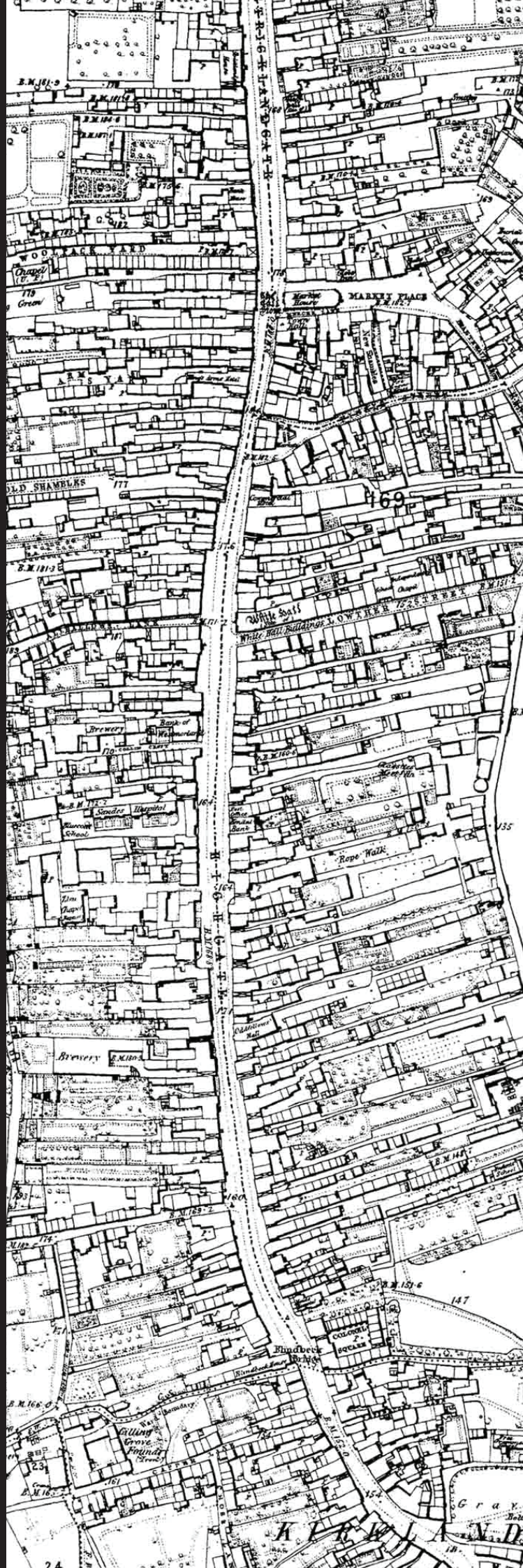




KENDAL

TOWN CENTRE STRATEGY

2020





AECOM

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KENDAL

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INTRODUCTION

01

"The Kendal Town Centre Strategy aims to provide a blueprint for future investment and development which maximises the opportunities for Kendal, capitalises on its existing assets, and sets out a clear vision for Kendal in 2025; as a vibrant, sustainable, aspirational and diverse 21st century town".

Executive Summary

South Lakeland District Council (SLDC) commissioned AECOM and Cushman & Wakefeld (C&W) to prepare a Town Centre Strategy (the Strategy) to enable Kendal to evolve and develop in a way which responds positively to and enhances the distinct character that makes Kendal a unique place. The Strategy seeks to identify options and opportunities for future development and infrastructure which support the town's quality of place and enhance the historic and natural environment.

Key considerations that have informed this process include market viability, flood risk, the historic environment and the transport system. All of these are influenced by engagement with SLDC, Cumbria County Council (CCC) members, Kendal Town Council (KTC), Kendal Futures, Kendal BID and the Environment Agency as well as other key stakeholders. These are combined in a holistic approach and provide a foundation that will pave the way to creating a cohesive, coherent and balanced Kendal town centre.

Kendal has been voted one of the UK's most popular places to live due to its quality of life. It has a strong independent leisure and retail offer distinctive to the Town. Its historic character and natural landscape offer visitors a unique experience and it also has a world class skilled manufacturing base which sits alongside a well-developed creative and cultural offer.

The River Kent is central to the Town's character and identity. Many local people value the river as a major asset that should be utilised to its full potential. Opportunities to enhance the riverside environment are presented, alongside connectivity improvements to the fragmented riverside walkway. In addition to uplifting the riverside as a place for pedestrians and cyclists to enjoy, waterfront residential developments are recognised as complementary opportunities to create reciprocal benefits whilst taking into account the need to protect from flood events and climate change.

Some of the primary gateways into the town centre need significant improvement to present a much better first impression of Kendal to visitors. Pedestrian, rail and vehicular travellers all experience varying degrees of poor quality environment presently. Changes around Kendal Railway Station are considered a priority to uplift the sense of arrival for visitors to the Town Centre. Kendal Railway Station is an important access route for visitors, commuters and, school children. The introduction of vibrant new uses such as pop-up artisan units and new residential blocks to these areas is explored as well as creating hubs for arts, culture and media. Tying these gateways to the centre of the town will be an essential component of creating legible and attractive

routes for visitors to follow. It is recommended that in parallel the public realm is upgraded along key routes.

As much as the Strategy looks to bring new and exciting development opportunities to Kendal, it also seeks to enhance the assets that the town already boasts. For this reason, investment in the Brewery Arts Centre and Abbot Hall as complementary hubs and the launching point for Kendal's culture offer is considered. The Westmorland Shopping Centre's central location is seen as having major potential to a refreshed retail offer and shopping interaction and an improved evening economy to the town. The estate of civic buildings are also considered as opportunities; from creation of contemporary and flexible working environments to changing uses to other functions such as boutique hotels or residential developments. Some of the sites and opportunities identified are now progressing, which reflects positively for Kendal.

Kendal is already known for being home to several innovative commercial firms. The Strategy aims to build on this existing position by developing and improving linkages to and from the Town Centre in addition to supporting the area to attract other innovative industries to become rooted in the town.

A fundamental challenge to Kendal's function as a town is its constrained transport network. For all of the potential positive development opportunities that are explored in this document to be cohesive, the transport system will require rethinking. The Strategy therefore identifies high level changes to the town's transport system and parking provision as a starting point for a future, more detailed study. At the time of writing, Cumbria County Council, in consultation with SLDC, are undertaking a Kendal Highways and Transport Improvements Study (KHTIS), available from CCC. CCC are also in the early stages of preparing a Local Cycling and Walking Infrastructure Plan which may also be able to take forward some of the proposals in this strategy.

This study identifies key strengths, of which Kendal has many, as well as its threats, weaknesses and objectives. It concludes with a composite Strategy that identifies key issues that should be addressed and aims to focus development activity in order to uplift and turn the town into a place that truly fulfils its potential.

The Kendal Town Centre Strategy complements the long term aspirations set out in the Kendal Vision, developed by Kendal Futures. Together, both documents set out the vision and priorities to inspire change and support the public and private sector investment which will deliver the town's future prosperity.



3D Illustration showing Kendal's Opportunity Sites.

- 1. Former Magistrates Court
- 2. County Hall Campus
- 3. Longpool / Shap Rd
- 4. Station Gateway
- 5. Blackhall Road
- 6. Kendal Post Office
- 7. Westmorland Shopping Centre
- 8. South Lakeland House
- 9. New Road
- 10. Canal Head
- 11. Brewery Arts Centre
- 12. Waterside Estate, Dowker's Lane
- 13. Abbot Hall
- 14. Parkside Road North
- 15. K Village



In progress



Opportunity

Explore Kendal

It's worth the time to discover Kendal's unique town and country heritage. Try a trail. Start from the Town Hall, swap between trails en route or begin and end a trail to suit you.

Cultural trail

This route is mainly on the flat with an option to go up steps to Castle Howe to enjoy the good views. Walk through the town centre, the green at Gosse Holme and along the River Kent to historic Kirkland. Explore the yards, visit the Abbey Hall Art Gallery or take a look around the 13th Century Parish Church.

Historical trail

Take the scenic walk up to 12th Century Kendal Castle, once home to the Port family - Katherine Port was Henry VIII's last Queen. Take lunch and enjoy views over the town and to the Lakeland fells.

Woodland trail

This route takes in the many spectacular views of Kendal. There is the option to follow the A to Z alphabet trail in Serpentine Woods or continue to the Green-side Lime Kiln. Enjoy a picnic in beautiful Moss Meadow on your way back into town.



This symbol indicates a steep incline or steps.

Purpose of the Document

This document builds upon previous visioning work established through the Evidence Base Topic Paper, as well as the Canal Head Masterplan (2010), and the Kendal Transport Assessment (2009). The work has been underpinned by Cushman and Wakefeld's 2017 market analysis, which reviews the current and potential office, retail, leisure and residential markets within Kendal Town Centre.

Further evolution of the Strategy's principles and design has occurred throughout a consultation process during 2016/2017. This included a series of workshops and meetings with District and County members, as well as partners including Kendal Town Council, Kendal Futures, Kendal BID and the Environment Agency.

This document, together with the Kendal Vision, reviews potential development sites and interventions independently and holistically to provide a town wide transformational vision.

Kendal Town Centre Strategy is aligned with the spatial vision set out for town centres in the 2010 South Lakeland Local Plan Core Strategy (Policy CS2) and taken forward in Development Management Policies (Policy DM24) which seek to diversify the retail offer, enhance and create a more walkable public realm, encourage residential uses, develop cultural industries and make use of vacant and under-used land and buildings. The updated thinking in the Strategy, alongside the Kendal Vision, will help inspire, support and inform the development of South Lakeland's next Local Plan Review, ensuring it plans positively to meet the challenges facing the Town Centre going forward.

Document Structure

This document is written in three parts; the first sets out the blueprint for the strategy, the second looks at the opportunity sites available today and assesses these against the primary Strategy objectives. It is envisaged that Part 2 can be updated over time as opportunities arise. Part 3 explores transport options and forms the basis for ongoing links to transport work outside this report. The contents of each component part is summarised below.

Part 1

The Strategy - Sets out a forward view of a successful and prosperous Kendal.

Key influences - Notes the challenges and opportunities that need to be addressed and considers the actions which will make the vision achievable.

Strategy themes - Seeks to structure the key influences into themes and focus activity through targeted initiatives.

Part 2

Opportunity sites - Identifies a number of sites in the Town Centre. Each one is looked at individually in terms of its impact on the Strategy themes and considered holistically within a Composite Masterplan. Some of the sites and opportunities identified are now progressing.

Delivery Strategy - States how objectives and initiatives can be actioned through governance and delivery structures as well as through marketing and communication and the establishment of a proactive policy context, it also highlights any potential future challenges to the delivery of the Strategy.

Part 3

Transport options have been developed in response to issues identified with Kendal's transport system in Part 2. Part 3 presents the potential transport interventions to be considered and discusses how these can support the overarching vision for the town as well as informing more detailed ongoing transport and parking studies.



Key Travel Distances

	Distance ¹	Drive Time	Train Time ²
Birmingham	150	2:20	2:16
Blackpool Airport	54	1:00	-
Carlisle	50	1:00	0:38
Edinburgh	144	2:50	2:00
Fleetwood Port	49	1:10	-
Glasgow	150	2:20	1:53
Heysham Port	27	0:40	-
Lancaster	23	0:30	0:13
Leeds	72	1:40	2:24
Liverpool	80	1:30	1:41
London	268	4:00	2:34
Manchester	74	1:20	1:18
Manchester Airport	80	1:30	1:30
Newcastle	100	1:50	2:20
Penrith	28	0:40	0:24
Preston	43	0:50	0:32

¹ Approximate distances (miles) by road from Kendal

² Train times from Oxenholme (Lake District)

“The Kendal Town Centre Strategy sets out a clear ambition for Kendal - South Lakeland’s Principal Service Centre. It identifies opportunities and provides a framework to ensure Kendal continues to be one of the most desirable places to live, work and explore, meeting the current and future needs of its residents.”

- Lawrence Conway, Chief Executive, SLDC





Focus of the Strategy

Development area

The Strategy area covers the immediate Town Centre, Canal Head Area and the area surrounding Kendal Train Station known as the Station Gateway. This area of influence has been defined through spatial analysis, liaison with the South Lakeland District Council, Cumbria County Council, Kendal Town Council, Kendal Futures and other local stakeholders as part of the Town Centre Strategy engagement process. The Strategy area is bound by Dockray Hall Road to the north, Kendal Station to the east and Parkside Road and Parkside Business Park to the south. It encompasses Kendal's retail and commercial core, industrial areas at Canal Head, Beezon Fields and Parkside Road, the civic functions provided at Kendal Town Hall and South Lakeland House, and the area around County Hall to the north.



Transport

In transport terms, the Strategy area includes the main 'high street' and former A6 route of Windermere Road, Stricklandgate, Highgate and Kirkland. This route forms Kendal's main pedestrian axis and part of its central public transport system. Other major roads which are included within the Town Centre boundary include Aynam Road, Stramongate, Station Road, Blackhall Road and Sandes Avenue. The historic street pattern and constrained crossings over the River Kent, the bridges being scheduled ancient monuments create severe congestion on the Town Centre and are a key consideration in the future of the Town. To be read in conjunction with Cumbria County Council's Highways and Transport Improvement Study.



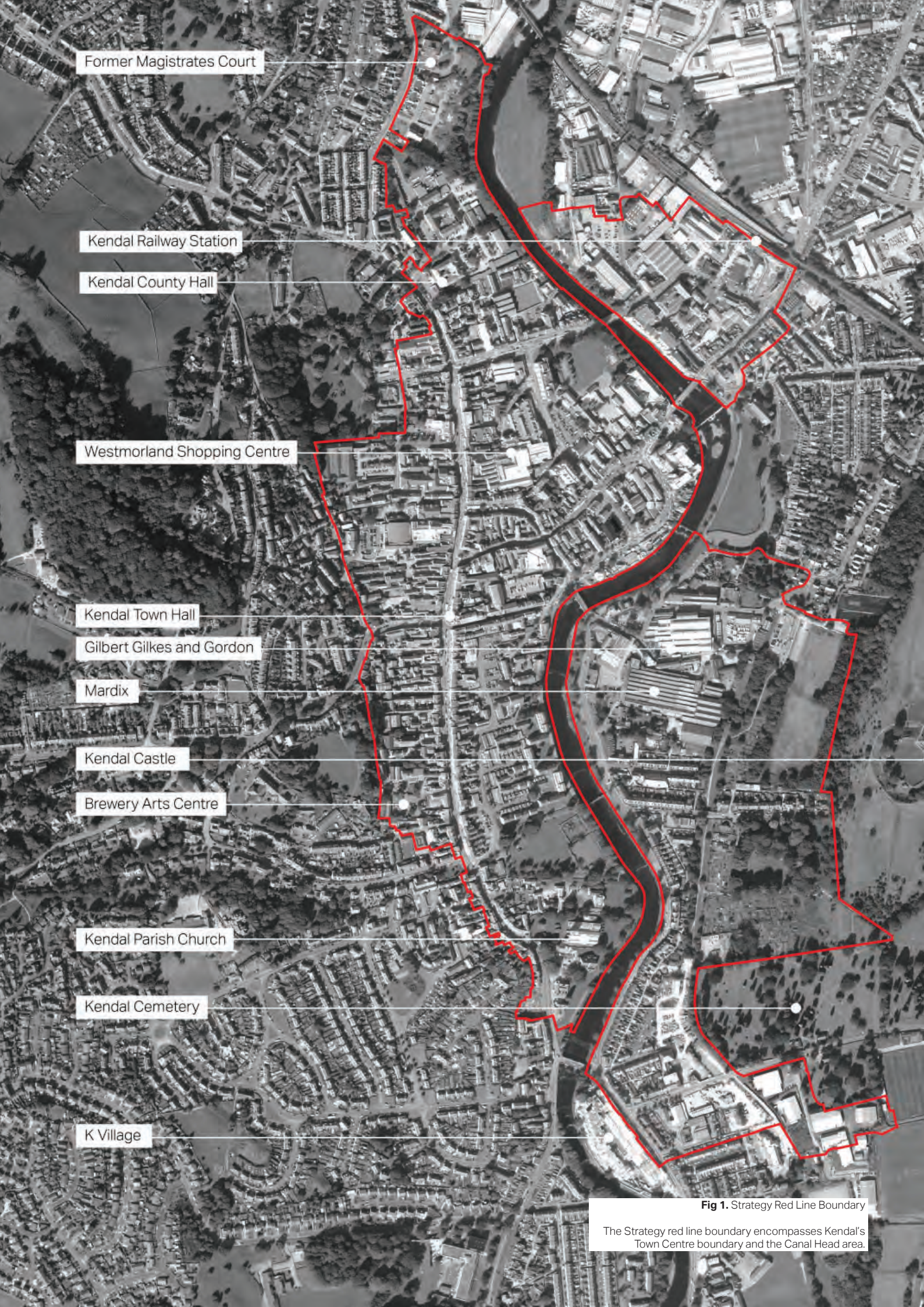
Richness of Place

The wide range of buildings, activities and spaces within Kendal Town Centre creates places with very different characteristics, from tranquil riverside green spaces to a historic network of streets and yards, including many listed buildings. Kendal Town Centre is also part of the conservation area. This diversity is an essential facet of the Town's character. Some areas need conservation and enhancement, others need considered development and integration. A critical dimension is the relationship of the Town Centre with its surroundings. The Strategy therefore looks outwards from the centre to build links with surrounding areas of housing, employment and green space.



Economic Viability

Kendal is emerging, stronger and more resilient from the 2015 flood events. Canal Head is a focus of the District's manufacturing economy. K Village is under development as a mixed site to include a new hotel, additional residential and retail and leisure spaces. Land allocations for housing and jobs around the edge of the Town will deliver further growth. Managing this growth, whilst increasing flood resilience, is a key objective of the Strategy.



Former Magistrates Court

Kendal Railway Station

Kendal County Hall

Westmorland Shopping Centre

Kendal Town Hall

Gilbert Gilkes and Gordon

Mardix

Kendal Castle

Brewery Arts Centre

Kendal Parish Church

Kendal Cemetery

K Village

Fig 1. Strategy Red Line Boundary

The Strategy red line boundary encompasses Kendal's Town Centre boundary and the Canal Head area.



STRATEGIC MASTERPLAN

The following are quotes taken from across a number of stakeholder events.

02

The creation of a clear vision will help communicate a forward view of a successful and prosperous Kendal. The vision represented here seeks to encapsulate a deliverable aspiration for Kendal Town Centre based upon its current success, stakeholder collaboration and wider economic drivers.

"Kendal, a town...



...where the best of modern living is a stones' throw away from the natural beauty of the Lake District and Yorkshire Dales National Parks"

"A balanced environment which features a conserved historic, landscape and riverside setting, as well as new housing and commercial development."

"Kendal's population boasts a world class and UNESCO world heritage site National Park on their doorstep."

"Residential developments in the Town will create new and inviting places for people to call home in the future."



...where ideas are born."

"A prominent year-round cultural offer."

"Kendal and the nearby Lake District and Yorkshire Dales has a rich history of creativity and innovation, a quality that the area must strive to maintain in years to come."

"Enhancing the parts of the Town where innovative ideas and forward thinking stem from supporting innovative businesses or the fresh cultural offer."

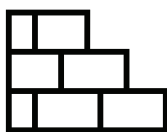


...where firms can do business."

"A Principal Service Centre which is a well-known business and leisure destination, building upon Kendal's existing independent commercial and arts offer."

"It is essential that Kendal can offer the exceptional conditions required for international business."

"The creation of an attractive business environment will be achieved in the Town with high speed communications and innovative and flexible work spaces."



...which is resilient and ready for the future."

"A place where flood resilience measures and new development are designed in tandem with each other."

"It is important to fill in the gaps where Kendal's preparedness for adverse weather conditions has fallen short in the past."

"Bolstering confidence that the Town looks after its residents is essential. Kendal will be a resilient town prepared for the future environmental changes and business climates."

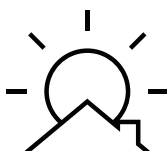


...with a rich history in trade and local produce."

"A specific "sense of place": A historic townscape, home to a diverse range of contemporary local services."

"Kendal has always been a place for trading, sharing ideas and knowledge. As markets change and innovation drives the way we do business, it is vital to be ahead of the curve."

"Harnessing what Kendal already has to offer as a historic trading town and enhancing it to ensure the Town prospers through future changing markets."

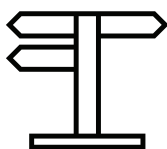


...which celebrates the Kendal culture."

"A strong and resurgent Kendal – a place whose sights, sounds, tastes and atmosphere build on a rich built and cultural heritage and identity that has evolved over centuries, intimately linked with the surrounding countryside and the river and valley from which it takes its name."

"Kendal's proximity to the Lake District has greatly influenced the Town as it has evolved. Moving in to the future, it is important to retain the connection the Town has with the National Park."

"The Strategy helps to define a framework to deliver a successful future for Kendal and, in parallel, is deeply entrenched in conserving the Town's local, distinctive character."



...you can explore."

"A network of yards, streets and spaces that are about people first."

"Many of the yards and spaces in Kendal are hidden gems and some are easily missed."

"The Strategy will encourage locals and tourists to discover Kendal's exciting townscape by increasing and improving the opportunities for people to explore."

"Kendal will be an all weather tourist destination where activities and cultural offer are provided rain or shine."



SWOT Analysis

Strengths

- Strong independent leisure and retail offer, including cafes, restaurants and shops which are distinctive to the Town;
- Presence of skilled manufacturing such as Gilkes and Mardix and other business premises at Beezon Trading Estate;
- Historic character of the streets and spaces, offering visitors a unique experience within the Town;
- Natural landscape character, allowing for recreational walks within close proximity to the Town Centre (River Kent, Castle Hill, Noble's Rest, Kendal Fell);
- Strategic access via the M6 and West Coast Main Line;
- Festival offer which attracts thousands of tourists, such as Kendal Mountain Festival;
- Quality of life which is attractive for new residents, and an existing demographic base which sustains local services;
- Current developments and developer interest which demonstrate the strength of the property market.

Opportunities

- Kendal is a location which can support new significant levels of development, as outlined and supported by the Local Plan;
- There is potential to use the site's accessibility to/from the Lake District and Yorkshire Dales to boost the tourist economy;
- The Town Centre includes a number of sites which could accommodate a significant level of new homes or commercial floorspace. Canal Head is a primary example of this, with other areas including the Station Gateway and the Parkside Road sites, to the south east of the Town Centre;
- The Town Centre's leisure, retail, employment and accessibility benefits provide an offer which is attractive to potential residents who wish to live close to these facilities;
- Parks, Green Spaces and the walkways alongside the River Kent offer the potential for a new joined-up sustainable transport network which can offer attractive links for pedestrians and cyclists, while offering recreational/tourism benefits;
- The closure of the Former Magistrates Court provides a new development site in an area which has seen much residential development.

Weaknesses

- Congestion for visitors into the Town Centre's traffic system;
- Poor environment for pedestrians and cyclists close to the Town Centre's main roads (Station Gateway, northern end of Stricklandgate, Miller Bridge, Nether Bridge, New Road etc.);
- Certain multiple retailers, which may be expected to be present in the Town, do not have branches;
- Certain areas which feature high levels of vacancies including Highgate and Kirkland, Stricklandgate and Westmorland Shopping Centre;
- Poor 'gateway' to the Town Centre between Kendal Railway Station and the Town Centre due to warehouse developments, illegible pedestrian accesses and high volumes of traffic along Station Road;
- Flood Risk is a severe issue in areas close to the River Kent, at Stock Beck and Blind Beck.

Threats

- Kendal has been subject in the past to numerous flooding events including the severe flood events in December 2015 which displayed its vulnerability to flooding.
- Population trends in the Town Centre indicate an ageing population, with few young professionals choosing to settle in the Town. This could lead to reduced economic activity as the ability to recruit and retain talent could diminish. Knock-on effects would occur to businesses in the Town Centre due to reduced spend;
- New developments which are not sensitive to Kendal's distinct historic character could damage the experience and perception of the Town;
- Congestion in the Town Centre is at high levels already, leading to travel delays and air pollution issues. Further increases in the number of vehicles passing through the Town could lead to severe damage to the economy, environment and quality of life within the Town Centre;
- Tourism is a key sector within the Town Centre's economic mix. There is potential that the Town becomes overdependent on the tourism industry and the types of jobs which this sector offers.

FUTURE KENDAL A MODERN MARKET TOWN WITH AN INTERNATIONAL BRAND

**EMBRACING CUTTING EDGE
CULTURE AND COMMERCE
WITH THE BEST OF
CUMBRIAN LIFE.**

KEY INFLUENCES

03

Understanding all the individual elements that define Kendal has been an integral part of producing this Strategy. The Evidence Base Topic Paper (AECOM / Cushman and Wakefield, 2016) along with the Property market Review (Cushman and Wakefield, 2016) examined Kendal's character and environment and cumulated in an analysis of Kendal's strengths, weaknesses, opportunities and threats.

Kendal can be broadly broken down into 11 definable character areas. These are:

Market Town Civic Approach

Located north of the Town Centre, this area comprises a concentration of the Town's civic buildings, including Kendal Police Station, Cumbria Fire and Rescue, County Hall and Kendal's Mountain Search and Rescue Team. The character of this area differs to the Town Centre in scale, density and architectural detail with the majority of the built form constructed in the 20th century. The key civic uses in this area are in keeping with traditional market towns but located at the town's fringe. The area might evolve based on the fact that these elements might be better suited in other locations.

Local Industrial

A dominance of larger floor plate modern workshops and warehouses can be found in this industrial estate. The area is predominantly severed from the Town Centre by the railway which reduces the impact of the operations within the estate on the Town Centre and townscape.

The Station Gateway

The Station Gateway consists of a mix of light industrial units and buildings more typical of Kendal's historic character. The presence of light industrial uses within the Station Gateway area detracts from the experience of arriving or leaving Kendal by train.

New Road and Western Riverside

The area has an edge of Town Centre feel as a result of the Westmorland Shopping Centre servicing and car park location on Blackhall Road. The river frontage in this area is underutilised as an asset and fragments the north-south riverside walkway.

Market Town Core

Kendal's market town core is where the bulk of the retail offer is found. The area has a distinctive character with a number of narrow yards and spaces which stem from the very strong linear high street, providing residents and visitors to the Town Centre with a unique experience which encourages exploration.

Highgate, Kirkland and Historic Yards

Highgate and Kirkland are anchored to the retail-fronted high street. This area is compact and also includes the yards. These narrow passageways stem from the high street and are an urban form that is unique to Kendal.

Gooseholme Park

The Gooseholme Park area comprises a park fronting Edwardian residential cluster which backs on to a modern housing development. To the north are terraced streets which are typical of Kendal's vernacular.

Canal Head

Canal Head is a historic industrial area which developed in close proximity to a since filled in canal basin. This area still features buildings dating back to Kendal's industrial heritage, as well as some more modern industrial units. The most dominant occupiers of this area are Mardix, a critical power systems provider and Gilkes, a world leader who specialise in the manufacture of pumps and hydro-power equipment, exported across the globe. In addition, there are some artisanal commercial occupiers within Canal Head which support the establishment of the area as Kendal's innovation hub.

Infill Waterside Development

This area consisting predominantly of modern residential properties contrasts with the Town Centre built character. Parts of the site were developed in 2018 providing additional housing and parking for residents, improving the site itself, frontage on Dowkers Lane and alongside the river. The riverside offers pedestrians and cyclists respite from the alternative vehicular dominated routes.

Fletcher Park and Lound Road

This area features residential properties that follow the line of the River Kent and Aynam Road. To the east of the properties is Fletcher Park and Parkside Road Cemetery, which define the edge of the urban environment. K Village located at the most southerly point of this area. It is being developed as a mixed use site to include a hotel, retail, leisure, office space and residential accommodation.

Abbot Hall

This riverside area consists of public green open spaces with historic buildings scattered along the river. The buildings include the Abbot Hall Art Gallery, Kendal Parish Church and Nether and Kirkland Halls, the latter now in private ownership. The riverside environment features a pedestrian and cycle path which offers a car-free north-south route into the Town Centre. Abbot Hall are redeveloping part of the site.



Fig 2. Kendal's existing character areas

Natural Environment and Open Spaces

Kendal is located in the valley of the River Kent. The topography and wider landscape setting all contribute to a unique set of views and distinctive townscape character, also contributing to the flood risk of the town.

Historic Environment

Kendal's built heritage has developed over centuries, giving the Town its distinctive characteristics. Highlights of the Town's historic environment are:

- Streets and Yards;
- Rugged light-grey limestone;
- The riverside;
- Open spaces;
- Old stone bridges;
- Nearby Countryside;
- Woodland; and
- Kendal Castle.

In contrast to the historic environment in the Town Centre, there is a range of modern characterful properties across the town which add to the unique attractiveness of Kendal.



Stramongate Bridge crossing the River Kent.

Flood Risk

Flood Risk in the Town Centre and surrounding area is a significant issue for existing land uses and future development. Following Storm Desmond and the floods of 2015 which devastated part of the town, the Environment Agency are now delivering a £17m flood risk management scheme for Kendal which will help protect businesses and homes throughout the town. This is part of a wider £76m flood scheme to provide protection for Burneside, Ings and Staveley with flood storage areas in Kentmere and Kentrigg to be delivered in a further two phases which should provide protection to a 1 in 100 event, currently protection in some areas is between 1 in 2 and 1 in 5.

The Kent and Gowan Modelling Study (Environment Agency, 2017) conducted and produced detailed analysis of the effects of the 2015 flooding events. The results of the 2017 study were used to inform the strategy proposals and composite masterplan to ensure they are in line with the most up to date flood information available. The flood maps and implications for the proposed sites may be revised once the flood risk management scheme is in place, anticipated for Kendal in 2023.

New and Emerging Developments

Research was undertaken on approved and pending planning applications to establish a picture of growth in Kendal. At the time this included 15 planning applications for developments in the area. This is an evolving picture but demonstrates a healthy appetite for investment in Kendal.

Regional Initiatives identified in the area could have an impact on land use and accessible development. The proposed Kendal Northern Access Route is thought to be the most effective transport intervention to reduce traffic through the Town Centre. The positive and negative impacts of changing traffic flow and increasing business footfall on the edge of the Town Centre will need consideration.

The residential offer is less mature in the Town Centre; there are a number of apartments along

the river, but the rest are pepper potted above shops and in the yards. The greatest concentration of residential properties is between the riverside and Dowkers Lane. These are comparatively modern properties of a mix of typologies, largely under the ownership of South Lakes Housing, and are distinctive as infill in the Town Centre. In early 2018, South Lakes Housing delivered a number of properties off Dowkers Lane.

Shops, Streets and Spaces

The original 'High Street' shops and yards around the Market Place offer characterful smaller units, while the Westmorland Shopping Centre provides relatively modern accommodation and larger floorplates. In recent years K Village has provided an outlet offer, however this did not gain the traction expected from multi-nationals and is now being redeveloped. It is notable that there are a relatively high number of voids, particularly in the Shopping Centre. Praxis Property Investment has acquired the Westmorland Shopping Centre and indications show they are looking to invest in the property to revive interest in Kendal and the commercial offer.

It is particularly challenging to integrate the frontage for the Westmorland Shopping Centre into the historic Town Centre. The modest entrance onto Stricklandgate, belies the scale of the offer inside, and the relationship with Blackhall Road, where the car park, bus station and servicing from the street creates a back of house character, and serves to act as the edge of the Town Centre, severing development north.

The indoor market hall within the centre isn't obvious and the connection between the Saturday and Wednesday outdoor and permanent indoor market is poor.

The traditional units along the riverside, historic streets and off shoots from the existing markets and larger yards tend to be desirable for independents.

Kendal's key Town Centre public spaces are:

- 'The Birdcage'; and
- Market Square.

The Transport Network

Kendal's transport network is currently overstretched due to a constrained historic street pattern set in the river corridor. Opportunities to introduce traffic routing improvements such as changes to the one way system and road closures to vehicular movement to improve traffic flow and the pedestrian experience therefore need to be explored.

Kendal's key locations and attractions should be well connected. However, there are gaps in cycle route provision and pedestrian crossing facilities at certain locations; high traffic flows creates unattractive environments for walking and cycling. There is an opportunity to improve the pedestrian and cycle connectivity between the key development areas to make the Town Centre a pleasant and sustainable place to move around. This could also be achieved by harnessing opportunities to improve local public transport provisions, encouraging mode shift.

It is important that the public transport options in the Town are easy to locate for visitors and local people alike. There are opportunities to improve the links and wayfinding to the bus and railway station, as well as general improvements to Town Centre signage, which currently directs traffic around the outside of the Town rather than encouraging visitors to stop.

Coach and car parking in Kendal is a problem. Locating parking facilities in easy to find locations, within proximity of services, is an essential component of the Town's accessibility. There are opportunities to strategically approach car parking management and introduce capture car parks around the Town to encourage people to park and walk into the Town Centre. The existing parking options are close to the centre, which puts pressure on the already constrained road network.

Solutions to remedy Kendal's congestion problems will also tackle the poor air quality in specific areas such as Lowther Street.

The above should be read in conjunction with CCC Kendal Highways and Transport Improvements Strategy. SLDC have also undertaken a Car Park Study in 2018, which is referenced throughout.

Wider Transport Initiatives in Kendal

Two reports were commissioned in 2018, these are:

- CCC Kendal Highways and Transport Improvements Study: This study will comprise a review of previous transport studies and strategies, in order to identify and recommend preferred options for improving transport and movement within Kendal Town Centre; and
- Kendal Parking Study (South Lakeland District Council): This will examine the existing parking provision and issues within Kendal Town Centre, and identify opportunities for improvements.



Aynam Road

Commercial Activity

A particular strength of Kendal is the seam of vibrant commercial businesses located in and around the Town Centre. Small units used by local 'makers' sit alongside the national headquarters of Mardix and Gilkes at Canal Head. Around the station, light industrial units have sprung up cheek by jowl with traditional stone warehouses and traditional work units.

Living with the River

The River Kent is one of Kendal's greatest and most underutilised resources. New development should maximise connections to the waterside, whilst protecting this tranquil landscaped corridor and associated recreational spaces. The River Kent is also a threat with the significant floods of 2015 destroying many riverside assets. Existing defences are now inadequate and are to be replaced as part of the Environment Agency (EA) flood risk management scheme. This work, which consists of a mix of hard engineering and natural flood management, has also provided a unique opportunity to combine these works with public realm and environmental improvements where possible. These include:-

- Raising flood walls and embankments and pumping station to help provide better protection for 1480 homes and 1717 businesses, employing over 6105 people;
- This will also help protect key routes through the town;
- Increase capacity of the River Kent by moving back formal defences;
- Improving public realm, including 3km upgrades to the recreational walking and cycling routes and providing better connected footways for local journeys;
- Improved 5 hectares of habitat and recreation space;
- 82 community assets better protected-

Although Flood Risk is a significant threat, the River Kent should also be maximised as an asset. The river itself is designated as a Site of Special Scientific Interest (SSSI) and greatly contributes to Kendal's character with views that can be appreciated from the riverside environment.

Other possible areas which could be looked at in the future but sit outside the current flood risk management scheme are :-

- Removing constraints within the watercourse (bridge abutments, piers, protruding walls);
- Building in structural resilience to bridges to reduce risk of collapse and blockage;
- Ensuring any overtopping around bridges is directed back into channel;

Background: Cumbria County Council is the Lead Local Flood Authority (LLFA) and is responsible for managing flooding from local sources, namely Ordinary Watercourses, surface water (overland runoff) and groundwater in Cumbria. CCC under the Flood and Water Management Act (2010) are responsible for developing, maintaining and applying a local flood risk strategy. This clarifies

who is responsible for local flood risk and enables effective partnerships to be formed between the lead local flood authority and the other relevant authorities.

The Environment Agency is responsible for managing the risk of flooding from the sea and main rivers, regulating the safety of reservoirs. Where there is an interface between the sea and main rivers with local flood risk sources (for example, tide locking) it is the responsibility of the lead local flood authority to consider the impacts and consequences.



Kendal's historic townscape.

Embracing the Character of Kendal's Historic and Natural Environment

Kendal's setting within the River Kent basin offers attractive waterside recreational space and views to hillside environments in the countryside beyond. The green network of open and natural spaces within the Town Centre is underutilised and should have a greater influence on the Town's character. There are opportunities for improved health and wellbeing through the improved accessibility of Kendal's Green Infrastructure and recreational/utility walking/cycling links.

The materiality, morphology and historic use of many of Kendal's buildings are fundamental to the character of the Town and its appeal. The Town Centre's character and environment should be protected and enhanced where possible through the conversion and reuse of historic buildings, as well as ensuring new buildings have a harmonious relationship with the historic form.

Accommodating New Development

Achieving harmonious development within Kendal's historic buildings, spaces and natural environment is a challenge, but an essential element for the evolution of the Town. Kendal's intricate urban grain, with compact yards and spaces in particular, requires a sensitive approach. The Town should be unapologetic about demanding quality architecture which reflects Kendal's status as a modern hub for creativity and technology; whilst remaining respectful of the history, materials and merit of its past.

There are a number of 'opportunity sites' within the town, which could transform how the Town functions and represents greater opportunities for diversification. In particular, the Station Gateway can act as a significant large-scale development location and could accommodate a range of uses.

Local Commitment

There is significant local commitment from all levels of government, arts and business stakeholders and local people focused on a positive future for Kendal. There are many well supported interest groups and this can create both impetus and uncertainty for development, depending on buy in.

What is significant and certain in recent years, however, is:

- South Lakeland's Local Plan focuses on housing and employment growth across Kendal is required and identifies significant potential for growth in Kendal Town Centre and Canal Head area, and the Council continues to be proactive in promoting the Town Centre;
- The offices of both the County and District Council are situated in the Town Centre and continue to be significant local employers;
- There are well-funded BID in place in the Town Centre which has been renewed for a second 5 year term;
- Investment in South Lakeland continues to focus on developing a sound and diverse commercial base working closely with interested parties including the new owner of the Westmorland Shopping Centre;
- The Brewery Arts Centre goes from strength to strength and is committed to an expanded Town Centre location;

- Kendal College continues to enhance its reputation as a high quality Educational Institution and diversify its offer and unique campus across the Town;
- The Environment Agency have developed a Flood Alleviation Scheme to help protect Kendal and improve its flood defences; and
- The Cumbria LEP backed flagship investment of £2.3m in transport improvements, in and around Kendal which are now underway. This is supporting the delivery of housing and employment sites in Kendal, Oxenholme, Natland and Burneside.

Future investments could be focused on...

- Improving our leisure and cultural facilities in town centres;
- Investing in our colleges to increase participation and to attract and retain young people in the county; and
- Sustainable transport access and connectivity improvements.

With investment and political will, focused on key areas, positive change should be deliverable.

The Local Economy

There are a high proportion of void properties, including space in the Westmorland Shopping Centre within the Town Centre boundary; this should be assessed against the backdrop of additional retail provision in 2014-16 which focused entirely on out of town provision.

Independent shops form over half the offer in the Town Centre and the strength of local independent business should be seen to be one of the main drivers for its success.

SLDC carry out an annual empty shop count and over the past 5 years there has been no discernible trend, either increasing or decreasing in the number of vacant units on the high street. It has largely remained the same and is in line with the national average (10.3%).

Pop-up shops underpinned by temporary lease arrangements are being tested and seem to have traction in the Town Centre with new businesses testing the market. This type of opportunity can form the platform for new, permanent retail.

The cost of housing is still a real problem for the local labour force; and is generally unaffordable for

the average local wage, a shortage of sought after small to medium homes has put a high demand on available property.

Kendal Economic Growth Action Plan 2014 suggests four ways forward:

- Respond to working age people's housing needs;
- Attract and retain more students by increasing the supply of affordable housing stock;
- Focus on existing vacant property in Kendal Town Centre to identify two demonstration projects using a Town Centre Development Action Plan; and
- Work with Registered Social Landlords to increase the local supply of affordable, social rent accommodation.

Opportunities for Kendal within the Cumbria Local Industrial Strategy include:

- High value manufacturing;
- Adding value to local products including food and drink, forestry and agriculture;
- Developing a world class sustainable local tourism product including accommodation, infrastructure, engagement with the environment and public realm renewal;
- Building on existing cultural and creative industries;
- Knowledge based industries including environmental technologies and renewable energies; and
- Skills and education.

The scale and variety of the existing offer and potential opportunity.

Consideration needs to be given towards making the Westmorland Shopping Centre more desirable to larger well-known brands to help with diversification.

Scroggs Wood to the south of the Town Centre has been designated to be a 'high quality, innovative and prestigious strategic employment development that supports the delivery of a green and knowledge-based local economy, including enhancing the local skills base and supporting local employment needs'.

Market testing suggests that demand for smaller homes is expected to increase, including private sale, PRS and affordable locally (supporting an

aging population and potential student living), and this should be considered alongside traditional terrace and semi-detached housing, typically situated around the Town Centre, desirably close to amenities.

Notably, Cumbria LEP understand that recently Kendal was voted one of the UK's most popular place to live due to its quality of life.

There is a good supply of visitor accommodation around Kendal. Typically, this is a 'bespoke offer' sitting alongside budget operators such as Premier Inn and Travelodge. As customers have become more price conscious, the appetite for no frills cheaper accommodation offered by these budget multinationals, along with rental models such as Airbnb offer a great percentage of on-site tourism, and research suggests Kendal is a prime location for these firms.

A skilled workforce

In 2014, the Kendal Economic Growth Action Plan highlighted a number of actions to support a skilled workforce, including:

- Strengthening education-business networks;
- Maximising local internship and apprenticeship opportunities;
- Encouraging employer investment in education/training;
- Maximising the training and employment opportunities afforded by new investment in Kendal to include employability services and apprenticeships;
- Delivering an expanded higher education curriculum locally in Kendal; and
- Developing young people's business and entrepreneurial skills.

The report goes on to say this should be achieved by 'working closely with the arts, media, heritage and digital industries to support creative and technical developments, and act as a driver for Kendal's vibrant visitor economy.' It sets out the following areas of focus:

- Support growth and investment in Advanced Science and specialist manufacturing;
- Support the needs of all employers and their businesses, helping them to create a highly skilled workforce; and
- Develop a new training centre dedicated to dementia.



Gilkes hydro turbine manufacturers

The LEP Skills Plan also indicates a number of areas of support for education, skills and training, and specifically looks to:

An engineering facility at Kendal College has been developed to assist in skills development, to include a graduate recruitment and apprenticeship programme focused on engineering skills development, to help large employers and SMEs attract and retain staff.

Alongside these technology and advanced manufacturing aspirations, today, artisan trades and creative professions take a prominent role in the local economy and are helping to create a strong commercial identity for Kendal.

Kendal College has been a huge success in recent years and continues to grow, offering a range of vocational apprenticeships from accounting to hairdressing. 24 higher education courses, including foundation and top up courses in Children and Young People Services, Hospitality, Music and Mobile Technologies, are also awarded by UCLAN, alongside its traditional further education offer.

With the changes to education provision in recent years, in particular, further education, it is notable that Market Towns of similar status have grown and benefited from an economic injection from an enlarged and diversified student market. Examples of this include Ormskirk & Edge Hill, Crewe & MMU and Buxton & University of Derby. A successful education offer may have a bigger impact than simply up-skilling the local workforce.

In order to create a clear and rational framework for development in Kendal, the Strategy's physical interventions have been broken down in to the three following themes.

THEME #1

The town's natural assets and civic gems.

THEME #2

The economic drivers for growth, where like-minded businesses are located and where the overlaps occur.

THEME #3

The transport networks and supporting infrastructure.

The following section identifies specific objectives for each theme and illustrates initiatives to achieve them.

STRATEGY THEMES

04



THEME #1

Natural Assets and Civic Gems

Kendal already boasts an outstanding natural and historic environment which should be protected and enhanced to retain the towns distinctive character. The following objectives and initiatives have been developed to support the development of Kendal's natural and civic assets.

Specific objectives

Piece together the missing links to create a strong north-south riverside spine.

The River Corridor has a huge amount of potential as recreational space and footpath connecting destinations from North to South along its length.

Improving the setting for Historic Buildings

Kendal's character is embraced in the texture of the architecture. Clutter in the public realm and poor land use, including parking, masks the quality of the architecture. Improvements should be focused in the core of the Town and incorporate defined spaces for the Town Hall, County Hall, Outdoor Market and Station.

Tactical interventions within the Conservation Area to improve the visitor experience

Tactical interventions are needed to improve the quality of a number of buildings and their settings. Given Kendal Town Centre is within a conservation area, modern interventions are largely kept behind historic facades and the setting of the Market Core is largely preserved. There are, however, three specific places where high quality modern interventions could benefit from economic viability and have a transformative impact.

These include:

- Entrances to the Westmorland Shopping Centre;
- Bus Station; and
- Train Station.

Design codes for working in the Conservation Area should be produced to set clear parameters for any intervention. Design quality should be the main objective for any such intervention. The Local Authority would support international design panels and/or competitions to elevate quality.

Promote appropriate alternative uses of historic buildings

There are a number of listed and historic buildings in the Town Centre Conservation Area which are vacant or underused. Protecting the character and quality of the details and setting of these designations is important. However, sensitive conversions and uses are supported in the Strategy, including

- Meanwhile or pop up uses;
- Co-working space;
- Functions and event space; and
- Tourism and hospitality.

Investing in traditional uses for the modern world

2019 was the 830th anniversary of the Kendal Market Charter and the Town still celebrates traditional market town life in a number of ways.

- Gooseholme and New Road Fair, May;
- Outdoor market, craft and food markets, Wednesday and Saturday;
- Indoor Market six days a week
- Events and festival celebrating Cumbrian Life, including Lakes Alive and Kendal Mountain Festival; and
- Makers units and small workshops associated with infrastructure at the railway and canal.

The implementation of the Strategy will seek to build on, and interpret these uses for a modern market town.

Natural Assets and Civic Gems Initiatives

1. Riverside improvements

- A.** Recreate a riverside green at New Road. Designs must connect well with the river and offer high quality amenity space for local people;
- B.** Better walking connections through Canal Head, enhancing the pedestrian environment along Bridge Street and Little Aynam;
- C.** Look at the possibility of a footbridge linking Beezon Fields and the County Hall Site, reinforcing links to a riverside walk as part of the regeneration of both sites;
- D.** Improve New Road Link; good north south link through the common, replace Gooseholme bridge so Gooseholme and New Road are linked again
- E.** Look at upgrading pedestrian and cyclist environment around Wildman Street area to link the western riverside and tie in with existing cycle ways. Formalise existing cycle routes;
- F.** Look at enhancing a strategic link through Dowker's Lane to Highgate through public realm improvements or redevelopment;
- G.** Create an attractive link along Tanners Yard to the riverside with targeted public realm improvements;
- H.** Upgrade Peppercorn Lane for pedestrians walking to and from the riverside;
- I.** Consider increasing pedestrian capacity on Miller Bridge; and
- J.** Complete the pedestrian riverside route and develop a distinctive space for walking and cycling.

2. Define important Public Spaces and promote appropriate Public Realm Response

Public realm should compliment the character of the Town and seek to showcase architectural gems. Possible improvement could be:

- A.** Town Hall Square, the creation of a more attractive space which addresses the building;
- B.** Remove the birdcage and create better focal and meeting point;
- C.** Market Place services were upgraded in 2017 but the area would benefit from upgraded surfacing and improving connections with Westmorland Shopping Centre and other retail spaces; and

D. Create an appropriate arrival space at the Station.

E. Introduce additional planting where appropriate throughout the Town Centre.

3. Lift brand quality in the 'Market Core', with phased public realm improvements

Develop a strategy for public realm improvements, phased under two packages:

- A.** First phase tackling Market Place and links to retail spaces, Finkle Street and Stramongate for a gold standard design and shopping experience; and
- B.** Second phase tackling Stricklandgate, including a new focus around the Town Hall and the link to Highgate and Blackhall Road as part of a review into traffic flow through the Town Centre.

4. Modern interventions to improve integration

- A.** Investment in a modern station and station approach to lift the visitor experience and improve first impressions;
- B.** New entrance to the Westmorland Shopping Centre onto Stricklandgate;
- C.** Investment in the bus station car parking to open up better links into the Shopping Centre;
- D.** Expansion and improvement of arts and media campus;
- E.** Expansion and improvement of the Brewery Art Centre.

5. Hidden Yards

Art or Icon Trail in the yards (Examples include Shaun in the City – Bristol, Go Penguin - Liverpool, Berliner Buddy Bear and Cow Parade);

Identify and enhance the character of the historic yards through Yard Character Assessment and strategic review; and

Continue to promote walking maps and cross reference graphical map with other tourist information.

6. Opportunities to change or expand use of Historic Buildings

County Hall;

Town Hall and South Lakeland District Council; and Abbot Hall.

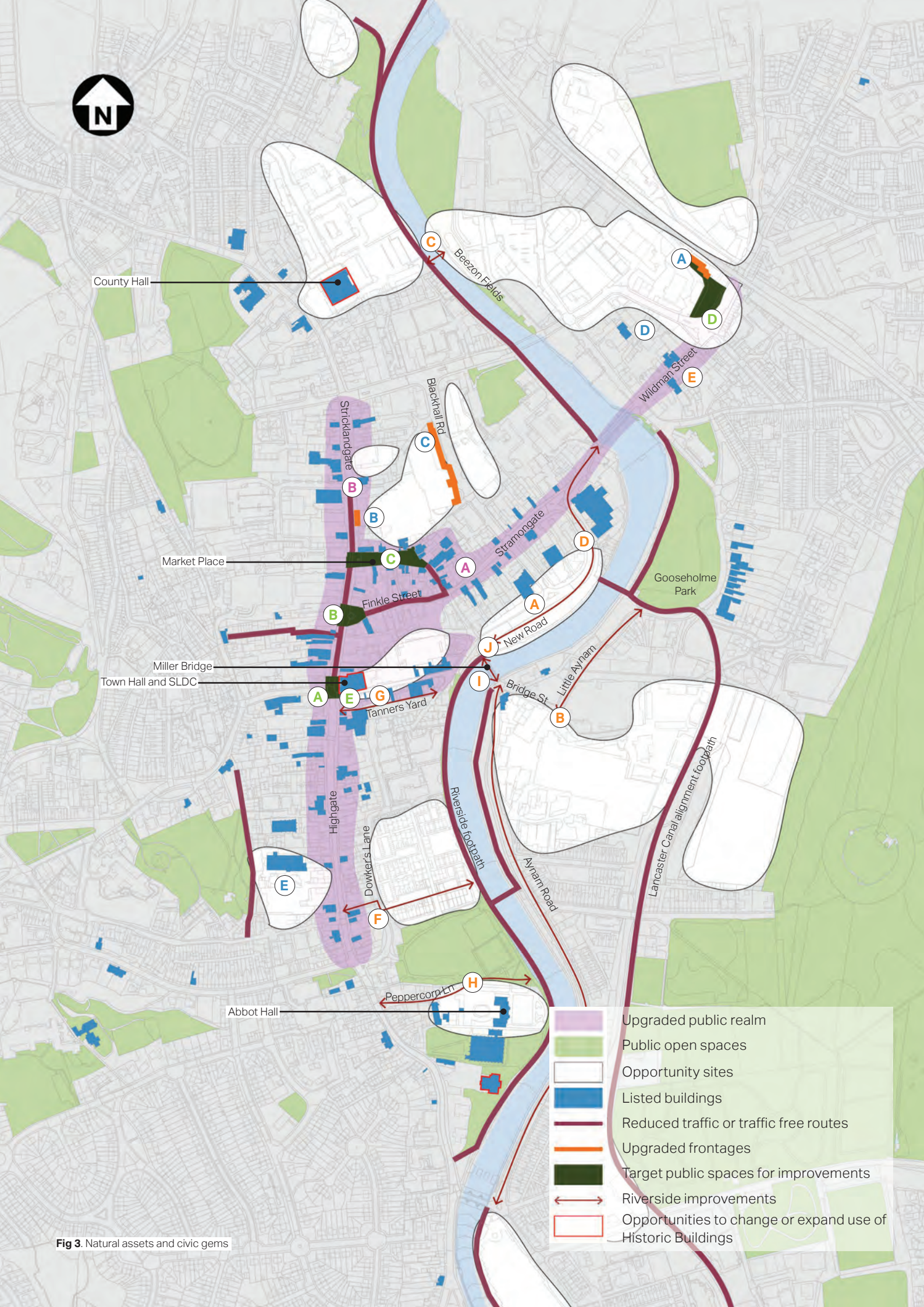


Fig 3. Natural assets and civic gems



THEME #2

Economic focus

For Kendal to achieve its aspirations for the future, the local economy must thrive. The culture and leisure, commercial and retail economies as well as the residential market all have a part to play in supporting growth in the town. The following objectives and initiatives have been developed with a view to achieving this.

Specific objectives

Cultural, civic and leisure

Develop a strong international brand

The Strategy will support the vision of a Modern Market Town with an international brand, embracing cutting edge culture and commerce, including:

- The essentials of a picturesque market town embracing new activities;
- Create a Town Centre which is 'open for longer' with evening and weekend uses;
- Make the River memorable (for the right reasons);
- Support funding for arts and technology;
- Create a focus for Cumbrian food producers and independent makers;
- Set up the conditions to grow and retain international businesses; and
- Enhance and encourage use of Kendal brand established by Kendal Futures

Capture the further tourism potential

Kendal is renowned for its events and independent cultural offer, and is a counterpoint to the rural Cumbrian experience. The Strategy promotes linked tourism trips into the Town as a 'Launchpad' for rainy day options for families visiting the area.

Offer the best in modern amenities

Modern town dwellers seek accessibility, speed and choice. The Strategy will provide a variety of shopping and leisure opportunities in the Town Centre.

Good transport links, including parking to match the needs of evening visitors and daytime shoppers, will be taken into account, and transport options will be better linked so journeys to key destinations are easy and streamlined.

Support the independent cultural offer

The independent cultural offer is thriving in Kendal; highlights include street events, festivals and concerts. The Strategy will continue to promote the Town as a stage for these. There is desire to grow the offer and spaces for regular events and groups are within a cluster around the Brewery Arts Centre.

Develop the student offer with Kendal College

Another local success is Kendal College which goes from strength to strength. The Strategy promotes the continued growth of the Arts and Media Campus in the Town Centre and opportunities to programme space across the Town for greater use by the College. The rise of market town campuses offering higher education courses illustrates the impact students can have, with increased demand for accommodation and amenities in close proximity.

Residential

To provide smaller homes and apartments and older person accommodation in a sustainable location

New residential development in the Town Centre should offer age appropriate accommodation, with the potential for an intergenerational approach. This may be achieved working with Private Rental Sector and Social Providers. Locations for new development of this type should be close to good transport hubs and on popular walking routes.

Promote high quality affordable development at Waterside

In March 2018, new affordable properties were delivered by South Lakes Housing on the Waterside Estate. These included 2&3 bed houses and 2 bed flats. Affordable housing in the Town Centre should continue to play a key part of the housing offer. Following on from the recent investment by South Lakes Housing in Waterside, the potential for further investment opportunities on the estate and surrounding area should be encouraged, making the most of its location to the Town Centre and attractive riverside setting. There is a real opportunity to create attractive, affordable, energy efficient homes to complement and rejuvenate and revitalise. This should include low cost home ownership or private rented targeted at working families.

Appropriate housing outside the Town Centre

There are a number of potential development sites at the edge of the Town. Mixed tenure, including affordable family housing, is considered most appropriate. Great care should be given to the design and it should fit in to the townscape, conservation area and contours of the surrounding area. Development should generate footfall within the Town Centre.

Retail

Promote better use of the indoor and outdoor market

Kendal is a Market Town and the Council has governance of both the indoor and outdoor markets. At present The Westmorland Shopping Centre and Indoor Market has a mixed retail offer and has a number of voids. Access to the Shopping Centre is linked to the Market. Successful examples of craft food and drink led market offers, trading on evening opening, are thriving in other towns and could get traction in Kendal.

Reinforce the Market Town Core - Attract quality multi-national retailers

The Westmorland Shopping Centre continues to be the most obvious location for multi-national retailers and presents a strategic opportunity for increasing the vibrancy of the Market-core. The centre has recently been acquired and some refurbishment is necessary to increase attractiveness. It is believed this will include an additional storey for a new hotel and transformation of the first floor retail to food and drink led development. Alterations to increase the retail presence on Stricklandgate and the creation of new frontages on Blackhall Road could increase desirability. Car parking will also be reviewed as part of an emerging strategy commissioned by SLDC, to better utilise the capacity and tailor parking to user appropriate groups.

Modify the focus for Highgate and Kirkland

There are a number of vacant properties and a high proportion of charity and discount shops along Highgate. Highgate has historically been

seen as second tier retail to Stricklandgate and the Shopping Centre. This should be redefined in the future and focus on start-up and independents in the historic shops, yards and buildings. To make the street more inviting to these type of retailers the following should be considered:

- Better connect the east and west side of the street for pedestrians;
- Encourage dwell time along Highgate through improvements to pavements, including widening to accommodate outside tables and planting, and removal of street clutter (including excessive signage);
- Improve short stay daytime parking and deregulate time restricting in the evening;
- Reduce (queueing) traffic along Highgate and Kirkland;
- Flexible short term rents for start-ups; and
- Support the Brewery Arts Centre alongside an independent arts offer in the Town Centre.

Secondary retail associated to makers and produce units around the railway station

New retail around the railway station could be part of the regeneration of the Station Quarter. The market could potentially support small units, including convenience stores; and it is also envisaged that the inclusion of some makers units and studios may bring in independents and some retail 'disruptors'.

Commercial

Infrastructure for technology

The Strategy promotes development of commerce around 21st Century infrastructure, including clustering knowledge based business and promoting innovation hubs. It also encourages faster broadband connectivity across the board, whether businesses are just starting out or expanding .

Connecting Cumbria, New Generation Access Superfast Broadband has already been deployed across Kendal, however this is patchy and inconsistent. Upgrades to keep the Town at the forefront of connectivity will be promoted.

Development of Canal Head

Canal Head is an innovation hub and already is the headquarters for a number of extremely successful, home grown technology and advanced manufacturing firms.

The Strategy seeks opportunities for existing businesses to grow in location and develop their client facing offices, workshops and servicing, in an attractive setting. Alongside this regeneration, opportunities should be explored to add small workshops for the expansion of existing businesses and units for complimentary start-ups.

Create the environment to support start-ups and growing businesses

Kendal continues to aspire to be a place for supporting and growing world class businesses. The Town Centre provides the opportunity for client facing offices and small-scale skilled operations. An existing and successful example of this is The Mint Works on Highgate. To complement this initiative affordable premises, from makers units to co-workers offices, could be located in traditional commercial areas around Canal Head and the Station.

Cultivate a creative hub around the station

The Strategy seeks to deliver a critical mass of small flexible spaces for start-ups and independent makers around the Station. It could include new residential opportunities and a clearly defined public realm to promote footfall and link to the Market Core. The Strategy supports opportunities for flexible modular spaces, designed to establish affordable units which can be modified with changing needs.

A regeneration partnership managed by the Council, Network Rail and an appropriate developer may provide the vehicle to unlock this important quarter in the Town Centre (e.g. CDP/ sMazing, Urban Splash, U&I, etc).

Retain and link commercial space around the Town Centre

As well as the Station Quarter and Canal Head, there are a number of industrial and business estates around Kendal, including the Mintfseet Industrial Estate and the proposed development at Scroggs Wood. Employment uses are important to the viability and vibrancy of the town centres. This is particularly the case in Kendal as a number of employers employ well paid skilled workers.

The key is to ensure that the employees use the facilities of the Town Centre in their lunch hours or before or after work and also chose to live in the town. Improving links between the employment areas and the core of the Town Centre is therefore important. Connections between commercial spaces should be comfortable and preferably walkable, encouraging organic growth into appropriate premises within the catchment of the Town Centre. Scope also exists to support local businesses to take space in buildings that are no longer required for retail this will have the dual benefit of reducing the amount of vacant retail space whilst also creating jobs.

Civic, Cultural and Leisure Initiatives

1. Arts and Media Campus

- 1.1 Continued development of the Arts and Media Campus, including the Box Theatre, Castle Dairy and Wildman Street Studio with courtyard gardens and evening offer;
- 1.2 Open up activity and frontage towards station quarter; and
- 1.3 Improve quality of the public realm along Station Road in line with improvements to the station quarter.

2. Station Quarter – visitor destination

- 2.1 Creative quarter associated with makers units and studio space could establish a leisure and tourist destination, presenting an opportunity for short-term temporary uses, as well as long-term opportunities for small businesses; and
- 2.2 Opportunity for small private travel operators to be located close to the station e.g. campervan, bike or scooter hire.

3. County Hall Campus

- 3.1 Key site and first impression of town. Opportunity for capture car parking including coach parking, especially for those travelling from the north, which could help reduce traffic entering one way system.;
- 3.2 Enhance the riverside public realm including improving access to create a high quality river frontage and improve walking and cycling connectively; and
- 3.3 Potential future opportunity for any civic assets to be developed as prime riverside residential development with non-habitable uses, e.g. parking on the ground floor.

4. Indoor/Outdoor market : Modern Market Identity

- 4.1 Opportunity for bespoke food hall with artisan food and drink offer, in part or all of the indoor market, located to link to the outdoor Market Square;
- 4.2 Evening food and drink offer associated to artisan food court at indoor markets; and
- 4.3 Improved entrance to better link indoor and outdoor markets; and
- 4.4 Upgraded Market Square to tie into new indoor market.

5. Brewery Launchpad, including Abbot Hall, Kendal Castle, other events space, K-Shoe Museum and the signposting of the Yards.

- 5.1 Promote The Brewery as the 'Launchpad' for exploring Kendal, including bike hire, tourist information, family and evening events;
- 5.2 Expand current offer at The Brewery, which could include indoor attractions such as extra screens at the cinema or children's indoor adventure area;
- 5.3 Extend current Box Office service offer for destinations and events across Kendal; and
- 5.4 Opportunity to bring underused buildings under umbrella of 'Brewery Launchpad' as events spaces.

6. Abbot Hall increased activity

- 6.1 Open up riverside frontage and better connect to the riverside footpath;
- 6.2 Link Grounds to Abbot Hall recreation space and promote for outdoor events;
- 6.3 Offer coach parking at Abbot Hall to 'explore Kendal'.



Co-working spaces



Altrincham Market - Update the indoor / outdoor market

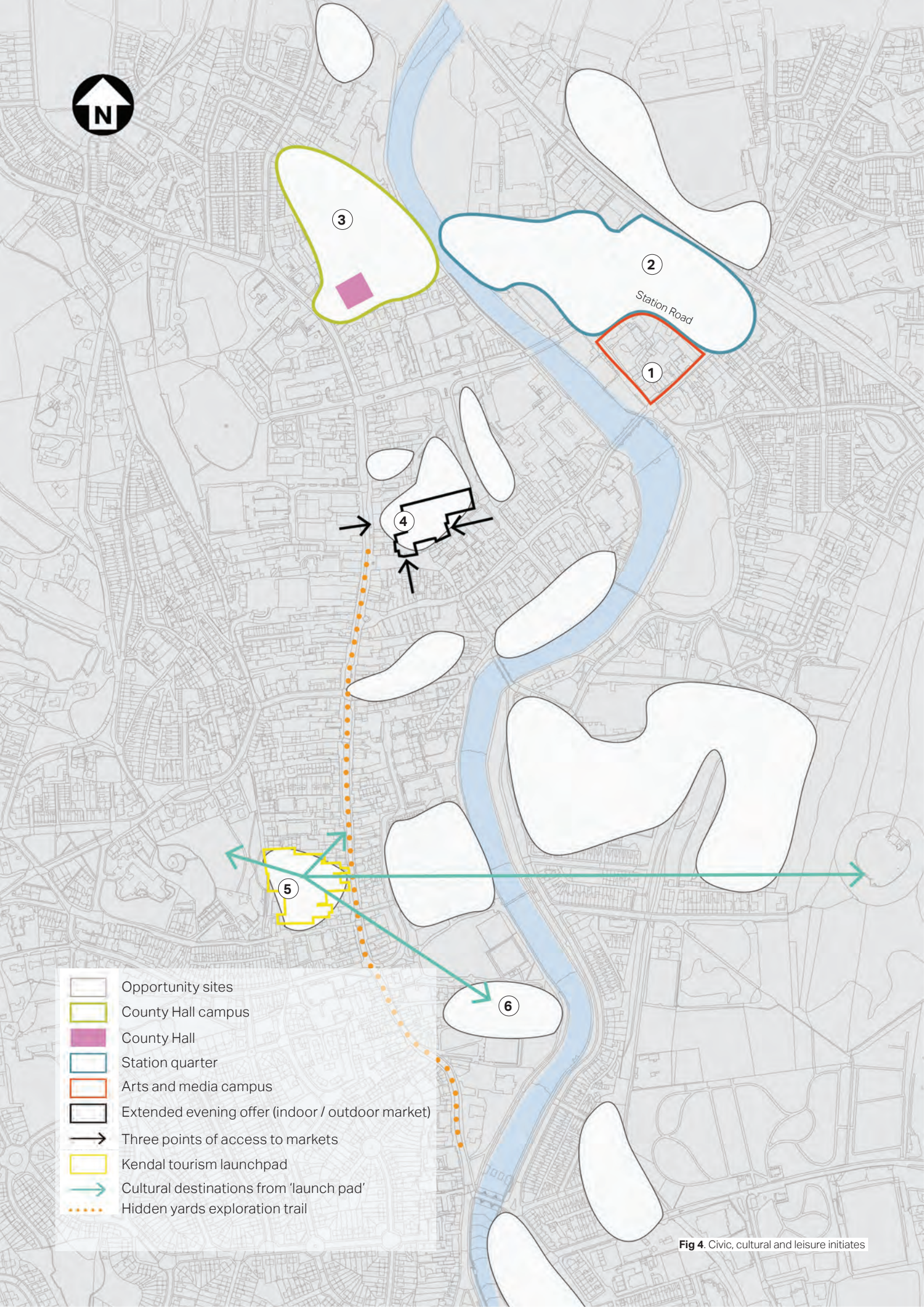


Fig 4. Civic, cultural and leisure initiatives

Commercial Initiatives

1. Canal Head, client facing offices and workshops

- 1.1 Public realm improvements retaining and refreshing the historic character;
- 1.2 Infill and redevelopment to maximize the site for state of the art workshops, whilst carefully retaining frontages and the character of Canal Head; and
- 1.3 Careful integration of flood defence and highways upgrade along Aynam Road to consider servicing requirements for businesses.

2. Station Quarter - makers units and studios

- 2.1 Retain and refurbish traditional stone workshops;
- 2.2 As part of broader regeneration initiative, redevelop site with makers units, studio, and opportunity for flexible modular units.

3. Mintsfeet Industrial Estate improvement

- 3.1 Link better to station area, consider improving the existing footbridge and associated public realm;
- 3.2 Consider branding approach and upgrade of signage and public realm; and
- 3.3 Promote viable commercial development and infrastructure, cross funded by new residential development.

4. South Lakeland House and Town Hall upgrades

- 4.1 Upgrade South Lakeland house to grade A office space and offer to the market.
- 4.2 Introduce flexible co-working space on the ground floor of the Town Hall.



Co-working spaces



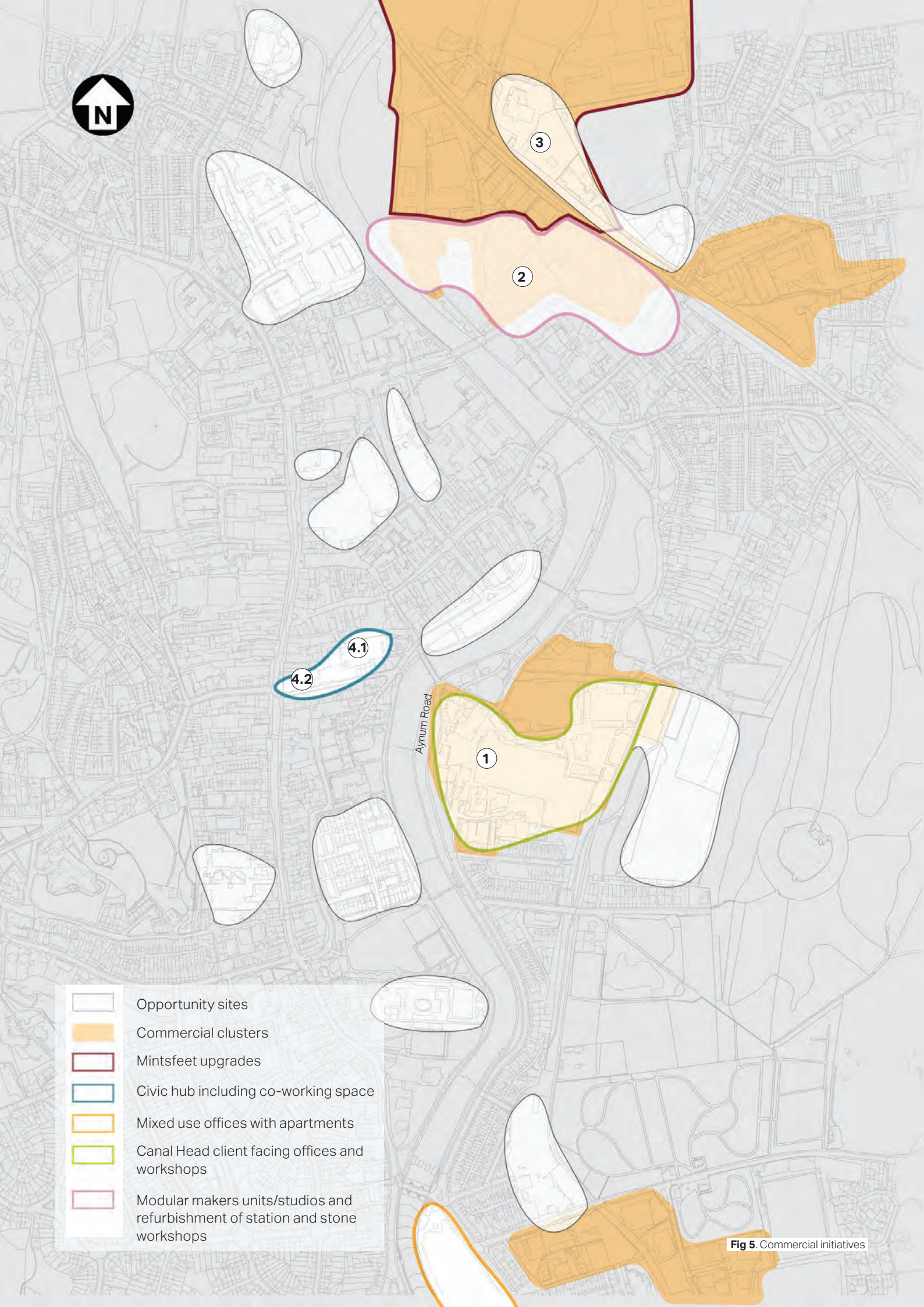
FarGo - Pop up artisan units



Mayfield, Manchester - Pop up and temporary urbanism



The Biscuit Tin, Reading - Pop up units



- Opportunity sites
- Commercial clusters
- Mintsfeet upgrades
- Civic hub including co-working space
- Mixed use offices with apartments
- Canal Head client facing offices and workshops
- Modular makers units/studios and refurbishment of station and stone workshops

Fig 5. Commercial initiatives

Residential Initiatives

1. Riverside Frontage

- 1.1 Residential and hotel led development at K-Village fronting the river;
- 1.2 Investment in the Waterside Estate to make the most of its riverside location;
- 1.3 Encourage redevelopment of Former Magistrates Court site for riverside development.

2. Regeneration initiative - sustainably located mixed use development, apartments, studios, makers units and fresh produce.

- 2.1 Potential for apartments on the bus depot and Beezon Fields, integrated with modular makers units, studios and homes, and the refurbishment of the traditional stone workshop spaces;

3. High quality affordable homes along the river

- 3.1 South Lakes Housing has recently delivered new homes within their existing estate around Waterside. They should be encouraged to invest further in the estate. The riverside setting could be harnessed as part of a programme of modernisation with scope to broaden further the type of accommodation provided and making the most of the riverside setting. This could include a wider choice of homes to meet local needs to create a really attractive quality accommodation offer which is both affordable and energy efficient. This could include a wider choice of homes to meet local needs in terms of size and tenure such as older people's homes or low cost home ownership.

4. Castle View and Kirkbie Green Housing, associated to canal corridor and Canal Head.

- 4.1 Castle View has the potential for family housing. Heights should be illustrated in relationship to the structural landscape and the Castle setting; and
- 4.2 Kirkbie Green could potentially be brought into a wider Masterplan for the Castle View development.

5. Parkside Road

- 5.1 Planning permission has been granted at Parkside Road for 42 homes. Building heights within the development should sensitively address the relationship to the structural landscape and the Castle setting.

6. K-Village

- 6.1 A planning permission has been granted permission at K-Village to extend into the roof space to provide a 69 bed hotel and 88 1 bed apartments with space for flexible retail/office units.

7. Longpool / Shap Road age specific accommodation

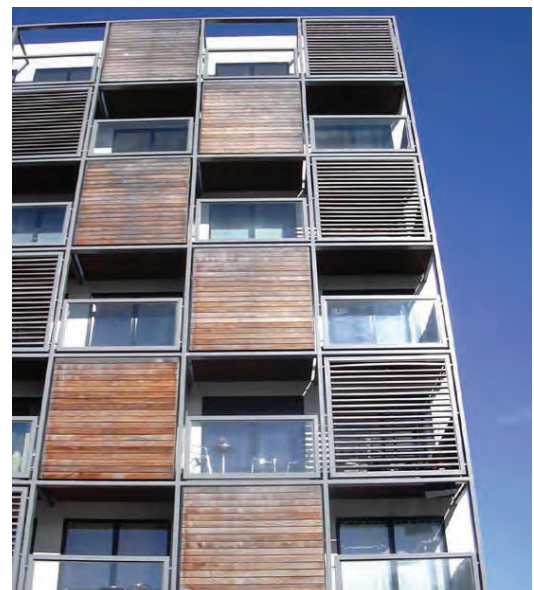
- 7.1 It is understood that a developer is keen to develop age appropriate accommodation scheme in the area to the north of the station.



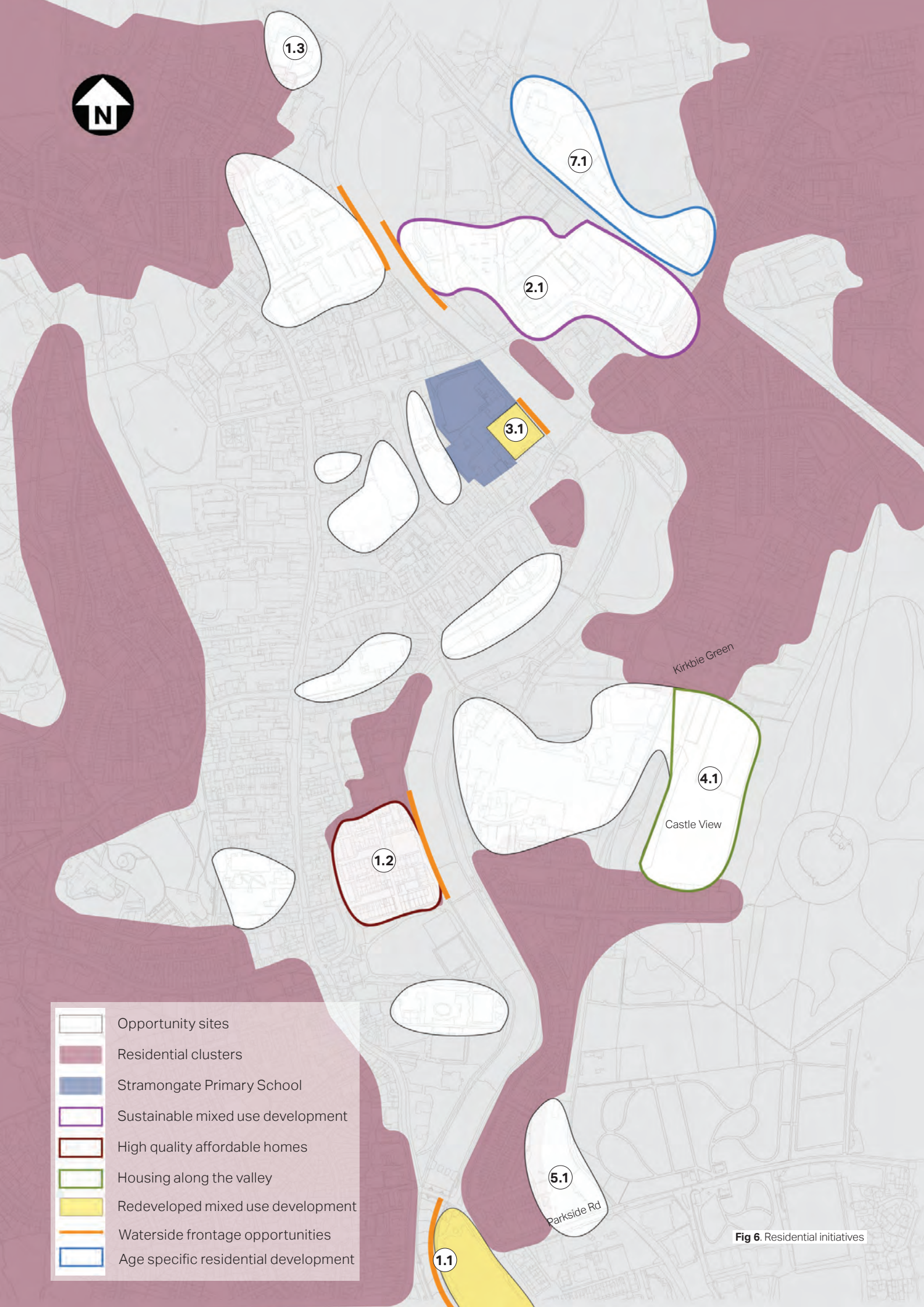
Vanilla Factory, Liverpool - Contemporary apartments



Modular apartments



Moho, Manchester - Modular living



- Opportunity sites
- Residential clusters
- Stramongate Primary School
- Sustainable mixed use development
- High quality affordable homes
- Housing along the valley
- Redeveloped mixed use development
- Waterside frontage opportunities
- Age specific residential development

Fig 6. Residential initiatives

Retail Initiatives

1. Support Town Centre retail through defined 'Market Town Core'

- 1.1 Define and protect compact primary retail zone around the Market Core.

2. Strengthen Town Centre restaurant offer

- 2.1 Change of ground floor use to restaurants and refurbishments of prominent retail spaces

3. Attract greater variety of multinationals – Regeneration of the Westmorland Shopping Centre

- 3.1 Refurbishment of ground floor retail, fitting more desirable floor plates;
- 3.2 Food and drink led development on the first floor;
- 3.3 Improve shop frontage onto Stricklandgate;
- 3.4 Provide shop frontage and improved access to the shopping centre from Blackhall Road;
- 3.5 Consider reducing car park pricing for short stay shoppers parking for less than 3 hours; and
- 3.6 Indoor Market, food and drink offer, potential public/private enterprise could create catalyst for other commercial interest.

4. Open up Visual and Physical links to Market Core from Blackhall Road

- 4.1 Upgrades to Westmorland Shopping Centre to consider presence, entrances and public realm on Blackhall Road; changing the inward looking shopping centre to face out and better connect with the Town.

5. Define Highgate

- 5.1 Define an independent shopping offer supported by 'helping hand' rent and rates for new businesses;
- 5.2 Protect character and architecture, animate the street with cafes and attractive shop fronts;
- 5.3 Junction improvements at Highgate, Lowther Street and Allhallows Lane to reduce impact of cars, and priority crossing for pedestrians;
- 5.4 Additional parking bays to both sides of the street between the New Inn and Lowther Street; and
- 5.5 Deregulated parking after 6.30pm to promote evening use.



Altrincham - Public realm with pedestrian refuge










Kings Cross - Building adapted for supermarket fit out



Preston, Fishergate - Public realm in the retail core



-  Opportunity sites
-  Improved public realm and evening economy
-  Promoted startups and independents in historic yards and shops. Connected and upgraded indoor / outdoor food market
-  Priority public realm upgrades
-  Second priority public realm upgrades
-  Final public realm upgrades
-  Strengthen link between Kirkland, Highgate and Stricklandgate

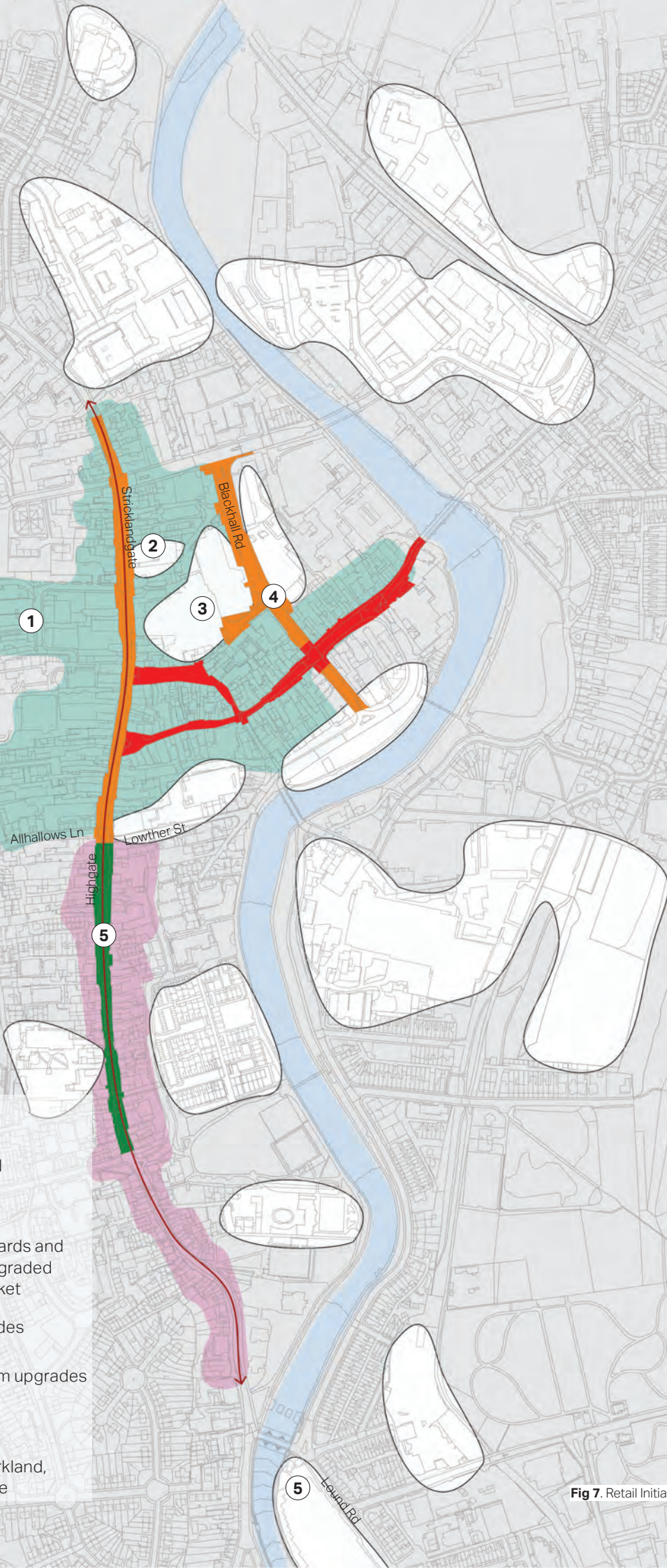


Fig 7. Retail Initiatives

Transport Focus

A fundamental challenge to Kendal's function as a town is its constrained transport network. For all of the potential positive development opportunities to be cohesive, the transport system will require rethinking. The following objectives aim to relieve the pressure on Kendal's historic network of streets and make the town a more pleasant place for pedestrians and cyclists.

Specific objectives

Relieving the pressure on Kendal's historic transport network

The following overarching objectives need to be considered:

- Introduce traffic routing to allow those people not visiting or contributing to the Town Centre;
- Identify bottlenecks within Kendal's transport system and consider alternative routes;
- Identify parking requirements of different types of visitors (day/tourist visitors, workers, shoppers, evening visitors);
- Introduce capture car parks to relieve the congestion that Kendal's workers generate on their commute;
- Short-stay car parks for shoppers;
- Deregulated parking;
- Encourage walking and cycling within the Town Centre;
- Create a hierarchy of car parks to make parking within the core of the town less favourable for day visitors; and
- Strengthen gateways at the town's key points of arrival.



Fast, one-way traffic on Aynam Road



Congested traffic on Highgate



Fast one way traffic on Aynam Road

Transport Initiatives

1. Improving the public realm on key pedestrian routes

- A.** Improve the visitor experience by uplifting the quality of the public realm between Kendal Train Station and the Town Centre;
- B.** Use public realm interventions to adjust perceptions of Blackhall Road and the bus station;
- C.** Uplift the area surrounding New Road to create a positive environment; and
- D.** Introduce pavement widening schemes along Kirkland and Highgate.

2. Establishing legible connections between the fragmented riverside footpaths

- A.** Introduce an east riverside footpath parallel to Aynam Road; connecting to Gooseholme Park via Bridge Street and Little Aynam;
- B.** Create a legible connection between Miller Bridge and Stamongate to connect the severed riverside walkway; and
- C.** Strengthen links and connectively across the River Kent by reinstating Gooseholme Bridge, damaged in Storm Desmond in 2015, creating a safe route for walking and cycling.

3. Potential positive changes to Kendal's constrained transport network

- A.** Consider introducing two way traffic or changing traffic flow direction on Aynam Road;
- B.** Test the introduction of a through-route using Dowker's Lane to connect Highgate to New road avoiding Lowther Street;
- C.** Close Lowther Street to traffic or introduce alternative traffic direction using one way system;
- D.** Reintroduce controlled traffic flow between Highgate and Stricklandgate; and
- E.** Bus station improvements.

4. Parking

- 1. County Hall Campus;
- 2. K Village;
- 3. Highgate deregulated parking;
- 4. New Blackhall Road decked parking; and
- 5. Short stay in Westmorland.

5. Blackhall Road parking and the bus Station

- A.** Upgraded Bus Station, works will embrace enhancements to the Westmorland Shopping Centre and access to the Town Centre;
- B.** Opportunity for simple deck structure parking, allowing 3 levels of parking on Blackhall Road pay and display, and improve crossings to Shopping Centre.

6. Linking three Streets

- A.** Improve flow of public realm along Kirkland, Highgate and Stricklandgate.
- B.** Strengthen pedestrian flow on East of Kirkland, Highgate and Stricklandgate where footways are wider, and integrate treatments to establish strong informal crossing to the West e.g. courtesy crossings or pausing refuge points for pedestrians crossing the highway.



Altrincham Pedestrian friendly public realm with crossings and refuge



Oxford Street, London Improved pedestrian crossings

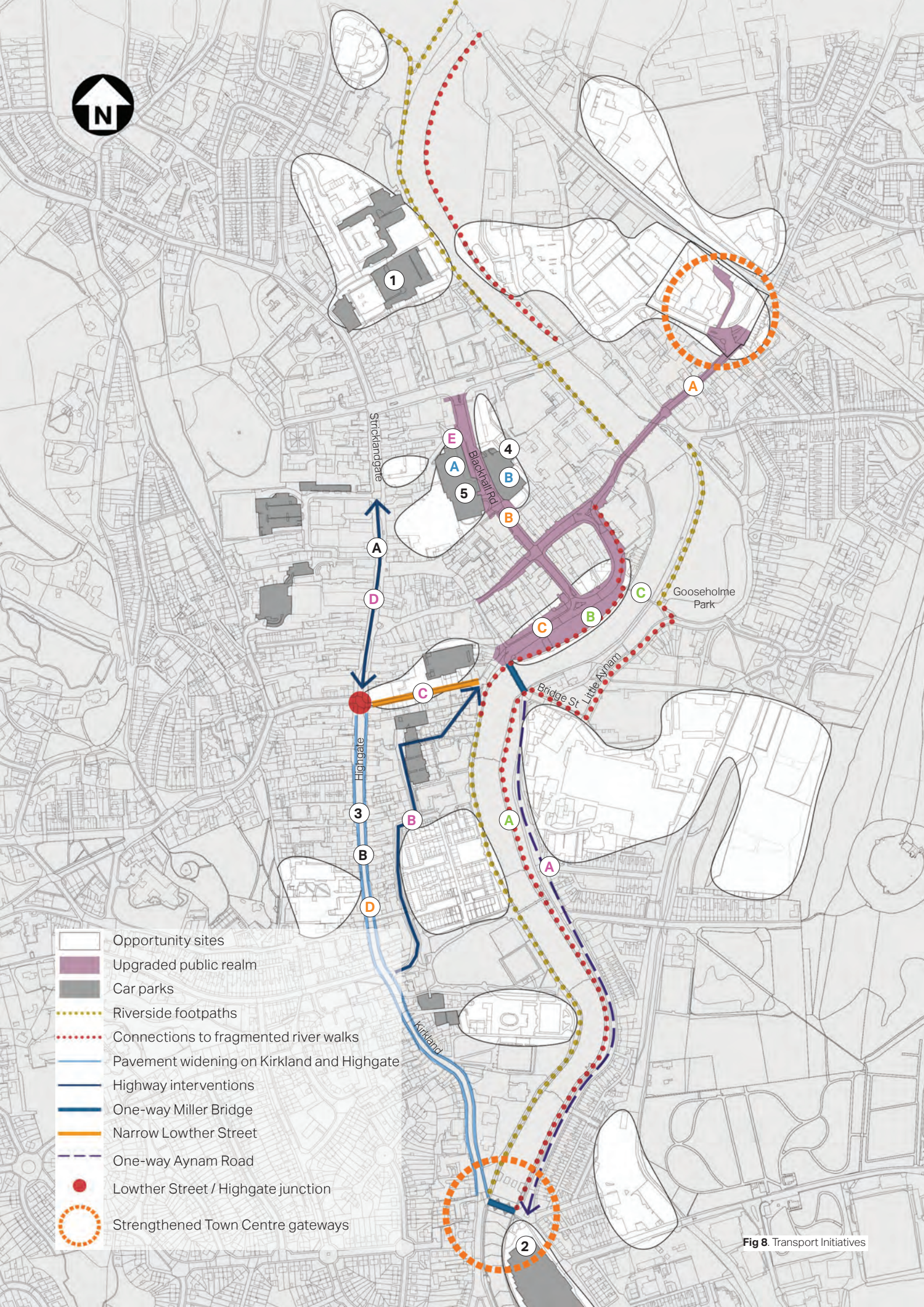


Fig 8. Transport Initiatives

Conclusions

Kendal Town Centre is a vibrant and attractive place, the civic heart of South Lakeland and crucially important to economic and social well-being. Like many towns in the UK Kendal has significant challenges and opportunities which need to be addressed to allow the town to grow and flourish. These include

- Unlocking potential development sites to provide employment opportunities and to affordable, desirable housing convenient to the town centre,
- Improving the traffic flow, public transport and parking provision, particularly through sustainable transport, improving bike, bus and walking routes;
- Enhancing key gateways to the town, including bus and railway stations
- Embracing the river corridor, whilst ensuring any development takes into account potential flood events as our climate changes,
- Continuing to grow the cultural, leisure and arts offer and improving the night time economy
- Retaining and enhancing Kendal's historic town centre, its natural assets and public realm

Aspirations for managed growth can provide opportunities to secure Kendal's place in the face of regional competition and for increased Town Centre living. Such growth will bring issues, opportunities and challenges.

A key objective of the Strategy is to build on the existing town centre as a desirable place to visit, live and work and explore.

Therefore, input and buy-in from the people of Kendal is crucially important. The various workshops and consultations with key partners and businesses undertaken in this process have proven to be invaluable to arrive at potential initiatives which will deliver significant and lasting results.

Please see page XX for Next Steps which forms part of the delivery strategy





PART 2
OPPORTUNITY SITES AND
COMPOSITE MASTERPLAN

05

05 OPPORTUNITY SITES

This section has been produced separately to the main document which allows the Strategy to be adapted over time as sites are developed or other opportunities arise.

At the time of writing there are fifteen opportunity sites within Kendal Town Centre which can provide practical interventions in order to deliver the Strategic Masterplan. These sites are areas which may be able to accommodate new development and have been considered and developed during the design process with key stakeholders.

The section also includes a Composite Masterplan which illustrates a potential holistic approach to redevelopment in the Town Centre using the opportunity sites. The sites are then individually explored in terms of their specific opportunity, capacity and potential for new developments.

The sites are:

1. Former Magistrates Court
2. County Hall Campus
3. Longpool / Shap Road
4. Station Gateway
5. Blackhall Road
6. Kendal Post Office
7. Westmorland Shopping Centre
8. South Lakeland House
9. New Road
10. Canal Head
11. Brewery Arts Centre
12. Waterside Estate, Dowker's Lane
13. Abbot Hall
14. Parkside Road North
15. K Village

The locations of these sites within the wider Strategy area are identified on the opposite page.



Fig 9. Opportunity Sites

Composite Masterplan

Using the 16 opportunity sites, the Composite Masterplan opposite illustrates possible interventions to support Kendal's Future Vision.

Opportunity focus

1. Riverside residential development at the Former Magistrates Court site.
2. Riverside residential development at the County Hall site.
3. Regenerated Station Gateway with strong arrival space and mixed use development with makers units and apartments.
4. Strengthened arts and media campus / hub.
5. Upgraded market town core with uplifted public realm, start up businesses, and a new indoor / outdoor diners market.
6. Commercial development at Canal Head, further developing the innovative business offer.
7. New homes along the valley side.
8. Redevelopment of the riverside estate at Dowker's Lane, incorporating new apartments and housing for the elderly in a sustainable location.
9. Improved cultural offer at the Brewery Arts Centre including new cinema screens, as well as the establishment of the centre as a launch pad for cultural activities in the town.
10. New homes at Parkside Road.

Some of the items listed above are already in the process of being delivered.



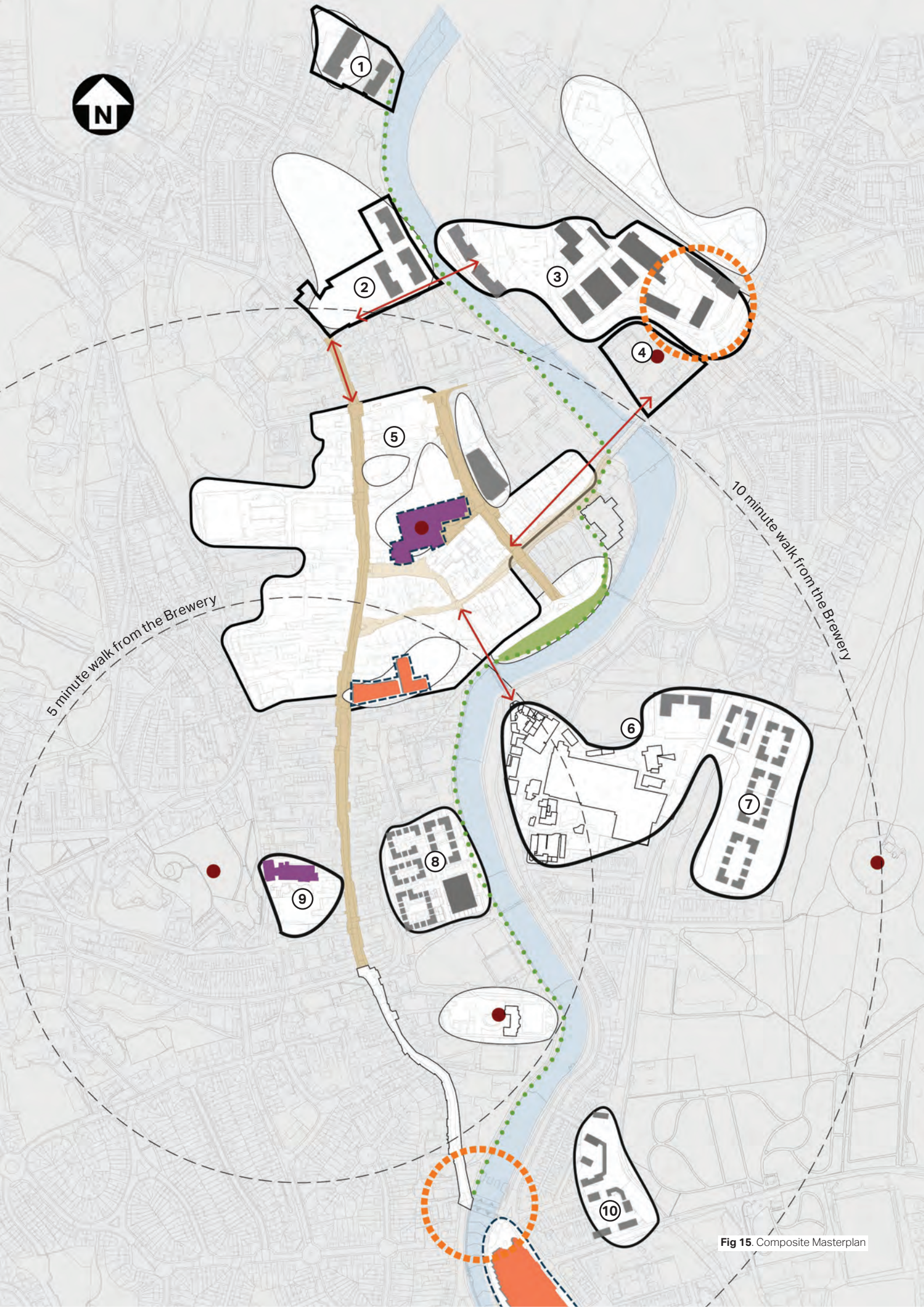

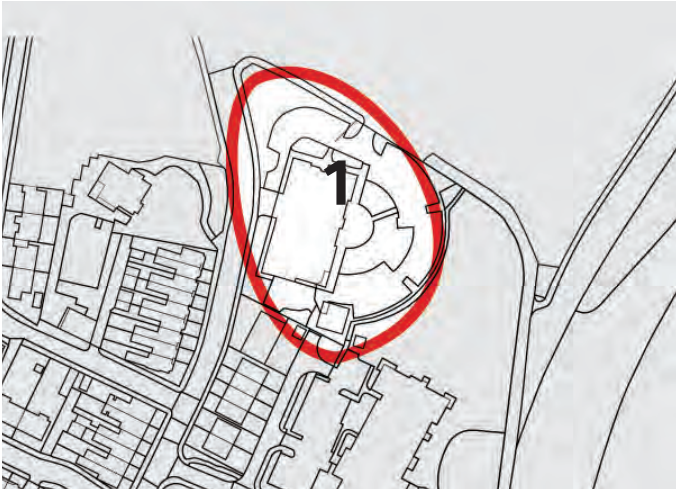

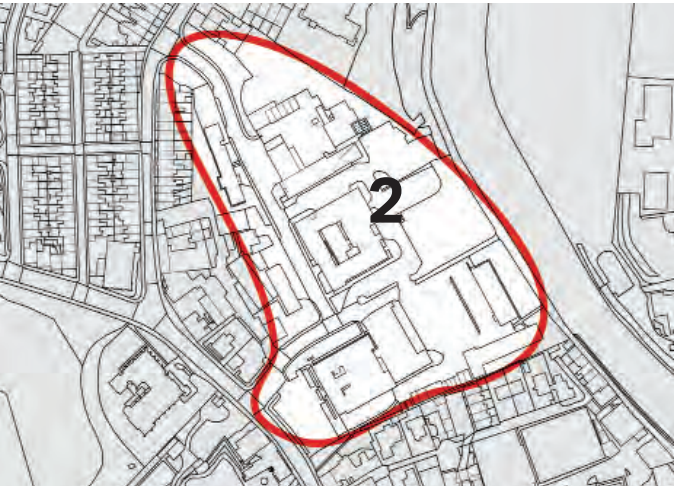

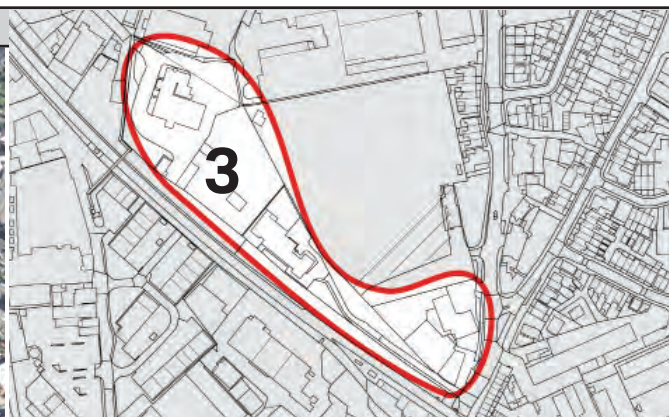

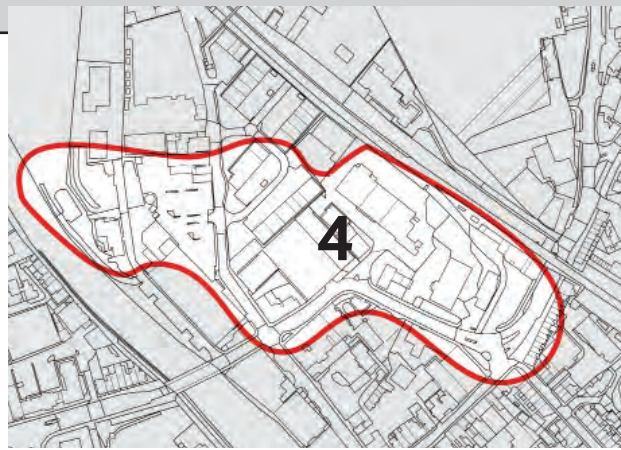



Fig 15. Composite Masterplan



Site name	Former Magistrates Court
	
Size (ha)	0.54 (0.43 net)
Current Use	Former Magistrates Court - closed June 2017 as part of the government's rationalisation of its court facilities. A three storey building fronting Burneside Road and parking/ landscaping is currently situated on the site.
Location	<p>Situated at the north of the Strategy area and west of the River Kent. The site is located to the south of Dockray Hall Road and to the west of Burneside Road.</p> <p>A McCarthy and Stone development is situated to the south east of the site.</p> <p>Access is gained from Burneside Road and Dockray Hall Road. Level changes means that the building is accessed at different heights.</p>
Land Ownership	Wren Properties Ltd, purchased February 2019
Current Planning Designation	Flood Zone 2, Flood Zone 3
Action Plan	
Opportunity	<p>Riverside residential development, capacity in the order of 86 houses. The sites riverside setting and proximity to existing residential properties present an opportunity for residential development in this location with strong frontages facing onto Burneside Road and Dockray Hall Road.</p> <p>Development should promote the use of the riverside walkway for cyclists and pedestrians.</p> <p>The site could be incorporated into an extension of the adjacent McCarthy and Stone assisted living development - should the acquisition of this site be desirable for them.</p> <p>Adjacent residential development at Earle Court also offers an example of non-retirement residential development which is attractive in this location.</p> <p>Please also refer to the Opportunity Area section of Kendal Vision document produced by Kendal Futures</p>
Current Proposals	Planning application for 64 retirement living apartments with car parking - SL/2019/0841, currently in for determination
Key Stakeholder Partners	Wren Properties Ltd/potential new owner
Key Delivery Issues (Risk/Constraints)	<p>Flood Zone</p> <p>Level changes</p>
Delivery Mechanism	Private sector led
Phasing	Short
Priority	Medium



Site name	County Hall Campus
	
Size (ha)	3.02 (2.42 net)
Current Use	<p>Operational buildings - public sector use, including premises of Cumbria Police, Cumbria Fire and Rescue, archives buildings and Busher House with associated car parking and landscaped space.</p> <p>Grade II listed with 2 storey elevation fronts Windermere Road. The downwards slope towards the River Kent means that the building is three storeys on its eastern elevation.</p>
Location	Site is located to the east of Burneside Road and Windermere Road. Busher Walk is the vehicular access route which joins onto Burneside Road to the North and Windermere Road to the south west.
Land Ownership	Cumbria County Council
Current Planning Designation	Part Flood Zone 2 and Flood Zone 3
Action Plan	
Opportunity	<p>Suitable location for employment or academic space, with riverside residential development and car parking:</p> <p>Residential - the eastern edge of the site which meets the river could be developed as waterside apartments to take advantage of the natural setting.</p> <p>Car Park - The site could also accommodate a multi storey car park which would act as a capture car park to alleviate some pressure on Kendal's constrained transport network.</p> <p>Please also refer to the Opportunity Area section of Kendal Vision document produced by Kendal Futures</p>
Current Proposals	Cumbria County Council has ambitions for some redevelopment in the County Hall area and there has been some recent reorganisation of car parking
Key Stakeholder Partners	CCC
Key Delivery Issues (Risk/Constraints)	<p>Flood Zone</p> <p>Listed Building - County Hall is a 2/3 storey Listed Building</p> <p>Part of the site is within the Conservation area</p> <p>Level changes</p>
Delivery Mechanism	CCC lead
Phasing	Short - Medium
Priority	High


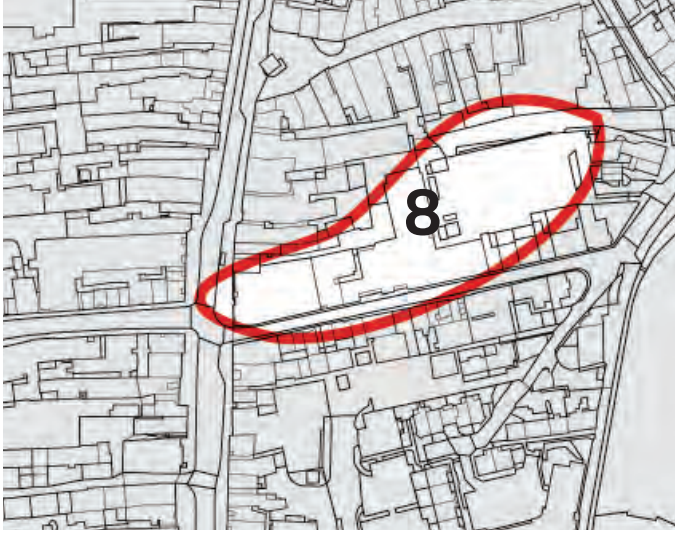
Site name	Longpool / Shap Road	
		
Size (ha)	2	
Current Use	Current uses within this area include the Porsche Centre, Parsons Catering Supplies industrial units, a former adult training centre and United Utilities Kent House site.	
Location	Site is located to the west of Shap Road on brown field land situated between Kendal Cricket Club and the Railway line/train station carpark.	
Land Ownership	Parker and Parker Ltd Blue Cooling Ltd United Utilities	
Current Planning Designation	Flood Zone 2	
Action Plan		
Opportunity	This area has the potential to be used for commercial / industrial or car parking subject to planning approval. Please also refer to the Opportunity Area section of Kendal Vision document produced by Kendal Futures	
Current Proposals	Planning application submitted by Blue Cooling Ltd approved in April 2018 to demolish the former Adult Training Centre and construct 5 industrial units	
Key Stakeholder Partners	Landowners	
Key Delivery Issues (Risk/ Constraints)	Flood Zone 2 Railway line	
Delivery Mechanism	Private sector led	
Phasing	Long	
Priority	Medium	



Site name	Station Gateway	
		
Size (ha)	4.17 (3.34 net)	
Current Use	<p>Station and employment oriented zone, predominantly light industrial, includes: Homebase, Stagecoach depot, Eurocarparts, Car dealership, garages/light industrial uses.</p> <p>The area immediately adjacent to Wildman Street features some more typical Town Centre built form and uses, with many buildings featuring retail at lower level. Kendal College, Kendal Museum and County Hotel are notable historic buildings. Between these is the contemporary theatre - 'The Box'.</p>	
Location	<p>North east of the Town Centre and the River Kent, and to the south west of Kendal Railway Station.</p> <p>Kendal Station is situated to the east of this zone.</p>	
Land Ownership	Multiple	
Current Planning Designation	<p>Part Existing Employment Site - Beezon Road Area</p> <p>Part Flood Zone 2 and Flood Zone 3</p> <p>Adjacent to Conservation Area to the south</p>	
Action Plan		
Opportunity	<p>Critical gateway site including parking which has significant potential to be enhanced with strong arrival space and mixed use development.</p> <p>Accessibility and legibility between the Town Centre and the Station is poor in this area due to the requirement to navigate around buildings and a busy road layout.</p> <p>The experience for first time visitors and public transport users in Kendal could be improved significantly through redevelopment of this area. Options include:</p> <p>Existing light industrial uses could be relocated and an arts and media hub developed comprising makers/ local artisan units and studios which could be modular or pop-up. The proximity of existing occupiers such as Kendal's Art and Media Campus and the Box Theatre should also be highlighted to create a vibrant station quarter. Investment could be targeted at expanding and enhancing the existing features.</p> <p>Public realm improvements on Longpool, Wildman Street and Stramongate. The Station frontage should be uplifted with a more welcoming arrival space introduced.</p> <p>Unlike many other areas within the town the area is not constrained by being located within a conservation area or by the location of listed buildings</p> <p>Please also refer to the Opportunity Area section of Kendal Vision document produced by Kendal Futures</p>	
Current Proposals	N/A	
Key Stakeholder Partners	Network Rail and other landowners	
Key Delivery Issues (Risk/ Constraints)	<p>Flood zones</p> <p>Given multiple landowners likely to require a significant amount of land assembly.</p>	
Delivery Mechanism	Assembly of a parcel of sites could be led by the public or private sector but public sector are more likely to be able to drive a quality transformation if funding can be identified and likely to require Council to assemble land and to procure a development partner and work in collaboration with existing landowners.	
Phasing	<p>Medium to Long</p> <p>A vision for this area is likely to be long-term but scope to redevelop in stages, or certain plots could be developed individually to start to make an impact but should be done in the context of a comprehensive vision.</p>	
Priority	High	



Site name	Blackhall Road
	
Size (ha)	0.46 (0.37 net)
Current Use	<p>Telephone Exchange Building including landscaping to the north and east and car park to the east.</p> <p>The three storey modernist style building features mobile antennae on its roof. The telecommunications infrastructure within this building represents a strategic asset for Kendal.</p> <p>Blackhall Road Surface Car Park</p> <p>Neither of the two existing uses provide natural surveillance through active frontages to Blackhall Road.</p>
Location	<p>On the corner of Sandes Avenue and Blackhall Road.</p> <p>To the immediate west of the site is the North Lancashire and South Lakes Cancer Care Centre. The access route between Blackhall Road, the Telephone Exchange and the Blackhall Road Car Park provides access into the Cancer Care Centre.</p> <p>Access is via a short access route which takes vehicles east from Blackhall Road.</p>
Land Ownership	<p>British Telecommunications Plc</p> <p>South Lakeland District Council</p>
Current Planning Designation	<p>Part Flood Zone 2, adjacent Flood Zone 3</p> <p>Within Town Centre Boundary</p>
Action Plan	
Opportunity	<p>Potential to form part of an upgraded market town core with uplifted public realm, start-up businesses and introduce potential new uses.</p> <p>Mixed use potential - employment (1,224 sq m)/residential (22 homes)/car parking use.</p> <p>Movement of all the telecommunications infrastructure is likely to be difficult. The site could be delivered in stages with the southern elements delivered first. Scope as to whether elements of the Telephone Exchange building could be converted e.g. into small scale office space for a temporary period.</p> <p>Investigate the possibility of consolidating the Telephone Exchange into a new smaller building or incorporated into a new arrangement. Also investigate the potential of part conversion.</p> <p>The crossing and access to the Town Centre / Westmorland could be improved by changing the surface materials to prioritise pedestrians crossing Blackhall Road.</p> <p>Please also refer to the Opportunity Area section of Kendal Vision document produced by Kendal Futures</p>
Current Proposals	N/A
Key Stakeholder Partners	SLDC, British Telecommunications Plc
Key Delivery Issues (Risk/ Constraints)	<p>Flood zones</p> <p>Ability and cost of moving the telecommunications infrastructure</p>
Delivery Mechanism	SLDC to determine options for the site and to engage with all site owners to ensure a holistic approach is taken reflecting the whole site
Phasing	Long
Priority	Low/Medium



Site name	Kendal Post Office
	 
Size (ha)	0.16
Current Use	Post Office
Location	Located on the east side of Stricklandgate adjacent to McDonalds
Land Ownership	Trillium (RMF) Limited
Current Planning Designation	Within Town Centre Boundary
Action Plan	
Opportunity	<p>Refurbishment of attractive building in close proximity to Westmorland Shopping Centre – where significant investment is being proposed.</p> <p>Ground floor would make an attractive restaurant and upper floors could be converted into residential.</p>
Current Proposals	The Post Office is looking at potential Town Centre sites but is currently not relocating.
Key Stakeholder Partners	Trillium (RMF) Limited/new owner
Key Delivery Issues (Risk/ Constraints)	Within the Conservation Area
Delivery Mechanism	Private sector led
Phasing	Short/Medium
Priority	Medium


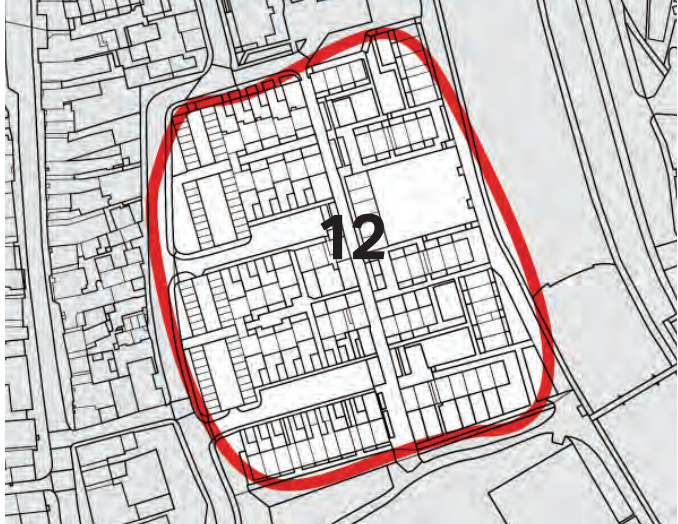
Site name	Westmorland Shopping Centre
	
Size (ha)	1.01
Current Use	Indoor market and mall with 2 storeys of retail units and 700 space multi storey carpark
Location	Centrally located with Blackhall Road, Stricklandgate and Market Place frontages
Land Ownership	Praxis and SLDC
Current Planning Designation	Primary Shopping Area Within Town Centre Boundary
Action Plan	
Opportunity	<p>Potential to form part of an upgraded market town core with uplifted public realm, start-up businesses, and a new indoor/outdoor diners market.</p> <p>Praxis invested in the centre in September 2017. Hope to attract new retail brands and as occupiers are attracted will invest further in the centre. Clarks has recently moved into the 7,000 sq ft former Argos unit.</p> <p>The existing parking provision could be relocated to a potentially upgraded Blackhall Road carpark (opportunity site 5) providing ultimate flexibility to adapt the building for alternative uses or larger floor plate multinational retailers.</p> <p>The indoor market should be updated, taking influence from markets such as Manchester's Mackie Mayor or Altrincham Market and linked to outside events.</p> <p>The service entrance to the Shopping Centre has the potential to be reconfigured as an outdoor space.</p> <p>Frontage upgrades to the shopping centre and bus station and improvements to the public realm to improve presence and connectivity.</p> <p>Please also refer to the Opportunity Area section of Kendal Vision document produced by Kendal Futures</p>
Current Proposals	<p>Announcement from Praxis expected on the future of the shopping centre with details of "a major investment in a hotel and leisure development at Westmoreland Centre which will radically transform the shopping experience for the benefit of shoppers and retailers alike." (Place North West, Dec 2018)</p> <p>Planning permission SL/2019/0064 has been granted for an additional storey for the formation of a 60 bedroom hotel, with alterations also to the three public entrances</p>
Key Stakeholder Partners	Praxis
Key Delivery Issues (Risk/Constraints)	Within the Conservation Area
Delivery Mechanism	Praxis to lead. SLDC to support as appropriate re. efficient response to planning applications etc to support investment in the centre and specifically in terms of future proposals for the car park.
Phasing	Short/Medium
Priority	Medium


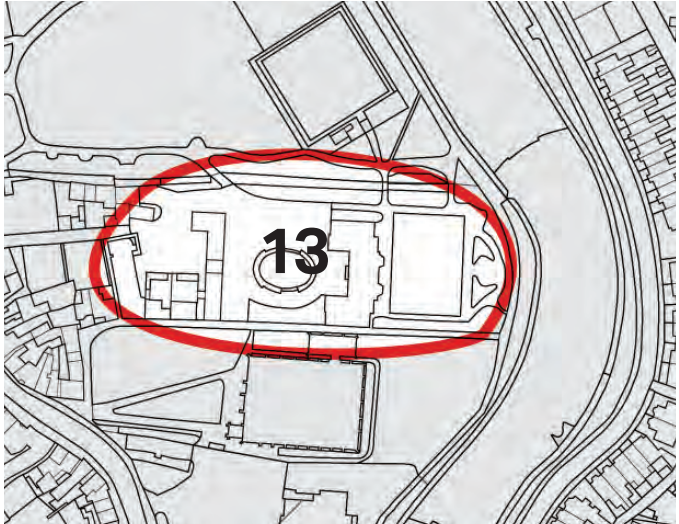
Site name	South Lakeland House
	
Size (ha)	0.59 (0.48 net)
Current Use	This site currently forms the main office of South Lakeland District Council, the Town Hall and a council owned multi-storey car park.
Location	<p>The site is bound by Lowther Street to the south, Highgate to the west and the rear of commercial properties to the north.</p> <p>Access is gained on foot via a yard from Highgate to the west, through South Lakeland House from Lowther Street via an internal walkway to the south, and via the New Shambles Yard to the north. Vehicular access and an additional pedestrian route can be gained via Kent Street and the multi-storey car park from Lowther Street/Gulfs Road.</p>
Land Ownership	South Lakeland District Council
Current Planning Designation	Part of a Grade II Listed Building
	Primary Shopping Area
	Within Town Centre Boundary
Action Plan	
Opportunity	<p>Potential to form part of an upgraded market town core with uplifted public realm and start-up businesses.</p> <p>SLDC has committed to remain on the site. South Lakeland has reviewed its accommodation requirements as part of the Customer Connect initiative. SLDC is proposing to rationalise its use of the building creating scope to introduce some new uses onto the site. SLDC could provide low-cost workspace for Start Up businesses and Small and Medium Enterprises (SMEs). This could encourage the retention and attraction of talent into the core of Kendal Town Centre.</p> <p>Space in front of the Town Hall could be reinterpreted as a public square.</p>
Current Proposals	South Lakeland District Council is investing £4.9m to re-model its principle offices and the historic Town Hall in the centre of Kendal. Under the scheme around half the available office space in the South Lakeland House office building will be available for commercial let, alongside council accommodation. The main council reception areas for the public will move into the adjoining town hall and other spaces in the town hall will be reconfigured as flexible meeting spaces suitable for a wide variety of community and business use
Key Stakeholder Partners	SLDC
Key Delivery Issues (Risk/Constraints)	Listed Building
	Within the Conservation Area
Delivery Mechanism	SLDC lead
Phasing	Medium
Priority	Medium


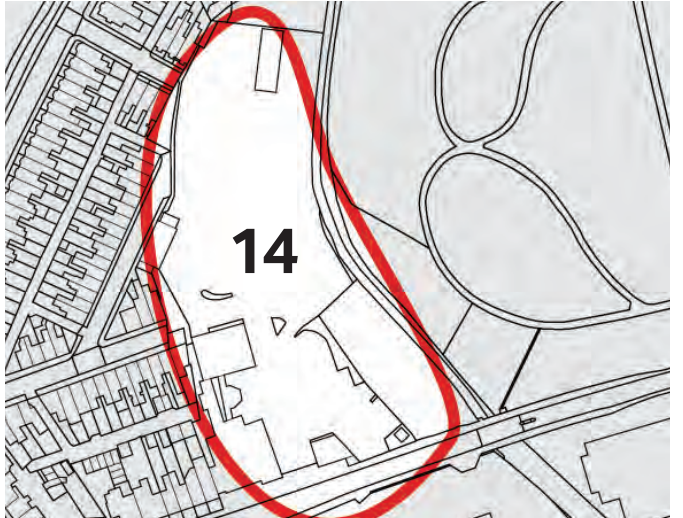
Site name	New Road
	
Size (ha)	0.91 (0.73 net)
Current Use	Common Land, used by the fairground. A green space, which will form part of the EA's flood risk management scheme, with pedestrian access across the Common.
Location	Located on New Road adjacent to the River Kent
Land Ownership	South Lakeland District Council
Current Planning Designation	Flood Zone 2, Flood Zone 3 Within Town Centre Boundary Opposite Grade II Listed Church
Action Plan	
Opportunity	The New Road site should be treated as an important public space with flood defences incorporated into the design following extensive flooding in 2015. Improving New Road Common has highlighted that the opposite side of the carriage way improvements are needed to create a better pedestrian experience. Reinstating Gooseholme Bidge including a cycleway is essential and provides an important links to and from the Town Centre and across the river Please also refer to the Opportunity Area section of Kendal Vision document produced by Kendal Futures
Current Proposals	In August 2017, the Council resolved that the land be closed to vehicles and has been landscaped. Site should be utilised to make the most of the riverside setting. Such as holding events and being an important part of the riverside walk.
Key Stakeholder Partners	SLDC
Key Delivery Issues (Risk/Constraints)	Flood Zones Within the Conservation Area Proximity to Listed Building Trees on site
Delivery Mechanism	Public Sector
Phasing	Short
Priority	Medium



Site name	Canal Head: Aynam Road	
		
Size (ha)	6.89	
Current Use	<p>Predominantly commercial in nature with industrial buildings and service areas. The area has seen significant investment with the refurbishment of Gilbert Gilkes turbine manufacturing facility in 2015, the occupation of much of the former Goodacres works by manufacturer Mardix in 2014 (now merged with Anord), and the development of a small cluster of creative industries and pubs. South Lakeland District Council has a long term objective of restoring the Canal and the line of the canal is safeguarded.</p> <p>Residential properties are located within the west of the site at Aynam Road and to the south of the site at Queen Katherine Street.</p> <p>Canal Head Household Waste Recovery site and Former school playing field</p>	
Location	Situating to the south east of the historic core of the Town Centre and east of the River Kent. The site is defined by Aynam Road to the west, Bridge Street and Canal Head North and South to the north, properties on Queen Katherine Street to the south, and the former alignment of the Lancaster Canal to the west.	
Land Ownership	SLDC depot and CCC Household Waste Recovery Site, both owned by SLDC. Household Waste is leased to CCC	
Planning Designation	Kendal Canal Head Area Action Plan Area, Within Kendal Conservation Area, Contains historic/listed buildings, Forms part of the setting for Kendal Castle, Former Lancaster Canal route safeguarded, Flood Zone 2	
Action Plan		
Opportunity	<p>An environment to attract further innovative industries should be created - including public realm improvements and appropriate working spaces.</p> <p>Improving New Road Common has highlighted that improvements to the opposite side of the carriage way are needed to create a better pedestrian experience.</p> <p>The proximity of other industrial uses means that this site would be a prime location for commercial development. Other uses on the west side of the site such as residential may not be viable or desirable due to issues such as noise and commercial transport.</p> <p>Potential on the east side for new homes along the valley side. The location of development here, close to existing high-value residential properties at Kirkbie Green to the north and the proximity to Kendal Castle, Castle Hill and the Town Centre, could provide an attractive investment proposition.</p> <p>Reinstating Gooseholme Bidge including a cycleway is essential and provides an important links to and from the Town Centre and across the river</p>	
Current Proposals	<p>Opportunities for expansion elsewhere in Kendal may open up diversification opportunities on this site.</p> <p>It is suggested that the site accommodates a similar level of development activity to that which is currently in operation, though there is potential for more floorspace on the site if required.</p>	
Stakeholders	Mealbank Estates, Gilbert Gilkes, Russell Armer Homes, SLDC, CCC, Ski Club	
Key Delivery Issues (Risk/Constraints)	<p>Flood Zone - The Environment Agency's Flood Risk Management Scheme current scheme provided flood walls and embankments along with length of Aynam Road. Planning Permission SL/2018/9025.</p> <p>Listed Buildings - historic buildings should be protected and adapted for modern use</p> <p>Within the Conservation Area</p> <p>Potential contamination from Household Waste site</p> <p>Kendal Castle setting/scheduled ancient monument</p> <p>Owner would like to see the Council's Household Waste Centre relocated but it is not critical to the delivery of new homes</p> <p>There are clawback to CC and former school which occupied the sites</p> <p>The proximity of the site to Kendal's historic castle, canal alignment footpath and natural environment, will require any proposals to be sensitively designed with lower building densities and heights but will add value to the character of the site.</p> <p>The current Household Waste Recycling Centre would require the relocation elsewhere within Kendal.</p>	
Delivery	Private sector lead, A suitable alternative location to be found for the current use	
Phasing	Ongoing, Short/Medium	
Priority	Medium	

Site name	Brewery Arts Centre	
		
Size (ha)	0.66 (0.53 net)	
Current Use	The Brewery Arts Centre is an arts, leisure, community and educational facility. The Brewery has a 450 capacity music venue, three cinemas, two visual arts galleries, a drama studio, darkroom facilities, meeting rooms, a restaurant, Warehouse Café, the Vats Bar, and a theatre seating 200.	
Location	<p>Situated to the west of Highgate. To the north of the site is the main Brewery Arts Centre and the cinema. There is a pay and display car park within the site and servicing to the south. To the south west of the site is the Kendal Squash Club, to the west is the Garth Heads pedestrian path.</p> <p>The site is accessed off Highgate via a narrow access road which is not very visible from the main road.</p> <p>A secondary pedestrian access is situated underneath the Kendal Hostel building which fronts onto Highgate.</p> <p>A fire escape also links the cinema building with the Garth Heads pedestrian path.</p>	
Land Ownership	Kendal Brewery Arts Centre Trust Limited	
Current Planning Designation	<p>Within Town Centre Boundary</p> <p>A Historically Listed Drinking Fountain sits with the Brewery Arts Centre grounds.</p>	
Action Plan		
Opportunity	<p>The Arts Centre is a key leisure destination in the Town Centre serving the sub region. The existing car park could be developed in the long term to accommodate additional new leisure floorspace to support further cultural, commercial and community space and events. Other potential opportunities include tourist information and bicycle hire facilities, a children's indoor adventure area and an enhanced bar/restaurant unit with outside seating which would broaden the offer of the centre and provide knock-on benefits to other businesses within Kendal Town Centre.</p> <p>Enhancing visibility to the Centre from highway should be a high priority - even if just better signage to reposition this area as the cultural hub/gateway to the Town Centre.</p> <p>The landscaped public space at the Brewery Arts Centre should better connected with the restored Garth Heads - if better connected to the Centre, the park could be used for outdoor performances in the summer months.</p>	
Current Proposals	£500,000 investment to upgrade The Brewery Arts Centre is currently ongoing.	
Key Stakeholder Partners	Kendal Brewery Arts Centre Trust Limited	
Key Delivery Issues (Risk/Constraints)	<p>Within the Conservation Area</p> <p>Difficulty with accessing funding for arts projects</p>	
Delivery Mechanism	<p>Kendal Brewery Arts Centre Trust Limited to ensure the Brewery Arts Centre remains a key leisure destination in the sub region.</p> <p>Proposed should be linked to proposals for Abbot Hall to drive for an enhanced leisure/cultural hub for the town.</p>	
Phasing	Medium/Long	
Priority	High	

Site name	Waterside Estate, Dowker's Lane
	
Size (ha)	1.96
Current Use	<p>The 1970s Waterside Estate is a modernist social housing development, which incorporates buildings of between two and four storeys in height. Buildings are positioned in a non-traditional 'Radburn' layout, with public access to both the front and rear of the dwellings, alongside associated private parking and garages. There are also some small parcels of community green space.</p>
Location	<p>The Waterside Estate is located to the south east of the historic core.</p> <p>The Dowker's Lane Car Park is situated to the north of this area.</p> <p>The site can be accessed via Dowker's Lane or on foot via the River Kent riverside walkway.</p>
Land Ownership	Majority ownership - South Lakes Housing with some individual private ownership driven by right to buy.
Current Planning Designation	Part Flood Zone 2 and Flood Zone 3 to the East
Action Plan	
Opportunity	<p>Residential</p> <p>Potential to enhance the quality of the estate through investment to make the most of its attractive riverside setting. Focus could be on offering a different type of housing to increase choices available in the Town Centre. The riverside walkway should be upgraded and enhanced as part of a wider initiative to enhance and connect the fragmented riverside environment.</p> <p>Please also refer to the Opportunity Area section of Kendal Vision document produced by Kendal Futures</p>
Current Proposals	<p>South Lakes Housing have completed works proposed at the Waterside estate for six 2 bedroom houses, four 2 bedroom flats and four 3 bedroom houses being built on the site of the existing garage blocks fronting Dowker's Lane. The plans have been drawn up following extensive consultation since 2013 with tenants, leaseholders and owners around the area with the aim to "Build pride in Waterside".</p>
Key Stakeholder Partners	<p>South Lakes Housing</p> <p>Homes England potentially</p>
Key Delivery Issues (Risk/Constraints)	<p>Within the Conservation Area</p> <p>Part Flood Zone 2 and Flood Zone 3 to the East</p>
Delivery Mechanism	South Lakes Housing led. Investigate the potential for further investment in the estate
Phasing	Ongoing
Priority	High

Site name	Abbot Hall
	
Size (ha)	0.77
Current Use	Abbot Hall is an award winning art gallery, home to permanent and temporary exhibitions
Location	Located to the east of Kirkland, access off Peppercorn Lane
Land Ownership	South Lakeland District Council
Current Planning Designation	Flood Zone 2 and Flood Zone 3 Within Town Centre Boundary Grade I Listed Building
Action Plan	
Opportunity	<p>Abbot Hall has the potential to improve its culture offer with outdoor events making the most of the riverside environment.</p> <p>The permeability and connectivity through the site to the river should be made clearer to pedestrians.</p> <p>The site could be a strategic location to situate a coach/ minibus drop off point. This would give Kendal's visitors the choice to begin their exploration of the town through the intricate urban environment or the scenic riverside environment.</p>
Current Proposals	<p>An £8.5m project to transform the South Cumbrian art gallery.</p> <p>The gallery, run by Lakeland Arts Trust, is due to relaunch in 2022 following refurbishment to celebrate its 60th anniversary with a host of new features, including better accessibility and a new cafe.</p>
Key Stakeholder Partners	Lakeland Arts Trust, SLDC
Key Delivery Issues (Risk/Constraints)	Within the Conservation Area Flood Zone 2 and Flood Zone 3 Grade I Listed Building
Delivery Mechanism	Following the investment in the building it should be positioned alongside the Brewery Arts Centre as a driver for an enhanced leisure/cultural hub for the town.
Phasing	Ongoing
Priority	Medium

Site name	Parkside Road North
	
Size (ha)	1.09 (0.87 net)
Current Use	This site currently accommodates part of Electricity North West's power equipment storage facility. The southern boundary includes buildings with a stone facade which front onto Parkside Road.
Location	The site is accessed from Parkside Road and shares a boundary with the Lancaster Canal alignment to the east. Land to the west is defined by residential properties on Wilson Street and Wilson Street itself. To the north east of this site is a transmission/maintenance facility for National Grid Gas.
Land Ownership	Electricity North West Limited
Current Planning Designation	Flood Zone 2 and Flood Zone 3 adjacent to the West Part of Canal Head Area Action Plan
Action Plan	
Opportunity	New homes - the site presents an opportunity to introduce housing within close proximity to Kendal's natural environment and should be sensitively developed in order to reduce the impact of any buildings on the surrounding landscape.
Current Proposals	The site is currently subject to an outline planning application (SL/2016/0574) approved at committee in October 2017 which sought approval for 42 residential dwellings. This planning application has been submitted alongside another outline application for the Parkside Road South site. Applicant is Electricity North West.
Key Stakeholder Partners	Electricity North West
Key Delivery Issues (Risk/Constraints)	It is understood that a strategic gas main is situated to the east of the site. The location of this and the protected alignment of the Lancaster Canal, also to the east of the site, may require some buffer treatments. Within the Conservation Area
Delivery Mechanism	If planning permission is gained it is likely that the site would be disposed of to a housebuilder. SLDC should work with owners to support development in the short term. Likely to be interest in the site.
Phasing	Short
Priority	Low

Site name	K Village
	
Size (ha)	1.39 (1.11 net)
Current Use	<p>Shopping centre closed early 2019 for redevelopment. The centre currently accommodates car parking at ground and basement levels, retail floorspace at ground and first floor levels, with apartments and office space above.</p> <p>Overall there are 29 retail units comprising 43,000 sq ft which are empty and will form part of the redevelopment. There are also 94 apartments on the first, second, and third floors.</p>
Location	Situated to the south of the Town Centre, south of Nether Bridge. To the east of the centre is Lound Road, while to the west is the River Kent. A riverside path runs along the River Kent within the site's western boundary.
Land Ownership	Lou Kendal Limited
Current Planning Designation	Flood Zone 2 and Flood Zone 3
Action Plan	
Opportunity	The building currently features a blank wall onto Lound Road which creates a poor gateway to the town from the south. There is potential for this to be improved to enhance the street scene. The current retail market and levels of footfall have led to closures within the shopping centre. There is urgent need for new life to be injected into the centre given its prominent gateway and riverside location.
Current Proposals	<p>Planning approved (SL/2018/0707) in November 2018 for the reconfiguration of part of K Village to accommodate a 69 bedroom Travel Lodge Hotel along with 88 apartments, offices, and retail; this has been brought forward by the building's owner Lou Kendal, which bought the site in 2015.</p> <p>The hotel will be focused on the existing retail space and many of the vacant units will be converted into 69 bedrooms, with the hotel accessed via Lound Road. On the first floor, vacant commercial space will be subdivided into 30 apartments, while retail storage on the second floor will be converted into 38 apartments. On the third floor, an extension will feature 20 flats. (Application ref. SL/2018/0707).</p>
Key Stakeholder Partners	Lou Kendal Limited
Key Delivery Issues (Risk/Constraints)	<p>Private sector lead</p> <p>SLDC to work with the owner as appropriate to support the owner to bring forward this scheme which would support many of the objectives of the commission and transform the currently poor gateway into the town.</p>
Delivery Mechanism	Within the Conservation Area
Phasing	Short
Priority	High

Can the sites support the vision?					
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Schedule of site specific impacts aligned to the Strategic Masterplan, drivers and themes.

This section states how the drivers and frameworks can be actioned through policy, and the mandate of the stakeholder partners, in delivering this Strategy. This is a summary of the engagement and will also highlight any potential future challenges. It covers the following:

- Governance and Delivery Structures;
- Marketing and Communication;
- Establishing a proactive policy context; and
- Delivery.

Governance and Delivery Structure

Throughout the preparation of the Strategy, SLDC has worked with a number of key stakeholders to understand their views and gain their buy in to an agreed vision for the town centre. Key partners involved included:

- Cumbria County Council (CCC)
- Kendal Town Council (KTC)
- Kendal Futures
- Kendal Business Improvement District (BID)
- Landowners and site specific partners such as Kendal Brewery Arts Centre, Praxis
- Kendal College
- Cumbria Local Economic Partnership
- Lancaster and South Cumbria Economic Region
- Homes England

Next Steps

Changing trends and consumer habits mean that Kendal town centre will need to continue to evolve over the coming years. This Strategy seeks to ensure that a proactive approach is taken to influencing positive change and in making Kendal the best place it can be to live, work and play.

The Strategy will help inform future work on the South Lakeland Local Plan 'Development Management' document and the future Local Plan which will cover the period from 2021-2036.

There are a number of strategic studies and works that will have an influence over any development being brought forward and should be used alongside the Kendal Town Centre Strategy. These include the Kendal Vision, EA's Kendal's Flood Risk Management Scheme, CCC's emerging transport modelling and SLDC's South Lakeland Local Plan.

This Strategy is not prescriptive about the best governance and delivery structure - there may be an informal arrangement, or it may take the form of a Town Board, or a designated Town Centre Manager being appointed. Although SLDC may take the lead on a number of these actions and indeed several of the projects, it is the responsibility of all stakeholders in Kendal to work collaboratively. The roles and responsibilities for each of the partners in its delivery will depend upon their individual interests and their overarching priorities, but it is important that there is shared commitment towards the vision for the town.



Establishing a Proactive Policy Context

Once the Strategy has been signed off it can become an important tool for engagement with key partners. Specifically, it can be used to engage with developers and investors to demonstrate the agreed vision for the town and to support conversations about emerging proposals to ensure that these support the wider aspirations for the town. The findings will influence the forthcoming local plan.

In some cases it will be worth considering preparing more specific planning documents. Specifically:

- Preparation of development briefs to specify how specific areas should be developed – an approach that could be considered for the Station Gateway
- Design Codes could be created for the conservation area to set clear parameters for any intervention

Be bold – Take the lead

Strong leadership is critical to delivery. Complicated governance and stakeholder involvement could work more effectively if a clear mandate is set. Kendal Futures a public/private venture might be the platform to drive change across a number of agendas. In terms of the response to the spatial opportunities around the Market Town Core, Highgate, Kirkland and the Historic Yards and the Station Gateway, however, council leadership promoting delivery of the initiatives in this Strategy is key.

Delivery

Strategy Themes

Section 4 of the Strategy identifies a series of Strategy themes and sets out specific actions across these themes. There are a number of consistent areas for intervention which are summarised below:

Diversify the housing offer

- Diversification of the existing supply to provide a mix of smaller and modern apartments. The Town is already seeing interest in the conversion of vacant or underutilised buildings being refurbished for residential uses - in many cases back to what it was originally built for and this should continue to be supported. Given its accessible location and the services offered in the town it makes sense to focus specialist housing in the Town Centre including extra care housing and supported living accommodation. In recognition of the issues within the wider area in terms of affordability, the delivery of modern quality well managed private rented stock and low cost home ownership should be encouraged within the Town Centre as should family housing

Supporting the leisure and cultural offer

- Building upon the existing leisure and cultural offer provided by the likes of Kendal Brewery Arts Centre and Abbot Hall will be important. As will be expanding upon the existing impressive events programme. The Town should celebrate its independents - they are what makes Kendal special and there is scope to harness the “Made in Kendal”/“Made in Lake District” brand. This should support extended opening hours and the town’s tourism offer

Supporting the retail offer

- In part this will be achieved through the other themes which should enhance the shopping experience, but it is recognised that the current indoor and outdoor markets could be enhanced - an approach which has reaped excellent rewards in some other towns. Given the existing strength of independent food and drink operators there is scope to further enhance this offer. Continuing to encourage pop up shops or stalls in vacant units or in open spaces should also be encouraged to animate shop frontages and allow operators to test the local market. This could sit well with a bid to the Future High Streets fund

Public realm improvements

- Actions focused on increasing the usage and quality of existing public space and through new development creating new quality areas. Attention should be paid to the Town Hall Square, Market Square, the Yards. Consideration should also be given to the creation of an art or icon trail

Transport Improvements

- Relieving the Town Centre of traffic that does not need to go into it will be critical to enhancing the Town Centre experience and reducing congestion. Tied to this is the importance of ensuring car parks are well placed and well sign posted and capture cars so that they are not circling the centre to find a space. Consideration will also need to be given to overall quantum, role and pricing. Investment in a modern station appropriate to its gateway will also be important

Enhancing key corridors and gateways and better connecting places

- In terms of gateways critical areas include Westmorland Shopping Centre, Train Station and K Village. In terms of corridors one of the key routes is the River Kent which has considerable scope to improve the existing riverside walk and east west links across it. Action should seek to get streets and squares to work better entice people to explore, upgrading footways

Repurposing of vacant and underutilised sites and buildings

- Especially those which are listed or historic and add to attractiveness of the town. Shopfront improvements have been successful in the past and there is scope to bring former retail units

back into use for residential and leisure uses.

Support employment opportunities

- Mint Works was an earlier adaptor of the concept which developed in London and is now spreading out to the regional centres. Given its attractive location for lifestyles businesses, it is considered that the concept of flexible office space could be rolled out further across the town to support more employment opportunities within the Town Centre
- Mintsfeet Industrial Estate should be seen as an opportunity to retain and nurture small manufacturing near to the Town Centre and there should be some focus on enhancing the environment here

Consideration will need to be given to ensuring there are resources and teams to be able to support these actions.

In terms of the delivery mechanisms for the opportunity sites these can be grouped into the following:

- **Public Sector Led** - where SLDC or CCC own the opportunity sites. Decisions will need to be taken internally to prioritise and move the projects forward, resources will need to be identified as will key personal who will be responsible for driving delivery
- **Private Sector** - where sites are in private ownership the private sector is likely to be the lead on delivering the scheme. SLDC can however play a proactive role in supporting the private sector to bring forward proposals in the short term or determining applications where they have already been submitted. SLDC can also play an important role to support accelerated delivering by ensuring all partners are moving in the same direction and seeking to overcome any barriers that may emerge along the way
- **Public/private Partnership** - on some sites the existing owners may not have the expertise to enable development, the public sector may need to work with the landowners to support the delivery of the opportunity sites. This delivery mechanism is likely to be required, if it is agreed to support investment, in the vicinity of the station gateway as it is a complex site due to its multiple landowners

The Strategy has demonstrated the significant strengths of the town. However, it is acknowledged that there are a number of challenges that will need to be overcome if the vision is to be realised. These include

- **Historical and heritage** - development will be constrained in part due to the conservation area that covers most of the town. There are also a number of listed buildings and scheduled ancient monuments. Such constraints usually result in additional costs to development in terms of the

quality of materials expected or the requirements to protect existing features. However, these also provide the town with its character and ultimately make the town attractive and distinct

- **Funding** - public sector funding is limited and there are significant pressures on the public purse and statutory requirements must come first. However, a number of public partners are recognising that they can borrow at low rates and use this to fund key development projects which can stimulate investment in their towns. A strong and clear strategy will give confidence to the private sector and is more likely to attract investment in the town. It is also critical in supporting funding applications as it provides confidence to funders that they are not investing in isolation. Key public sector bodies should be targeted in terms of specific projects - Homes England for residential schemes, Historic England and Arts Council. SLDC should also consider how it can use the Strategy to access funding that may emerge in respond to the Ministry of Housing, Communities and Local Government published High Street Report published by the (which advises on the best practical measures that the government can take to help high streets. The report's recommendations cover 3 areas: the Town Centre Task Force; the Future High Streets Fund; and short term measures to help high streets and town centres.
- **Viability** - as noted above given the historic and heritage status of most of the town, this can have an impact on the viability of schemes. It will be important to be realistic about expectations where evidence is provided that additional contributions cannot be provided in extreme cases and a balance must be taken as to what are the priorities so as not to stop appropriate development which could enhance the town. As investment takes place in the town - which is starting to happen in respect of a number of the opportunity sites - the delivery of quality schemes should result in enhanced values supporting improved viability.
- **Capacity** - the Strategy sets out a lot of actions which will require input from key stakeholders. In terms of the opportunity sites guidance has been provided on which are high priority and which are lower. It will be important for SLDC and other partners to review all the actions and to agree a programme of priority actions, along with the identification of people who will lead on these actions and resources to support their delivery.



PART 3
TRANSPORT OPTIONS

06

There are a number of possible transport improvement options presented in this section.

These should be considered, alongside the Kendal Highways and Transport Improvements Study, which looks at the cost benefit and deliverability of these, as well as other town centre transport interventions. The Kendal Town Centre strategy focuses on the town centre only, while the Kendal HTIS considers the case for a Northern Access Route further to this. Kendal Futures Vision for Kendal also considers the wider transport issues

A fundamental challenge to Kendal's function as a town is its constrained transport network within a historic network of streets. For all of the potential positive development opportunities that are explored in the previous sections to be successful, the transport system will require rethinking.

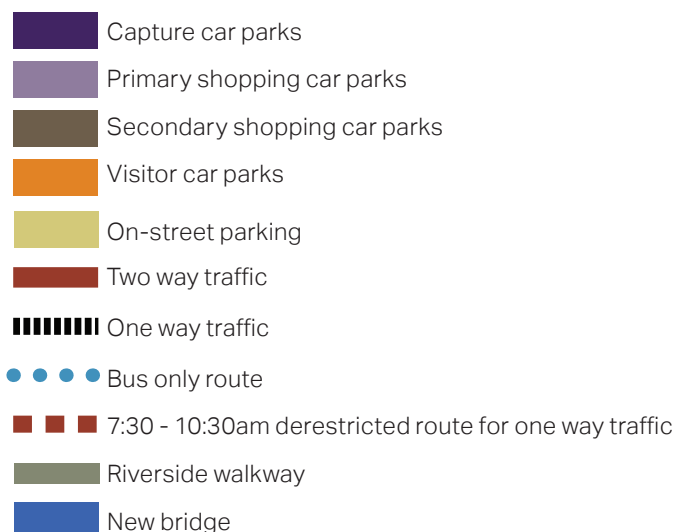
The following high level options consider traffic routing, parking and the pedestrian and cyclist experience. The options provide ideas for further research and development to encourage further discussion for change.

Option 1A

Two way traffic on Aynam Road and a new bridge to the south of Miller Bridge.

This concept proposes the following changes to the current traffic system:

- Encourage northbound traffic from A6 to use Romney Road and Lound Road through signage and signaling changes;
- Direction of traffic on Nether Bridge changed to eastbound to encourage traffic to use Aynam Road;
- Two-way running along Aynam Road to encourage traffic to avoid Highgate / Kirkland;
- New / upgraded bridge provided at / near to Miller Bridge to facilitate two-way through movement between Aynam Road and New Road;
- Two-way running along Highgate / Kirkland for access from south-west of the Town Centre, to reduce reliance on Lowther Street as part of a one-way system;
- Wider pavements / bay parking areas along Highgate and Kirkland.



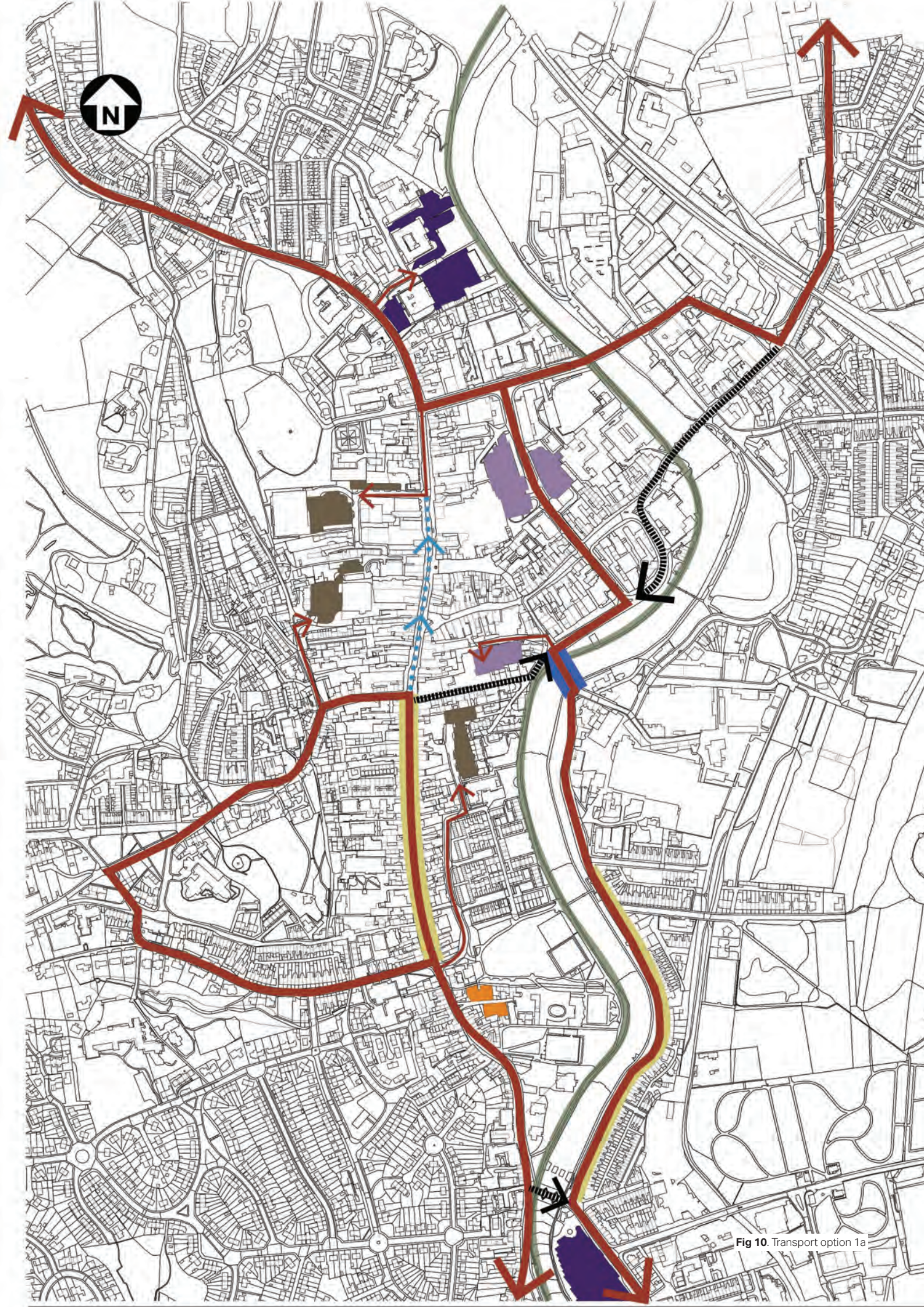


Fig 10. Transport option 1a

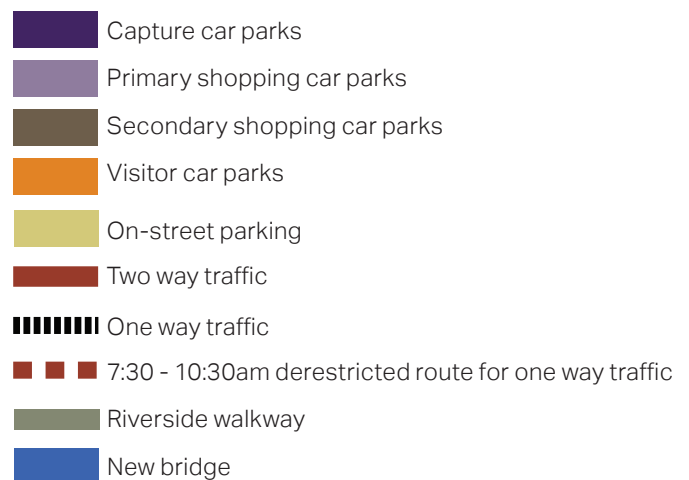
Option 1B

Open up Stricklandgate to one way traffic. Close Lowther Street to all traffic except bus movement

This concept proposes the following changes to the current traffic system:

As 1A, except:

- One-way northbound running along Stricklandgate (potentially time-restricted, e.g. to morning peak hour only) to provide choice of routes during busy periods;
- Lowther Street one-way eastbound for buses only.



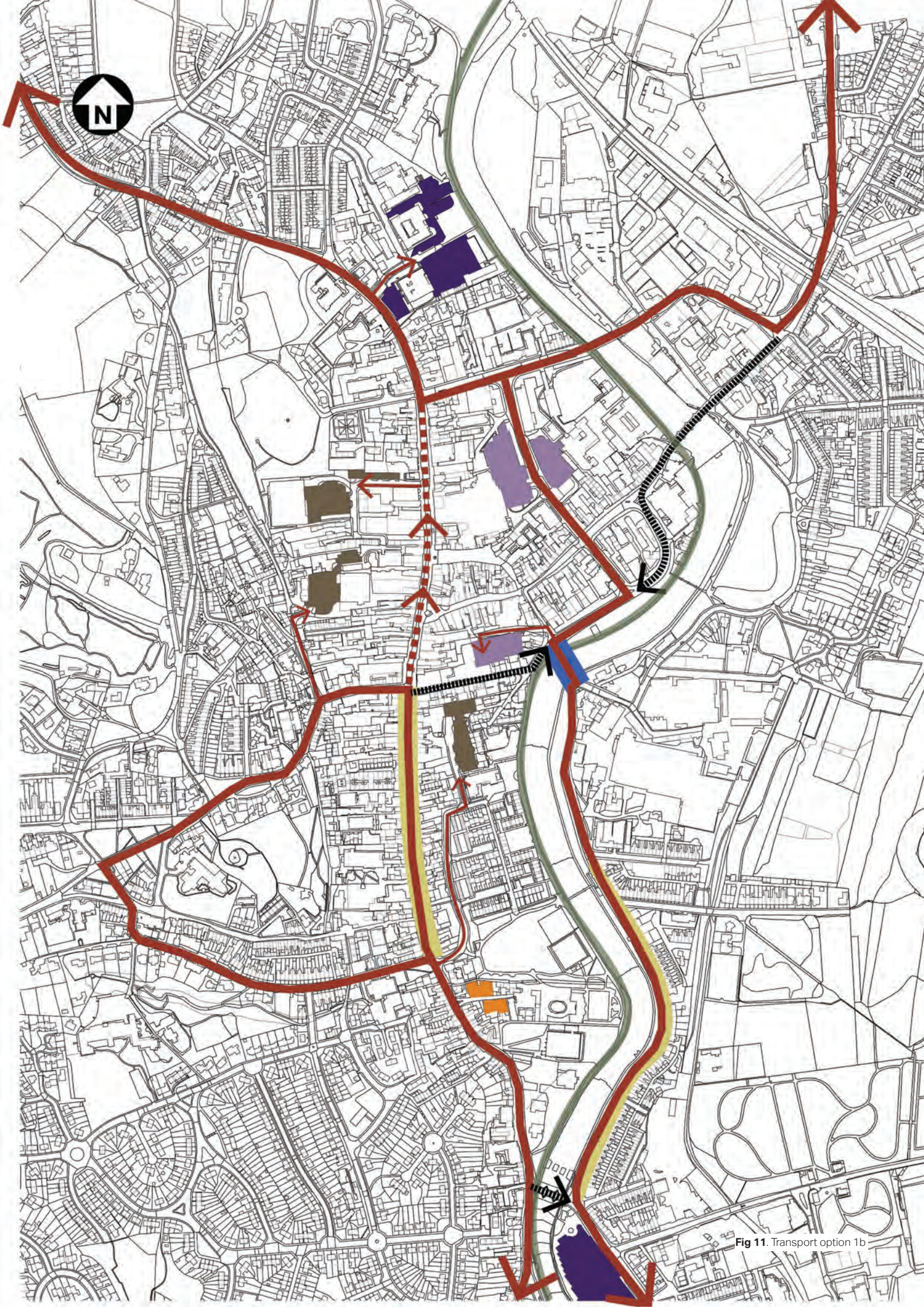


Fig 11. Transport option 1b

Option 2A

Dowker's Lane northbound link

This concept proposes the following changes to the current traffic system:

- Demolition of Contemporary and Historic Buildings on Gulfs Road and provision of a new northbound route between Dowker's Lane and New Road, providing a bypass to Lowther Street;
- One-way anti-clockwise loop for access along Highgate, Beast Banks, Greenside, Bankfield Road and Gillinggate;
- Wider pavements / bay parking areas along Highgate and Kirkland;
- Aynam Road remains one-way southbound.



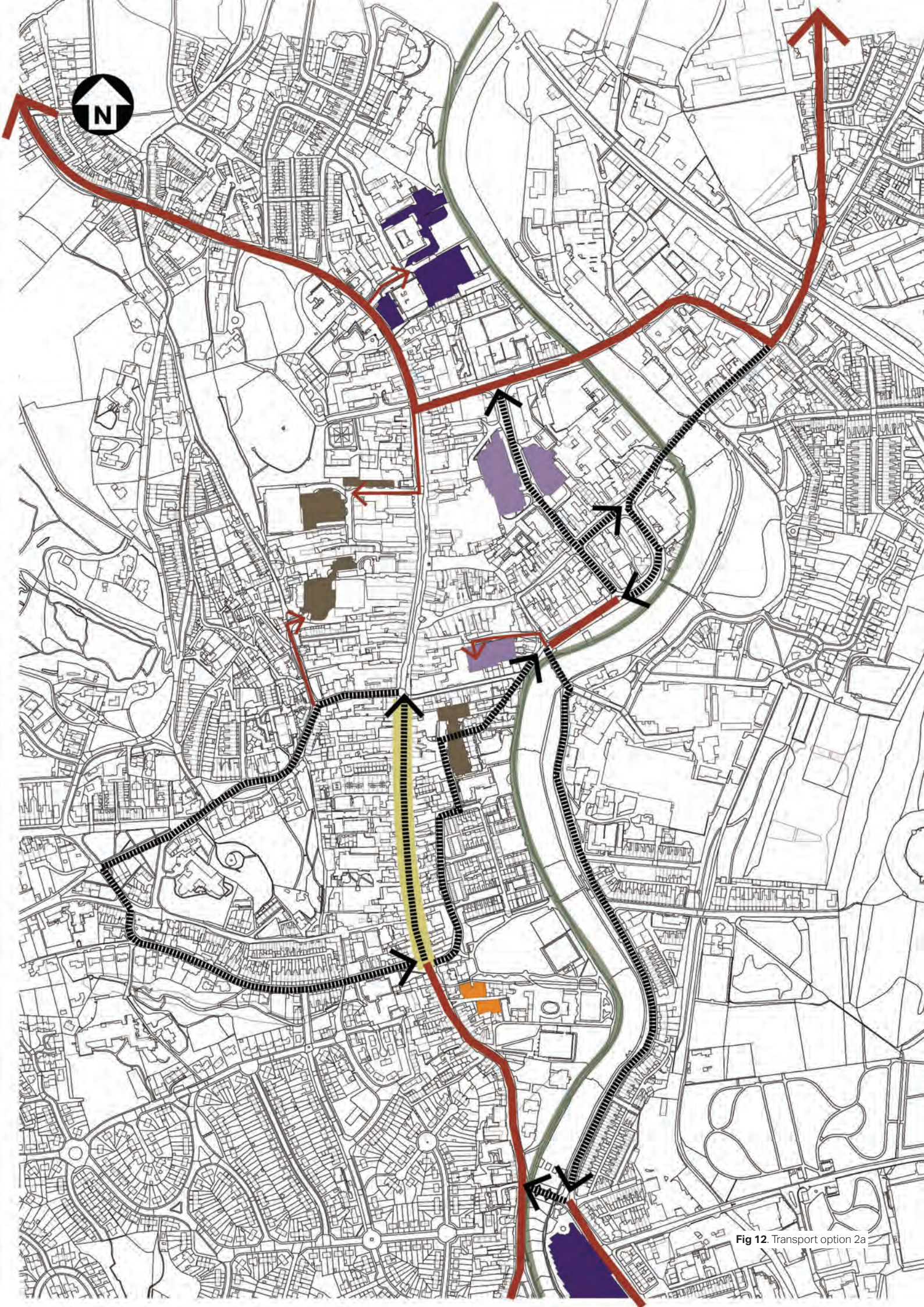


Fig 12. Transport option 2a

Option 2B

Dowker's Lane link (but relocated alongside the river and integrated with flood defenses).

This concept proposes the following changes to the current traffic system:

As 2A, except:

- One-way Northbound link provided instead along southern boundary of the Waterside Estate Opportunity Area and northward along riverside, incorporated into flood defence scheme.

	Capture car parks
	Primary shopping car parks
	Secondary shopping car parks
	Visitor car parks
	On-street parking
	Two way traffic
	One way traffic
	Riverside walkway

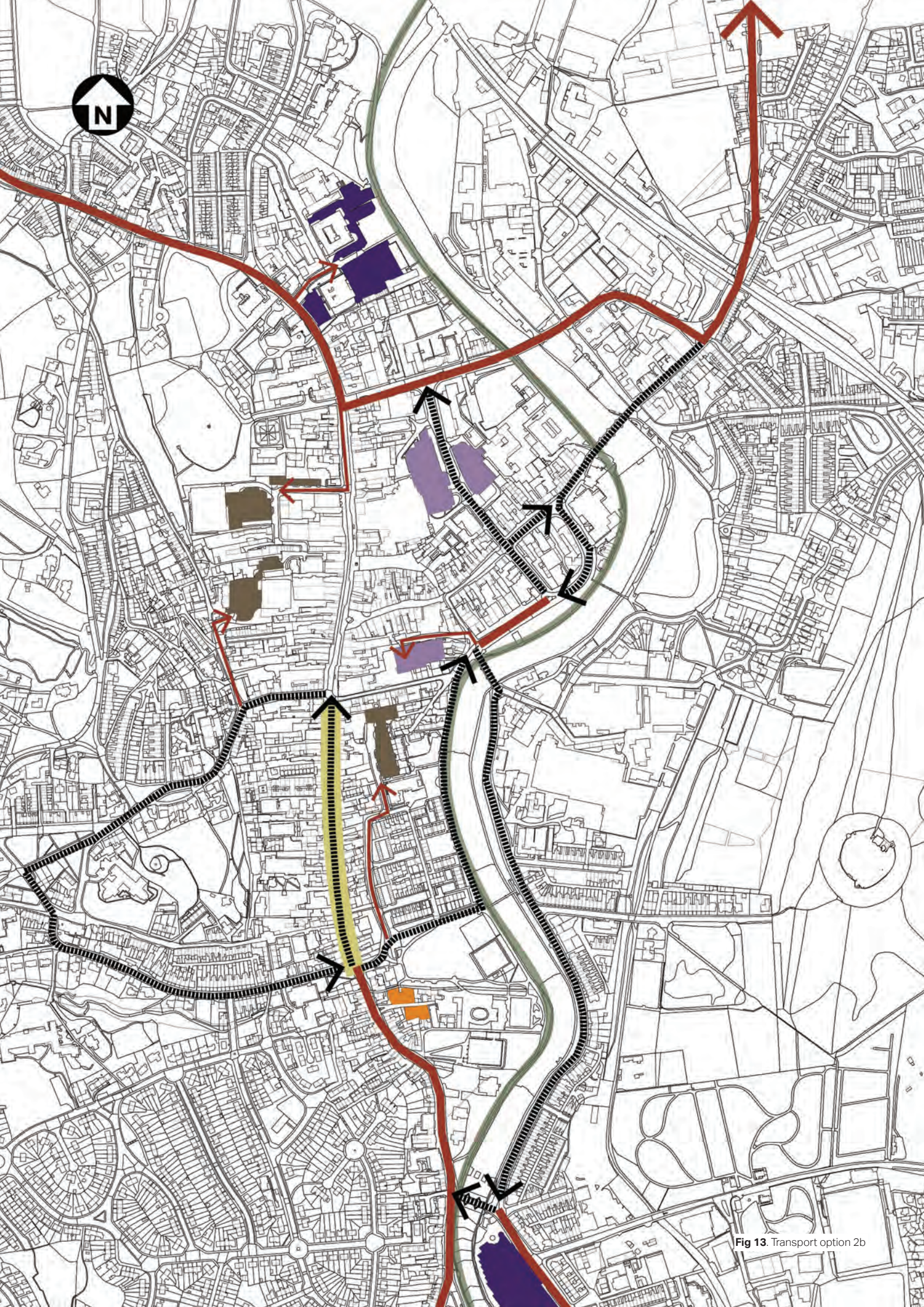


Fig 13. Transport option 2b

Option 3

Dowker's Lane Link with time restricted routes and one way system.

This concept proposes the following changes to the current traffic system:

- Northbound through movements via one-way northbound running along Stricklandgate;
- Two-way running along Aynam Road for access to Canal Head Opportunity Area;
- Opportunity to provide controlled two-way movement across Miller Bridge (or improve bridge) to allow access to car park and Stramongate;
- One-way running along Blackhall Road southbound, Stramongate north-eastbound and Lowther Street westbound.

	Capture car parks
	Primary shopping car parks
	Secondary shopping car parks
	Visitor car parks
	On-street parking
	Two way traffic
	One way traffic
	Riverside walkway
	New bridge

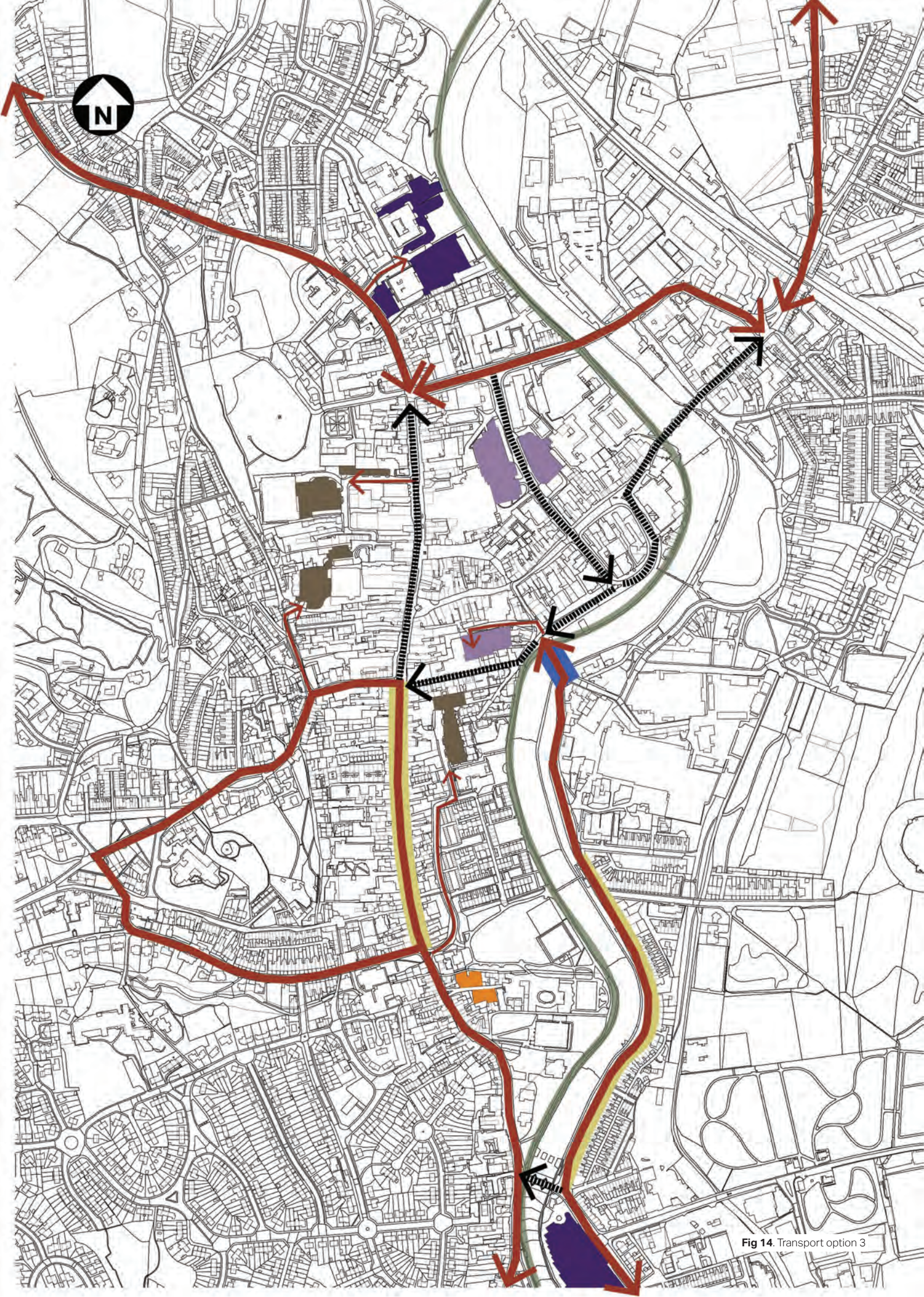


Fig 14. Transport option 3



APPENDICES

07

- 01** Market Baseline
- 02** Engagement
- 03** References

01. Market Baseline

Cushman and Wakefield have undertaken a review of the Property Market in the Town. This acknowledges Kendal's role as one of two Principal Service Centres, with a wider hinterland catchment of 250,000.

The wider area also attracts a large volume of tourists each year. In 2015, South Lakeland welcomed in the region of 16.89 million visitors and the Lake District National Park welcomed 17.32 million visitors. There are a number of organisations already actively seeking to support the Town to thrive including South Lakeland District Council, Cumbria County Council, Kendal Town Council, the Kendal Business Improvement Disitric and Kendal Futures.

Residential Market

Analysis of the residential market has identified the following key messages for Kendal Town Centre specifically:

- As a Principal Service Centre, Kendal is a focus for residential development across South Lakeland as evidenced by the residential completion/pipeline data and existing new build supply;
- A review of recently achieved house prices indicates that Kendal is a high/mid value area which could be affected by surrounding higher value areas. The housing mix in Kendal is varied, with the majority being terraces and semi-detached properties. There is also a high proportion of apartments in the urban area and a number of specialist retirement schemes;
- Demand for smaller homes is expected to increase according to household and population projections relative to the anticipated growth of an ageing population;
- The planning pipeline and analysis of available or recently sold new build properties has identified the following active house builders in the area who could be targeted to fulfil residential aspirations in the Town Centre; Jones Homes, Russell Armer Homes, Story Homes, Oakmere Homes, Briarly Homes, Berkshire Homes, Time and Tide Homes and Egg Homes.

Residential Potential/Opportunities

Analysis of incomes shows that Kendal is an affordable location, making it accessible and attractive to the majority of the population;

The transport links in and around Kendal, such as the M6 and train station, means that it is an attractive location for commuters;

The Town has potential to attract families who appreciate the surroundings of the Lake District and Yorkshire Dales National Parks and the benefit of the Town's facilities and services such as shops, schooling and health services;

Recent conversions from former uses, such as pubs/hotels/restaurants to residential use, provide good examples of how to achieve a supply of smaller homes in the Town Centre;

Specialist retirement accommodation could be a development option in the Town Centre to accommodate the ageing population;

South Lakeland District Council is looking to increase affordable housing delivery in partnership with Housing Associations. The Town Centre is already a significant area of activity for housing associations, with new developments by Home and South Lakes Housing currently under construction, and there will be significant scope for the involvement of housing associations in new development in the Town Centre.

Retail Market

Analysis of the retail market has identified the following key messages for Kendal Town Centre specifically:

- The retail offer is large for a town of Kendal's size, with potential to enhance its offer in response to the Town's much wider catchment area and visitor numbers to the wider area;
- Independent retailers represent over half of the occupiers in the Town Centre. They add significantly to the character of Kendal and should be supported in, and encouraged to locate in, the Town Centre;
- The Yards provide a distinct offer to the Town, accommodating a range of quality occupiers. However, shoppers who do not explore miss these 'hidden away' gems, meaning that they only see what the high street has to offer and the yards miss out on footfall;
- Voids are currently slightly higher than the national average. They are dominated in profile areas such as Station Road/ Wildman Street (this coincides with a visitors first impression of the Town and this problem has been exacerbated by the floods as this area was badly hit and is still undergoing repairs/refurbishments) and the top floor of Westmorland Shopping Centre, which gives a negative first impression to those parking in the Town's main car park;

- The scale of premises in Kendal Town Centre are generally small but these match the requirements of the independents. Assessment of the planning pipeline shows that new retail offers and extensions are looking out of the Town Centre where space is not as much of a constraint and it must be recognised that some occupiers, including many multiples, will only locate in such locations.

Retail Potential/Opportunities

Kendal is on the list of active requirements for a range of occupiers, from discount stores to higher end high street clothing retailers, indicating a positive outlook for the Town Centre;

Encouragement of a mix of quality high street and independent retailers will attract a broad range of shoppers and visitors;

The Council have supported “pop up” shops in the Town which provided occupiers with an opportunity to “test” the local market on a short term lease and these provided very successful;

Improvements to the town are being looked at by Kendal Futures as part of the Kendal Vision Work;

The most effective way to enhance the attractiveness of the Town as a retail location for occupiers and for visitors, is to improve the footfall. This relies upon increasing the catchment - attracting more people from it to visit the Town and increasing its size by encouraging more people to live in the Town. Enhancing the leisure offer, including a strong events programme, are critical to this aim.

Leisure Market

Analysis of the leisure market has identified the following key messages for Kendal Town Centre, specifically:

- The Town already has a considerable leisure offer (including a number of sub-regional/regional attractions e.g. Kendal Brewery Arts Centre and Abbot Hall) and hosts numerous events to appeal to locals and visitors alike. This is, and should remain, a priority for a number of partners;

- Tourism is central to South Lakeland’s economy. The Lake District attracts 18.4 million visitors a year and a total spend of £1.3bn. The international profile of the Lake District will rise with its recently inscribed World Heritage Site status. Kendal lies on the main road and rail gateway to the Central Lake District and within easy reach of the Yorkshire Dales National Park and there are significant opportunities to capture visitor spend and develop complementary accommodation, catering and attractions.

Leisure Potential/Opportunities

There is considerable scope to enhance the leisure and tourism offer in Kendal, building upon its existing base and offering more family friendly facilities;

Priority should be given to enhancing the food and drink provision in the Town, in particular, family friendly cafés and restaurants;

Specialist food is a strength of the wider area and the Town could play a greater role in showcasing these;

An area of potential is wet weather alternative activities for Lake District and Yorkshire Dales visitors. Developing the cinema and food and drink offer is part of this. Kendal Climbing Wall is already a success and there may be opportunities for further indoor leisure attractions;

South Lakeland and Craven’s Great Place award has helped develop cultural tourism and creative industries and there are great opportunities for this to continue for future growth;

Scope exists to enhance the hotel offer as there is understood to be some interest in the Town from national budget hotels;

The events programme should be expanded to target as wide a range of visitors as possible. Mechanisms should be put in place to ensure that events can be attracted to the Town and delivered easily.

02. Engagement

This section provides information on the engagement techniques employed to date and the outcomes and key findings from these, to help inform the development of the Kendal Town Centre Strategy.

As part of the Town Centre Strategy development, stakeholder engagement events have been held which gave key individuals and members of the public the opportunity to ascertain, share and debate key opportunities and constraints.

These events helped to confirm an understanding of the key issues and also began to shape the emerging Vision and Spatial Strategy for the Town Centre.

An Inception Meeting was held in January 2016 with representatives from South Lakeland District Council (SLDC). Following this, an event was held on the 23rd February 2016 and was attended by SLDC Officers, representatives from Cumbria County Council, Invest in South Lakeland and the consultant team (AECOM and Cushman and Wakefield). This meeting involved a debate to identify key local issues, future aspirations, priorities and long term ambitions.

A second event held on the 19th April 2016 was attended by key members of the Council and consultant team. The event took the form of an interactive half day event, which provided internal stakeholders with the opportunity to comment and provide feedback on the baseline material prepared by the consultant team, and also generate ideas and suggestions for potential opportunity sites to be explored further. The event included:

- A presentation by the consultant team, illustrating the key opportunities and influences for the Town Centre Strategy, including spatial, market and transport considerations; and
- A discussion around the future potential, policies and aspirations for the Town Centre.

A wider Design Charette event was undertaken on 23rd May 2016 with a broad range of external stakeholders, including council representatives from Cumbria, South Lakeland and Kendal Town Councils, the Homes and Communities Agency, Stagecoach, Northern Rail, Electricity North West, Kendal Futures, Abbot Hall, Brewery Arts Centre, Kendal BID, Kendal Civic Society and the Westmorland Shopping Centre, plus a large number of other local business representatives and community groups. In total, around 40 people attended the event representing a broad range of interests. After formal introductions, the consultant team gave a presentation outlining Kendal's existing issues, current property market and potential opportunity areas.

Then followed an interactive session, where stakeholders were split into groups and asked to debate and set out their current perceptions of Kendal and a wish list of potential improvements. As part of this, plans were marked up by participants, which started to articulate and demonstrate the potential areas of intervention.

- Vibrant evening economy (bars, restaurants, leisure, extended retail hours) after 5PM;
- Improved disabled access;
- New homes;
- Improved air quality;
- More links across the River Kent, to improve accessibility to the River and into/from the core of the Town Centre; and,
- An overall plan for flood protection within the Town.

Positive perceptions of Kendal included:

- The importance of the cultural offer;
- A good balance between various economic sectors and the visitor offer;
- The marketing and tourism asset presented by the Town's festivals; and,

- Kendal's prominence as a regionally-significant service centre.

'Wish Lists' for Kendal, where improvements could be made, included:

- Greater commitment to 'modal shift' of journeys to Public Transport;
- Improved one-way system and increased pedestrian connectivity to the River Kent, possibly by providing additional bridges;
- Potential opportunities to include the visual appearance include the Telephone Exchange, Bus Station, Westmorland Shopping Centre, Waterside Estate and the area around Kendal Railway Station;
- Improvements to the Town's one-way system;
- A cafe bar culture and improvements to the evening economy.

Between July and September 2016, initial options for spatial principles, transport interventions and opportunity sites were developed with South Lakeland District Council and Cumbria County Council.

A core element of the design evolution was the development of a response to the flood concerns in Kendal. The inception of the Strategy occurred shortly after the Storm Desmond flood event in December 2015, which caused a significant amount of damage within the Strategy area and wider River Kent basin. The Flood Investigation Report around the Storm Desmond Flood was created by the Environment Agency (EA) and Cumbria County Council (CCC) in July 2016. The conclusions of this report were fed into the emerging development of the Strategy and a meeting concerning flooding and the Strategy was arranged by AECOM and SLDC. Key contacts from the AECOM, SLDC, CCC and the Environment Agency were present and covered the principles of the Strategy and flood risk across the plan area, including the Opportunity Areas. During this meeting, the EA outlined their timeline for flood modelling work which could have implications on the Strategy. This work was

due to be completed during Winter 2016 but was delayed until late Summer 2017.

In October 2016, the baseline findings, spatial principles and illustrative proposals were presented to Kendal Futures and South Lakeland District Council members.

During November 2016, the Strategy evolved further, still following a review of Illustrative Proposals with Cushman and Wakefield (C&W) and a Transport Review Meeting with Cumbria County Council, Mott MacDonald and Capita. This sought to ensure that the Strategy's transport interventions could feed into the modelling and study work being undertaken as part of the Strategic Transport Infrastructure study.

Each of these stages has fed into the design evolution, requiring consideration, technical review and communication with key stakeholders and help to support Kendal Future's Vision.

03. References

The report considered the following documents, which have been used to form an information baseline:

- Car Parking Task & Finish Group Recommendations, Kendal Futures, 2014
- Cumbria Flood Action Plan: Reducing Flood Risk from Source to Sea. First Steps Towards an Integrated Catchment Plan for Cumbria, Environment Agency, 2016
- Highgate & Kirkland, Kendal, Flood Investigation Report No 69: Flood Event 28th June 2012, Cumbria County Council, 2012
- Kendal Canal Head Area Action Plan; Revised Preferred Options Report, 2010
- Kendal Carpark Study, South Lakeland District Council, 2009
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- Kendal Cycle Parking Study, South Lakeland District Council, 2014
- Kendal Economic Growth Action Plan, Kendal Futures, 2014
- Kendal Flood Investigation Report, Environment Agency and Cumbria County Council, July 2016
- Kendal Package Bid, Cumbria County Council, 1998
- Kendal Transport Assessment, South Lakeland District Council, 2009
- Kendal Transport Plan, Cumbria County Council, 2006
- Kendal Transport Study/Transport Improvements Study, 2012
- Draft Kendal Highways and Transport Improvements Study (KHTIS) , 2018
- Kendal Vision, Kendal Futures, 2020
- Kent Leven Catchment: Flood Management Plan: Summary Report, Environment Agency, 2009
- Nostalgia: looking back at the great Kendal flood of 1898, The Westmorland Gazette, 19th October 2014
- South Lakeland Local Plan Core Strategy, South Lakeland District Council, 2010
- South Lakeland Policies Map, South Lakeland District Council, 2014
- Kendal Public Realm Framework,
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