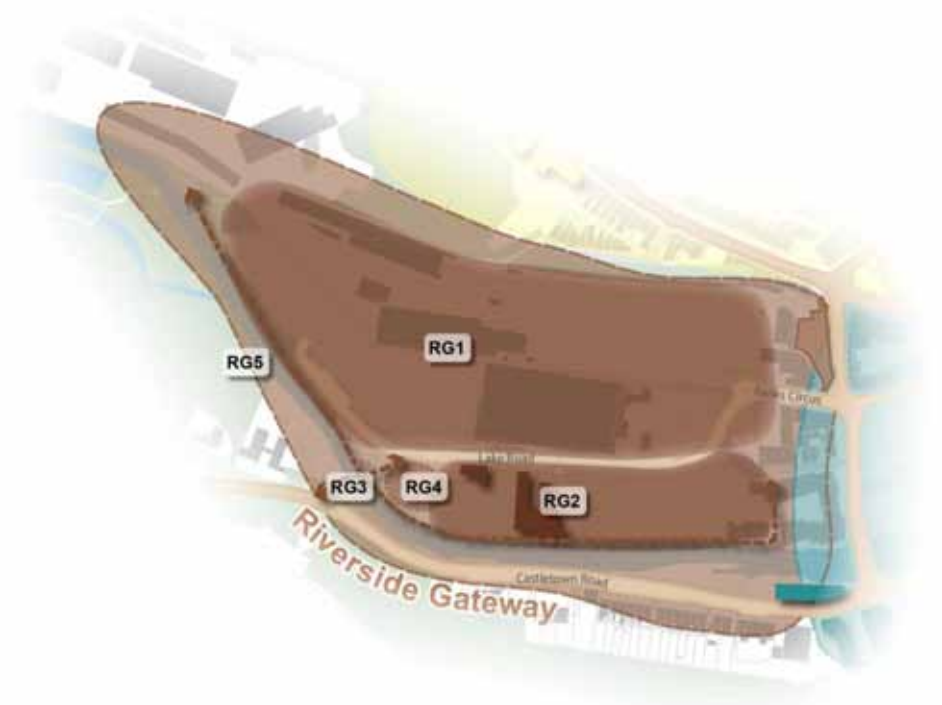


The Riverside Gateway offers a number of opportunities and challenges that have not been resolved through this Masterplan. The area is positioned on the periphery of the town centre and therefore any changes within this area need to be carefully considered as not to undermine the wider objectives for the centre. Alongside this sensitivity, the immediately available sites are also subject to constraints, such as flooding and access. A number of principles are outlined for the Riverside Gateway, these are set out to highlight the opportunities to how the area could evolve, but at this stage act only as a guide to inform any further work which will evolve during the planning process for the Area Plan for the East.



THE SITE	
Location & Place	The western gateway to Douglas, straddling the River Douglas corridor containing the town and Island's largest food store, but with sizeable vacant potential development sites adjacent to the River corridor.
Strategic Fit	Offers potential opportunities to support wider town centre objectives in longer term.
Strengths	<ul style="list-style-type: none"> • Large development sites; predominantly clear. • Existing large scale retail anchor and attractor for town. • Opportunity to create a new connection over the River corridor. • Opportunity to support wider ambition of plan by diversifying uses in area. • Opportunity to create stronger link to National Sports Centre & Bowl. • Opportunity to improve sustainable transport through opportunities for pedestrian and cycle routes.
Challenges	<ul style="list-style-type: none"> • Ensuring area supports improvements and activity within other areas. • Development will need to address flooding issues. • Delivery of a connecting over the River corridor.
Area Condition	Recent development includes the Tesco foodstore and residential development fronting the Quayside / River corridor. Remaining sites along the River corridor are vacant and used for surface car parking, but are identified as having flooding & access issues.
Future Role	The Riverside Gateway will evolve to support the town centre, with potential to diversify the mix of uses within this area.

PROJECT PROPOSALS



Long Term	LAND USE & DEVELOPMENT
RG1	Potential area for change The future of this area is to be determined through the planning process and the preparation of the Area Plan.
RG2	Potential mixed use area, this can include residential This currently vacant site benefits from a riverside location and a number of buildings offering potential for conversion. Associated landscaping would improve the quality of the environment also in this location.

Long Term	PUBLIC REALM / MOVEMENT
RG3	Potential bridge link Providing increase connectivity, linking Old Castletown Road to Lake Road.
RG4	Potential for area of public space along Riverside corridor Maximising amenity within this area at what could be a town centre gateway.
RG5	Potential riverside connection including extension of a 'Green Lung' This is envisaged to run along the river corridor – with potential to improve pedestrian and cycle links from the town centre to the National Sport Centre and to the former Peel rail line route.

	RESPONSE TO OBJECTIVES
An exciting place to invest and do business	The Riverside Gateway could support wider ambitions within the Masterplan.
A thriving town centre and	Potential to support the diversification of the town centre.

shopping destination	
A well connected and accessible environment	A potential bridge crossing over the River Douglas could open up new connection opportunities.
An attractive & engaging place to spend time	The opportunity to improve the public realm and access within this area, as well as access to sports facilities.
A distinctive and sustainable Capital	The creation of a potential new cycle route is a positive step toward supporting a modal shift, encouraging people to use bikes to access the centre, rather than their vehicles. The links to the sports centre also offer improved health benefits.



Potential for conversion of former Depot buildings; an area of public space could also be an attractive riverside destination.



The gateway would benefit from tree lining to create a more attractive route, with potential for a green lung along the river corridor.

The Masterplan

The Central Douglas area is large and encompasses key areas and activities that both serve Douglas and the Island. Each of the Character Areas allows us to consider the future focus in detail, however the Masterplan brings all the ideas together in one overarching plan, illustrating how the projects ideas all link up and fit in with existing regeneration proposals with individual development sites presenting opportunities for investment to grow and extend the Central Douglas offer This gives a long term Vision for how Douglas could evolve in the future.

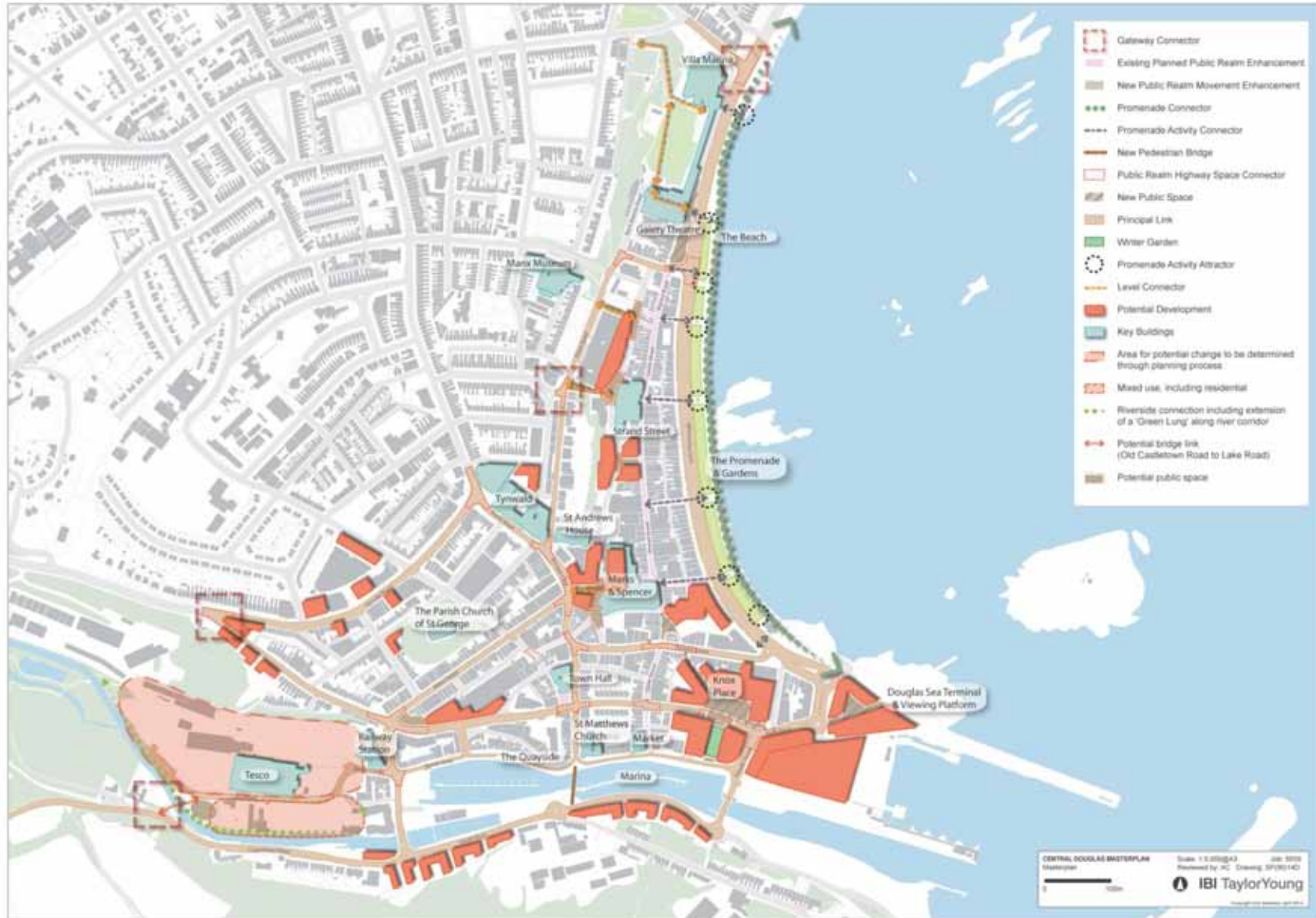


Figure 14 The Masterplan

The Land Use Plan

The Land Use Plan illustrates how the Masterplan projects could support the growth of Douglas in terms of land use; there is flexibility though to how land use would evolve as the project proposals set out. Within the Fort area for example, the suggested projects are set out as an indicative approach to how the different elements could be arranged on site.

The retail offer within Douglas, the largest on the Island, offers a key attraction at present that can be enhanced through the Masterplan. The entertainment and leisure sector, whilst established, again is proposed for growth to respond to demand identified.

The Masterplan also offers the opportunity for growth within the residential sector, creating a number of housing opportunities around the town centre.

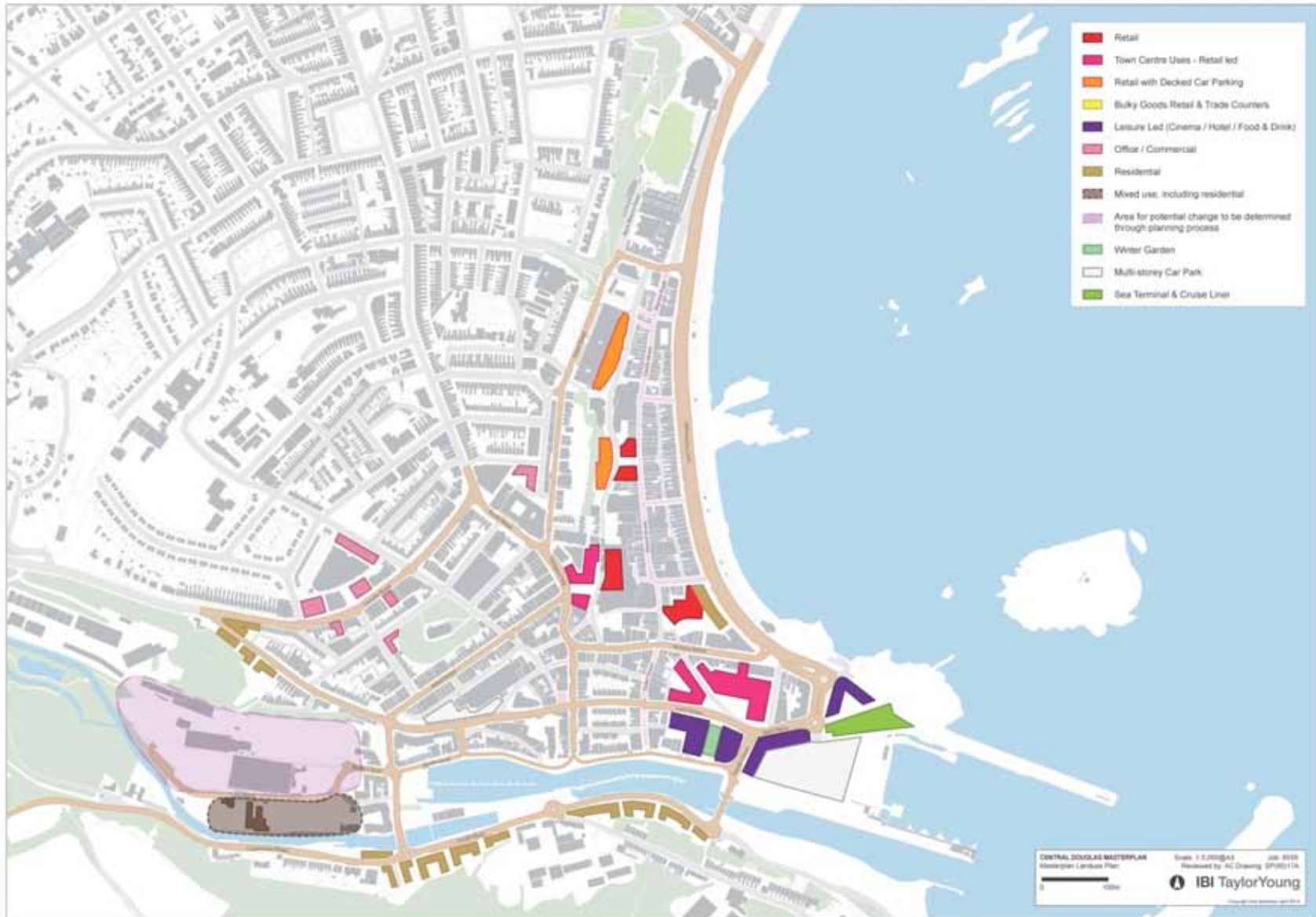


Figure 15 The Masterplan - Proposed Land-Use

6 PUBLIC REALM FRAMEWORK

The Framework will create a safe and attractive public realm which prioritises pedestrian movement through the area, building on the positive work to date. The pedestrian routes are to be supported by active frontages at ground floor and buildings should form a positive and strong enclosure to streets and spaces. The following Public Realm Framework Plan illustrates the key proposals

Creating Connections

New connections & spaces

Pedestrian

The Masterplan has sought to address the challenge of topography through a number of projects. The key project to address the connection between St Georges and Strand Street is Project SS4. This suggests a connection from Prospect Hill, into the upper floor of Marks & Spencer to drop into Strand Street and Regent Street.

A new area of civic space, Knox Place, creates a focus for the town centre, as part of the wider public realm framework. The Masterplan identifies the need for this and the connections required for the Fort to enable this to knit into the wider town centre movement network.

South of Knox Place a new Wintergarden creates a direct connection to the Quayside, and provides opportunity to create an indoor and sheltered bus hub, with real-time arrival information. The Wintergarden itself could have

multiple roles as a space with such practical activity, and as an attraction to see and experience.

Connecting Strand Street to Knox Place is integral to the success of the town centre working a whole, rather than a series of less successful solutions. The demolition of a terrace of low quality units on Duke Street would allow the access to the Villiers Square & AXA site solution to be improved, and terminate views down Nelson Street. This is as well as the potential to create a smaller irregular space linking to and over Victoria Street to link to The Fort.

Marine triangle within the new Maritime Gateway creates a new arrival space to create activity; sheltered from the elements the space will support existing and new uses including tourism and commercial activity.

The proposed pedestrian bridge over the Marina will create a new pedestrian crossing point to allow ease of access to South Quay, helping to create a direct connection from the town centre, particularly the Quayside, to the new South Quay development sites.

On Street – Vehicular / Cycle

There is potential for a new bridge crossing, linking Old Castletown Road with Lake Road, to the south-west of the Tesco site in Riverside Gateway and this offers the largest change in terms of connections, opening up a new access to the centre and the Riverside area in particular.

Historically proposals have been put forward for a pedestrian bridge in this location. Whilst this would link well with the strategy for pedestrian /cycle connectivity with the Peel railway link, there is also an opportunity to provide a new multi-modal bridge in this location. This would not only improve

pedestrian / cycle connectivity but also improve connections for motorised transport.

Details set out in the Douglas Transport Strategy (DTS), and corroborated by the Paramics analysis, show that the existing bridge crossings currently act as pinch points for vehicular movements north-south across the river. The DTS also identifies Bank Hill / Bridge Road as a key problem location.

The introduction of a new river crossing in this location would re-distribute traffic and help to alleviate pressure on the two existing crossing points, which during the peak periods can become congested and result in delay to journey times. It would also help improve north-south connectivity, particularly during the four daily periods where the South Quay Bridge is lifted.

Topographically Old Castletown Road lies at a higher level than Lake Road, so more detailed consideration will be required to ensure that a bridge could be delivered to adoptable standards.

Traffic problems in this area are also exacerbated by the poor legibility of the road system. Right turning movements at the junction of Bridge Road / Banks Circus / Bank Hill are prohibited with drivers observed using the mini roundabout to allow them to travel straight over on to North Quay. In addition, since the opening of the lower harbour bridge, one-way streets such as Ridgeway Street and Athol Street have not been reviewed.

U-turning traffic at the Banks Circus roundabout could be dealt with by re-configuration of the Bridge Road / Banks Circus / Bank Hill junction and would not be dependent on the provision of any new connections.

Reinforcing existing connections

Pedestrian

Chester Street car park presents the most talked about requirements, concerns over safety and the quality of the links have been recorded at Baseline; therefore the Masterplan proposes that this will be improved through lighting and how the car park is clad. In addition to physical improvements, the management of the space need to respond to the use patterns, ensuring that lifts and entrances are kept open to support early evening/evening activity at the Villa Marina, Gaiety Theatre and at Castle Street.

Fort Street will evolve from a vehicular cut through to a pedestrian only space linking into the heart of the public space in Knox Place; this will therefore become an extremely important strategic connection within the Masterplan proposals.

The crossing of Church Marina Road by Marina Road onto Harris Promenade will also be a key connection in achieving the improvement to movements to Villa Marina.

Well Road Hill can be improved through the widening of the route, and the reorganisation of landscape interventions.

Connections onto the Promenade from Strand Street can be reinforced using public realm and public art; the suggested promenade activity attractors could provide visual points of interest and could be used to indicate crossing points.

Connecting with the wider area.

Connections through Villa Marina Gardens and the proposal for the pedestrian footbridge over the Quayside will prove important in connecting into existing residential populations beyond the Masterplan study area in particular, other routes such as Prospect Hill and links through St Georges to the Quayside are proposed for public realm improvement schemes.

Improving Cycle Links

The former Peel railway corridor already offers an excellent opportunity for walking, however for cycling this could be a great opportunity, particularly as a key connection between Lower Douglas, the National Sports Centre to the west and beyond. The 16km/10 mile route starts at Quarterbridge and follows the disused railway corridor to Peel and offers the only flat route for walkers / cyclists east-west across the island.

The route is already promoted as a walking heritage trail, and improvements could be made to promote the trail as a viable cycle route for leisure / tourism and commuting purposes. It could also provide an excellent opportunity for links with the potential Isle of Man University campus at The Nunnery, allowing future students and employees to walk / cycle between the campus and the town centre.

There are many excellent precedents where former railway corridors have been converted to traffic free routes including; the Bristol-Bath cycle path, the Stratford Greenway, The Monsal Trail and the Camel Trail.

Further to this a dedicated connection is suggested to cross the town centre, making use of a potential new river crossing, and linking into the Promenade, as illustrated on at Figure 17.



Bath to Bristol Cycle Trail

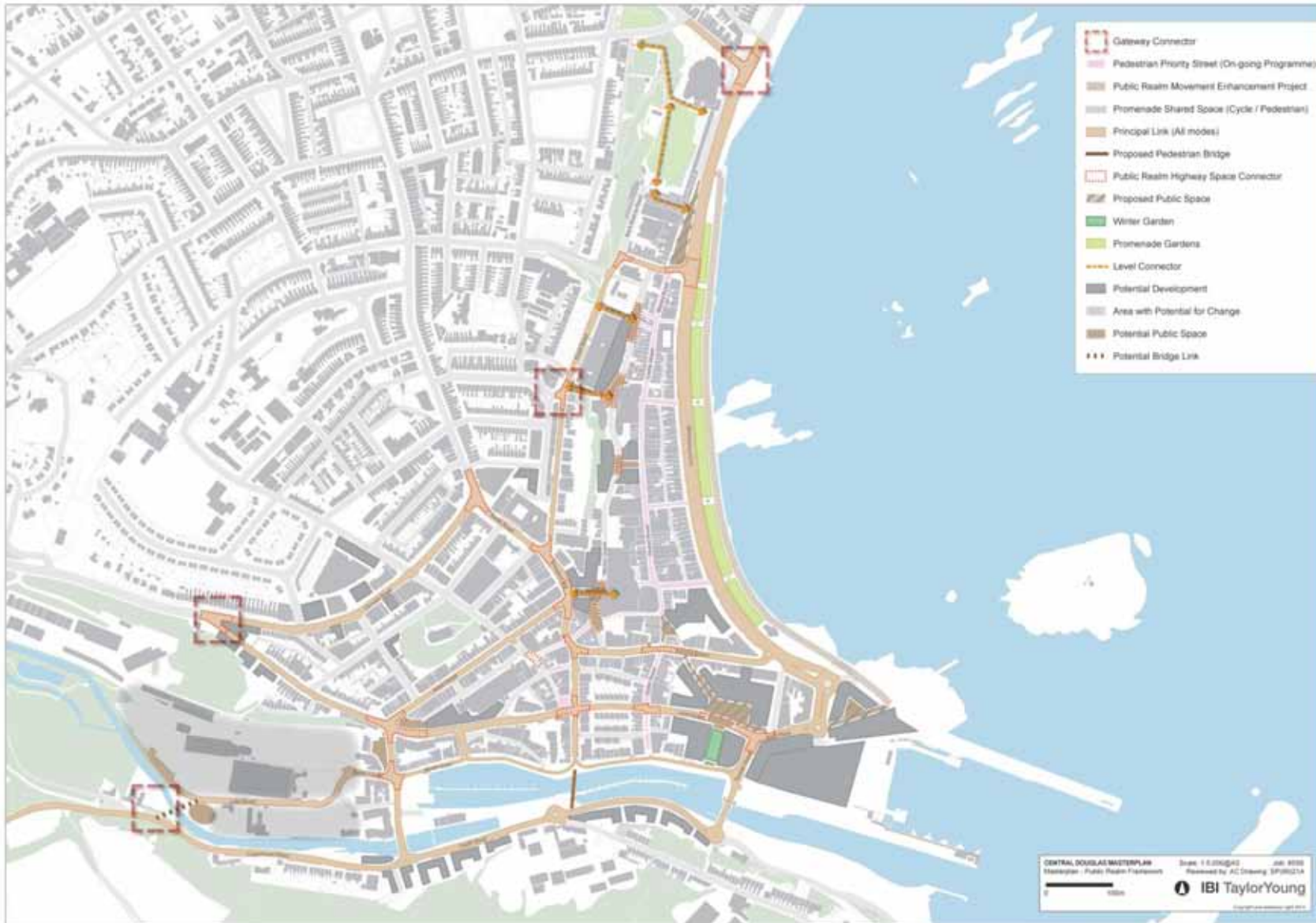


Figure 16 Masterplan Public Realm Framework

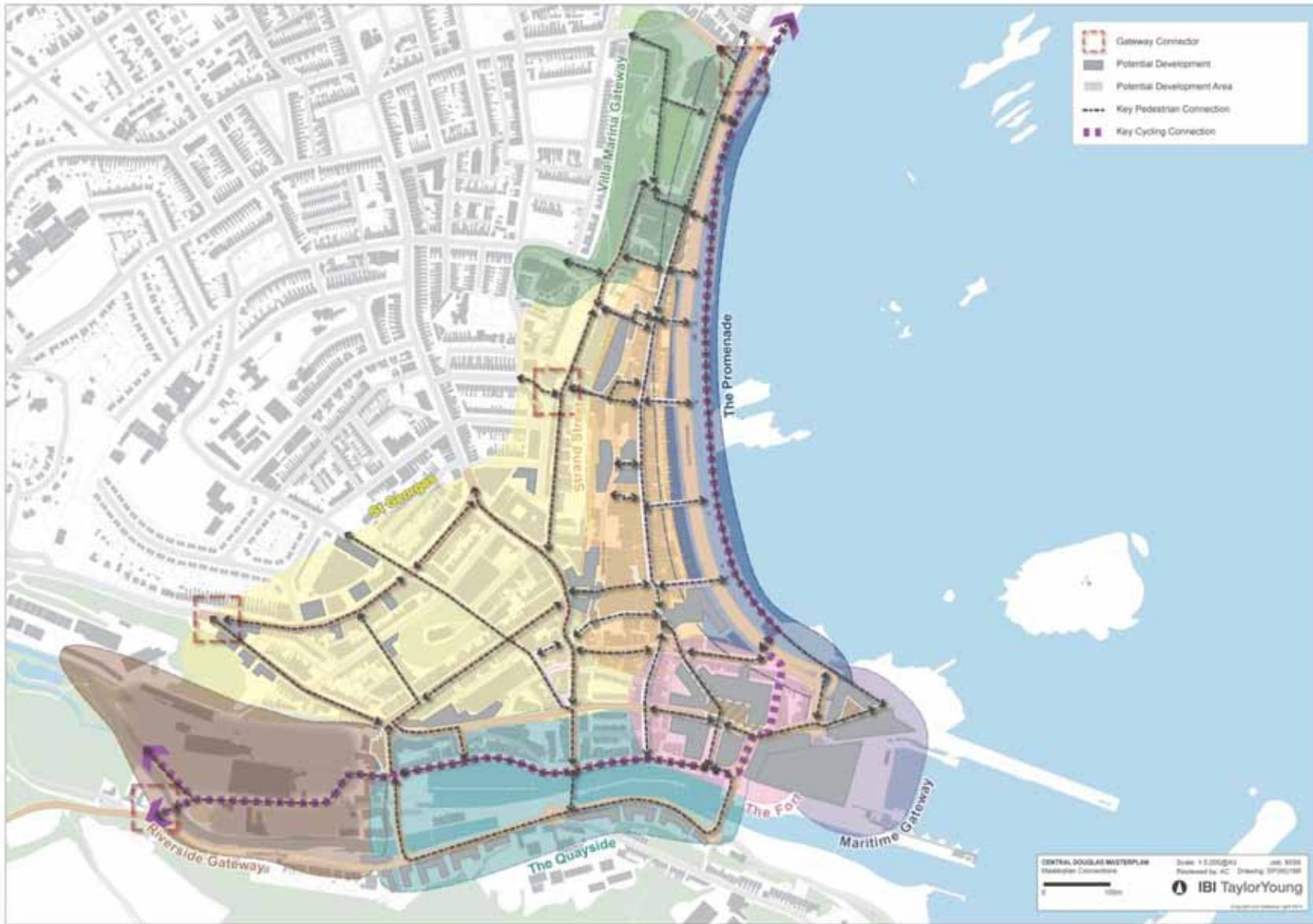


Figure 17 Masterplan Movement Framework

Legibility & Navigation

User experience will be improved when pedestrian legibility into and around the Town Centre is increased. To minimise street “clutter” a balance needs to be sought where more traditional means of sign posting are balanced with more subtle approaches to wayfinding, where people can find their way following visual clues such as landmarks and strategic or continuous paving treatments. The town has a number of improvement programmes underway and in delivery. These need to be reviewed to incorporate The Fort area and to consider the findings of the Masterplan. A revised Wayfinding Strategy may prove vital in ensuring that the ambition of the Masterplan is delivered.

Creating the right pedestrian environment

The emerging draft Masterplan ideas for The Fort area aim to create a new capital town square and winter garden, with significant leisure and visitor offer enhancement.

This area also plays an important movement role, being the location of the existing bus terminus, the confluence of the two main arterial routes that permeate through the town centre and acting as a transition zone for between movement between the maritime gateway and the wider area.

To ensure a high quality of place is delivered, there is significant opportunity to reduce the dominance of vehicle movements through this area by more innovative highway design including shared space as has been used in other towns on Douglas, such as Ramsey, and as explored at Baseline.

Whilst the volume of traffic and daily flows are clearly critical to the character of each space, recent schemes implemented to date show that there does not

appear to be any specific upper limit of vehicle numbers to the creation of shared space.

The town centre of Poynton in Cheshire deploys shared space principles to cope with over 26,000 vehicles per day (vpd), which is very similar to the flows experienced in Douglas. Data extracted from the Douglas Paramics model show that traffic flows at the existing Lord Street / Fort Street roundabout are in the region of 26,000 vehicles/day (based on model period of 07:00-19:00 hrs).

In addition to improving the pedestrian experience, many studies around the world have begun to explore the links and potential for shared space principles to contribute to sustainability. Growing anecdotal evidence suggests that, at the very least, the low-speed context and reductions in stop-start traffic flows can substantially improve air quality and reduce emissions. Lower speeds and reduced roadways also create opportunities for more permeable paving and natural paving materials.

Bus Provision

The updated Lower Douglas Interim Guidance (January 2014) states that any development of the Lord Street site should investigate the potential to integrate improved bus interchange facilities within the development located off / alongside the Lord Street frontage.

In line with this aspiration, the Masterplan identifies The Fort area as a key short term opportunity location for improved bus facilities. There is potential to upgrade the existing five-stop on-street bus terminal situated on Lord Street, to a defined interchange incorporated with the proposed Winter

Gardens, which will provide attractive, all weather shelter and a waiting area for services, to include real-time service information.

Liberation Station in St Helier, Jersey provides a good precedent. It is the main bus terminus for the town and combines undercover waiting facilities in a multi-functional building which includes a café and Customer Service and Information Centre. Passengers are able to wait inside in a comfortable covered environment, with access to real-time journey information until their bus arrives. They can then board straight from the concourse.

It should be noted that the proposals contained within this document are at a Masterplan level and will need to be the subject of further, detailed work in relation to transportation, planning and environmental policy.



St Helier Bus Station



Raised bed junction at pedestrian crossing, Sheffield



Use of high quality materials to delineate space, Glasgow



High quality public realm creates shared space, Glasgow



Multi-purpose public space creates car parking but also...



a space used for markets and events; Crewe



Lighting within the public realm, West Bromwich



Pedestrian priority through treatment, Liverpool



Inset paving detail could be used to illustrate site heritage



Creative paving detail as part of functional public realm



Quality detailing through furniture



Multipurpose space shared by all users, Caernarfon



Creative & interactive space, Greengate, Salford

7 APPROACH TO DELIVERY

The following table sets out the high level delivery strategy for the development projects identified in the preceding section. It identifies the Government's role and responsibility for delivery of each of the development projects.

Site	Summary of Proposal	Responsibility / Role
Villa Marina Gateway	Short Term	
	<ul style="list-style-type: none"> VM1 Villa Marina Arcade to focus on food/drink to support early evening activity, and flexible leases for boutiques/crafts 	<ul style="list-style-type: none"> The Isle of Man Government owns the Villa Marina Arcade and has direct control over tenants. To realise this proposal the Isle of Man Government can explore opportunities to re-focus activity of operators in Villa Marina Arcade. This will likely include re-branding of the arcade and focused marketing of vacant units and incentives to attract operators within the food and drink sector.
	<ul style="list-style-type: none"> VM2 Food and drink clustering and specialist retail at Marina Road 	<ul style="list-style-type: none"> The Marina Road retail properties are outside the Government's ownership. Re-ordering of this area for food and drink clustering and specialist retail will require joint working with landlords to promote the area generally and vacant properties in particular to these operators.
	<ul style="list-style-type: none"> VM3 Increase Activity Interface with the Colonnade and Villa Marina Gardens 	<ul style="list-style-type: none"> This proposal is closely linked with VM1 and will be important to the success of the food/drink and other operators within the arcade. Increased activity should be generated through enhanced branding and marketing of the Arcade.
<ul style="list-style-type: none"> VM4 Programme Activity Calendar 	<ul style="list-style-type: none"> Again, this proposal is closely linked to VM1 and will help to support the success of food/drink and other operators within the arcade. 	

Site	Summary of Proposal	Responsibility / Role
The Promenade	Short Term	
	<ul style="list-style-type: none"> • TP1 Temporary uses along the Promenade (i.e. pop-up cafes and galleries) 	<ul style="list-style-type: none"> • The Isle of Man Government owns the promenade and the area is used intensively during the TT. Temporary provision should be made for 'pop-up' cafes, bars, galleries, etc.
St Georges	Short Term	
	<ul style="list-style-type: none"> • SG1 Residential infill has potential to add vitality to the area 	<ul style="list-style-type: none"> • There are a number of redundant sites and surface car parks in the St Georges area that offer development potential. A flexible approach to redevelopment should be adopted. A mix of new uses will add life and activity, but the short term demand for housing or commercial uses is uncertain. As the market for housing and commercial development in Douglas recovers, the Isle of Man Government should, through application of their planning and development management powers, encourage and facilitate redevelopment of these sites.
	<ul style="list-style-type: none"> • SG2 St George's Gateway Residential Development 	<ul style="list-style-type: none"> • The Peel Road Gateway particularly lends itself to residential development providing an attractive site to announce entry to the Central Douglas. Using their planning and development management powers the Isle of Man Government should encourage and facilitate redevelopment of the site for housing.
	Long Term	
	<ul style="list-style-type: none"> • SG3 Infill at Government Offices at Stanley Mount and other sites around the area 	<ul style="list-style-type: none"> • The Government Office site could be subject to infill development to accommodate increased staff numbers on this site (potentially from relocation). Such development will be delivered by the Government, potentially funded from the sale of surplus assets.

Site	Summary of Proposal	Responsibility / Role
	<ul style="list-style-type: none"> • SG4 Additional car parking may be required as gap sites are developed. 	<ul style="list-style-type: none"> • A number of existing sites in the St Georges area are utilised for surface car parking. As the sites in this area are developed (and in tandem with growth of commercial activity in the Central Douglas area) a particular site may need to be identified to be developed for multi-storey car parking. There is likely to be potential commercial interest in such a development opportunity in the medium term pursuant with a growth of commercial activity in Central Douglas. The Isle of Man Government should continue to monitor parking demand in Central Douglas and, where demand necessitates, encourage and facilitate development of additional multi-storey car parking using their planning and development management powers.
Strand Street	Short Term	
	<ul style="list-style-type: none"> • SS1 Re-clad and reorganise of retail units beneath Chester Street car park 	<ul style="list-style-type: none"> • The Isle of Man Government owns the Chester Street Car Park site and the retail units beneath it. The Government should work with retail occupiers to create larger retail units and a positive shop frontage to Market Street. Such development will provide retailers with more efficient and increased floor space and should, therefore, be attractive to them. Occupiers will pay more rent for larger retail units. The Government could use prudential borrowing to fund the development, repaying the borrowing from the increased rent return.
	<ul style="list-style-type: none"> • SS2 Significant new retail and residential developments on Villiers Square & 'AXA' site and new public space 	<ul style="list-style-type: none"> • The 'AXA' site is in private ownership and Villiers Square is owned by the Isle of Man Government. Previous attempts to redevelop the AXA site have stalled, although renewed attempts to bring this site forward are being made. The Government should work with the owners of the 'AXA' site to promote a significant new retail development. In the first instance the Government should explore potential collaboration with the 'AXA' site owners to understand their objectives and potential appetite

Site	Summary of Proposal	Responsibility / Role
		<p>to develop. If the Government cannot find common ground with the 'AXA' site owners, they should consider Compulsory Purchase of the 'AXA' site and the appointment of a development partner for the site. Through their planning and development management functions the Government should encourage and facilitate redevelopment of the site.</p>
	<p>Long Term</p>	
	<ul style="list-style-type: none"> • SS3 Large scale units and new access created through demolition of selected strand street units (nos. 53-75) and development of new car park on the Market Street site. 	<ul style="list-style-type: none"> • This long term development project will require acquisition of a number of privately owned retail units to assemble the development site. The project will very likely require use of the Government's CPO powers. As such, the project will bear significant costs for the Government, albeit that these costs should be recovered in time through the sale of the site for retail development and car parking.
<ul style="list-style-type: none"> • SS4 New Connection between St Georges & Strand Street, including demolition of Victory House. 	<ul style="list-style-type: none"> • This is another long term development which is unlikely to proceed until Victory house reaches economic obsolescence (i.e. where the value of the redevelopment of the site is greater than the existing use value). Future redevelopment of Victory House offers potential to provide a new connection between St Georges and Strand Street, which should be a long term objective. The Government should use its planning and development management functions to encourage and protect this objective. 	

Site	Summary of Proposal	Responsibility / Role
Quayside	Short Term	
	<ul style="list-style-type: none"> • QS1 Infill at the Lord Street site / North Quay, focusing on leisure development. 	<ul style="list-style-type: none"> • This surface car park site is owned by the Isle of Man Government. There is existing developer interest in acquiring the site for leisure led mixed use development. Such development accords with the objectives of this masterplan and the Government should commence marketing the site. It is recommended that the site is sold subject to a development agreement to ensure that the Government’s objectives for the site are realised and that the selected developer meets a pre-agreed development programme.
	<ul style="list-style-type: none"> • QS2 Support town centre circuit connecting through Wintergarden to new capital town space. 	<ul style="list-style-type: none"> • A significant new amenity space should be provided on the Quayside and this is likely to be delivered in tandem with the delivery of QS1. The nature and extent of the space should be controlled through the development agreement associated with the selection of a developer for QS1.
	<ul style="list-style-type: none"> • QS3 Promotion of further leisure (restaurant & bars) to create cluster. 	<ul style="list-style-type: none"> • The Quayside properties are outside the Government’s ownership. Re-ordering of this area for food and drink clustering will require joint working with landlords to promote the area generally and vacant properties in particular to these operators.
	Medium Term	
<ul style="list-style-type: none"> • QS4 Evolution from light industrial uses to residential, with relocation of existing uses. 	<ul style="list-style-type: none"> • The South Quay includes a diverse mix of employment uses, some of which appear suited to this high value location and other less so. A number of these sites have been optioned by developers and medium - long term development opportunities. Relocation of the existing industrial and trade counter uses will be necessary to facilitate higher 	

Site	Summary of Proposal	Responsibility / Role
		value residential and office developments. The Government should encourage and facilitate the relocation of the existing industrial uses and redevelopment of the site using its planning and development functions. In the first instance it will be necessary to identify a suitable site (or sites) for relocation.
The Fort	Short Term	
	<ul style="list-style-type: none"> • TF1 Leisure led uses, including hotel, cinema and winder garden with gallery space, retail and residential opportunities 	<ul style="list-style-type: none"> • This surface car park site is owned by the Isle of Man Government. There is existing developer interest in acquiring the site for a leisure led mixed use development. Such development accords with the objectives of this masterplan and the Government should commence marketing the site. It is recommended that the site is sold subject to a development agreement to ensure that the Government’s objectives for the site are realised and that the selected developer meets a pre-agreed development programme.
	<ul style="list-style-type: none"> • TF2 Potential for marshalling yard extension and multi-storey car park for The Fort development 	<ul style="list-style-type: none"> • The marshalling yard is owned by the Steam Packet Company. The Government should work with the Steam Packet Company to explore and agree objectives and strategy for the redevelopment of the marshalling yard. In the first instance the Government should engage with the Steam Packet Company to understand their objectives and potential appetite to develop. If the Steam Packet Company shares cannot find common ground with the Government, the two parties could work together to procure a single development partner for the marshalling yard and neighbouring Lord Street site (QS1/TF1). Through their planning and development management functions the Government should encourage and facilitate the redevelopment of the site.

Site	Summary of Proposal	Responsibility / Role
	Medium Term	
	<ul style="list-style-type: none"> TF 3 Mixed-use retail led town centre uses proposed for Middlemarch and Cambrian Place sites, including a possible department store. 	<ul style="list-style-type: none"> The Middlemarch site and Cambrian Place sites are also owned by the Isle of Man Government. However, both sites have been optioned to potential developers. Through their planning and development management functions the Government should encourage and facilitate redevelopment of the site. If development is not forthcoming the Government can look to other potential partners when options expire if existing stakeholders have not been able or willing to bring forward appropriate development. In the meantime, the priority for the Government is their own land at Lord Street / Parade Street

The delivery strategy has not set a detailed programme for implementation of the development projects. However, the following three projects appear to offer the greatest transformation change over which the Government has greatest potential control and should be prioritised:

1. **QS1/TF1 Lord Street Site / Marshalling Yard**
2. **SS1 Chester Street Car Park**
3. **SS2 Villiers Square & 'AXA' Site**

8 NEXT STEPS

The Isle of Man Government is developing with IBI Taylor Young a 'development prospectus' for Central Douglas. Completion of the masterplan provides the tools to further develop a brand for Central Douglas and market its specific attractions and investment opportunities.

The Masterplan Committee who have overseen the production of this report are in a strong position to develop and promote the Vision both at the grassroots and on an International platform. The Masterplan and Prospectus will provide a strong basis for the promotion of this unique Capital Town.

