

A detailed black and white line map of Newmarket, showing a dense network of streets, building footprints, and open spaces. The map is oriented with North at the top. A dark blue vertical bar on the right side contains the title and logo.

NEWMARKET ENQUIRY BY DESIGN WORKSHOP REPORT



PRINCE'S
FOUNDATION

FOR BUILDING COMMUNITY

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PUBLIC SESSION COMMENTS BOARD



PUBLIC SESSION 'DOT EXERCISES'.

The Prince's Foundation for Building Community was invited by Suffolk County Council, Forest Heath District Council and Newmarket Town Council to create a sustainable and holistic vision for Newmarket in collaboration with local residents and other key stakeholders.

As Forest Heath's primary town, it is vital Newmarket provides amenities, facilities, homes and jobs for its residents and nearby rural communities. The District, County and Town Council are determined that Newmarket develops these areas in a manner which safeguards and builds upon the town's unique, historic, natural, social, built and economic assets.

1.1 Like many districts across the U.K., Forest Heath expects to be faced with the pressure of delivering new homes. Unlike other towns however, in Newmarket the debate over new development is heightened as diverse opinions are found across the community.

1.2 Newmarket is Forest Heath's largest market town, complete with established transport infrastructure and a range of services, Newmarket is considered one of the potentially sustainable locations to accommodate the District's growth requirements. Parts of the original Core Strategy committed by Forest Heath District Council (FHDC) have been deleted following a successful High Court Challenge. The remaining need for housing growth in the District is 10,100 homes between 2011 and 2031. The Forest Heath's Economic Development Strategy and its Jobs Growth objective set out future aspirations in their sectors.

1.3 The High Court Challenge resulted in the outline housing distribution being stripped from the Core Strategy. Further and more recent evidence has not significantly changed the policy position and the overall housing need for FHCD

remains. The challenge was successful as the Council did not appropriately consider the impact of growth within the accompanying Sustainability Appraisal.

1.4 Successful objections made by the Horse Racing Industry to development in the North East of Newmarket has left the District Council with a number of dwellings it must provide land for, but no spatial or phasing strategy for how to do so. Subsequently, the withdrawal of the East of England Regional Spatial Strategy has left the District Council with no spatial or phasing strategy for how to provide any required dwellings. The Council is looking at how this will be delivered through the Local Plan.

1.5 The national context of a localism agenda combined with the National Planning Policy Framework gives communities the opportunity to shape investment in their place. It is this spirit that the Enquiry by Design was carried out. This document is an outcome of a rigorous and holistic process which involved local stakeholders. As such it is intended to form the basis of a shared vision and collective stakeholder workings going forward.

INTRODUCTION

HOUSING CONTEXT

BUILT HERITAGE

1.6 Newmarket, a town distinguished by its world-renowned horse racing industry, lies approximately 13 miles east of Cambridge, 15 miles west of Bury St. Edmunds and 65 miles north of London.

Occupying 5,000 acres, the town is surrounded by gently undulating grasslands including gallops and stud farms. Newmarket Heath in the west hosts the historic racecourse.

1.7 As the most populous market town in Forest Heath District with approximately 20,500 people (FHDC, 2009), Newmarket finds itself in a peculiar position of sitting in an administrative island of Suffolk surrounded by Cambridgeshire. Newmarket's proximity to Cambridge, the strength of road (A14) and rail links to the east coast, Midlands and London, brings pressure for land and housing.



STUDLANDS PARK

1.8 The Newmarket Conservation Area consists of the historic town centre including the High Street and Palace Street, and the extensive area of stables and owners' houses to the north, north-west and south-east of Newmarket (a total of approximately 186 hectares). Newmarket's most celebrated listed buildings include Palace House (the oldest surviving part of King Charles II's royal residence), The Jockey Club, Cleveland House and Boyce House. The Newmarket Conservation Area appraisal provides useful audit of every street and space in Newmarket.

1.9 However, the remainder of Newmarket is largely characterised by post-war development which is disjointed, unsympathetic and characterless. Housing has been configured into cul-de-sacs and a scattering of ribbon developments leaving residents isolated, car dependent and without strong local centres offering shops, amenities and facilities.

NATURAL HERITAGE

1.10 Newmarket's immediate surroundings include three main landscape classifications: rolling estate chalklands, undulating estate farmland and wooded chalk slopes. Newmarket's wider historical setting encompasses the East Anglian Brecks and Fens.

1.11 Overall, Newmarket has some green infrastructure, but overall has a lack of open space and areas of recreation, particularly in the southern part of the town. Gaps also exist in access to outdoor sports space in the town's east and south-east areas, space for children and young people in the north and centre, and access to informal open space including allotments in the centre. Critically, these areas are also lacking any means of connection. The Forest Heath District Council has produced a Green Space Strategy which further details the local green space needs.

1.12 A very small area of Newmarket is covered by category Flood Zone 2 and 3. The Forest Heath District Council has produced a Strategic Flood Risk Assessment to outline the implications of further land development on flooding.

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HOUSING CONTEXT



GEORGIAN TERRACE, NEWMARKET. SOURCE: NEWMARKET CONSERVATION AREA APPRAISAL, FHDC 2009



THE CLOCK-TOWER, NEWMARKET



MARKET STREET, NEWMARKET

INTRODUCTION

HOUSING CONTEXT

THE LOCAL ECONOMY

1.13 Newmarket has the largest economy in the south of Forest Heath and serves several of the surrounding Cambridgeshire villages. Host to a globally and financially significant horse racing centre - Newmarket includes over 3000 race horses, 89 licensed trainers, 62 stud farms and hundreds of horses at stud, 1133 hectares of training grounds and hundreds of stable staff - more than anywhere else in the world. Per annum, the horse racing industry spends a significant amount of money locally and accounts for approximately 33% of the jobs in Newmarket.

1.14 Due to a combination of attractive rents, rates, land prices and a strategic position on the A14 corridor, Newmarket provides a competitive offer for companies looking to locate in the area. Consequently, a number of hi-tech industries have avoided the expense of Cambridge and sited themselves alongside Newmarket's existing light engineering and service industry cluster. Significant potential exists to nurture this modest activity into a strong industrial sector.

1.15 Newmarket has three established industrial estates (Laureate Industrial Estate, Studlands Park Industrial Estate and The Pines Industrial Estate), plus an allocation within the Local Plan on the George Lambton playing fields (Policy 5.4) which has not materialised. The allocation seeks a business use on this land and the relocation of the playing fields. However, despite clear demand for building and services, the availability of suitable sites and premises remains limited.

1.16 According to the Forest Heath District Council Economic and Tourism Development Strategy 2009 – 2026, to balance the population and housing growth expected across the District by 2026, Forest Heath will require a 30% increase in the number of jobs available (7,300). This is corroborated by the Ekosgen 2011 report which highlights how the number of businesses per 1,000 residents is lower in Forest Heath (63 per 1,000) than in Suffolk and the wider region (68 and 67 respectively).

1.17 As of March 2010, 3.4% of Newmarket's population claimed Job Seekers Allowance and disability claimants accounted for 2.5% (Suffolk

County Council, 2012). The 2001 census recorded 11.8% of the Newmarket populace as self-employed, while 35% travelled less than 2km to work and 4.9% travelled over 40km.

THE TOWN CENTRE AND RETAIL

1.18 Newmarket's High Street runs from north-east to south-west for one mile from the Jubilee Clock Tower to the Cooper Memorial Fountain. The High Street contains Newmarket's historic core, the main shopping area (including a twice weekly outdoor market and The Guineas shopping centre built in 1989), training stables and visitor attractions such as the National Horse Racing Museum and Home of Horse Racing (under development).

1.19 According to surveys conducted in January 2013, Newmarket's town centre accommodates 214 retail units and has a vacancy rate of 7% (4.1 percentage points lower than the 11.1% national average). Recently, several large supermarket chains have been vying for a presence in the town, in addition to proposals for further large out-of-town superstores. The High Street's independent retailers also face the same problems afflicting many market towns across the UK in the form of the booming internet shopping market, the proliferation of chain stores, an over-representation of charity shops and bookmakers, and a night-time economy which serves a young demographic.

TRANSPORT

1.20 Although Newmarket's historic core enjoys a fairly intense footfall, the town's configuration could be much more conducive to pedestrian mobility. The town's post-war residential areas are particularly inaccessible on foot.

1.21 Newmarket has a traffic-free cycle route, locally known as the 'yellow brick road', from the town centre (near Newmarket Station) north towards the village of Exning, where it continues as an on-road route towards Ely and beyond. Cycling is a moderately popular activity in Newmarket, particularly among those travelling to stables and training yards in the morning.

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HOUSING CONTEXT



THE HIGH STREET, NEWMARKET



THE GUINEAS CAR PARK, NEWMARKET

INTRODUCTION

HOUSING CONTEXT

1.22 Newmarket entertains a number of dedicated horse walks and crossings to facilitate the movement of horses from stables to training areas. The horse walks and crossings are used in significant numbers as racehorses access the gallops to the east and west of town each morning. Horses generally cross roads in 'strings' of thirty or forty, although several strings may combine if they reach a crossing at a similar time. Conflict occurs when the first horse in a string approaches the crossing, requiring either the vehicle to stop or the horse to give way.

1.23 Newmarket Railway Station has no station buildings and is only a 'stop' on the line. It is served by trains on the Cambridge to Ipswich line. Trains stop at Newmarket once an hour for both the Cambridge and Ipswich directions. There are some direct trains to London. The journey time to Cambridge is approximately 22 minutes, Bury St Edmunds 20 minutes and Ipswich 1 hour. By changing at Cambridge it is possible to travel to London Kings Cross in 1 hour and 30 minutes.

1.24 A number of bus routes serve Newmarket by travelling along Fordham Road, run by Stagecoach on a commercial basis, these are: route no. 10 (Cambridge-Swaffham Prior-Burwell Studlands-Valley Way-Bus Station); route no. 10A (Newmarket Town Service – Studlands Tesco - Valley Way Bus Station) and route no. 12/12A (Cambridge - Newmarket - Soham Ely).

1.25 All of Newmarket's public car parks are 'Pay and Display' and those located in the town centre can be found within a 800m radius of the Clock Tower junction. The short stay car parking facilities are currently 50p up to 2 hours, 90p for up to 3 hours and free from 4:00pm to 8:00pm. Stays of longer than 3 hours are prohibited. There are approximately 650 short stay spaces available. The long stay car parking facilities available allow parking for 50p for 2 hours, 90p for 3 hours, £1.60 for 4 hours, £1.75 for 9 hours and free from 4:00pm to 8:00pm. The car parks charge from 8am to 6pm. There are approximately 250 long stay spaces available. Waitrose, while not a public car park, also offers 2 hours free parking to its customers. There is also on-street car parking in the area.

SOCIAL CONTEXT

1.26 A Schools Organisation Review has already taken place. The Schools Organisation Review has moved from a three-tier to a two-tier education. Places in both tiers of schooling could support medium to high levels of growth in the town.

1.27 Educational attainment across Newmarket is mixed when compared to the county and national averages. In 2012, just 28% of pupils at Newmarket College achieved five or more A* to C GCSEs including maths and English (down 17% from the previous year). The average of all pupils across Suffolk was 51%, while the national average was 59%. Equally, Newmarket has a higher than average proportion of working age residents with no formal qualifications. At the District Level, one-in-five of Forest Heath's working population has no qualifications, compared with one-in-eight across the county (Suffolk County Council, 2012).

1.28 Newmarket accommodates a significant sector of the population who are young migrant workers serving the horse racing, agriculture, food-processing and warehousing industries. According to Newmarket's electoral roll (October 2007), there is significant representation of workers from the Republic of Ireland, Poland, Portugal, India, Pakistan, Czech Republic, Slovak Republic, Republic of Latvia and Estonia. Without the relatively cheap labour and strong work ethic of these migrants, many local businesses would not be able to perform to full capacity.

1.29 Newmarket hosts some important community services including adult education, child care services and elderly support. Facilities such as the public library could be improved and access broadened to more residents.

1.30 The overall level of crime across Forest Heath District is relatively low and has decreased by 16% since 2007/8. In 2010/11, the crime rate per 1000 people was 68, compared to a national average of 76.

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HISTORY

HISTORY OF NEWMARKET

1.31 The unique character of Newmarket is derived from the overlay of land reserved for its world-renowned horse racing, training and breeding activities upon a traditional market town and its medieval plan. The layout of eighteenth century Newmarket, as pictured in the map on page 11, shows the town concentrated along the High Street with long burgage plots behind. Towards the east of town, the stables and associated buildings occupy what is now Old Station Road and Bury Road. The stables were organised as irregular yards behind the houses of the owner or trainer.

1.32 The arrival of the railway in 1848 spurred a further resurgence in the horse racing industry, and created a need for more stable buildings and housing for owners, trainers, stable lads and other workers. The nineteenth century, commonly deemed the “golden age” of horse racing, consequently left Newmarket with a rich collection of Regency, Victorian and Edwardian architecture, trainer’s yards, houses and stables. The first edition of the ordnance survey map of 1886 (see page 12)

illustrates the extensive range and layout of racing and livery stables.

1.33 The architectural legacy of the nineteenth century is keenly felt in Newmarket’s town centre which boasts the former royal palaces of King James I (none of which now remains) and Charles II, the Jockey Club and Tattersalls auction house. The older training establishments can be found in the north and south-western edges of the town adjacent to the gallops on the grassland heaths. In 2007, the granting of planning permission for three blocks of modern looking flats in the Bury Road Conservation Area caused public demonstrations in Newmarket by the horse racing industry and other local residents.

1.34 Like many towns, Newmarket was exposed to the modernist ideology of 1960s planning and architecture and saw the introduction of a new shopping precinct and relief roads. The scale and geometry of these buildings and highways provides a stark juxtaposition between pre and post-war design.



THE LAYOUT OF EIGHTEENTH CENTURY NEWMARKET. SOURCE: NEWMARKET CONSERVATION AREA APPRAISAL, FHDC 2009

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HISTORY



NEWMARKET HIGH STREET IN 1895. SOURCE: NEWMARKET CONSERVATION AREA APPRAISAL, FHDC 2009



THE FIRST EDITION OF THE ORDNANCE SURVEY MAP OF 1886, NEWMARKET. SOURCE: NEWMARKET CONSERVATION AREA APPRAISAL, FHDC 2009

INTRODUCTION

PROCESS

HOLISTIC PROCESS

1.35 The work by The Prince's Foundation is based on a series of collaborative workshops and participatory events with local residents and stakeholders following The Prince's Foundation Enquiry by Design methodology.

1.36 The Foundation believes that sustainably planned, built and maintained communities can demonstrably improve people's quality of life. We therefore educate, empower and engage the principles of sustainable placemaking at the local level in order to start tackling the broader global challenges of urban growth and climate change.

1.37 The Prince's Foundation brings planners, designers, local authorities, community groups and business leaders together to help create, support and evolve sustainable communities. Its unique collaborative planning process - the Enquiry by Design - brings people together so that everyone has a say in the planning schemes that will affect their neighbourhoods.

INVOLVEMENT TO DATE

1.38 In November 2012, The Prince's Foundation organised a Scoping Workshop which, with the help of local stakeholders, sought to establish Newmarket's key issues, opportunities and challenges. The Scoping Report, submitted in January 2013, outlined the context to the project and established a Design Brief for the subsequent Enquiry by Design workshop.

1.39 By way of two stakeholder workshops and two public sessions between February 25th - 28th 2013, the Enquiry by Design (EbD) process worked to refine the draft Vision Statements which emerged from the Scoping Workshop, develop practical Action Plans towards their completion, and address issues of growth and the benefits it could bring for the town.

1.40 As this Enquiry by Design sees the continuation of work undertaken at the Scoping Workshops, we recommend the Scoping Report is read first.

COMMUNITY ENGAGEMENT

1.41 The EbD workshop consisted of two public sessions, a two-day stakeholder workshop and a day for The Prince's Foundation team to develop the design strategies.

1.42 The public sessions were held on the evenings of the 25th and the 28th of February. Both sessions began with a presentation on the work done to date by Ben Bolgar, Senior Design Director of The Prince's Foundation.

1.43 The first public session presented the Vision Statements which emerged from the Scoping Workshop. Via a colour-coded 'dot exercise', the public indicated their level of agreement/disagreement with each statement. If they had further remarks, they were able to write these on post-it notes and apply them to a public comments board. Those present were also encouraged to talk with members of The Prince's Foundation team. At the end of the session, the various comments were collated and used for the refinement of the statements during the subsequent stakeholder sessions. Approximately one hundred members of the public attended.

1.44 The two-day stakeholder workshop was attended by over forty local stakeholders selected by Forest Heath District Council, Suffolk County Council and Newmarket Town Council and invited by The Prince's Foundation. The first day aimed to acquire feedback on the Vision Statements and develop practical Action Plans by which they could be fulfilled.

1.45 The next day focused on addressing potential growth and translating the vision statements and action plans into spatial plans for Newmarket. The outcomes were further refined and elaborated upon during the following internal design session by members of The Prince's Foundation team.

1.46 The final public session was structured to present the results of the Enquiry by Design process to members of the public and core stakeholders. A presentation from The Prince's Foundation took

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PROCESS

attendees through the final vision statements, newly developed practical Action Plans, and how any potential growth could be used to Newmarket's benefit. The presentation sparked a lively debate especially around the question of the town's future growth. Approximately eighty stakeholders and residents attended.

1.47 Publicity for this workshop's public sessions was organised by Forest Heath District Council. The publicity consisted of leafleting and the placement of posters at key community facilities and on public notice boards throughout Newmarket. These

efforts were complemented by press releases to the local media, as well as adverts in local newspapers (including Newmarket News and Newmarket Journal) and on the Best of Newmarket website. Forest Heath District Council placed a press release on their website which generated over a 1000 views within the first day of being uploaded.



STAKEHOLDER CONSULTATION

INTRODUCTION

METHODOLOGY

THE 'ENQUIRY BY DESIGN' (EBD) METHODOLOGY

1.48 The Enquiry by Design (EbD) process is one of The Prince's Foundation's key planning tools, and the method by which we translate our values into sustainable development and regeneration. This participatory approach consists of a series of workshops with local residents and other key stakeholders to evaluate their immediate and future needs, and consider what design and planning solutions can improve their local area.

1.49 By bringing a variety of people around the same table to air issues and concerns, each can be discussed and if possible, a solution tested by being mapped or drawn. Therefore, the EbD process also has an educational component, introducing participants to the concepts of sustainable urbanism and asking them how these can be locally applied. This style of dialogue ensures the final recommendations are truthful to the local context and reflect the needs and desires of different of stakeholders.

1.50 As the Enquiry by Design process delivers specific responses to the issues and sites identified by local stakeholders, the process demands an intensive period of local engagement and facilitation by experts equipped with the right information and understanding of the local context. Consequently, the EbD process often involves a six month preparatory period of data gathering, research, site visits, client meetings and scoping workshops before the first formal session commences.

1.51 The number of participants in a workshop can range from around twenty through to several hundred, depending on the nature of the session. A typical EbD is book ended by an introductory session and a final feedback session where any member of the public can attend. The intervening sessions, often spanning 3-4 days, require participants to engage in in-depth analysis and hands-on design exercises which logistically, can only be conducted with a limited number

of stakeholders. Accordingly, select participants are recruited to ensure the representation of a wide range of different groups and concerned stakeholders. This process is performed in collaboration with a community contact such as the local authority. The involvement of different stakeholders can be categorised as follows.

1.52 Core participants: Landowners on and around the site, local politicians, relevant council officers and local community representatives need to be involved at every stage of the EbD process as they are the key decision makers. Key participants include community representatives, environmental experts, landowners, the local authority, spatial planners, sustainability experts, transport engineers, urban designers and architects.

1.53 Second-tier participants: Representatives of any group, including regulatory bodies, with an interest in and knowledge about local issues and the site in question (if applicable), will be involved in the key stakeholder sessions – actively inputting technical knowledge into the evolution of the design proposals. Such members include education authorities, heritage bodies, local business groups, local conservation groups, local health providers, housing associations, local transport operators, residents' groups, utility companies, the horse racing industry and other government agencies.

1.54 Third-tier participants: All other interested parties are engaged through public sessions at the beginning and end of the process. Publicity material for these events is distributed via a community contact such as the local authority.

1.55 A list of attendees to the stakeholder workshops can be found in Appendix C.

COMMUNITY CAPITAL FRAMEWORK METHODOLOGY

1.56 The Prince's Foundation believes that communities, rather than individuals or buildings, create value. Therefore, as a means of understanding why a community is not as healthy or successful as it could be, and to start identifying

what solutions may be employed, The Prince's Foundation has developed a holistic planning tool - the 'Community Capital Framework'.

1.57 The Community Capital Framework strives to understand communities, not as individuals or buildings, but through all aspects of people and planet. Looking beyond building codes and the green agenda therefore, the concept of community capital incorporates natural, social, built and financial concerns into a whole-system view of what makes a successful community both now and in the future.

1.58 The Prince's Foundation believes that to continually improve the quality of life for residents, a successful community must consider all of its natural, financial, social and built capital. Achieving progress in some areas without addressing others, or at the expense of others, will only be of short-term value and could compromise the community's health, equality, longevity or productivity.

1.59 Therefore, the design of any new development or adjustments to existing areas, must create a community whereby residents have little impact on the natural environment and thrive from the responsible use of local resources. For example, communities which prioritise more walkable designs, enjoy easier and more equitable access to amenities and jobs while reducing traffic and air pollution. Pedestrian-friendly neighbourhoods also serve to improve community cohesion by encouraging face-to-face interaction and the use of public spaces.

1.60 The application of the Community Capital Framework throughout the EbD process challenges urban planners, designers, landscape architects, transport specialists and communities to consider what natural, social, built and financial factors can come together improve a community. These four headings manage to give focus to discussions on complicated themes and offer a means of distilling and understanding the intricate relationship between people and their surroundings. This

whole-system approach considers both quantitative and qualitative information within each category in order to assess the current and future sustainability of a town or neighbourhood.

1.61 By giving the Enquiry by Design process the focus of the Community Capital Framework and its component four pillars, stakeholders gain a better understanding of what a holistic approach to sustainable development entails and The Prince's Foundation can recommend innovative yet practicable ways of improving the area's natural, social and built capital while delivering competitive returns on the finances invested.

1.62 The different capitals of the framework can be defined as followed. For further elaboration, consult the Community Capital Framework Matrix pictured overleaf.

NATURAL CAPITAL

Aspects of a community that provide its foundations in the natural environment. These include significant environmental features such as habitats, drainage areas and wetlands requiring preservation or enhancement.

SOCIAL CAPITAL

Aspects of a community that provide foundations for its social networks. These include health, culture, public services and amenities. A high stock of social capital translates into social cohesion, trust, cooperation and openness.

FINANCIAL CAPITAL

Aspects of a community that provide its economic foundations and viability for investment. These include access to capital, connections to market needs and proximity to area's of mixed use.

BUILT CAPITAL

Aspects of a community that provide its foundations in the built environment. These include architecture, urban form, energy management, transportation and infrastructure.

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METHODOLOGY

The Prince's Foundation understands that a truly successful community is one that exhibits the following attributes:

Rooted

A place which creates and preserves a sense of identity through housing and design choices, recreational and cultural attractions and a strong local ecology - continuing the community's recognised characteristics, trades and traditions.

Connected

A place which ensures linkages within communities by creating diverse physical, social and movement networks, and encouraging financial and social exchange.

Balanced

A place which respects different income groups,

economic activities, wildlife habitats and ecosystem services.

Resilient

A place that serves communities in the long-term through buildings, habitats and infrastructure which are durable and flexible. A resilient community has management and governance frameworks that support its operation, maintenance and adaptation over time.

Prudent

A prudent neighbourhood responsibly utilises local skills, materials, natural resources and financial assets. It means capitalising on existing capacity to embed community assets over the long term.

The full Community Capital Framework is illustrated in the diagram below.

Community Capital Framework

How the principle of community capital works at different scales

					
	Natural	Social	Financial	Built	
Rooted	NATIVE The incorporation of species and materials adapted or suited to the area, e.g. reflect the local area in gardens and landscaping	BELONGING Identification between people and place expressed through friendship, culture and local traditions, e.g. hold community events in a public building or place	STEWARDSHIP Secure and diverse forms of tenancy and community management of assets, e.g. enable the community to create housing and services suited to their needs	PLACE-MAKING Delightful places that people love and want to be in, e.g. craft buildings that consider local styles, materials, climate and context and give a distinct local character	Rooted
Connected	ECOSYSTEMS Local ecosystems remain whole by retaining and creating links, e.g. maintain wildlife corridors and natural water courses	SOCIAL EXCHANGE A network of social and community organisations that promote connections between people, e.g. support clubs, sports teams, cafés, and volunteer opportunities	INTEGRATED Accessible capital and local goods as well as supported commercial hubs and local trading, e.g. facilitate local markets and supply chains	INTERCONNECTED Neighbourhoods with linked walkable streets allowing access to public spaces and transportation, e.g. develop logical routes where all daily needs are within a five-minute walk	Connected
Balanced	BIODIVERSE HABITAT A sustainable relationship between man, animals and plants, e.g. produce diverse crops around a town for food security	MIXED An inclusive, diverse and mixed population that is tolerant and respectful, e.g. provide homes that the community can afford	DIVERSE A mixed local economy and a mixed profile of investment, e.g. make local goods available and affordable	PROPORTIONAL Places with beautiful and well-scaled architecture and a mix of building types, e.g. design a high street with decorated shop fronts	Balanced
Resilient	REGENERATIVE The ability for the natural environment to respond and adapt to changes in climate and human activity, e.g. include natural drainage systems to reduce the risk of flooding	LOCAL GOVERNANCE Local planning and organising frameworks and life-long education opportunities, e.g. promote education and skills training opportunities for all ages	ADAPTABLE A flexible economic framework with a broad range of economic activities at different scales, e.g. build new housing in phases, using a sustainable growth model	DURABLE Building types, spaces and uses that are suited for the region that can adapt and change over time, e.g. plan houses that could become flats, businesses or small shops	Resilient
Prudent	CONSERVATION The protection, management and enhancement of natural resources, e.g. use sustainably harvested timber and other natural materials	ACCESS TO SERVICES Safe community facilities and amenities for people, e.g. maintain a centrally located library and health and job centres	REINVESTMENT Frugal financial planning with a vision of quality giving long-term returns, e.g. incorporate timely maintenance and community reinvestment schemes	PRESERVATION A priority to refurbish and renovate with recycled and lasting materials and renewable resources, e.g. use passive cooling and heating and employ renewable energy sources	Prudent

INTRODUCTION

DESIGN PRINCIPLES

DESIGN PRINCIPLES

1.63 The design principles The Prince's Foundation works to, are derived from practices that are proven to be robust and sustainable over time. The key to these principles, is the way they complement one another to create a sustainable symbiosis between man and nature.

MULTIPLE CENTRED DEVELOPMENT

1.64 Mono-functional zoning (the separation of land use into separate and distinct functions such as housing, work and leisure) was a common planning practice throughout the 20th century. It was conceived to promote the efficient and "machine" like qualities of the modern city and counter the environmental pollution and poor living conditions associated with the rapid industrialisation of the 19th century. The process segregated land uses and carved up cities with ring-roads leaving people with great distances to travel to satisfy their daily needs. Consequently, environments became increasingly car dominated and lost their relation to the human scale. This type of development is typified by the cul-de-sacs and circular roads illustrated in the upper half of the diagram on page 19.

1.65 Globally, this dependence on the motor vehicle contributed to spikes in carbon dioxide emissions and global warming. Locally, these environments contribute to heavily congested towns, hours of wasted productivity, social isolation and the decline of human health.

1.66 To resolve these man-made problems, The Foundation promotes a tighter fabric of urban functions based on the multiple centred development of traditional towns and villages. This way, one can satisfy all of one's daily needs within a walkable and cyclable catchment, surrounded by an environment which is pleasant and attractive. This type of development is characterised by the orthogonal grid structure depicted in the lower half of the illustration on page 19.

MOVEMENT NETWORK

1.67 A settlement can be understood by its movement network and its ability (or inability) to translate a physical city into a functioning city. By understanding the structure of the urban grid and the amount and type of movement along each line, we can begin to understand what is preventing the natural movement of pedestrians, cyclists, horse riders and motorists around a town.

DISTRIBUTION OF BUILDINGS WITHIN PLOTS

1.68 Urban patterns (plot boundaries, set backs, building types, architectural detail, massing, etc) all need to be designed with great care. Before the advent of the railway system, settlements had a consistency of building materials employed from the local area. This created a sense of visual harmony and rooted buildings in a local vernacular. It could also be said that good urbanism sets the base for good architecture. There are very few places with good urbanism and bad architecture, but many fine places with undefined urbanism and good architecture. It is important to make sure both align to allow for diversity in place-making.

MIXED USE

1.69 Sustainable communities require closely-knit land uses, walkable routes, and free-flowing movement around the block structure. An ideal settlement structure exhibits a movement hierarchy which peaks in intensity in the centre and lessens towards the edge.

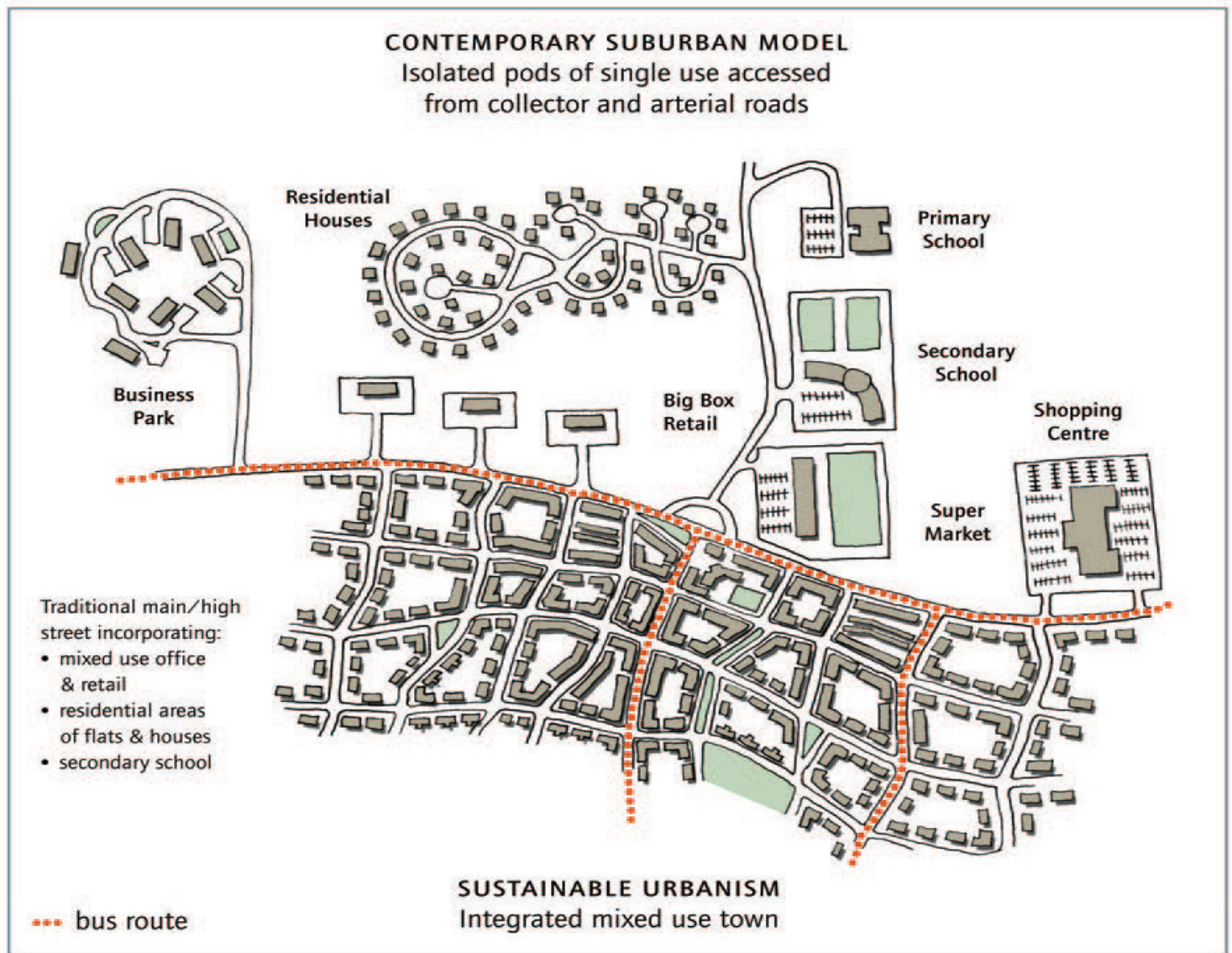
1.70 The appropriate mix of housing types, tenures and land uses is essential to a town's social balance, safety and long-term prosperity. Street facing housing and pedestrian friendly sidewalks encourage footfall, social interaction and creates a natural sense of surveillance as people look out for one another. "Pepper potting" affordable residences amongst private sale housing fosters tolerance, diversity and avoids exclusion and its consequent social and financial costs.

INTRODUCTION

DESIGN PRINCIPLES

COMMUNITY CAPITAL FRAMEWORK

1.71 When designing or redesigning a settlement, these design principles are compared against the area's existing structure and Community Capital Framework. From here, we can ascertain what needs to be done to move towards the ideal and how.



COMPARISON OF NEIGHBOURHOOD MODELS

2.1 This section sets out the Vision Statements and Action Plans developed throughout the EbD. They were initially developed by stakeholder groups focusing on one of the four capitals of the Community Capital Framework: *Natural*, *Social*, *Financial* and *Built* but due to their cross-cutting nature, have since been consolidated into one set of statements. That similar statements were identified across all groups, suggests the process was clearly working to identify Newmarket's leading concerns and is aligned with the Core Strategy.

2.2 Each Vision Statement is complemented with an Action Plan which explains how the Vision can be fulfilled. As a side-note to each statement, it is also said which elements of the Community Capital Framework it covers. The three councils should collectively agree on a lead person for each group and review the post annually based performance.

VISION STATEMENT

“In twenty year’s time, Newmarket will have improved the quality and accessibility of public open space and capitalised on its unique landscape setting”

COMMUNITY CAPITAL GROUPS: NATURAL, SOCIAL AND BUILT.

ACTION PLAN:

1. SET UP A WORKING GROUP; (ALLIED TO AN EXISTING TRANSPORT GROUP) TO ARBITRATE THE DIFFERENT ACCESS REQUIREMENTS OF PEDESTRIANS, CYCLISTS, MOTORISTS AND THE HORSE RACING COMMUNITY.

2.3 This action plan reflects how the different users of Newmarket's movement system (horse walks, cycle paths, pavements and roads) can come into conflict at certain times of the day/week/year. We understand that a Suffolk County Council facilitated Transport Working group already exists, so suggest that its strategy is reviewed to ensure the

movement requirements of different user groups are comprehensively addressed and actions are in place to resolve potential disputes.

2.4 During the EbD's final public-open event, the Jockey Club representative asked for ways to improve access for horses. This could be done in a number of ways:

- i) Raise the tables on the road crossings to give priority to horses.
- ii) Retain a full time 'lolly pop' person at all major crossings (primarily Mill Hill and Bury Road) to manage traffic control for horses and vehicles.
- iii) Improve the horse walks by painting the rails white and substituting the concrete posts with timber.
- iv) The Jockey Club representative mentioned the more extreme option of a 'grade separated' crossing at Bury Road

2. EDUCATE RESIDENTS (INCLUDING SCHOOL CHILDREN) IN THE ACCESS RESTRICTIONS TO EQUINE LAND AND SURROUNDING AREAS.

2.5 While The Jockey Club (who own the gallops and heath) are clearly trying to improve signage to the gallops in order to heighten public awareness of the strict time constraints the land carries (public access permitted after 1pm), this is not understood by all members of the public. Through the process of the working group, additional signage, pamphlets and notices should be considered in order to limit conflicts between the horse racing industry and the general public. However, it should be noted that public access to the gallops and the huge recreational space it provides is permitted by The Jockey Club under no legal obligation.

3. EXPLORE AND COMMUNICATE THE HISTORIC LANDSCAPE PATTERN OF THE TOWN.

2.6 The history of Newmarket, its built and natural heritage and its relationship with horse racing deserve wider recognition and should be better communicated to residents and visitors.

4. CONDUCT AN AUDIT AND CHARACTER ASSESSMENT OF EXISTING LANDSCAPE ASSETS WITHIN AND SURROUNDING THE TOWN WITH A VIEW TO CREATE A LANDSCAPE STRATEGY.

2.7 To make best use of Newmarket's natural assets, stakeholders felt it important to first understand and classify the range of landscape features the town is gifted with. Therefore, an audit of existing green infrastructure including play spaces, sports pitches, green corridors, parks and cemeteries should be conducted to inform a comprehensive landscape strategy. Forest Heath District Council has carried out considerable work in their Audit of Open Space Study, but this information may require updating by the designated delivery groups (see the 'next steps' section on page 45). The following questions should also be addressed:

- i) Where are the open spaces, areas, spaces and corridors?
- ii) What function do they serve (i.e. allotments, play areas, parks, corridors, cemeteries or sports pitches)?
- iii) What is their quality (are there any maintenance issues)?
- iv) How could they be improved? Could they have better linkages or more clarity in terms of use (public or private)?
- v) How can they help reinforce the character of the town (e.g. equine/estate character)?

2.8 In short, while the surrounding landscape of Newmarket is unique, the special and varied landscape character presents opportunities to enhance the special landscape of Newmarket which are yet to be realised. It is felt that an enhanced landscape infrastructure in the town could enhance people's quality of life by making streets and spaces more attractive and encouraging people to walk more frequently.

5. EXPLORE WAYS OF IMPROVING EXISTING AND NEW LANDSCAPE ASSETS (E.G. SPORTS PITCHES).

2.9 In order to improve local facilities, money is clearly required. Work has already taken place and is set out within the Planning for Open Space

SPD. Sources of finance may well come from the developer contributions associated with new (particularly larger-scale) developments. The Local Authority obtains financial contributions for every dwelling built, therefore funds may be available for certain schemes.

2.10 The horse racing community has expressed a willingness to lend financial assistance to schemes that will benefit the local economy and community. This may include improvements to sport pitches, parks and access ways.

VISION STATEMENT:

"In twenty year's time, Newmarket will have an excellent internal network of safe connections for walking, cycling and horses, making non-car movement much more attractive for residents and visitors."

COMMUNITY CAPITAL GROUPS: NATURAL, SOCIAL AND BUILT.

ACTION PLAN:

1. IDENTIFY EXISTING ROUTES AND ENHANCE WALKING AND CYCLE LOOPS AROUND THE TOWN.

2.11 Newmarket exhibits a strong need and latent potential to become more pedestrian and bicycle friendly. A safer and more attractive movement network will create greater range of transit choices and consequently reduce the inherent car dependency found in many parts of the town. The proposed walking and cycling network presented in the 'recommendations' section of this report can be phased into simple stages and extended thereafter. With much of the basic infrastructure (e.g. the 'yellow brick road') already in place, any new expenditure can be limited to simple, highly localised improvements at specific points/nodal connections including clearer and more consistent signage.

2.12 The 'proposed movement strategy' diagram on page 32 highlights more costly link improvements in yellow – some of which are only achievable through the redevelopment of existing land/properties.

2. CREATE CLEAR SIGNAGE TO INFORM BETTER ACCESS TO AREAS OF OPEN SPACE AROUND THE TOWN.

2.13 The motives for this action are the same as the arguments for accessibility, equitability and ecology described above.

3. EXPLORE THE POTENTIAL FOR PROVIDING ADDITIONAL HORSE WALKS AND ENHANCING EXISTING HORSE WALK INFRASTRUCTURE.

2.14 In consultation with the horse racing industry, improvements need to be made to the horse-walk network to strengthen routes between existing and new stables. Simple aesthetic improvements can also be made such as painting or replacing the existing concrete railings and posts.

4. UPGRADE CROSSINGS, WITH A PRIORITISED PROGRAMME FOR IMPLEMENTING IMPROVEMENTS.

2.15 This can be achieved by developing a monitoring and evaluation strategy which assesses the safety and efficiency of all horse-walk crossings and 'hot-spot' junctions where congestion is problematic (e.g. logjams at the signals on Fordham Road/Fred Archer Way and towards the Clock Tower).

2.16 Secondly, the horse racing industry and County Council need to work together to improve the design standard of horse crossing points for the safety of all users (horses, riders, motorists and pedestrians). Clearer crossings will maintain priority for horses during training periods and encourage greater understanding across user groups.

VISION STATEMENT:

"In twenty year's time, Newmarket will be a popular visitor and tourist

destination by using its unique position as the home of horse racing. Through strong branding and marketing Newmarket will be recognised as part of the Suffolk Tourism offer and positioned as the Gateway to the East of England"

COMMUNITY CAPITAL GROUPS: FINANCIAL AND BUILT.

ACTION PLAN:

1. USE NEWMARKET'S UNIQUE SELLING POINTS IN A NEW MARKETING AND BRANDING STRATEGY

2.17 The strategy needs to sell Newmarket through the following themes:

- The Home of Horse Racing
- The Gateway to East Anglia / East of England
- Local Cuisine (the Newmarket sausage)
- History, Arts & Culture
- Environment and Landscape
- Visit Newmarket

2.18 Newmarket needs a coordinated marketing strategy which promotes the Newmarket brand drawing together all the unique attractions and events in Newmarket, both horse racing and non-horse racing, to promote the area to a much wider audience. This will involve challenging perceptions that Newmarket is only about horse racing.

2.19 Newmarket needs to be branded in a manner which promotes the town's wider attractions yet still places horse racing and the town centre at its heart. A successful campaign requires a leader with specialist skills in marketing and promotions with a support team including representatives from tourism sector organisations, the Council and impassioned locals.

2.20 The Town Centre Manager spoke of Newmarket's bid to become a 'World Host Project'. Based on the volunteer training programme used in advance of the London 2012 Olympic Games, the scheme subsidises the provision of extensive customer service training to town centre businesses (be it retail, hospitality, commercial or public service). The programme is designed to equip frontline staff with the skills to offer a great customer experience and ultimately increase consumer retention, loyalty and revenue. Well performing businesses will achieve "World Host" accreditation, and if 25% of town centre businesses train 50% of their frontline staff, Newmarket receives "World Host Destination" status.

2.21 The programme would deliver the following local economic outcomes for Newmarket:

- Provide training and capacity building for existing firms;
- Help retain key businesses and jobs; and
- Support new business start-ups.

2.22 If Newmarket was successful, it would be the first town in the eastern region to gain World Host status, thus presenting a tremendous opportunity for positive PR and media coverage.

VISION STATEMENT:

"In twenty year's time, Newmarket will have a successful and attractive High Street, part of a more varied and accessible town centre, with a range of quality shops and a vibrant local market that caters for the needs of local residents, visitors and tourists."

COMMUNITY CAPITAL GROUPS: SOCIAL, FINANCIAL AND BUILT.

ACTION PLAN:

1. REDEVELOP THE GUINEAS SHOPPING CENTRE TO CREATE A MIXED USE DEVELOPMENT WITH RETAIL AND RESIDENTIAL UNITS AND INTERNAL STREETS

2.23 Local stakeholders recognise The Guineas shopping centre's contribution to the town centre's overall vitality and viability. It provides accommodation for a mix of multiple, regional and independent retailers and, as was reported during the EbD workshop, is performing well with just one vacant unit.

2.24 However, The Guineas suffers from its own poor layout and design and is not well integrated with the High Street thus creating a barrier to movement across the town. Some stakeholders said they would like to see the shopping centre "razed to the ground" and replaced with a higher quality scheme more sympathetic to Newmarket's traditional retail environment. However, these kinds of ambitions need to be balanced with the truth that, for its owners The Guineas is a commercially sound acquisition as it is, and replacing it over the medium-term may not be financially viable.

2.25 It should be noted that the shopping centre has recently extended the time on a permission to extend the centre. Erection of a two storey retail development including 6 kiosks and a 1486 sq meter retail unit and landscaping of market square is included. There has already been a study to upgrade Wellington Street but the implementation of this scheme is dependent on the progress of The Guineas extension.

2. IMPLEMENT A TOWN CENTRE LEGIBILITY STRATEGY STRUCTURED AROUND KEY LANDMARKS AND DESTINATIONS (E.G. THE CLOCK TOWER, HIGH STREET, STATION AND HOME OF HORSE RACING) WHICH PROVIDES BETTER INFORMATION AND DIRECTIONS FOR PEDESTRIANS AND MOTORISTS.

2.26 This strategy requires the development and installation of a clearer and more comprehensive way finding and information system which

navigates pedestrians around the town centre and its attractions. The system should be structured around the main gateways and other key landmarks including the Clock Tower, High Street, train station, Home of Horse Racing, and the Memorial Hall and gardens. The design of way finding features such as finger-posts and maps on plinths, should ensure consistency, clarity and a timeless harmony with the town's built environment.

3. IMPROVE THE PUBLIC REALM AND STREET FURNITURE

2.27 During the workshops it was said that investments to the Clock Tower end of the High Street and Sun Lane “shone a light” on the shortcomings of other parts of the town centre such as Wellington Street, The Guineas and the area around Innocence Nightclub opposite the Memorial Hall. Residents felt the abundance of street furniture, signage and railings at points along the High Street devalued the shopping experience and restricted pedestrian movement. A “de-cluttering” of the High Street would also assist with our recommendation to relocate the market to a more high profile position. Other ‘quick wins’ such as renewing shop frontages would also improve the ambience of the High Street. This is, however, potentially unlikely to happen unless a ‘shop front guide’ is adopted by FHDC under supplementary planning guidance, which would then become enforceable.

4. UPDATE THE TOWN CENTRE PARKING STRATEGY COVERING ON/OFF-STREET, LONG/SHORT STAY, THE NUMBER OF SPACES, LOCATION, PRICING, SIGNAGE AND ENFORCEMENT; MAXIMISING THE VALUE OF PARKING TO THE ECONOMY WHILE MINIMISING THE ENVIRONMENTAL IMPACT OF TRAFFIC.

2.28 This strategy needs to cover all aspects of the town centre parking offer so that both the environment and economy benefit. Research increasingly shows that instinctive calls for “more free parking” are misplaced, and that a more considered approach to the location and availability of spaces is more important than cost. What's more, the traffic associated with parking can damage the attractiveness of the environment

particularly for shopping and outdoor sitting/dining. The strategy therefore needs to be fully joined-up and encompass on- and off-street parking, long and short stay regimes, the number of spaces, their location, pricing, signage and enforcement.

2.29 Specific actions could include:

- The identification of a new or improved car park on the western edge of the centre to intercept people driving in from that direction.
- A reduction of spaces on the High Street but combined with a change in the length-of-stay.
- Greater enforcement to ensure these High Street ‘stop and shop’ bays facilitate a higher turnover.
- Real-time variable message signing systems which could alert people to where the nearest available spaces are.

5. INTRODUCE A TOWN-CENTRE-WIDE 20MPH ZONE.

2.30 Explore the implementation of a 20 mph zone to cover the whole of the town centre, with the location of the zone thresholds clearly marked and appropriately related to the location of horse crossings.

6. RELOCATE THE LIBRARY TO A MORE CENTRAL POSITION ON THE HIGH STREET TO CREATE A LANDMARK AND GATHERING PLACE FOR RESIDENTS.

2.31 The majority of local stakeholders see the library as an important focal point for the community, a point supported by the claim that it is one of the busiest libraries in the region. However, due to its current location (in The Guineas shopping centre on the second floor), poor layout and inadequate design, it is not considered fit for purpose.

2.32 We discussed the possibility of relocating the library to nearer to the High Street, especially as we hear the lease is up for renewal. However, a relocation would clearly depend on the availability of High Street fronting buildings of an appropriate

size and configuration. There may also be potential to redevelop available sites into a more modern showpiece building.

2.33 The area/buildings around the Post Office and Innocence Nightclub were identified as prospective library locations. However, this is clearly subject to availability and funding. The library's relocation and redevelopment could create further space for education, children's activities and local exhibitions. This could include the co-location of the library and Tourist Information Office plus a dedicated area for the Historic Society's collections.

7. REVITALISE THE MARKET BY RETHINKING ITS OFFER, IMPROVING ITS MANAGEMENT AND VISUAL APPEAL, AND MOVING IT TO A BETTER LOCATION THAT IS PART OF THE TOWN CENTRE RETAIL CIRCUIT-INITIALLY TO THE TOP OF THE HIGH STREET AND EVENTUALLY TO THE REDEVELOPED GUINEAS SHOPPING CENTRE'S INTERNAL STREETS OR SPACES.

2.34 A complete rethink of the market is justified, covering its offer, management, visual appeal and location. This may be best achieved by closing

the existing operation and re-starting a 'new market'. It is vital that the town has an active market, but it must genuinely enhance the town's retail offer and broader reputation. Its (re)location must complement the enhancement of the town centre's core retail circuit (The Guineas – Wellington Street – Sun Lane – Palace Street and the High Street) and the other town centre improvements recommended in this report.

8. EXAMINE POTENTIAL FOR A CINEMA/ ENTERTAINMENT VENUE FOR LOCAL RESIDENTS ON THE HIGH STREET.

2.35 Studies of Newmarket's retail and leisure offer have, for a number of years, highlighted the monoculture of its early evening and night-time economy. The town's bars, restaurants and nightclubs mainly appeal to a younger demographic (typically aged 18-30), thus cementing Newmarket's reputation as the "clubbing capital of East Anglia". There is a complete dearth of options for couples, families and the retired once the shops have closed.



NEWMARKET TOWN CENTRE SIGNAGE

What's more, perceptions of criminality and anti-social behaviour associated with the clubbing scene further discourages any non-partiers from using the town centre in the evening. Such demographics consequently prefer to travel all the way to Cambridge, Ely and Bury St Edmunds for more appropriate evening activities.

2.36 There was much discussion on the provision of a cinema in Newmarket to help anchor the town's evening economy and attract a more diverse visitor profile. This could be complemented/combined with an entertainment/live music venue to create a more interesting evening offer.

2.37 The provision of a commercially viable cinema in the town centre will face similar issues to the relocation of the library. Such challenges include the identification and development of a suitable building/site on or close to the High Street that can accommodate the screen numbers/sizes and parking needs of a modern cinema operator.

VISION STATEMENT:

"In twenty year's time, economic growth will be stimulated to encourage businesses to develop and grow in a manner which complements Newmarket's existing infrastructure and horse racing industry"

COMMUNITY CAPITAL GROUP: FINANCIAL.

ACTION PLAN:

1. MAINTAIN AND ENHANCE THE EXISTING BUSINESSES, SERVICES AND FACILITIES BASED AROUND THE HORSE RACING INDUSTRY AND ENSURE ITS FUTURE ATTRACTION AND VIABILITY.

2.38 As a centre of excellence for horse racing, stakeholders agreed that Newmarket's focus for future economic growth should be around the

horse racing industry. It is estimated that 33% of Newmarket's active workforce is engaged in the horse racing industry, while also recognising the need to diversify into other relevant sectors. This figure may be higher when taking into consideration those that are employed in support businesses and services such as vets and feed merchants.

2. BALANCE THE PRESENT AND FUTURE NEEDS OF THE HORSE RACING INDUSTRY, WITH THE REQUIREMENT FOR A DIVERSE AND SUSTAINABLE LOCAL ECONOMY FOR THOSE SEEKING JOBS BEYOND HORSE RACING - SPECIFICALLY HIGH VALUE JOBS.

2.39 A significant proportion of Newmarket's workforce is employed in "other" businesses and services (i.e. non-horse racing). It is also evident that many skilled workers migrate from Newmarket to Cambridge and other nearby business locations for more specialised and higher paid jobs. This illustrates the need to balance the present and future needs of the horse racing industry with the requirement for a more diverse local economy to retain and attract individuals seeking work, particularly higher-value positions, unaffiliated to horse racing.

3. ATTRACT NEW BUSINESSES TO NEWMARKET.

2.40 Stakeholders discussed the prospect of attracting "overspill" from Cambridge in terms of new businesses seeking representation and/or existing businesses looking to relocate. Newmarket's main advantages over Cambridge and other competing locations include its cost competitiveness, excellent transport connections (location at the junctions of the A142/A14/A11, proximity to Stansted and easy access to London), and unique natural environment.

2.41 Stakeholders identified the potential for Newmarket to attract industries which naturally complement horse racing such as research and development, science and bio-technology. There is also great potential to enhance the area's digital economy through faster broadband access.

2.42 Several of the other Vision Statements presented here also contribute to local employment creation. As confirmed by some of Newmarket's biggest employers (see Appendix A), the ambition to develop Newmarket's tourism and leisure offer will create jobs in retail, hospitality and other service sectors. The proposed town centre and High Street revitalisation will do so too, and may incentivise businesses to locate in Newmarket.

4. GREATER CO-ORDINATION AND PARTNERSHIP-WORKING IS NEEDED BETWEEN NEWMARKET'S DIFFERENT BUSINESS LEADERS AND ORGANISATIONS INCLUDING THE COUNCIL.

2.43 The main economic actors in Newmarket need to establish a joint vision and business plan for the area which balances the needs of the horse racing industry with the need to diversify the local economy.

5. PROVIDE THE RIGHT CONDITIONS AND LOCATIONS FOR GROWTH BY CONDUCTING A REVIEW OF THE EXISTING BUSINESS ACCOMMODATION WHICH ASSESSES ITS SUITABILITY FOR BUSINESSES OVER THE SHORT, MEDIUM AND LONG TERM.

2.44 The potential to redevelop existing premises and/or brownfield (infill) sites for occupation by modern enterprises needs consideration. This should include science, bio-technology and research and development firms which complement the horse racing industry.

6. THROUGH PARTNERSHIP-WORKING, A CO-ORDINATED CAMPAIGN SHOULD BE DEvised TO MARKET AND PROMOTE NEWMARKET TO KEY BUSINESS SECTORS AND INDUSTRIES IN ORDER TO ATTRACT INWARD INVESTMENT.

2.45 This marketing campaign should be coordinated with the tourism drives referenced in this report. It must be well-structured with specific targets over the short, medium and long term.

7. ALONGSIDE THE PROMOTION OF NEWMARKET FOR NEW BUSINESS START-UPS, EXISTING ENTERPRISES SHOULD BE GIVEN THE OPPORTUNITY TO GROW AND UPGRADE THEIR BUSINESSES IN NEWMARKET. RATHER THAN BEING FORCED TO LOOK OUTSIDE OF NEWMARKET FOR SUITABLE PREMISES ETC.

2.46 As argued by the local business association (see Appendix A), the retention and nurturing of existing businesses in Newmarket should not be overlooked. If not well provided for, Newmarket risks losing its current stock of businesses to areas where suitable premises and rates can be found.

8. RETAIN SKILLED WORKERS TO CREATE A MORE DIVERSE LOCAL ECONOMY FOR DIFFERENT SKILL SETS. THIS NEEDS TO BE LINKED WITH WHAT EDUCATION AND TRAINING OPPORTUNITIES ARE LOCALLY AVAILABLE.

9. IDENTIFY THE ROLE OF HEAD TEACHERS AND SCHOOL GOVERNORS IN PROVIDING COLLABORATIVE RESOURCES AT THE LOCAL LEVEL.

10. PROMOTE A PARENTAL VOICE THROUGH A PARENT/COMMUNITY COUNCIL AT EVERY SCHOOL.

VISION STATEMENT:

"In twenty year's time, Newmarket will have improved the quality of life for its residents paying particular attention to the young and elderly"

COMMUNITY CAPITAL GROUPS: NATURAL, SOCIAL AND BUILT.

ACTION PLAN:

1. WORK CLOSELY WITH SCHOOLS TO CREATE COMMUNITY HUBS INCLUDING BREAKFAST AND AFTER SCHOOL ACTIVITIES (THROUGH PARTNERSHIPS BETWEEN THE RACING WELFARE CHARITY, ASTLEY CLUB, THE DISTRICT COUNCIL AND HEAD TEACHERS).

2.47 Establishing local schools as community hubs offers children, youth and families a strong continuum of services, engagement, interaction and learning opportunities during and out of normal school hours, during weekends and throughout the summer.

2.48 By accommodating an umbrella of services including "wake and shake" breakfast clubs, after school sports activities, music and drama workshops and adult education, the hubs will support a

diversity of families, teenagers and children living nearby by providing a “wrap-around” learning environment and a central place for social interaction. One of the indirect consequences of such hubs is their ability to breed tolerance and understanding between previously divided groups.

2.49 This undertaking will need to be administered by a coordinator who oversees the day to day operations of the hub sites.

2. IMPROVE/CREATE CYCLE ROUTES BETWEEN SCHOOLS AND GREEN SPACES.

2.50 Encouraging a better network of cycle routes will increase ridership levels around Newmarket, ease traffic congestion, relieve air pollution and improve people’s general health and well-being. Thought should be given to safe, healthy and sustainable school transport (including walking school buses).

3. CREATE A MORE DIVERSE/HIGHER QUALITY NIGHT TIME ECONOMY BY INTRODUCING A CINEMA OR LIVE MUSIC VENUE.

2.51 Newmarket’s night time economy only satisfies the interests of a very particular demographic. Stakeholders felt the preponderance of night clubs and the associated drinking behaviour make the High Street and its civic spaces no-go areas for families and the retired after dark. A cinema was deemed a good opportunity to diversify the current offer. A combined or additional live music venue was also cited and could provide rehearsal space and a music education facility for Newmarket’s youth.

VISION STATEMENT:

“In twenty year’s time, Newmarket will have improved the social connection between the horse racing and non-horse racing communities”

COMMUNITY CAPITAL GROUPS: NATURAL, SOCIAL AND BUILT.

ACTION PLAN:

1. ESTABLISH A SERIES OF WALKABLE LOOPS TO CONNECT DIFFERENT NEIGHBOURHOOD CENTRES AND ENHANCE COMMUNITY COHESION.

2.52 There is an absence of undisrupted walkable loops throughout Newmarket’s movement network. Existing neighbourhood centres, such as rows of shops and clusters of community amenities, are not linked to a walkable network. This encourages a very car dependent lifestyle or limits walking to areas which are very nearby and familiar.

2. ENCOURAGE TOURISM OFFERS WHICH CAN ALSO BE USED BY LOCAL RESIDENTS (E.G. THE MARKET AND RIDING SCHOOL/TOURS)

2.53 Although Newmarket enjoys a prestigious reputation worldwide, this position is not sufficiently captured by the current tourism offer. Educational tours and opportunities for visitors and local residents could be provided to enjoy racing history and culture.

VISION STATEMENT:

“In twenty year’s time, Newmarket will raise aspirations for its residents through good schooling, training and employment opportunities”

COMMUNITY CAPITAL GROUP: SOCIAL.

ACTION PLAN:

1. HOLD OPEN DAYS FOR LOCAL SCHOOLS AT THE RACING YARDS TO SHOWCASE THE DIFFERENT CAREER PATHS AVAILABLE IN THE EQUINE INDUSTRY.

2.54 The recently reinstated annual open day at the race horse yards is a good way to improve relations between the horse racing and non-horse racing communities. Similarly, a “fresher’s fair” could connect people to horse racing be it as a career path or through voluntary work.

2. ESTABLISH AN EQUESTRIAN/SPORTS SCIENCE CENTRE OF EXCELLENCE.

2.55 An equestrian centre of excellence could capitalise on Newmarket's global horse racing reputation, encourage youth into the industry and its affiliated professions, and bolster the local economy.

3. SERVICES FOR NEWMARKET'S CHILDREN, YOUTH AND ELDERLY WHICH BUILD ON THE EXAMPLE AT FOLEY HOUSE BY LINKING CHILDREN CENTRE SERVICES, YOUTH SERVICES AND ADULT EDUCATION.

2.56 By housing services for Newmarket's children, youth and elderly - Foley House provides an environment in which interaction and understanding across generations is fostered. Capitalising on such inter generational initiatives will improve the strength of social cohesion in Newmarket.

VISION STATEMENT:

"In twenty year's time, Newmarket will have thrived and grown in a sustainable and well-balanced manner, delivering a better quality of life for all, with horse racing remaining vital to the town's economy and character"

COMMUNITY CAPITAL GROUPS: SOCIAL AND BUILT.

ACTION PLAN:

1. IDENTIFY GAP / REDEVELOPMENT / 'BROWNFIELD' SITES IN THE MOST SUSTAINABLE LOCATIONS, I.E. MORE CENTRAL AREAS AND/OR WHERE NEW TRIPS ARE MORE LIKELY TO BE BY WALK, CYCLE, BUS OR TRAIN.

2.57 If realising brownfield redevelopment can not meet all the housing needs alone, consider sites currently protected for horse racing (e.g. the former stables) which may have exceptional reasons for being re-used, possibly for development that would: (a) be of value to the town/town centre in that location and (b), be potentially damaging to

the town if it were to be located in less sustainable sites on the edge of town (see Appendix G).

2. IDENTIFY EXISTING LOW QUALITY, LOW DENSITY, LOW OCCUPANCY RESIDENTIAL SITES IN LESS SUSTAINABLE LOCATIONS AND DRAW UP PLANS FOR REDEVELOPMENT.

2.58 Several existing residential areas of Newmarket make very inefficient use of the land they occupy. These include existing surface car parks only used to a fraction of their capacity. These sites should be considered for redevelopment at higher residential densities combined with appropriate shops and services (see Appendix F for Land Ownership).

3. SINCE GROWTH IS REQUIRED BEYOND THE CAPACITY OF BROWNFIELD SITES, BRING FORWARD A MASTERPLAN FOR A NEW, MIXED-USE COMMUNITY IN/AROUND STUDLANDS, BUILDING ON EXISTING COMMUNITY ASSETS, INCORPORATING NEW AND GREATLY IMPROVED LINKS FOR WALKING, CYCLING, AND NEW SUPPORTING BUS SERVICES.

2.59 This action plan emphasises the importance of having an established plan detailing the essential parameters of sustainability in any available and deliverable brownfield sites.

"In twenty year's time, Newmarket will be an attractive town that is well connected to neighbouring settlements, towns and cities by road, bus and rail."

COMMUNITY CAPITAL GROUP: BUILT.

ACTION PLAN:

1. ENHANCE THE 'SENSE OF ARRIVAL' AT THE MAIN TOWN CENTRE GATEWAYS - INCLUDING THE RAILWAY STATION, THE 'RACECOURSE JUNCTION' AND THE MAIN CAR PARKS - WITH MEASURES FROM AESTHETIC IMPROVEMENTS TO BETTER SIGNAGE.

2.60 The key entry points which need to promote a better welcome to Newmarket include the railway station, the 'racecourse junction' (A1304/Hamilton Road/Dullingham Road), the A14 junction and the main car parks.

EbD OUTPUTS

ANALYSIS OF NEWMARKET

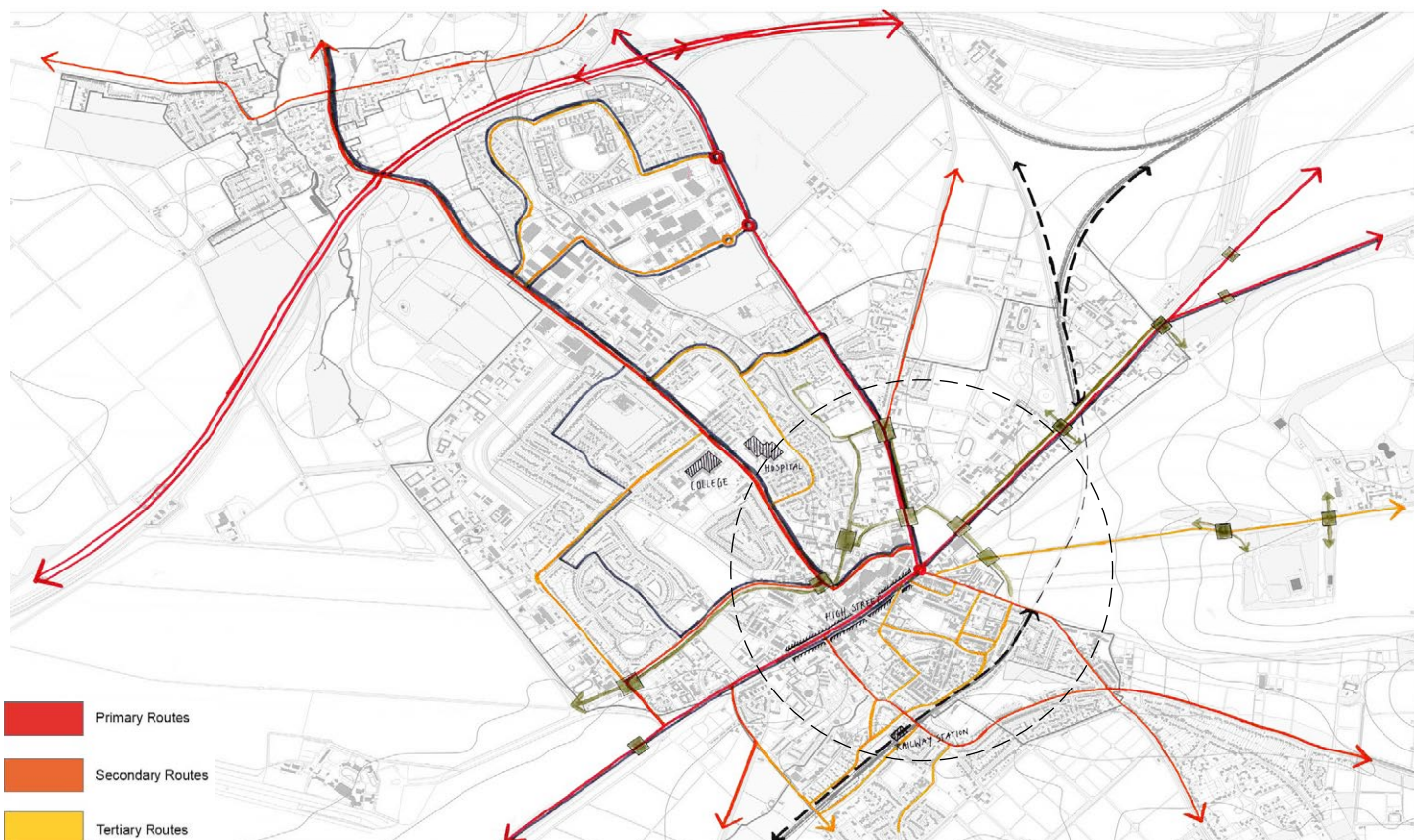
HIGHWAYS AND PARKING

2.61 The A1304 High Street-Bury Road is a key feature of Newmarket and a vital route for vehicular access to, from and through its centre. The role of the A1304 corridor for longer distance through traffic is limited, with the A14 trunk road to the north being the primary route for that purpose.

2.62 There is considerable concern over the use of the A1304 as a 'release valve' on those occasions when serious congestion occurs on the A14. Locals also worry about the volume of relatively short-distance through traffic, with drivers preferring to take the shorter route via the A1304 rather than the faster route via the A14. Suffolk County Council (SCC) is currently conducting a survey of HGV traffic to determine the degree of movement through the built-up area as opposed to use of the A14. SCC officers present at the Enquiry by Design

were requested to extend this survey to general vehicular movement in order to accurately assess the nature of through-traffic problems.

2.63 Newmarket's other principal highway is the A142 Fordham Road which connects the A3104 with the A14 to the north. The B1103 Exning Road is another north-south link, although this does not connect with the A14. The more important links connecting the town with settlements to the south are the B1061 towards the west and the B0163 to the east. The Exning Road once crossed the High Street along the alignment of Wellington Street and Sun Lane, but when the latter became too narrow for the purpose, the B1103 route was connected directly to the A142 via Fred Archer Way. With the relatively recent addition of the Waitrose development, this means that traffic pressure is localised on the junctions of Fred Archer Way with Fordham Road and the nearby Clock Tower roundabout. Attendees of the EbD



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NEWMARKET MOVEMENT HIERARCHY

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reported that the signalisation of junctions on Fred Archer Way arising from the Waitrose development have exacerbated short peaks in congestion at this pressure point. Our own observations throughout the EbD period verified this report.

2.64 Congestion in Newmarket varies, but some participants emphasised that it is significant for local residents and businesses at certain times, for example on Race Days or when the A14 is closed and traffic is diverted through the town. It is important to ensure signals are fully optimised (for pedestrians too) and non-car trips into town are encouraged wherever possible.

2.65 The current parking provision in the town is adequate (over 900 spaces can be found in the Rous Road, Guineas, Market Square, All Saints, Grosvenor Yard and Turners Hall off-street car parks). However, the positive impact these sites could have on the local economy is impaired by poor signage. Drivers are instead directed to the preponderance of off-street car parks towards the western end of the town centre.

2.66 The use of on-street parking on the High Street is extremely inefficient. The lack of enforcement means the turnover of 'stop and shop' spaces is very low - considerably lower than it could and should be. A new parking strategy will be needed to ensure that existing and future parking facilities contribute more to the town's economy and environment.

PUBLIC TRANSPORT

2.67 Newmarket's public transport services can best be described as "just about adequate", with the most frequent bus and train services running hourly. The train service is particularly disappointing, with the hourly service between Ipswich and Cambridge showing inadequacy in terms of frequency (especially during peak times and events), carrying capacity and physical condition. Significant improvements should be sought in connection with the forthcoming re-tendering of the franchise.

2.68 The station's unattractiveness and lack of station infrastructure makes for a particularly uninspiring experience on arrival and departure. Its signage and connections to the town centre are a little better. However, the station has enormous potential and with radical improvements to its public realm and wayfinding information, could be an asset to the town's tourism offer. Such interventions were considered a matter of urgency by those present at the EbD.

2.69 Maps of Newmarket's bus routes can give a misleading impression of the quality of coverage - with some streets only witnessing a scheduled service once a day. The frequency of services along prime routes is no more than hourly and no services run after the early evenings from Monday-Saturday or at all on Sundays. Consequently, this is barely acceptable for those reliant on public transport and will do little to persuade people away from private cars. Whilst it is difficult to provide frequent bus services in rural areas, efforts must continue to be made to improve services in support of sustainability and traffic reduction, making effective use of developer contributions and any available public subsidy.

HORSES

2.70 With more than 3,000 horses and riders moving around the town per day during peak season, Newmarket has to accommodate a unique set of movement patterns and needs. The existing network of horse-walks is in need of both improvement and, in due course, extension. Over time, a range of measures have been introduced to improve safety where the horse-walks cross busy roads. For instance, Suffolk County Council is developing proposals to improve the standard level of crossings. Naturally, any changes to the horse walk infrastructure will have to be done in consultation with the horse racing industry.

2.71 In summary, horses and riders should continue to be regarded as priority users of Newmarket's streets. Motor traffic expected to yield to crossing horses and design should enable, encourage and, as necessary, enforce this.

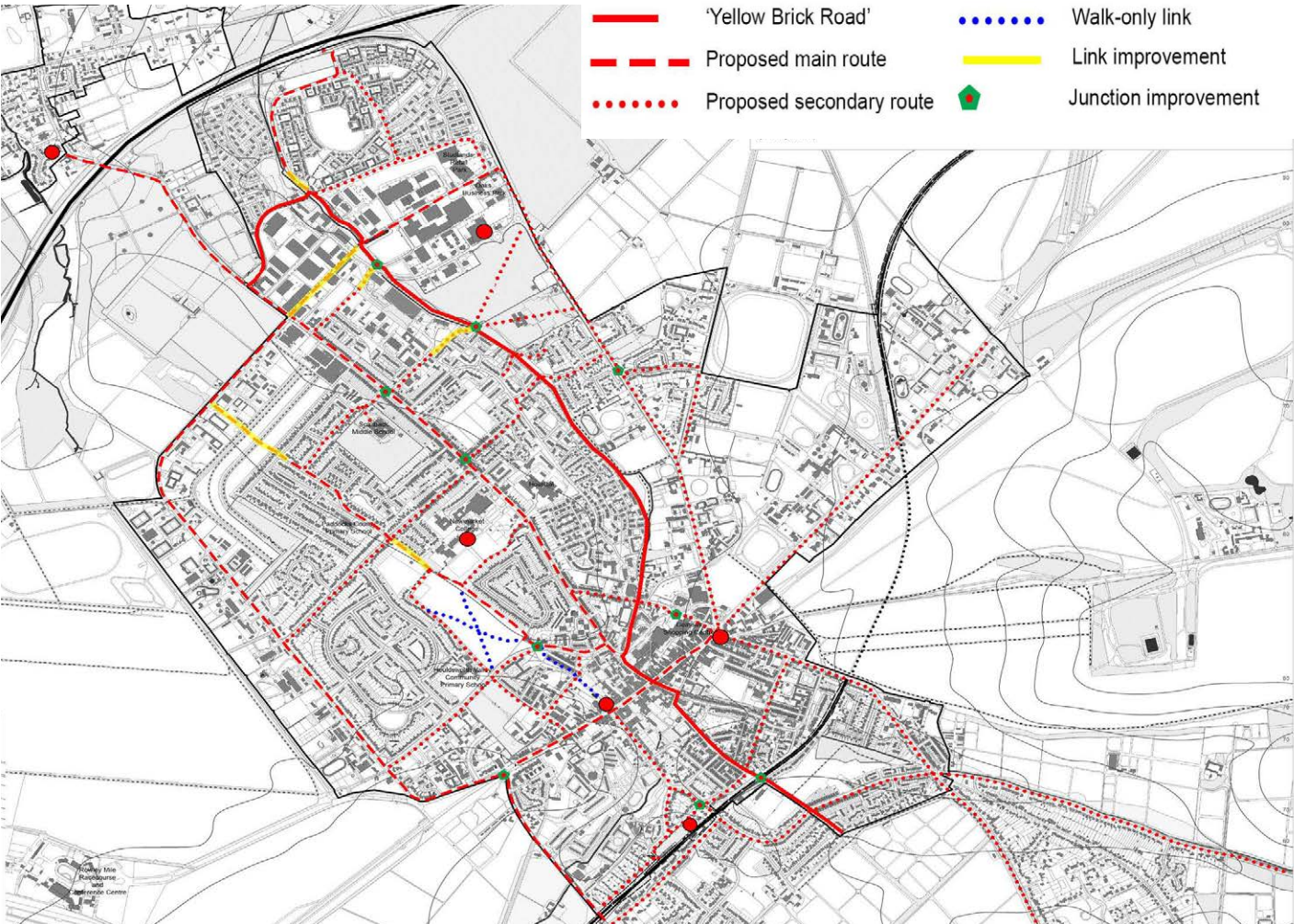
WALKING

2.72 Newmarket's size, layout and distribution of shops, schools, services, amenities and facilities means that, with some intervention, walking can be a viable alternative for many trips currently performed by car. The importance of walkable neighbourhoods, as discussed in the 'design principles' section on page 18, is immeasurable and span health, environmental, social, and economic benefits.

2.73 Attention needs to be paid to the 'missing links' in the system (typically in the town centre), where pedestrian movement is encumbered. This includes people wanting to cross the High Street and negotiate the Clock Tower and Fordham Road/Fred Archer Way junctions.

2.74 The 'yellow brick road' establishes a good starting-point for the development of a connected network of attractive walking and cycling routes. However, areas where walking has to be balanced with the access requirements of cars and horses deserve greater attention.

2.75 In summary, Newmarket should seek to transform itself into a genuine 'walkable town' - an aspiration which can be fulfilled with comparatively little investment as detailed in the 'recommendations' and 'next steps' sections of this report.



INDICATIVE MOVEMENT STRATEGY

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EbD OUTPUTS

ANALYSIS OF NEWMARKET

CYCLING

2.76 Cycling seems an important mode of transport in Newmarket, the town's size, layout and gentle gradients lends itself to the creation of a more cycle friendly place. Encouraging "bike to work" and "bike to school" schemes can dramatically curtail peak time congestion. The development of a connected network of walking and cycling routes (see the 'proposed movement strategy' diagram on page 32) is the principal means of releasing this potential. Complementary measures such as the provision of safe, secure and sheltered cycle parking, cycling scheme promotions, and personalised travel planning initiatives in schools and workplaces should all be considered.

THERE ARE LIMITED 'LOOPED' WALKS CONNECTING INTO THE WIDER LANDSCAPE FOR THE PUBLIC.

THERE IS GOOD PROVISION OF ALLOTMENTS BUT THERE IS A LACK OF OTHER GREEN SPACES FOUND IN TOWN OF THIS SIZE SUCH AS PARKS.

THESE ASPIRATIONS SHOULD BE CONSISTENT WITH AND BUILD UPON THE LOCAL TRANSPORT PLAN.

GREEN INFRASTRUCTURE

2.77 The 'existing green infrastructure' diagram on page 34 depicts the distribution of larger green spaces in Newmarket. Whilst a more detailed assessment is required which identifies their specific uses, it does illustrate the following:

THE GALLOPS (OPEN TO THE GENERAL PUBLIC AFTER 1PM) PROVIDE A SIGNIFICANT AMOUNT OF SEMI-NATURAL GREEN SPACE. IF PLANS TO DEVELOP THE GEORGE LAMBTON PLAYING FIELDS WERE EVER TO PROCEED, THE AVAILABILITY OF SPORTS PITCHES WOULD DECLINE.

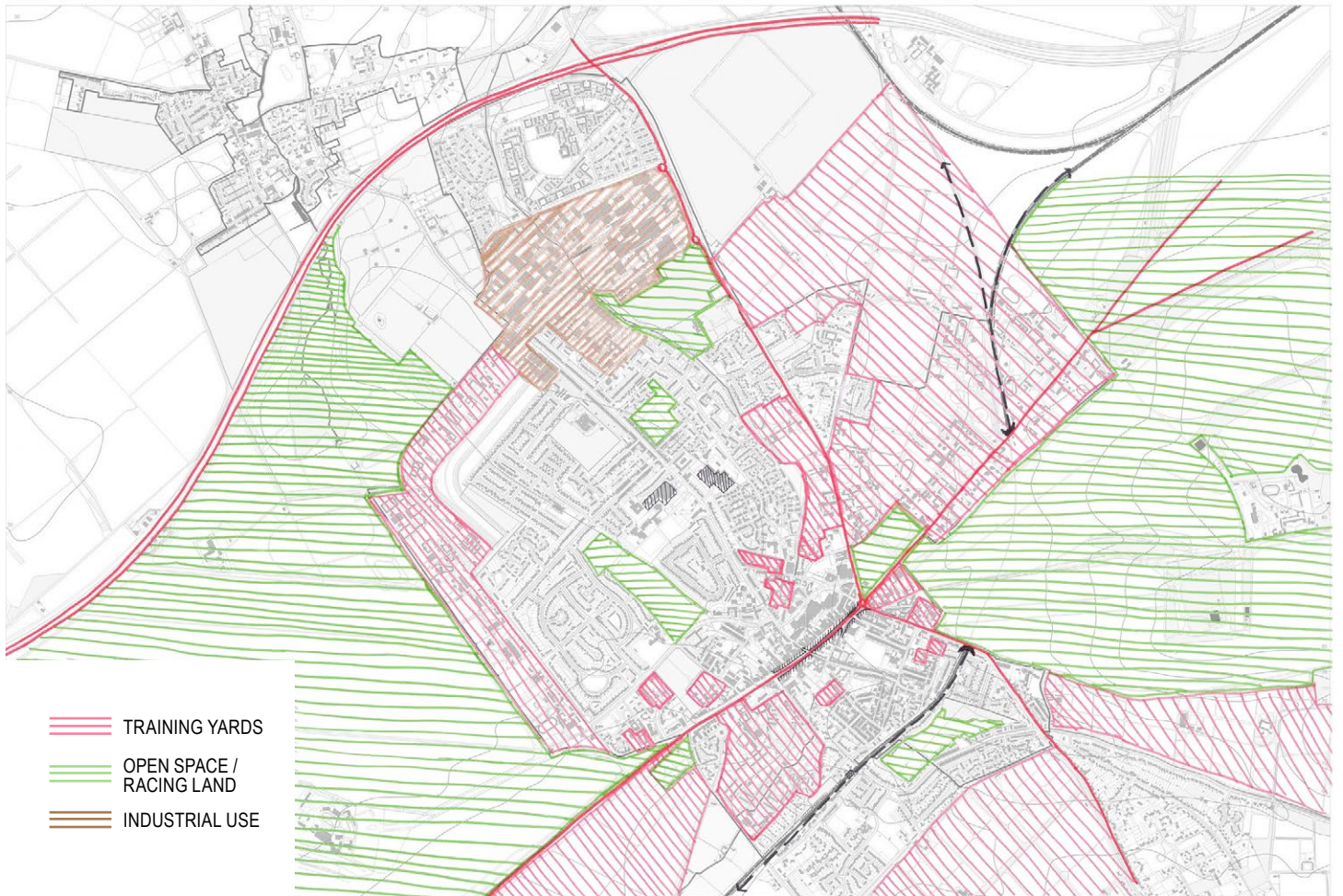
THE EXISTING SPORTS PITCHES NEAR THE COLLEGE ARE OF POOR QUALITY AND SUFFER FROM A LACK OF CLEAR USAGE. THEY HAVE RECENTLY APPROVED PLANNING PERMISSION FOR PLAYING FIELDS INCLUDING SPORTS PITCH IMPROVEMENTS. IT SHOULD BE NOTED THIS IS A PLAYING FIELD AND NOT A PARK FOR INFORMAL RECREATION.

THE SCALTBACK AND ST FELIX MIDDLE SCHOOL PITCHES ARE IN A STATE OF TRANSITION MEANING THEIR FUTURE USE REMAINS UNCERTAIN.

THERE IS A LACK OF SPORTS PROVISION/ RECREATION LAND TO THE SOUTH OF THE TOWN.

ALLOTMENTS ARE WELL SERVED IN THE TOWN AND ARE WELL USED.

PEDESTRIAN AND CYCLE LINKAGES TO OPEN SPACE IS POOR AND COULD BE IMPROVED.



BROAD LAND CONSTRAINTS

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EXISTING GREEN SITES

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EbD OUTPUTS

ANALYSIS OF NEWMARKET

LAND CONSTRAINTS

2.78 The 'broad land constraints' map on pg 34 illustrates the distribution of private land associated with the horse racing industry (i.e. studlands, stables and gallops) as well as the larger areas of employment land to the north. See Appendix G for the detailed constraints map provided by FHDC.

2.79 The combination of these uses imposes a 'strait-jacket' to the natural polycentric growth of the town and makes immediate access to the wider countryside more difficult.

2.80 The Jockey Club land is land within the horse racing industry, therefore protected by the horse racing policies and allocated for open space purposes in the Local Plan in 1995 - it is not available for development.

URBAN STRUCTURE

GROWTH PATTERNS

2.81 When analysing the urban structure of Newmarket, three distinct areas can be discerned: the historic core in and around the High Street, the area of post-war expansion to the north-west, and the fringe development to the north. The majority of Newmarket's development has taken place in the second half of the twentieth century. Due to land use and land ownership constraints, the overall growth pattern has seen a dominant direction of development towards the north-west. At present, Newmarket is surrounded by designated equine land use to the south, east and west, and bounded by the A14 to the north. Although there are Greenfield sites available within Newmarket's official settlement boundary, these are mainly located to the far north, at a significant distance from the town centre (see page 34).

2.82 Newmarket started out as a linear settlement along the current High Street, its nodal point being the crossroads with Exning Road leading to the north and Ashley Road leading to the south. In the past Exning Road was connected to Ashley Road by All Saints Road. Also almost all of the older alleys linking through to the high street have been blocked off. By closing off this connection, the nodal point of movement has shifted eastwards

along the High Street towards the roundabout above Old Station Road. With the development of the adjacent Guineas Shopping centre, the focal point of daily commerce has since shifted from the High Street. As The Guineas Shopping Centre is pedestrianised and inwardly focussed, it has limited connectivity to the town's movement network. Running parallel to the High Street, the shopping centre acts as a barrier, limiting access to the High Street for shoppers from the north-west of town.

2.83 The post-war development in the north west area, referred to in this report as the "middle of the town", is characterised by low rise housing and a poorly connected road network. This is measured from 1350 meters from the train station (see the movement analysis on page 30). Amenities such as local shops and schools are generally poorly distributed and need stronger connections through pathways for walking and cycling.

2.84 There is a distinct lack of connecting through-roads running north-south and east-west. The green space adjacent to Adastral Close appears to be a void in the movement network, visible from the "desire lines" of local residents making their own informal routes across the fields. Exposed and flanked by the backs of houses, these routes are only known to local residents and carry a feeling of insecurity especially after dark.

2.85 The Studlands development, which borders the A14 to the north, sees even less integration with Newmarket's movement network. Due to its location, layout and use, the residential development has become physically and socially isolated from the rest of the town. Furthermore, the presence of the business park to the south acts as a physical barrier to integration. Both the development and the business park are configured into cul-de-sacs - dead end streets circumscribed by a collector road. This layout limits the freedom of movement, prevents passing flows of pedestrians, and unnecessarily increases the distance one has to travel. Moreover, the designation of land as either residential or commercial heightens this disconnect, creates inactive streets, and forms sterile environments only occupied during certain times of the day.

EbD OUTPUTS

ANALYSIS OF NEWMARKET

2.86 These conditions mean that access to core social infrastructure, such as the Laureate Primary School, Newmarket Community Church and Step Up Learning Centre, is not as easy as it should be. A redistribution of land use (allowing a variety of development options/schemes) within the combined area of the Studlands development and the business park, could create a more efficient movement system, meaning communal services are more conveniently placed.

FIGURE-GROUND ANALYSIS

2.87 By highlighting public spaces in black, a figure-ground diagram provides a means of distinguishing the distribution and connection of a town's public realm. The figure-ground diagram for the existing situation in Newmarket (see the upper image on page 37) shows a lot of roads leading to dead ends, as well as several areas that look to be self-contained islands, connected to the rest of the town only by a limited number of roads.

2.88 The figure-ground diagram for the proposed situation (see the lower figure on page 37), displays how future interventions can improve Newmarket's connectivity. By linking streets, one begins to form an integrated network that shortens travel distances and improves the ease of movement for locals and visitors.

2.89 Achieving this goal of connectivity brings a number of benefits. Increasing walking around the town centre circuit will create an additional capacity for horse and vehicle trips without major investment in new road infrastructure. A more walkable environment also connects residents from different income levels to a balanced range of amenities, facilities and workplaces which were once hard to reach. Combining this with a greater number of high-quality public spaces will improve the town's image, create street space for markets and cafés (particularly in the town centre) and promote greater social interaction. This will add value in a competitive real estate market, enhance local affection towards the town centre, attract more visitors, heighten footfall and increase local spending. Cumulatively, these benefits will ensure the town's functionality and long-term viability.

2.90 It is important to note that the 'proposed figure-ground scenario' depicts the culmination of several stages which, even when enacted individually, have the ability to improve the joy of living in Newmarket.



EXISTING FIGURE-GROUND SHOWING POOR CONNECTIVITY

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INDICATIVE FIGURE-GROUND SCENARIO SHOWING FUTURE-PROOFING NETWORKS

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NEWMARKET ENQUIRY BY DESIGN WORKSHOP REPORT 37

Ebd OUTPUTS

RECOMMENDATIONS

THE THREE PRINCIPLE APPROACH

3.1 One of the purposes of this report is to provide the three tiers of council (Newmarket Town Council, Forest Heath District Council and Suffolk County Council) with a coherent structure against which future decisions can be made.

3.2 One should be able to take any proposal and screen it for how many of the action plans it is capable of delivering and thereby giving a strong indication of its sustainability credentials.

3.3 While future developments cannot be prioritised according to the three principle approach, we recommend that any future developments examine the three-step approach outlined in this section. Town centre revitalisation needs to take precedence, as does linking the middle of the town and creating safe public streets and spaces. Development to the north should only be considered if strategies in the historic core and post-war middle of the town have been created and fully explored, and if housing and future growth is unavoidable as otherwise set out in this document.

3.4 The in-depth consultation period of the Enquiry by Design process, coupled with the technical skills of The Prince's Foundation, provides the basis for the recommendations below. There also needs to be a balance, which considers the statutory legal planning process, eventually guiding an evidence/information based approach. However it is important to understand that the purpose of this document is to create a shared vision rather than for determining planning applications.

1. TOWN CENTRE REVITALISATION

3.5 The High Street, specifically in gap sites and vacant buildings within a 500m radius, is desirable for the following reasons:

IT CREATES A HIGHLY ACCESSIBLE NEIGHBOURHOOD WITH A DISCERNIBLE TOWN CENTRE AND REAL 'SENSE OF PLACE'.

INFILL DEVELOPMENT COUNTERS SUBURBAN SPRAWL WHICH IS LAND EXTENSIVE, CAR-BASED, ENERGY CONSUMING AND SOCIALLY INSULAR. HAVING MORE PEOPLE LIVE AND WORK IN THE TOWN CENTRE WILL REDUCE PEOPLE'S DEPENDENCY ON THE PRIVATE

CAR, REDUCE LOCALISED CONGESTION AND IMPROVE AIR QUALITY.

A MIX OF RESIDENTS LIVING IN CLOSER QUARTERS WILL CREATE A MORE VIBRANT, TOLERANT AND ROBUST COMMUNITY.

A HIGHER RESIDENTIAL POPULATION IN THE TOWN CENTRE WILL CREATE A CRITICAL MASS OF SHOPPERS TO SUPPORT LOCAL RETAILERS AND REDUCE DEPENDENCY ON MAJOR OUT-OF-TOWN SUPERMARKETS.

AS THE HIGH STREET BECOMES A MORE SOCIAL AND VIBRANT LOCATION, THE QUALITY OF RETAIL AND LEISURE IS LIKELY TO IMPROVE AND DIVERSIFY.

INCREASING THE FOOTFALL AND THROUGH-TRAFFIC OF PEDESTRIANS WILL IMPROVE STREET SAFETY.

POTENTIAL SITES FOR MIXED-USE DEVELOPMENT INCLUDE THE GUINEAS SHOPPING CENTRE, CURRENT MARKET AREA, OLD GASWORKS AND TOWN CENTRE CAR PARKS.

TOWN CENTRE CAR PARKS TO BE CONSIDERED.

DEVELOPMENT ALSO NEEDS TO BE BALANCED WITH HERITAGE - HISTORIC BUILDINGS AND THE CONSERVATION AREA.

2. LINKING THE MIDDLE OF THE TOWN

3.6 Many of the residential areas in Newmarket are typical post-war suburbs. They are composed of low-density dwellings laid out in cul-de-sacs, detached from local centres offering shops, facilities and amenities, and only accessibly by way of private car. Efforts should also be made to retrofit these areas into fully functioning communities. Opportunities to provide more dense development in residential areas should be considered in the town centre. By furthering such opportunities in residential areas and improving connections to amenities and facilities stronger neighbourhood centres will be created.

3.7 This middle section of town is considered the area within a 15 minute walk of the train station – a radius of approximately 1350m (see movement analysis on pg 30). Despite falling under the administration of Cambridgeshire, the area south of the station needs consideration and could be the subject of a joint strategy between the different Council administrations.

3. REVIEWING THE NORTHERN AREA

3.8 If, once 1 and 2 have been explored, and there is a clear need for housing and provided the appropriate stakeholders have been consulted on the proposals, a new mixed-use local centre to the north of the town could be considered if housing cannot be located elsewhere in the District. However, a number of caveats apply to this situation.

3.9 The intention of any new development should be to provide facilities for existing and new residents to the town's north and promote a new neighbourhood centre for Newmarket. This will not be achieved by permitting piecemeal developments which create a series of weak local centres off the main arterial routes. Instead, a comprehensively masterplanned centre provides the best prospect of creating a successful new neighbourhood. This would serve the isolated community of Studlands, the large number of workers in the business park, and capitalise on the existing infrastructure stock. It is essential that any new development should reflect the pillars of sustainable placemaking such as connectivity, adaptability, density and durability explained in the 'design principles' section of this report (see page 18).

3.10 The rest of this chapter provides fuller details of each stage in the three step process.

TOWN CENTRE REVITALISATION

3.11 Newmarket town centre should be the heart of the community, the primary destination for shopping and leisure, a magnet for tourists, and a place of civic pride. Cumulatively these attributes would see people lengthen their stay in Newmarket and spend more money. Newmarket has fairly low vacancy rates which have hovered between 5%-7% compared to a national rate of around 11%.

3.12 The vision for a "successful and vibrant town centre" will help avoid any decline and failure to accomplish many longer-term aspirations. For instance, a failing town centre will discourage business interest and inward investment, and derail attempts to maximise the area's tourism potential. In summary, the financial vision statements will be unattainable without a significant step-change

in the quality of the town centre's retail offer and built environment.

3.13 With internet shopping on the rise it is likely that the improvement and regeneration of High Streets will be as much to do with social hubs as to do with retail convenience therefore the internet, social media and marketing through a coordinated approach should be a strong part of any coordinated High Street Strategy.

3.14 To this end, this section charts recommendations for town centre revitalisation over the short, medium and long term. This advice remains at a high level for instructive purposes, and is not intended to provide a final solution. Further work such as an Area Action Plan (AAP) to complement the Council's existing development plan documents would naturally add detail and rigour to these proposals. Nevertheless, the recommendations presented here offer a good launchpad for a long-term town centre strategy.

- The removal of some on-street parking provision in the prime shopping area (running from Sun Lane/Wellington Street to the Clock Tower) coupled with sidewalk widening could beautify the streetscape, heighten pedestrian safety, ease movement across the High Street and improve the retail environment for shoppers and businesses.
- Although a more detailed parking strategy will need to test the feasibility of any changes to on-street parking provision, it was claimed by stakeholders that 45 on-street parking spaces currently exist on the High Street. Rationalising on-street parking in the prime shopping area would reduce this to approximately 22.
- Improve enforcement parking standards as regulatory measures would work to increase the turnover of short-term parking spaces and encourage the "stop and shop" mentality.
- The widening of pavements and removal of parking spaces could free-up an area for the relocation of the market. However, it must be established that the side-by-side trading of market stalls and existing shops will not have

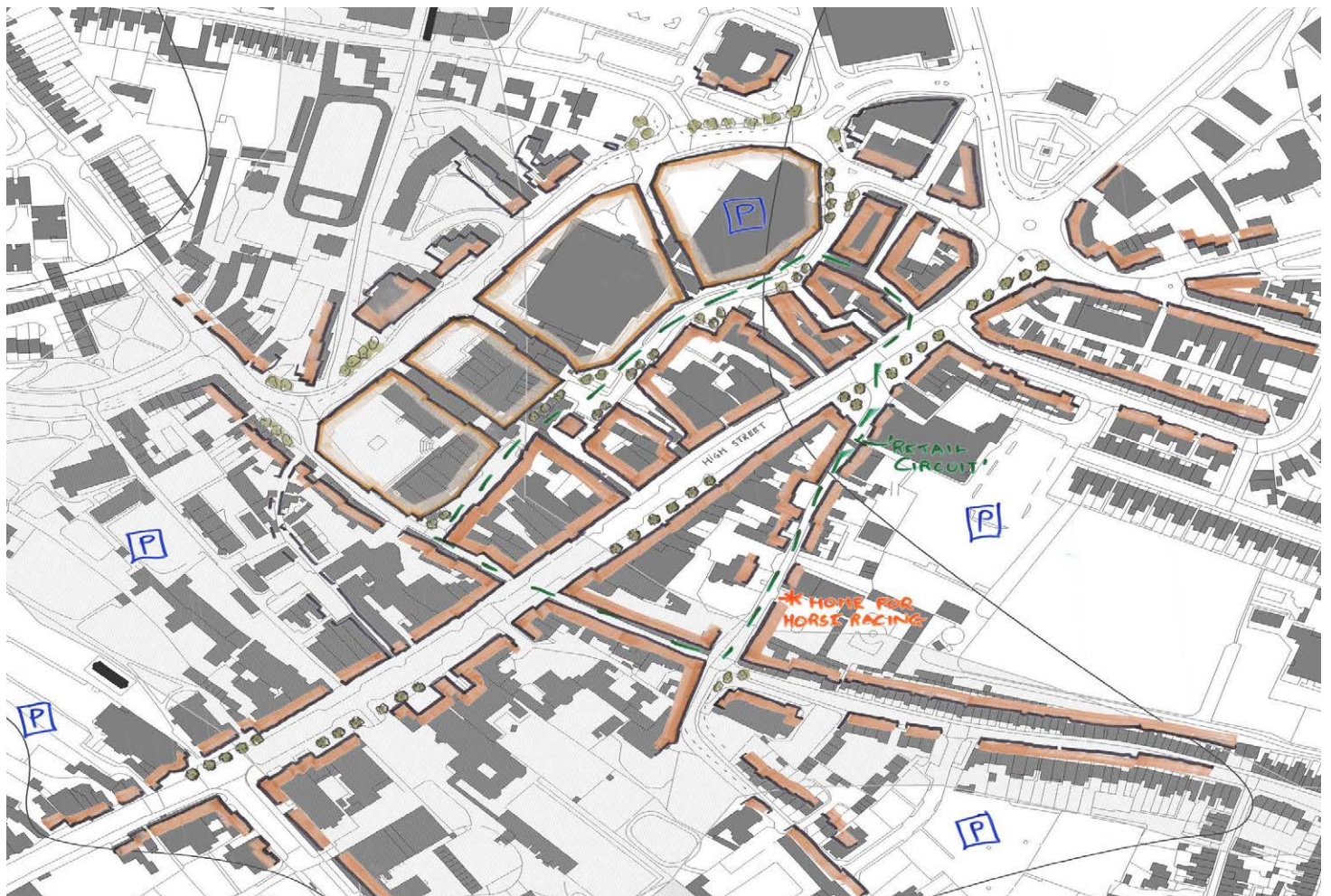
EbD OUTPUTS

RECOMMENDATIONS

a detrimental impact on pedestrian movement and turnover. A review of the market feasibility study would be necessary.

- The relocation of the library to the High Street should be prioritised over the short term. Although there has been no assessment of the suitability and availability of existing buildings or sites on the High Street, the Post Office and Memorial Hall have been mentioned as prospective locations.
- To redefine Newmarket's night-time economy and diversify the current leisure offer, the town centre requires a cinema, live music or entertainment venue. Prospective High Street locations should be determined according to more detailed planning, economic and commercial viability testing by FHDC.

- Whilst The Guineas remains a popular and viable shopping centre, many locals feel it detracts from Newmarket's traditional retail setting and built environment. Its presence also inhibits movement from the High Street to the residential areas to the north. The introduction of more permeable building blocks, landscaped streets and boulevards would help alleviate these problems (see the 'town centre revitalisation plan' illustration below).
- The redevelopment of The Guineas could create the opportunity for a highly sustainable mixed use scheme with retail and commercial uses at ground and possibly first floor level, and a mix of office and residential uses above. A new central "market street" which connects back to the High Street could give the town a purpose built area for a new high quality



INDICATIVE TOWN CENTRE REVITALISATION PLAN EXTRACT (SEE APPENDIX B FOR FULL VERSION)

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EbD OUTPUTS

RECOMMENDATIONS

market which complements the existing shops. The parking facilities would need to be reprovided either at basement or upper floor levels, or in a separate multi-storey car park.

- More research and feasibility testing is certainly required on this proposition. Clearly, any redevelopment proposals would require a careful phasing strategy so that existing pedestrian flows and retail uses are kept active.
- As freeholder of the site Forest Heath District Council, in consultation with the current owner, is well placed to shape any redevelopment options.

LINKING THE MIDDLE OF THE TOWN

3.15 The 'linking the middle of the town' map illustrates what a landscape strategy for Newmarket could look like. This is a strategy that places importance on open space links, however future iterations need to accommodate the current open space framework and existing development proposals.

3.16 The figure demonstrates what could be done to enhance connections with the town's middle section. This includes a potential north-south route from the High Street, through the Memorial Gardens, past the college, along the existing footpaths, up into the residential area and to the private stable land where access is then halted. The establishment of this route would strengthen the north/south pedestrian and cycle links to the



LINKING THE MIDDLE OF THE TOWN EXTRACT (SEE APPENDIX B FOR FULL VERSION)

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EbD OUTPUTS

RECOMMENDATIONS

town centre and if permissible, could also extend northwards. Such a scheme should also strive to resolve the ambiguity of the park/pitch area next to the college (adjacent to Rowley Drive).

3.17 The “linking the middle of the town” diagram also depicts a new “Newmarket Park” with improved dual-use sports pitches for the college, and the relocation of the play area from the rear of Adastral Close to a site adjacent to Houldsworth Valley Primary School. It also portrays new park-facing housing, a cycle route running along the eastern side and the formalisation of desire lines which criss-cross the park. The ambition is to create a space with the location and status of Newmarket’s flagship park.

3.18 There is scope to define more direct routes towards the north of the town and further sports facilities. However, this would require the acquisition of a private home and would be subject to local consultation.

3.19 Improved east/west footpath connections could also link the yet to be reused St Felix Middle School site and Field Terrace Road allotments. This would link the middle of the town to the north and south for cyclists and pedestrians, creating a necklace of attractive, well overlooked open spaces.



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INDICATIVE LANDSCAPE STRATEGY EXTRACT (SEE APPENDIX B FOR FULL VERSION)

Ebd OUTPUTS

RECOMMENDATIONS

REVIEWING THE NORTHERN AREA :

3.20 The Studland area to the north of Newmarket appears to be the town's most remote neighbourhood. It is far away from the town centre and physically separated by a barrier of industrial land use. In light of Newmarket's land constraints, if future growth is unavoidable and cannot be accommodated within the town centre or middle section or elsewhere in the District and subject to full consultation with all stakeholders and an assessment of potential negative impact on the horse racing industry, the feasibility of this northern area can be assessed. Appropriate development could knit this northern area together and provide much need amenities and facilities (see Appendixes G and F for appropriated sites).

In our view, it is essential that any new development in this area helps stitch back the disconnected land use practices (cul-de-sacs, retail parks and zonal 'sheds') exercised over the last 50 years. The pattern of growth should reflect a traditional town or village with walkable neighbourhoods composed of well-connected streets, civic spaces and a mixture of land uses around a discernible core.

3.21 A new neighbourhood centre could be formed along the Fordham Road that services the Studlands area and helps create a more positive entrance to the town. The creation of interconnected streets and routes would help restore access throughout the town and developer contributions could yield new or improved facilities.



INDICATIVE NORTHERN AREA EXTRACT SHOWING WALKABLE CATCHMENTS AND HOW NEW DEVELOPMENT COULD LINK WITH THE TOWN (SEE APPENDIX B FOR FULL VERSION).

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EbD OUTPUTS

RECOMMENDATIONS

3.22 Any new development to the north of Newmarket should consider the following interventions:

- The establishment of looped pedestrian routes connecting the north eastern and north western parts of the town (and linking with existing pathways).
- Create new sports pitches, parks, studlands/ grazing land to the north with the potential for additional horse walks to new gallops in the north west and existing gallops in the south (see 'Northern Area Extract' below).
- Create a new sports hub to the north west (on the existing open space allocated site) which accommodates the relocation of the football club and a sports "centre of excellence". Consider using some of the old football club site for a small informal park for residents in the south of the town.

3.23 In order to implement the action plans outlined in this report and capitalise on the immense amount of commitment local residents have shown towards making Newmarket a better functioning town, The Prince's Foundation recommends the creation of four thematic Delivery Groups. Given the diverse interests and concerns held by the residents, businesses and industries of Newmarket, subject-specific Delivery Groups are crucial to the collaboration of different stakeholders, promotion of a shared-agenda and implementation of joined-up actions.

3.24 Each delivery group has a different mandate and should consider the views of all individuals, institutions and organisations with a background or interest in the topic. The smooth functioning of the groups, range of stakeholder interests and statutory roles of the three councils should be taken into account when deciding on group membership.

3.25 The administration, planning and implementation of the thematic delivery groups should be driven by the Groups themselves, overseen by a steering group made up of representatives from the three councils. Each Group should elect a Chair drawn from one of the three authorities, who will be responsible for

co-ordinating the wider communication with members of the public.

3.26 Listed below are the titles of the four Delivery Groups and the tasks they should fulfil.

1. MASTERPLANNING DELIVERY GROUP

IDENTIFY GAP, REDEVELOPMENT/'BROWNFIELD' SITES IN THE MOST SUSTAINABLE LOCATIONS, I.E. MORE CENTRAL AND/OR WHERE NEW TRIPS WOULD BE MORE LIKELY TO BE BY WALK, CYCLE, BUS OR TRAIN.

IDENTIFY EXISTING LOW QUALITY, LOW DENSITY, LOW OCCUPANCY RESIDENTIAL SITES IN LESS SUSTAINABLE LOCATIONS AND CREATE PLANS FOR REDEVELOPMENT.

IF GROWTH IS REQUIRED BEYOND THE CAPACITY OF BROWNFIELD AND OTHER SITES THROUGHOUT THE DISTRICT, BRING FORWARD A MASTERPLAN FOR A NEW, MIXED-USE COMMUNITY IN/AROUND STUDLANDS, DEVELOPING EXISTING COMMUNITY ASSETS, INCORPORATING NEW AND GREATLY IMPROVED LINKS FOR WALKING AND CYCLING, AND SUPPORTING NEW BUS SERVICES (REFER TO THE 'RENEWING THE NORTHERN AREA' MAP ON PAGE 43).

DEVELOP INTEGRATED AND PURPOSE BUILT HOUSING FOR ELDERLY AND DOWN SIZING IN ANY DEVELOPMENT.

2. TOWN CENTRE/RETAIL, LOCAL ECONOMY AND TOURISM DELIVERY GROUP

MAINTAIN AND ENHANCE THE EXISTING BUSINESSES, SERVICES AND FACILITIES BASED AROUND THE HORSE RACING INDUSTRY AND ENSURE ITS FUTURE ATTRACTION AND VIABILITY.

BALANCE THE PRESENT AND FUTURE NEEDS OF THE HORSE RACING INDUSTRY WITH THE REQUIREMENT FOR A DIVERSE AND SUSTAINABLE LOCAL ECONOMY FOR THOSE SEEKING JOBS UNRELATED TO HORSE RACING - SPECIFICALLY HIGH VALUE JOBS.

DEVELOP A MORE DIVERSE LOCAL ECONOMY, WHILE RAISING ASPIRATIONS, OFFERING DIFFERENT JOBS FOR DIFFERENT SKILL SETS TO RETAIN MORE OF THE SKILLED LOCAL WORKFORCE THAN AT PRESENT. THIS NEEDS TO BE CLOSELY LINKED TO LOCAL TRAINING AND EDUCATION.

EbD OUTPUTS

NEXT STEPS

IMPLEMENT A TOWN CENTRE LEGIBILITY STRATEGY WHICH PROVIDES BETTER INFORMATION AND DIRECTIONS FOR PEDESTRIANS AND MOTORISTS STRUCTURED AROUND KEY LANDMARKS AND DESTINATIONS (I.E. THE CLOCK TOWER, HIGH STREET, STATION & HOME FOR HORSE RACING).

IMPROVE THE TOWN CENTRE'S PUBLIC REALM AND STREET FURNITURE (IN COLLABORATION WITH THE TOWN CENTRE WORKING GROUP).

INTRODUCE A TOWN-CENTRE-WIDE 20MPH (IN COLLABORATION WITH THE TRAFFIC/HIGHWAYS DELIVERY GROUP).

EXPLORE POSSIBILITY AND OPPORTUNITY TO REDEVELOP THE GUINEAS SHOPPING CENTRE INTO A MIXED USE DEVELOPMENT WITH RETAIL SPACE, RESIDENTIAL UNITS AND INTERNAL STREETS (REFER TO THE 'TOWN CENTRE REVITALISATION' ILLUSTRATION ON PAGE 40).

REVITALISE THE MARKET BY RETHINKING ITS OFFER, IMPROVING ITS MANAGEMENT, ENHANCING ITS VISUAL APPEAL, AND MOVING IT TO A LOCATION WHICH IS PART OF THE TOWN CENTRE RETAIL CIRCUIT (INITIALLY TO THE TOP OF THE HIGH STREET AND EVENTUALLY TO THE REDEVELOPED GUINEAS SHOPPING CENTRE'S INTERNAL STREETS OR SPACES). MAKE THE MARKET A LANDMARK AND GATHERING PLACE FOR RESIDENTS AND TOURISTS.

THROUGH PARTNERSHIP-WORKING, A CO-ORDINATED CAMPAIGN SHOULD BE DEvised TO MARKET AND PROMOTE NEWMARKET TO KEY BUSINESS SECTORS AND INDUSTRIES, AND ATTRACT INWARD INVESTMENT.

PROMOTE SUPPORT FOR EXISTING BUSINESSES TO ENSURE THEIR LONG-TERM VIABILITY AND PROVIDE THEM WITH THE OPPORTUNITY TO GROW AND UPGRADE THEIR BUSINESSES IN NEWMARKET, RATHER THAN BEING FORCED TO LOOK BEYOND NEWMARKET FOR SUITABLE PREMISES.

PROVIDE THE RIGHT CONDITIONS AND LOCATIONS FOR FUTURE GROWTH BY CONDUCTING A REVIEW OF THE EXISTING BUSINESS ACCOMMODATION TO ASSESS ITS SUITABILITY AND VIABILITY FOR BUSINESSES OVER THE SHORT, MEDIUM AND LONG TERM.

USE NEWMARKET'S UNIQUE SELLING POINTS TO DEFINE A NEW MARKETING AND BRANDING STRATEGY HIGHLIGHTING: THE HOME OF HORSE RACING, THE GATEWAY TO EAST ANGLIA/ EAST

OF ENGLAND, LOCAL CUISINE (THE NEWMARKET SAUSAGE), HISTORY, ARTS & CULTURE AND ENVIRONMENT AND LANDSCAPE.

ENCOURAGE TOURISM OFFERS WHICH CAN ALSO BE USED BY LOCAL RESIDENTS (I.E. THE MARKET AND RIDING SCHOOL/TOURS).

PARTNERS SHOULD WORK TOGETHER TO BALANCE THE POTENTIAL CONFLICT BETWEEN THE DESIGN FOR INWARD INVESTMENT - NEWMARKET THE BRIGHT CHOICE FOR BUSINESS, WITH WIDER TOURISM - VISIT SUFFOLK. THE GATEWAY TO THE EAST OF ENGLAND IS ONE SUCH MEASURE TO COORDINATE BOTH MESSAGES.

EXPLORE AND COMMUNICATE THE HISTORIC LANDSCAPE PATTERN OF THE TOWN.

ESTABLISH AN EQUESTRIAN/SPORTS SCIENCE CENTRE OF EXCELLENCE (IN COLLABORATION WITH THE MASTERPLANNING DELIVERY GROUP).

3. TRAFFIC/HIGHWAY ISSUES - SIGNAGE, PEDESTRIAN, CYCLING AND HORSEWALKS DELIVERY GROUP

CREATE CLEAR SIGNAGE TO INFORM BETTER ACCESS TO AREAS OF OPEN SPACE AROUND THE TOWN.

IDENTIFY AND ENHANCE WALKABLE AND CYCLE LOOPS AROUND THE TOWN.

IMPROVE/CREATE CYCLE ROUTES BETWEEN SCHOOLS AND GREEN SPACES.

EXPLORE THE POTENTIAL TO ENHANCE EXISTING AND CREATE ADDITIONAL HORSE-WALKS.

UPGRADE CROSSINGS, WITH A PRIORITISED PROGRAMME FOR IMPLEMENTING IMPROVEMENTS.

IDENTIFY POINTS OF CONFLICT IN THE MOVEMENT SYSTEM AND CREATE A PLAN WHICH ARBITRATES THE DIFFERENT ACCESS REQUIREMENTS OF PEDESTRIANS, CYCLISTS, MOTORISTS AND THE HORSE RACING COMMUNITY.

PREPARE A TOWN CENTRE PARKING STRATEGY COVERING ON/OFF-STREET, LONG/SHORT STAY, NUMBER OF SPACES, LOCATION, PRICING, SIGNAGE AND ENFORCEMENT; MAXIMISING THE VALUE OF PARKING TO THE ECONOMY WHILST MINIMISING THE ENVIRONMENTAL IMPACT OF TRAFFIC (COORDINATING WITH THE TOWN CENTRE/RETAIL DELIVERY GROUP).

Ebd OUTPUTS

NEXT STEPS

IMPROVE THE TOWN CENTRE'S PUBLIC REALM AND STREET FURNITURE (IN COLLABORATION WITH THE TOWN CENTRE/RETAIL DELIVERY GROUP).

INTRODUCE A TOWN-CENTRE-WIDE 20MPH ZONE (IN COLLABORATION WITH THE SIGNAGE, PEDESTRIAN AND CYCLING WORKING GROUP).

CREATE A MORE DIVERSE/HIGHER QUALITY NIGHT TIME ECONOMY BY INTRODUCING A CINEMA OR LIVE MUSIC VENUE IN THE TOWN CENTRE.

CREATE A PLAN FOR A SERIES OF WALKABLE LOOPS AS A MEANS OF CONNECTING DIFFERENT LOCAL CENTRES TO ENHANCE COMMUNITY COHESION (REFER TO THE 'INDICATIVE MOVEMENT STRATEGY' MAP ON PAGE 32).

CONDUCT AN AUDIT AND CHARACTER ASSESSMENT OF EXISTING LANDSCAPE ASSETS WITHIN AND SURROUNDING THE TOWN WITH A VIEW TO CREATE A LANDSCAPE STRATEGY.

EXPLORE WAYS OF IMPROVING EXISTING AND NEW LANDSCAPE ASSETS (E.G. SPORTS PITCHES) THROUGH DEVELOPMENT AGREEMENTS AND POTENTIAL DONATIONS.

ENHANCE THE 'SENSE OF ARRIVAL' AT THE MAIN TOWN CENTRE GATEWAYS INCLUDING THE RAILWAY STATION, THE 'RACECOURSE JUNCTION' AND THE MAIN CAR PARKS WITH MEASURES FROM AESTHETIC IMPROVEMENTS TO BETTER SIGNAGE.

EXPLORE STRATEGIES TO ENHANCE BIODIVERSITY AND ECOLOGICAL CORRIDORS WITHIN THE TOWN CENTRE LINKED INTO THE WIDER LANDSCAPE.

4. EDUCATION DELIVERY GROUP

WORK CLOSELY WITH SCHOOLS TO CREATE COMMUNITY HUBS. CREATE OR ENHANCE EXISTING BREAKFAST CLUBS AND AFTER SCHOOL ACTIVITIES THROUGH PARTNERSHIPS BETWEEN THE RACING WELFARE CHARITY, ASTLEY CLUB, DISTRICT COUNCIL AND HEAD TEACHERS.

HOLD OPEN DAYS FOR LOCAL SCHOOLS AT THE RACING YARDS TO SHOWCASE THE DIFFERENT CAREER PATHS AVAILABLE IN THE EQUINE INDUSTRY.

BUILD ON THE EXAMPLE AT FOLEY HOUSE BY LINKING CHILDREN CENTRE SERVICES, YOUTH SERVICES AND ADULT EDUCATION.

WORK WITH HEAD TEACHERS OR BOTH PRIMARY AND SECONDARY SCHOOLS TO SHARE EXPERIENCE AND KNOWLEDGE AROUND IMPROVING OVERALL EDUCATION ATTAINMENT IN NEWMARKET.

EDUCATE LOCAL RESIDENTS AND SCHOOL CHILDREN IN THE ACCESS RESTRICTIONS TO EQUINE LAND USE AND SURROUNDING AREAS.

CONCLUSION

3.27 For the last 60 years planning has been characterised by reacting and responding to individual proposals being put forwards by individual interest groups. This document sets out a unique and practical consensus of what Newmarket needs to address to make it a better place.

3.28 As the future is difficult to predict it is only prudent to have a framework that sets out the aspirations of the community over the long term rather than to ignore future pressures and be forced into reacting to short term problems.

3.29 Each delivery group has a different mandate and should consider the views of all individuals, institutions and organisations with a background or interest in the topic. The smooth functioning of the groups, range of stakeholder interests and statutory roles of the three councils should be taken into account when deciding on group membership.

3.30 The administration, planning and implementation of the thematic delivery groups should be driven by the Groups themselves, overseen by a steering group made up of representatives from the three councils. Each Group should elect a Chair drawn from one of the three authorities, who will be responsible for co-ordinating the wider communication with members of the public.

APPENDIX A

VIEWS OF THE LARGE EMPLOYERS

When identifying local stakeholders to participate in the Enquiry by Design, it was recognised that due to conflicting schedules, many of Newmarket's large employers would not be able to attend. As they will play a major role in the future of Newmarket, we sent them the final presentation (given to the public on February 28th 2013) and requested their comments. This appendix provides a summary of their feedback.

LARGE EMPLOYER 1

- To improve the attractiveness of Newmarket to outside business, there is an urgent need to tidy and de-clutter the industrial area. This includes litter picking, the removal of "For Sale" and "To Let" signs, repairs to tired cladding and better all-round maintenance of buildings.
- There needs to be better transport options for employees. This could include a new station closer to the main areas of employment, improved public transport links between the station and employment sites, or improved car parking provision.
- There needs to be more hospitality offers of a higher standard, a Dubai standard hotel for instance. This will encourage a more affluent clientele to stay in Newmarket and spend money locally.
- There needs to be a superior restaurant to raise Newmarket's image.
- The number of betting shops on the High Street needs to be reduced.
- The expansion of major supermarkets needs to be limited.
- There should be no out-of-town cinemas or bowling alleys.
- The horse racing industry needs to be protected as it is the lifeblood of Newmarket.

BUSINESS ASSOCIATION 1

NEW BUSINESS SUPPORT

Newmarket has a thriving horse racing industry however it is important that we do not overlook the contribution that many other businesses make, both economically and socially, to the town. Without encouragement it is very unlikely that established businesses will re-locate to the town and provide local employment. Therefore it is vital that we encourage and nurture new start-up companies as these will be the employers of the future. Business incubation space will not only encourage new start-ups in the town, they are also well placed to support these companies through their early years.

WIDER ECONOMIC DEVELOPMENT

Government has made it clear that responsibility for encouraging both wider and local economic growth sits squarely with the Local Enterprise Partnerships (LEPs) who will become the channel for managing both funding and support as well as feeding economic intelligence to government. Therefore it is important that local government look to work closely with both the Greater Cambridgeshire & New Anglia LEPs when developing their own economic development strategy.

APPENDIX A

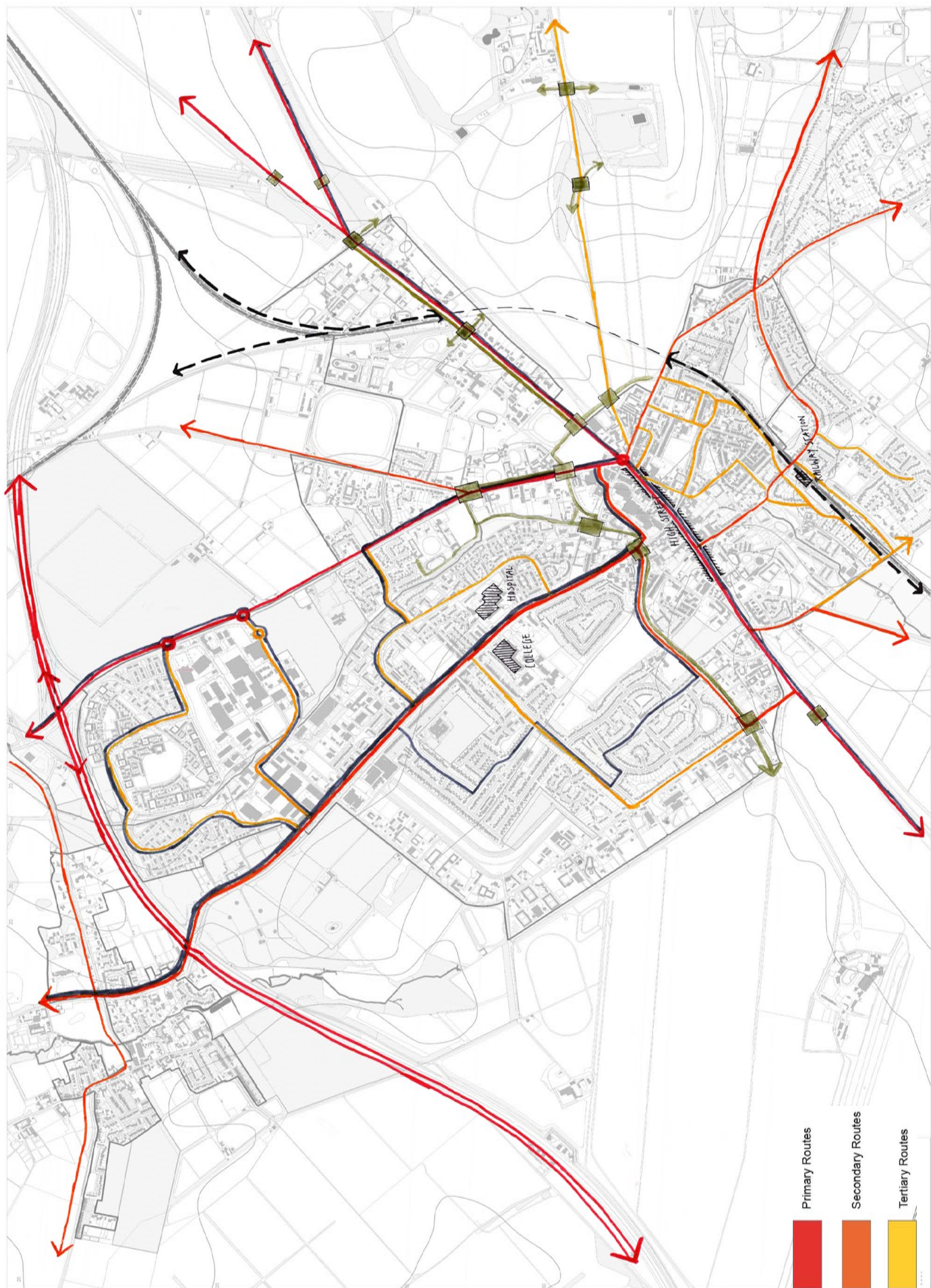
VIEWS OF THE LARGE EMPLOYERS

LARGE EMPLOYER 2

- There are many exciting opportunities for new businesses in Newmarket but the town requires a few changes to really incentivise business growth. The primary concern is transport. There needs to be a higher frequency of bus services from the station to the main employment areas with greater capacity at peak commuting times. There also needs to be improved car parking provision either adjacent to employment areas or a site elsewhere with strong bus or rail connections.
- We have strong green travel policies (e.g. discounts for train travel and cycle-to-work schemes) but our workers need the appropriate infrastructure in order to take advantage of these offers. For many, despite the subsidised rates, train travel is just too inconvenient.
- Newmarket is in a strong position and does not need to diversify in a particular direction.
- From our perspective, there are no real issues of rubbish or clutter in the employment areas.
- We are committed to working in partnership with heads of industry and the local council to make Newmarket a more attractive and prosperous business environment.

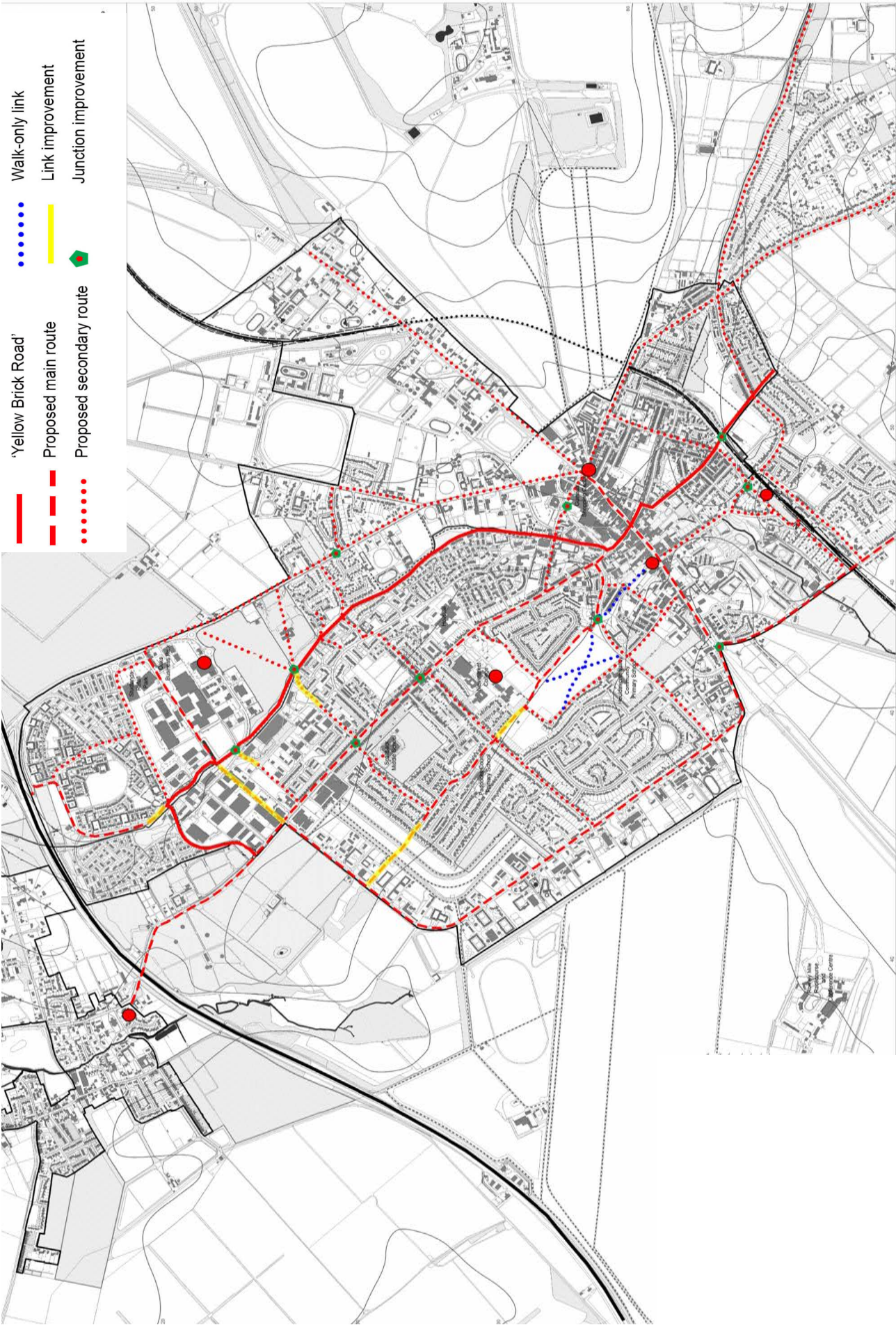
APPENDIX B
FULL ILLUSTRATIONS

MOVEMENT HIERARCHY



APPENDIX B
FULL ILLUSTRATIONS

MOVEMENT ANALYSIS



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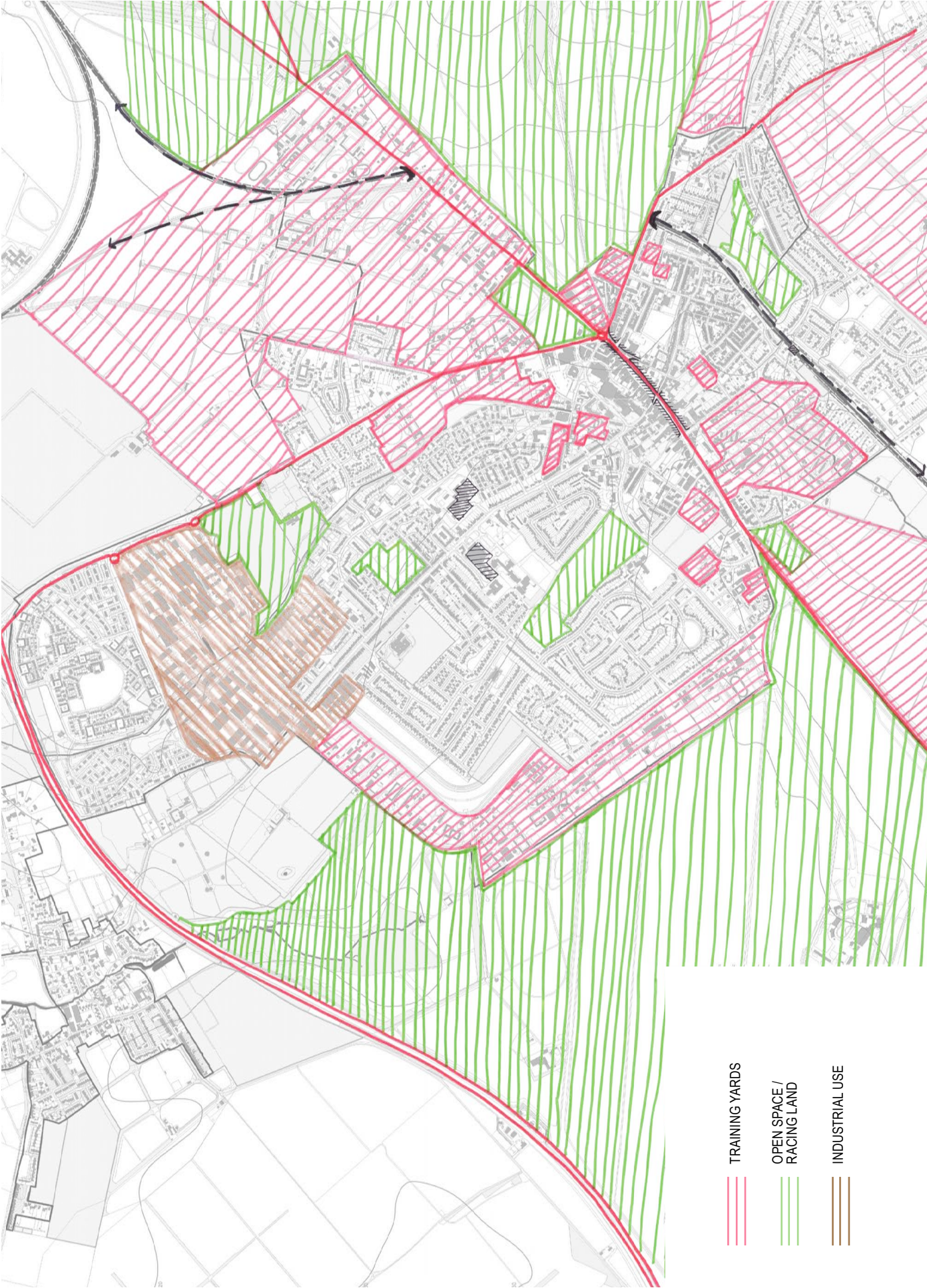
APPENDIX B
FULL ILLUSTRATIONS

GREEN INFRASTRUCTURE



APPENDIX B
FULL ILLUSTRATIONS

LAND CONSTRAINTS



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APPENDIX B
FULL ILLUSTRATIONS

EXISTING FIGURE-GROUND



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APPENDIX B

FULL ILLUSTRATIONS

INDICATIVE FIGURE-GROUND SHOWING FUTURE-PROOFING NETWORKS

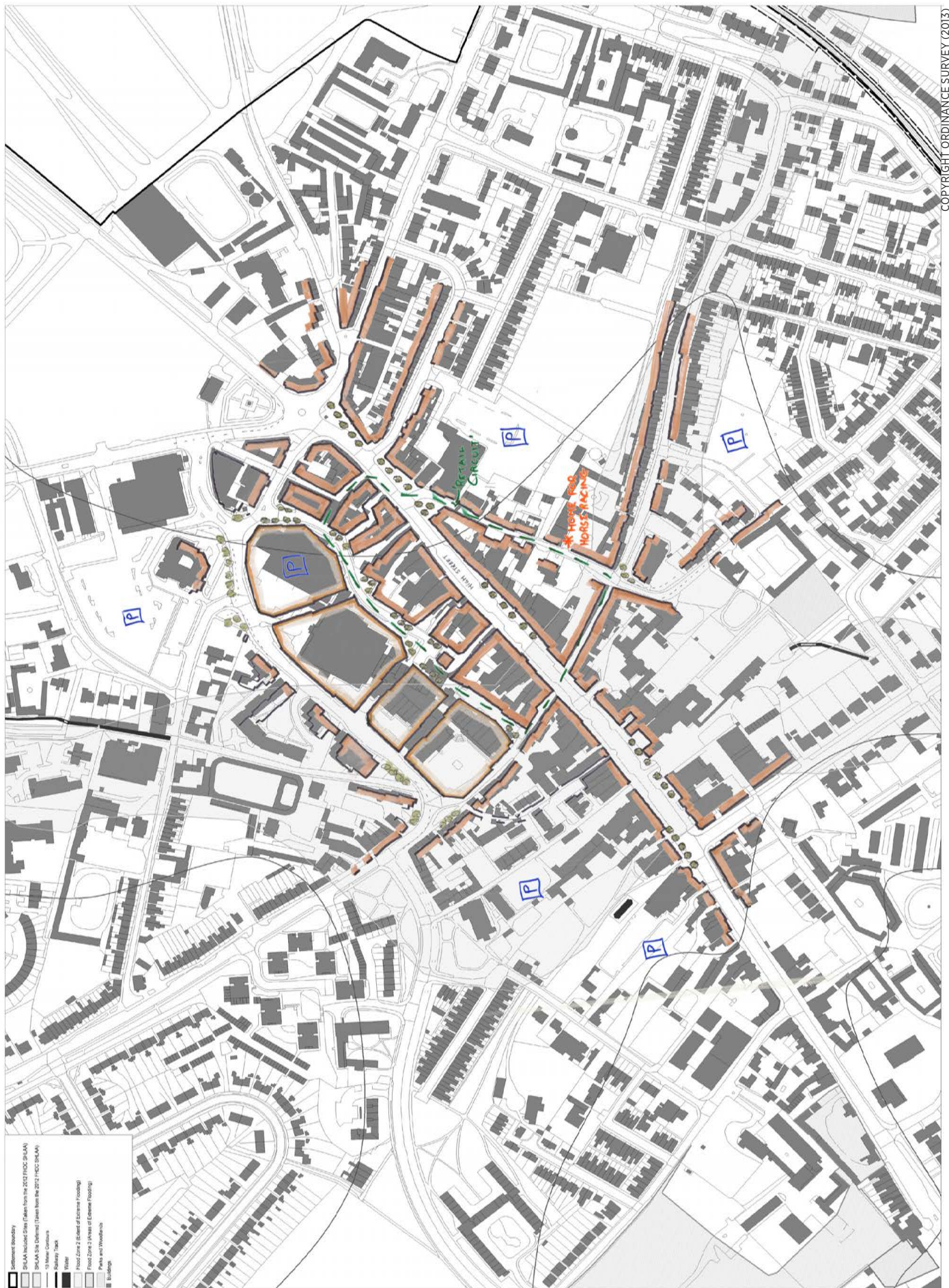


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APPENDIX B

FULL ILLUSTRATIONS

INDICATIVE TOWN CENTRE REVITALISATION PLAN



APPENDIX B

FULL ILLUSTRATIONS

LINKING THE MIDDLE OF THE TOWN



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APPENDIX B

FULL ILLUSTRATIONS

INDICATIVE LANDSCAPE STRATEGY



APPENDIX B

FULL ILLUSTRATIONS

REVIEWING THE NORTHERN AREA (WITH WALKABLE CATCHMENTS SHOWING HOW NEW DEVELOPMENT COULD LINK WITH THE TOWN).



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APPENDIX C

EbD ATTENDEES

Two full-day stakeholder sessions, the EbD’s intensive period of community engagement, participatory planning and design, was attended by a broad range of local representatives. Twenty seven people attended the first session followed by thirty one at the second. A list of the organisations and bodies represented at the workshops can be found in the tables below.

STAKEHOLDER SESSION 1.

THE MEWS, PALACE HOUSE, 26-02-13

FOREST HEATH DISTRICT COUNCIL
NEWMARKET TOWN COUNCIL
SUFFOLK COUNTY COUNCIL
EXNING PARISH COUNCIL
NEWMARKET LIBRARY
SUFFOLK WILDLIFE TRUST
ANGLIA COMMUNITY LEISURE
FOLEY HOUSE CHILDREN’S CENTRE
NEWMARKET RETAILERS ASSOCIATION
ORBIT HOUSING
NEWMARKET OPEN DOOR
GO WILD IN NEWMARKET
JOCKEY CLUB ESTATES
TATTERSALLS
HAVEBURY HOUSING
SUFFOLK CONSTABULARY
REPRESENTATIVES FROM PRIVATE DEVELOPERS
NST COORDINATOR - REPRESENTING NEWMARKET SCHOOLS

APPENDIX C

EbD ATTENDEES

STAKEHOLDER SESSION 2.

THE MEWS, PALACE HOUSE, 27-02-13

FOREST HEATH DISTRICT COUNCIL
NEWMARKET TOWN COUNCIL
SUFFOLK COUNTY COUNCIL
EXNING PARISH COUNCIL
EAST CAMBRIDGESHIRE DISTRICT COUNCIL - FORWARD PLANNING
NEWMARKET LIBRARY
SUFFOLK WILDLIFE TRUST
ANGLIA COMMUNITY CENTRE
NEWMARKET RETAILERS ASSOCIATION
NEWMARKET OPEN DOOR
NEWMARKET NATIONAL HORSERACING MUSEUM
GO WILD IN NEWMARKET
JOCKEY CLUB ESTATES
TATTERSALLS
HAVEBURY HOUSING
SUFFOLK CONSTABULARY
REPRESENTATIVES FROM PRIVATE DEVELOPERS
HELICAL BAR - GUINEAS SHOPPING CENTRE
NTS COORDINATOR - REPRESENTING NEWMARKET SCHOOLS
BLUE LIZARD MARKETING

APPENDIX D

PUBLIC COMMENTS

Following every public meeting throughout the Enquiry by Design process, those in attendance were encouraged to note down their comments. These may be opinions regarding The Prince's Foundation's approach, the draft vision statements and action plans, or some of the site-specific design solutions presented. These comments are presented below, categorised according to the workshop they were made during and whether they refer to a specific map or were posted on a general comments board.

PUBLIC SESSION 1

MEMORIAL HALL, HIGH STREET, 25-02-13

COMMENTS BOARD FEEDBACK

- We must have more things for the young to do here. Cinema, running track, biking.
- On behalf of the many young people who cannot find work, could there be a club house or meeting place for them. The racing people take care of their own.
- Nightlife, safe High Street at night for adults. Just kids getting blind drunk. Raise the bar and encourage better activities.
- The High Street is dire. Too many betting shops. Clubs at the Avenue Junction. Seating on the pavement. Too many taxis.
- The High Street badly needs investment. No more houses but a modern, classy cinema and restaurant complex would be welcome. Newmarket needs free parking to generate retail commerce.
- Planning a future for Newmarket cannot be a meaningful exercise without East Cambridgeshire being involved. Even if they were it is just perpetuating a crazy situation whereby the Newmarket community of villages is excluded and that is bad for them and bad for Newmarket.
- We want Morrisons!
- Educational needs – numbers of school places. Infrastructure generally – sewerage, water etc.
- The nightclubs and antisocial behaviour caused by drugs and alcohol do not attract tourist we need. The police cannot control the situation.
- Improving equine access across town so there's less conflict with motorised traffic. The main grievance between the racing and non-horse racing people.
- We need more housing in the outlying villages. And use Cambridge and Bury St. Edmonds for shops etc. We do not need more houses.
- There are too many stables already. Why are more stables being built? There are too many empty and now Holland House will produce another 50 boxes.
- Turn the Rookery or a replacement purpose built area into a bookies. Zone where all bookies reside. Encourage businesses and shops into the High Street. Cap shop premises rents to enable people to rent them and survive in business. Gambling not to be the most prominent thing especially for children.
- As a future racehorse trainer, if we can find some way of improving the town centre and minimising population growth it would encourage me to commit my future to the town. It is becoming too dangerous to train racehorses, especially when traffic is diverted off the A14 and through town.
- Give the market square the incentive to grow – lower site fee and promotion. Look at continental market – they work well.
- The wonderful thing about Newmarket is the huge amount of wide open space. So that doesn't need improving. Leave it as it is! The horses are the only reason for tourists to come here, so don't interfere with them.
- The sites for large housing development such as Hatchfield Farm are simply too big and cannot be sustainable and sympathetic with the rural industry of racing and breeding.

APPENDIX D

PUBLIC COMMENTS

PUBLIC SESSION 1 - CONTINUED

MEMORIAL HALL, HIGH STREET, 25-02-13

- Newmarket has enormous potential as a tourist destination based around racing but racing must be conducted in a rural environment so housing development must be limited.
- Hatchfield Farm and other Greenfield sites need to be retained as open spaces to preserve the historic, unique nature of Newmarket as a centre of international equine excellence.
- We don't want growth to enable landowners to make large profits. Green space must be kept at least as it is now.
- Field Terrace Road allotments are a rapidly improving amenity for the town with some composting loos arriving next month.
- Studlands is an eye-sore and has lots of empty housing. The High Street needs improvement – too many bookies, fast food outlets and charity shops.
- Hatchfield Farm needs to stay as a farm. Brownfield sites would be better.
- Level TK Max and open up into a market square opening onto Rutland. Tasteful pre-built stalls and covered arches/ways surrounding.
- Green sites at Scaltback and St. Felix should be kept largely as public recreation space nearer to town than pitches at Tesco.
- Please bring in laws to improve the shop signage in town.
- There is no town in the whole of England with the open spaces that Newmarket has already – it cannot be improved.
- Over development of Newmarket with housing and industry will lead to congestion and contamination of air which will kill the horse racing industry which is the heart of the town.
- Newmarket needs development but it is being held hostage by owner until permission is granted. Should be developed in sensitive manner that takes into account its past.
- Studlands would be ideal spot for new cinema complex. Put free car park at station site – people will walk to shops from there.
- Newmarket is already a popular overnight tourist destination as the home of horse racing. It needs to stay that way.
- We are guardians of this town as a world centre for horse racing. It is totally unique and the envy of every racing jurisdiction in the world. Don't ruin it!
- Major issue with Fordham Road. Too much traffic nowhere to go.
- Very careful planning for a few houses at a time if possible, but nothing major.
- Whilst I understand the importance of horses, we also need to provide adequate housing on brownfield sites. Social housing at genuinely affordable rents.
- Traffic down Fordham Road has nowhere to go. It would be ok for shops but not as a throughway - alternatives needed.
- As has been stated several times tonight, Newmarket is unique because of the horse racing. Cambridge has a university, Bury St. Edmunds an abbey. If the horse racing is not preserved and cherished Newmarket will just be another town e.g. Haverhill, Soham etc.
- Cycle paths are needed which access supermarkets. Currently Waitrose and the High Street are difficult to access from Yellow Brick Road.
- With all the new stables developed on outskirts of town – it is time to redevelop the older impractical town centre yards.
- Regarding the built capital – introduce historic trails and pedestrianise streets.
- There's already plenty of development taking place in Newmarket. Brownfield sites fine to develop but large-scale housing on Greenfield

APPENDIX D

PUBLIC COMMENTS

PUBLIC SESSION 1 - CONTINUED

MEMORIAL HALL, HIGH STREET, 25-02-13

sites is not feasible.

- Rearing horse roundabout. A fantastic “entrance” to Newmarket. More ideas/projects like this needed.
- Parking should be free = like Sudbury parking time limited.
- Paving treatment improvements. New location for market – High Street improved economic benefit.
- We do not need any more apartments. Those built are not being sold now.
- Newmarket has huge potential - have a good look at Lexington, KY and the Horse Park for ideas - massive tourism.
- No lighting on Snailwell Road. No pavements. Fast traffic.
- Rayes Land horse crossing/- very dangerous Fordham Road. Over horsed. Too many horses – they are restricted to 2 lanes and fenced in – $\frac{3}{4}$ way horse traffic!
- Snailwell Road/Fordham Road is now a major junction for both motorists and increases horse traffic. It is a junction on a blind bend with minimal traffic control.
- Please no huge roundabouts, traffic lights, roads etc. Keep Newmarket primarily for training, racing etc.
- There are old people who no longer drive. Could we have bench seats again on Tue Avenue, and other paths leading out of Newmarket so that they can rest on their walk home?
- In the next twenty years Newmarket needs to have safer crossing for the horses and a maximum speed limit of 20 around the training grounds.
- A vibrant market would enhance the town.
- There is a distinct traffic issue if more housing were built on Hatchfield Farm. The “rat-run” of Snailwell Road would be even worse!
- Newmarket should be made into a horse town – lower the rent of shops and maximise the attraction of the new Home of Horse racing. The shops need upgrading. Take examples from successful towns e.g. Marlborough, Bury St. Edmunds and Tetbury.
- Newmarket needs to be safe for horses and riders. The Newmarket charter is to keep the town unique for horse racing. The High Street should be tastefully developed for tourism with shops to support the renovation of Palace House.
- Old gasworks needs something! I am not convinced we need another supermarket but at least Morrisons are prepared to make the site useful, provide jobs and remove an eyesore.
- Tourism needs to come but for that to happen the High Street etc. needs to be attractive.
- Great idea to redevelop the old gasworks sites at Exning Road for Morrisons.
- Watching horses on the heath is one of the great free sights in the U.K. We should promote it and draw people in to watch.
- Tesco is a dreadful site already – parking is an issue in town. Restaurants cannot survive.
- The sad thing is that only the racing and breeding industries respect and therefore enjoys Newmarket. The High Street had died, rents are too high and the nightclubs are loud.
- There are too many new supermarkets under planning application.
- Money needs to be spent on traffic calming measures on the Fordham Road, Bury Road and Moulton Road to slow the traffic down. The safety of horses and riders should be paramount.
- More traffic is bound to endanger the unique sight of horses along the street. There will be many accidents!
- Brownfield development is a sensible approach

APPENDIX D

PUBLIC COMMENTS

PUBLIC SESSION 1 - CONTINUED

MEMORIAL HALL, HIGH STREET, 25-02-13

to stimulating economic improvements to aid further investment in the High Street which is much needed in many people's opinion.

- Too much traffic - High Street, Fordham Road and Exning Road.
- Newmarket needs a bus link to Cambridge after 7p.m.
- Main conflict in Newmarket caused by motorists being delayed by strings crossing town to get to gallops. Also accidents caused by drivers about knowing about Newmarket's identity.
- Another mention of the old gasworks on Exning Road next to leisure centre. Toxic land and an eyesore.
- Why have we a mayor who wants to concrete over all open spaces.
- The vision statements are misleading as too aspirational. They demand different answers to be viewed as realistically achievable – as a result answers will be misleading.
- It is inappropriate to take the football pitches and skate park away for housing.
- I agree the High Street needs help but the influence of landowners means that the local authorities will take the easy and cheapest option which is to use the land that is put forward to them.

PUBLIC SESSION 2

MEMORIAL HALL, HIGH STREET, 28-02-13

- This is the first of the meetings that I have attended and I found the proposals very interesting. I agree with the outlined plans and in particular the following points:
- More defined routes which inter-connect.
- Development of the playing field adjacent to Rowley Drive to make it a beautiful area through which you can access other areas.
- Removal of the parking on the High Street as with the increase in traffic and the fight to locate free parking spaces clogs up the road with cars searching for spaces. Parking spaces would of course have to be provided elsewhere.
- Development of the market including incentives and encouragement for more stalls and local produce. Bury St. Edmonds and Ely have much better thriving markets and Newmarket residents feel let down by this.
- Relocation of the library to the High Street and to a building that has a lower rental as the rental is far higher than other libraries in Suffolk and a huge drain on resources.
- Also, close attention needs to be paid to the types of businesses in the High Street. Residents, on the whole, do not wish for any more bookies or mobile phone shops (preferably less!) but more character, individual and local produce shops.
- Development and revitalisation of the High Street is essential. Growth is not essential and is likely to prejudice the High Street. Creating a new centre to the north is illogical.
- Fantastic idea to create a much needed park on route to High Street but no need for 'future connections' unless horse racing is to be damaged.
- The High Street development is essential. More attractive streets and housing will be a big addition to the town. No growth is needed.
- I am concerned that the south of the High Street is likely to be cut off. The crossing over the railway is under threat and is a vital lifeline for residents (particularly elderly) who use it to walk to the town centre. This should be strengthened not abolished!
- Great ideas to regenerate The Guineas and other Brownfield sites. Cinema in place of TX Max.
- Redeveloping The Guineas is a marvellous idea. Please do this.

APPENDIX D

PUBLIC COMMENTS

PUBLIC SESSION 2 - CONTINUED

MEMORIAL HALL, HIGH STREET, 28-02-13

- I would like a properly constructed consultation document to take home and study – then comment on.
- High time Queensbury is seen to be improved.
- Please will the Council look after the listed buildings. Queensbury lodge is a disgrace.
- No more supermarkets – they are killing the High Street.
- No more large supermarkets.
- Redevelopment of station of main approaches essential. Make it a town to be proud of! Michael Portillo did a programme where he arrived at Newmarket Station and rightly said “This is not what I expected of Newmarket.”
- Train station – local asset – has there been an investigation for development to the south? We appreciate developments bring investment to improve other areas.
- Improve what we have in the town and keep it clean and tidy.
- Please do not spoil what we already have – in the name of progress.
- Why were property developers invited to your consultations?
- Access to Waitrose is diabolical. At certain times of the day it is impossible to get in or out of the site. Exiting by cycle requires a long detour by the clock-tower or via narrow pavement.
- I would totally agree. I have made notes but will find it difficult to read them now. I hope you will produce an easy to understand document which would give the opportunity to comment so they be put forward TO SCC, FHDC and Town Council.
- There are over 150 for sale houses in Newmarket – long term unsold.
- Station improvements essential. Pedestrian crossing over the railway to Cricket Field Road is also a pedestrian artery that is under threat and will cause many people into vehicles to go the long way round.
- I live south – why every suggestion is for north of the town!!
- Could you take (buy) back the old Railway Station and reinstate the station?
- Support walkable neighbourhoods with local centres.
- If the local council should be interested in any of the ideas presented, how would they approach the right people/organisations to secure funding for the proposals available?
- I really like this proposal for the development of the playing fields – it makes them work for the community.
- Newmarket cannot take any more growth re: housing. Brandon and other areas within district are asking for housing. Housing and cars from housing will KILL Newmarket.
- Education/centre of excellence, but partnering with regional universities, is a great idea.
- Excellent idea to build homes around the park.
- Green routes are such a good idea.
- Walkways are good and theory of them is wonderful but you can't make people use them. I am worried that what has been put forward tonight appears that Newmarket should be knocked down and started again.
- How about the hospital site being developed into a doctor's surgery with out-of-hours facilities.
- Better crossings at the Clock Tower needed.
- More facilities for mothers and children (0-5 years old) to go and meet and socialise. Currently we have to travel more than 10 miles plus to find facilities. As a new mother the thought of my daughter growing up with Newmarket as her main area to socialise makes me want to move elsewhere to find a safer area for her to grow up in. Newmarket is in a great place where mums could meet up and is very easily accessible.

APPENDIX D

PUBLIC COMMENTS

PUBLIC SESSION 2 - CONTINUED

MEMORIAL HALL, HIGH STREET, 28-02-13

- We do not mind clubs per se- but we do mind where they are.
- Millions of pounds of local people's money has been spent demonstrating that housing developments are not suitable for the unique town – this does not seem to have been taken on board.
- Not enough trees. Cable killed them off up Exning and Edinburgh Road. Not enough primary school places. Footpaths good idea but need cleaning up of debris. Who does that? No more out-of-town supermarkets. Trees, trees.
- It was noted that 33% of Newmarket work in racing – I believe this is purely the staff purely employed in racing yards and does not include the support businesses – farriers, vets, complementary therapists, feed merchants hay merchants, muck removal, and would be surprised if it did. These businesses are only in Newmarket because of the racing and studs so should be in this figure, we think. Either way this is giving a screwed view of business needs.
- If it does include all the support industries, this figure shows a large percentage of people working outside of racing and no provision was discussed at the meeting as to where and how they run their businesses or find work.
- The college is an issue, but we did not consider what we have on offer to those at the college who want to work in a local business eventually, and the types of businesses Newmarket would consider attracting outside of racing to ensure we do not get the brain drain we have now and that we build a sustainable business options for these young people and help them towards a better quality of life than they may have now.
- From NDCC data, we know there are issues with business accommodation – small incubator units and 2nd stage units within a walkable distance from town. Rent as always is an issue, but the actual accommodation is not there either.

PROPOSED LANDSCAPE STRATEGY MAP COMMENTS

- Stud land under Newmarket charter. No change of use.
- This is equine studland.
- Development of playing field and farmland in north will serve Cambridge and with enlarged Tesco will kill retail in Newmarket.
- No Hatchfield development.
- Absolutely no need to build on Hatchfield farm
- The northern section is the only logical option
- This horse walk serves no use
- No. Too far out of town. The rugby club is now staying at Scaltback so no need for this so-called sports hub.
- A142/A14 junction already required elevated roundabout due to traffic and turners and smiths transport bases on A142.
- Please don't build on this land.
- The cinema proposed would fail and be turned into a club.
- Greatly impressed and encouraged by tonight. Positives: walking and cycling paths, green spaces, redevelopment of The Guineas 10/10 (can be financed by part of High Street becoming used for houses). Growth desirable only if for the benefit of Newmarket people. Brownfield low density first.
- Horse walk serves no purpose.
- No more supermarkets.
- Build Morrisons supermarket. Lots of people live close.
- Cinema instead of TK Maxx.
- Lambton playing fields need to stay for Newmarket. They need to be renovated and then they are perfect here.
- Please remember road crossings for horses i.e. Fordham Road Snailwell Road crossing.

APPENDIX D

PUBLIC COMMENTS

PUBLIC SESSION 2 - CONTINUED MEMORIAL HALL, HIGH STREET, 28-02-13

REVIEWING THE NORTHERN AREA MAP COMMENTS

- This development will not serve Newmarket. It will serve Cambridge. Increased retail/supermarkets will further weaken town centre.
- Wonderful that George Lambton playing fields are retained. Much needed for Newmarket.

SUBSEQUENT COMMENTS RECEIVED VIA EMAIL

08/03/13

- Helping Newmarket evolve, within its unique and exceptional criteria, is a tricky challenge. I for one was delighted to hear that The Prince's Foundation had been invited to come to Newmarket. I have further explored the link between heritage, heraldry and modernism, and developed more appropriate and easily understandable designs and ideas, to enliven the visual experience for visitors. The lack of pageantry and colour exploited from such a colourful and exciting sport is a moment missed.

20/03/13

- I look forward to the town's evolving growth in future years. The use of the swimming pool site for a cinema, cultural centre or arts and drama performance space should be explored.
- As a gateway to Suffolk and East Anglia, developing a welcoming, attractive tourism base would greatly enhance the appeal to visitors. Forming a committee with representatives from the horse racing industry to generate and share ideas, would offer the opportunity to collaborate and produce a workable outcome. The fragile nature of the horse racing industry is central and therefore, a permanent population growth would

strain its efficiency and relationships. Safe and attractive links between areas of the town would be a big improvement. Could any of these routes take on the guise of Sculpture Trails? Developing horse riding trails for visitors is bound to be a winner and incredible that no one has snapped up this business opportunity.

21/03/13

- We were disappointed not to be invited to the stakeholder sessions. Your recommendations appear to suggest a new northern district centre to include Hatchfield Farm. We believe your recommendations and report lack objectivity and credibility because the participants at your workshops have vested interests. We believe that expansion to the north of Newmarket is wrong and that it will undermine the existing High Street and town centre. We believe that residential expansion to the north will become a dormitory for Cambridge and will not benefit Newmarket. It will also increase traffic along the already congested Exning and Fordham Roads. It will be unfortunate if a main part of your recommendations are not deliverable because you have not been made aware of legal title issues.

APPENDIX E

GROUP-WORK DIAGRAMS



WALKABLE CATCHMENT SKETCH

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INDICATIVE TOWN CENTRE CIRCUIT SKETCH

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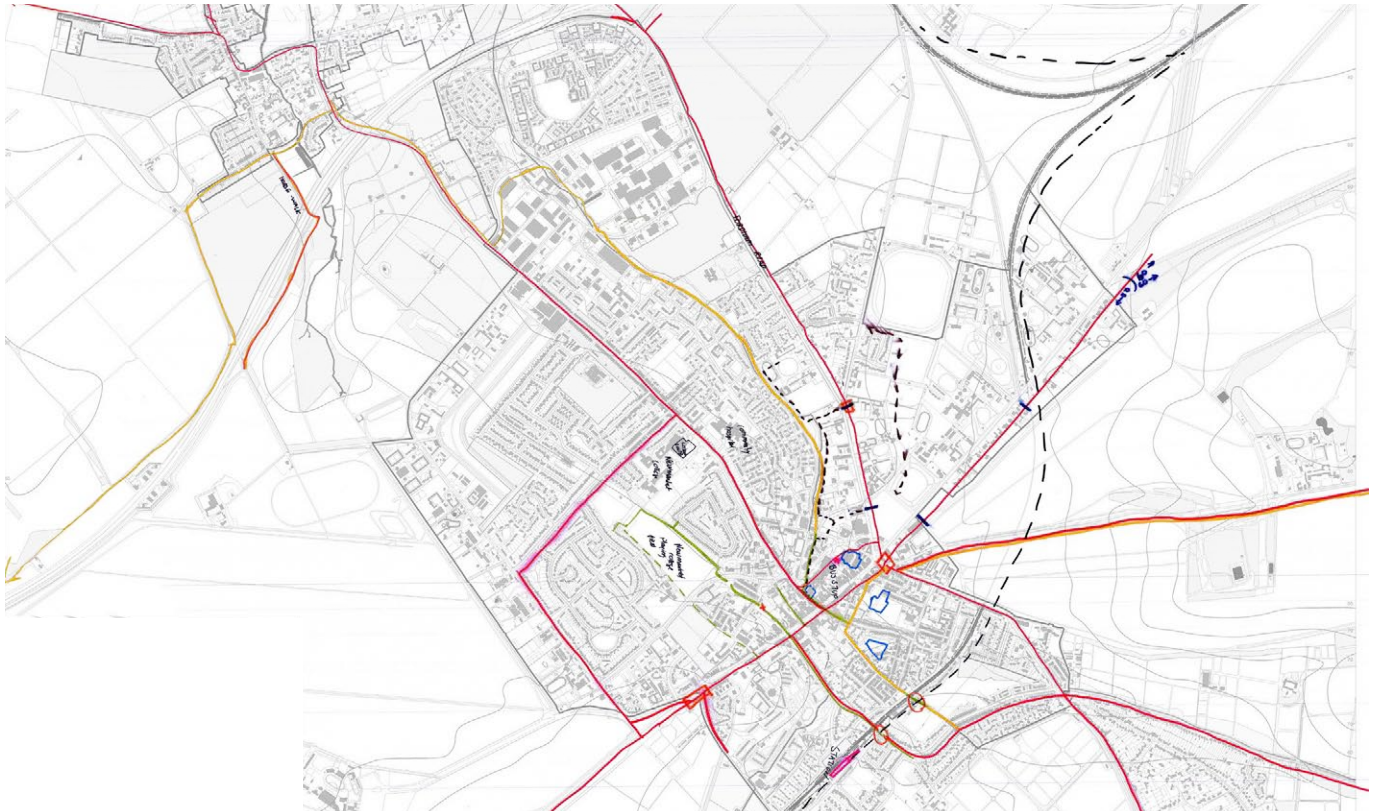
APPENDIX E

GROUP-WORK DIAGRAMS



MOVEMENT HIERARCHY SKETCH

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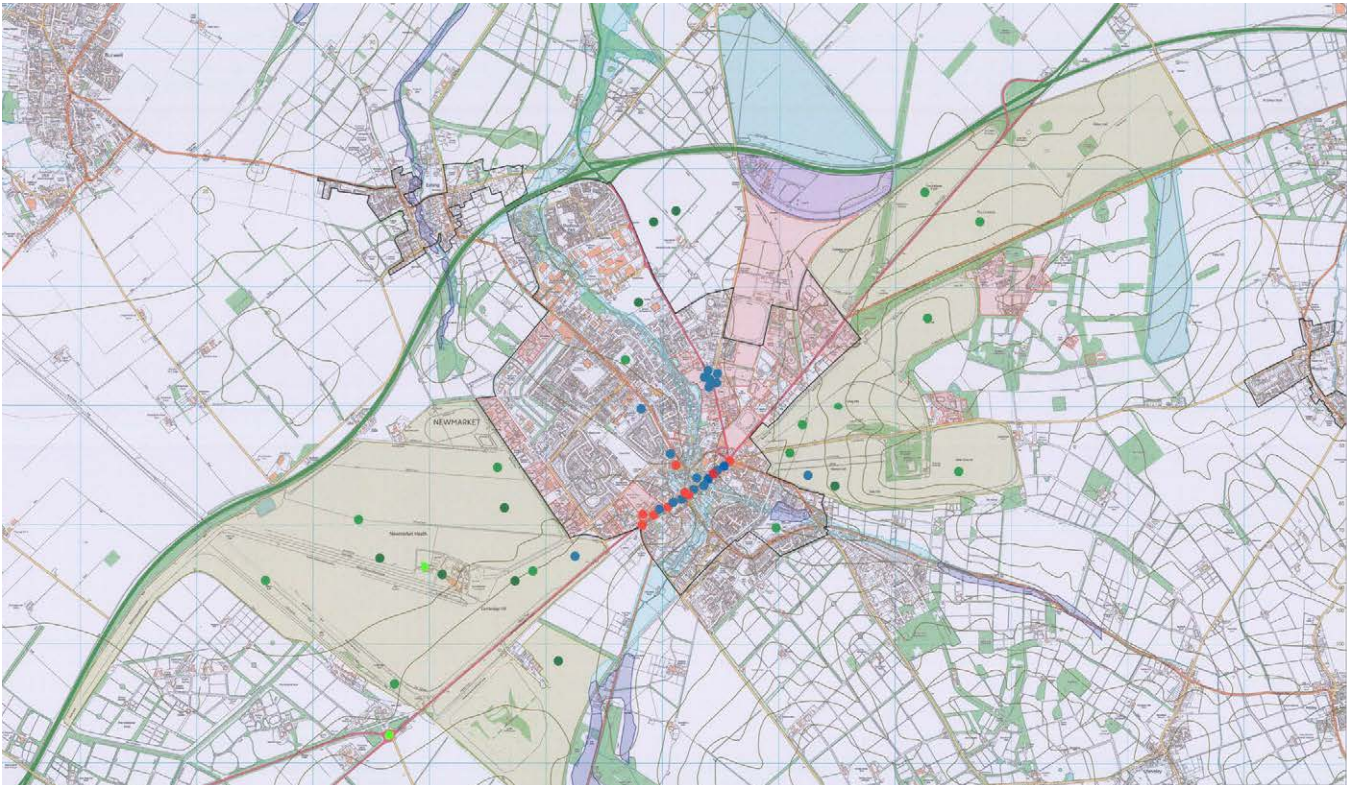


MOVEMENT HIERARCHY SKETCH

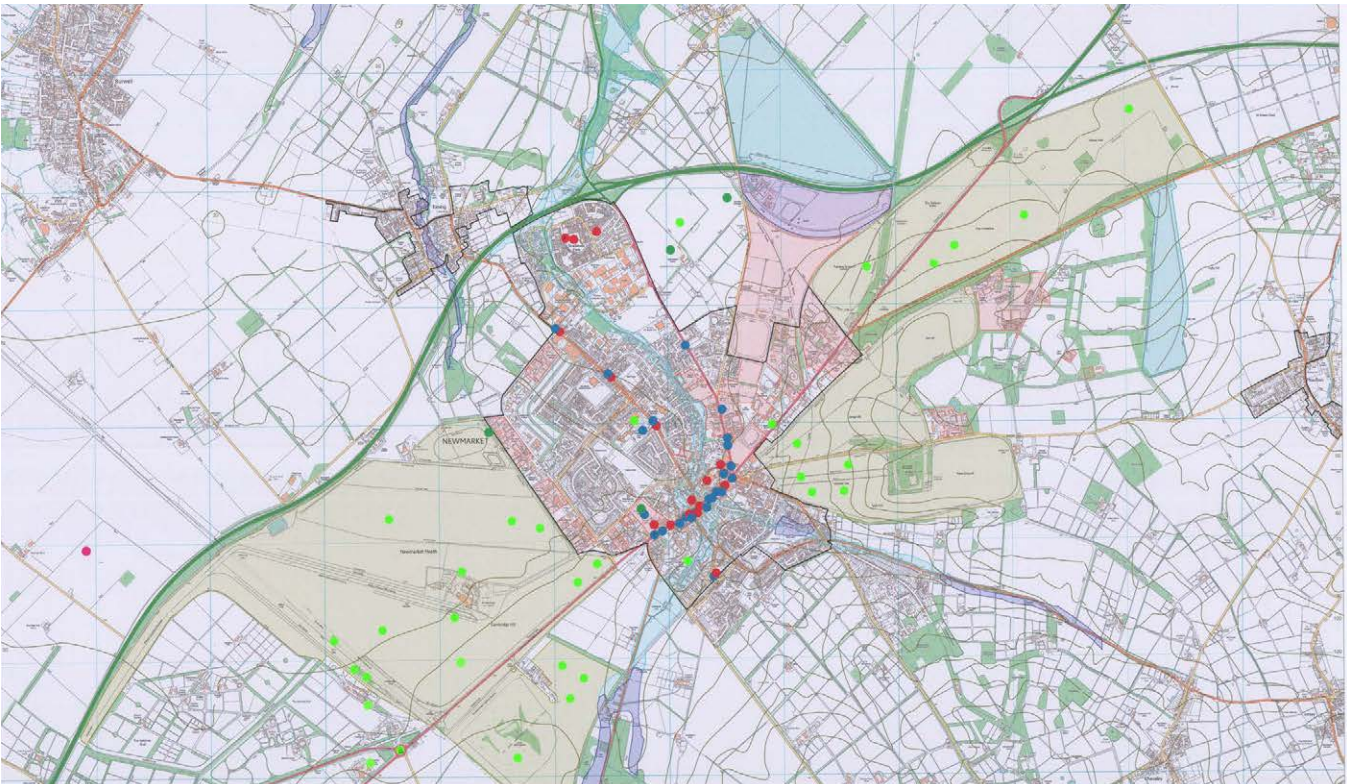
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APPENDIX F

DOT EXERCISES



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APPENDIX F

DOT EXERCISES



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DOT EXERCISES




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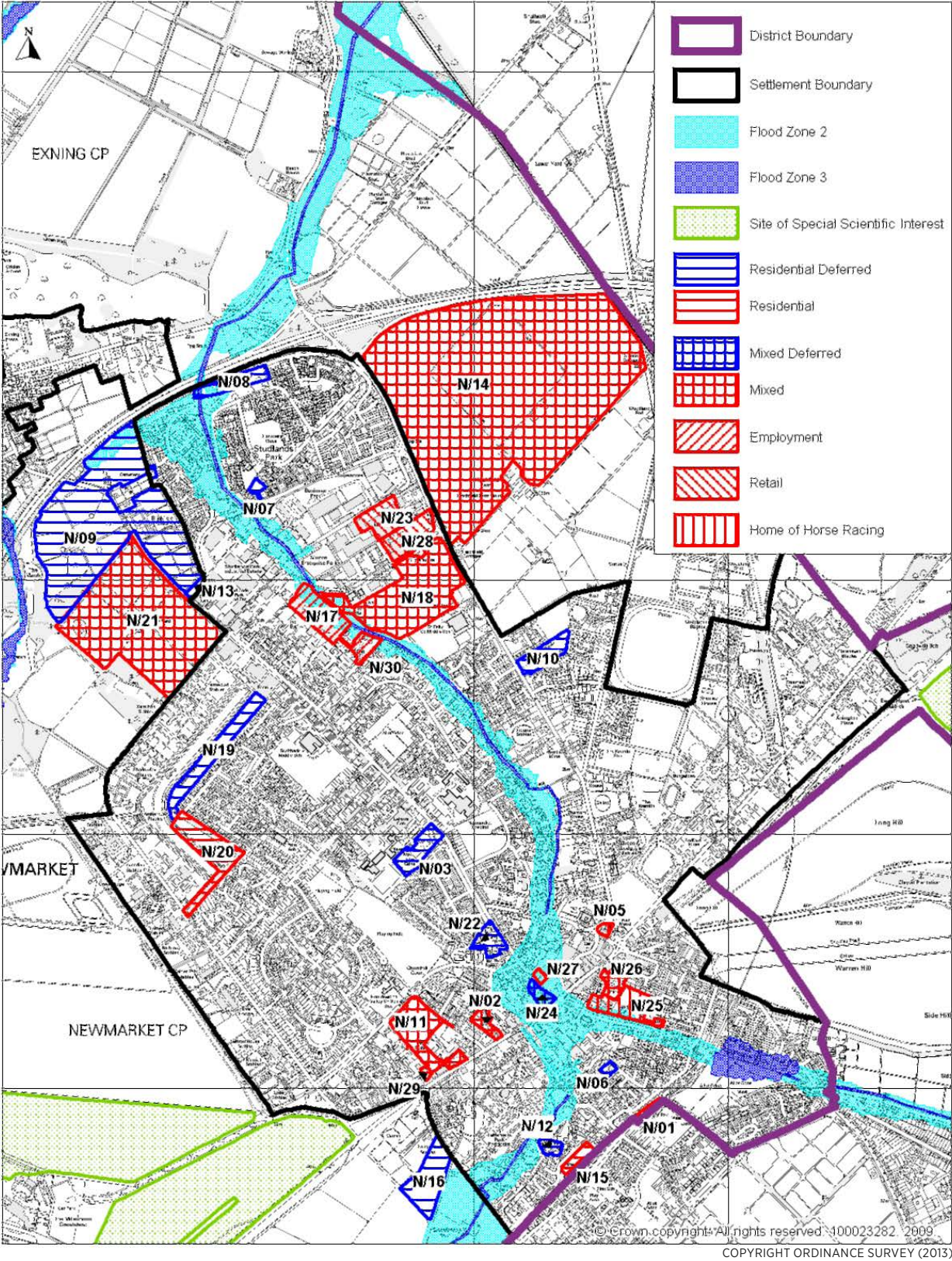
SCOPING WORKSHOP OUTPUTS			
NATURAL	SOCIAL	FINANCIAL	BUILT
<p>1. Newmarket could benefit from utilising the beautiful countryside including access to the heath and studland in an outreach and advertising strategy for local residents and tourists.</p> <p>2. Create a legible network of public footpaths and cycle routes that link green spaces and key destinations including Devils Dyke Walk.</p> <p>3. Capitalise on the town's position at the edge of the fens and make it the gateway to the East of England.</p>	<p>1. Improve local facilities and amenities for residents in the town on the back of a new development.</p> <p>2. The image of the High Street and its night time economy needs to be improved to better the town's image.</p> <p>3. Explore how the horse racing industry can be more accessible to local people with education, local job markets, skills training and small businesses.</p> <p>4. Improve education particularly Newmarket college, training and job opportunities for young people and raise aspirations amongst them.</p>	<p>1. Use the unique position of Newmarket as the home of horse racing and promote it as a tourist destination.</p> <p>2. Stronger branding and marketing could bring together the fragmented tourism offers with other Newmarket destinations.</p> <p>3. The High Street is lacking quality shops. The creation of a Business Improvement District may help stimulate growth and should be explored.</p> <p>4. A strategy for encouraging new business including incubation space and business mentoring in the business park and adjusted rates for new or niche retail in the town centre should be explored.</p> <p>5. The town market needs revamping and integrated better with the town to attract spending and create a better sense of place.</p> <p>6. More tourist accommodation needed not just targeted at racing.</p>	<p>1. Address growth in a positive way and explore how it can benefit the town.</p> <p>2. Acknowledge that responsible and sustainable growth could help sustain better facilities in the town.</p> <p>3. Explore improving the condition of the high street including signage, key buildings, crossings and market space to make it more attractive.</p> <p>4. Re-assess traffic management and parking provision throughout the town including around the High Street and horse crossings.</p> <p>5. Improve public transport, frequency and facilities to and from the town.</p> <p>6. Link key destinations in the town to better "tell the story of Newmarket" - Sun Lane, Palace Street etc.</p>

APPENDIX F

DOT EXERCISES

DRAFT VISION STATEMENTS			
NATURAL	SOCIAL	FINANCIAL	BUILT
<p>1. By 2031 Newmarket will have improved the amount of public open space and capitalised on its unique landscape.</p> <p>2. By 2031 Newmarket will have a network of paths and cycle routes.</p> <p><i>People vs. Horse Country Relocated.</i></p>	<p>1. By 2031 Newmarket will have improved the quality of life for its residents.</p> <p>2. By 2031 Newmarket will have improved the social connection between the horse racing and the non-horse racing community.</p> <p>3. By 2031 Newmarket will raise aspirations through good schools, training and job opportunities.</p>	<p>1. By 2031 Newmarket will be a popular overnight tourist destination by using its unique position as the home of horse racing. Through strong branding and marketing it will be recognised as part of the Suffolk Tourism offer and positioned itself as a gateway for the East of England.</p> <p>2. By 2031 Newmarket will have a successful and vibrant High Street with a range of quality shops that cater for the needs of both local residents and tourists.</p> <p>3. By 2031 appropriate economic growth will be stimulated to encourage businesses to develop and grow.</p> <p><i>(Growth as (inner + cars?) New Housing schemes)</i></p>	<p>1. By 2031 Newmarket will have continued to thrive and will have grown in a sustainable and well balanced way which respects both the horse racing and non-horse racing community.</p> <p>2. By 2031 Newmarket will have an attractive and accessible local High Street with a space for a vibrant local market in the town and events to attract both tourists and residents. The High Street will be regenerated to improve the public realm and to create an environment which will attract a high quality retail offer.</p> <p>3. By 2031 Newmarket will be a well-connected town with reliable and efficient public transport into and from the town, and cross border. With an internal safe and attractive network for pedestrians, rail and cyclists which connect the key destinations and spaces in town. This will help to better "tell the unique story" of Newmarket to both residents and tourists.</p>
 <p>PRINCE'S FOUNDATION FOR BUILDING COMMUNITY</p>			

APPENDIX G
SHLAA SITES



APPENDIX H

LAND OWNERSHIP



THE PRINCE'S FOUNDATION *for* BUILDING COMMUNITY: *TRANSFORMING LIVES through ENGAGING EDUCATING and EMPOWERING PEOPLE*

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