

A DRAFT IMPROVEMENT PLAN FOR AYLESBURY TOWN CENTRE

1 Purpose/Background

- 1.1 To give the Committee an opportunity to consider the draft Improvement Plan for Aylesbury Town Centre. This was considered by Cabinet on 11 June 2013. A copy of the Cabinet report is attached as an Appendix. The report recommendations were approved. .

2 For Decision

- | |
|--|
| 2.1 The Economy and Business Development Scrutiny Committee is invited to provide feedback to the Leader of the Council. |
|--|

Contact Officer

Teresa Lane 01296 585006

A DRAFT IMPROVEMENT PLAN FOR AYLESBURY TOWN CENTRE
Councillor Cartwright
Leader of the Council

1 Purpose

- 1.1 To consider the draft Improvement Plan for Aylesbury Town Centre which is attached as an Appendix 1 prior to discussion by the Economy and Business Development Scrutiny Committee and wider stakeholder engagement.

2 Recommendations

That the Cabinet endorses the:

- 2.1 Draft Seven Guiding Principles (pages 7 – 9)
2.2 Draft Vision and Unique Selling Point (pages 9-10)
2.3 Two Strategic Aims (page 12)
2.4 Outline Delivery Plan and Actions (pages 13 – 24)
2.5 Plans for wider stakeholder engagement (page 13)

3 Executive summary

- 3.1 This draft Improvement Plan has been developed initially by AVDC in liaison with Buckinghamshire County Council (BCC) as a blueprint to help us future-proof Aylesbury and ensure it continues as a vibrant, prosperous town centre.
- 3.2 The draft Plan builds on a 2009 report by ARUP Consultants into the future potential and development of Aylesbury, which was intended as:
- “an overarching framework to guide the future successful growth and regeneration of the town centre”.
- 3.3 The draft Plan is aligned to a number of existing or emerging plans and policies such as the Vale of Aylesbury Plan, the Aylesbury Vale Economic Development Strategy and BCC associated transport strategies. It will be both influenced by and influence others plans and policies as they are reviewed or developed.
- 3.3 The draft Plan recognises that much has been achieved in Aylesbury town over the last few years with significant investment by both public and private sector partners. To date it has weathered the recession reasonably well but the Plan also acknowledges that like many other towns of its size, Aylesbury is now facing a number of unprecedented challenges which needs shared effort by all stakeholders to successfully address these.
- 3.4 Development of the Plan to date has been principally by AVDC and BCC as the two key public sector delivery bodies. However, if the Plan is to act as framework for all town centre work, broader public and private sector development and ownership of the Plan is essential. The engagement of other key stakeholders such as Aylesbury Town Council, Aylesbury Vale Advantage (AVA), Bucks Business First, Grosvenor Estates (managing agents for Friars Square Shopping Centre) and Aylesbury Vale Estates is an important next step.

- 3.5 There are four key elements to the Plan:
- i) The establishment of seven guiding principles designed to enable partners to collectively and carefully manage the future development of the town centre.
 - ii) Identifying a Vision for the town centre ie what do we want Aylesbury town to be and be known for, what will be the compelling reasons for people to visit.
 - iii) Defining two strategic aims to determine what action should and needs to be taken. These reflect the guiding principles and the vision.
 - iv) Setting out an outline Delivery Plan which proposes desired actions for both specific areas of the town and those which apply across the town such as implementing the recently approved public realm guidelines.
- 3.6 In terms of delivery of the actions, some of these are already underway. For example, the development of Waterside North, where a partnership approach has been formed between AVA, AVDC and BCC to progress the development of this site and related areas on a phased basis. Likewise, plans for the improvement of Hale Leys Shopping Centre are being progressed by AVE and Grosvenor Estates are continuing with their investment in Friars Square. Other proposed actions require further detailed work to be carried out and capacity/funding before they can be delivered. In these instances, Project Groups will be set up with membership drawn from relevant stakeholders to develop the ideas to delivery stage so that the information is available to enable the most to be made of any funding opportunities which arise.

4 Options considered

- 4.1 Having a shared public-private sector plan for the Aylesbury town centre is considered the best way forward to address the challenges the town is facing and capitalise on its potential.

5 Reasons for Recommendation

- 5.1 Endorsement of the recommendations will enable the draft Plan to be considered and enhanced by other stakeholders.

6 Resource implications

- 6.1 Each action identified in the outline Delivery Plan will have resource implications which will be refined through the Project planning process. Further reports will need to be submitted as and when opportunities for funding arise. These may be Government led or more local eg AVDC and BCC capital programmes, Local Enterprise Partnership funding.

7 Response to Key Aims and Objectives

- 7.1 The Plan contributes to AVDC's two key aims of Protecting and Improving the Living Experience and Growing the Local Economy. A specific action about the development of the Plan is set out within Growing the Local Economy aim.

Contact Officer
Background Documents

Teresa Lane 01296 585006
The Retail Study (AVDC)
The Public Realm Strategy (AVDC)

The Leisure and Cultural Facilities Study (AVDC)
The Vale of Aylesbury Plan (AVDC)
The Corporate Plan (AVDC)
Aylesbury Vale Economic Development Strategy (AVDC)
Licensing Strategy (AVDC)
Aylesbury Town Centre Partnership Business Plan
Mary Portas Report (High Streets 2011)

A draft Improvement Plan for Aylesbury Town Centre 2013–2021

Making Aylesbury a destination
of choice -
and a centre for entertainment
and the arts.

Contents

1. Introduction	Page 3
2. Achievements in recent years	Page 4
3. Challenges facing Aylesbury	Page 6
4. Draft Guiding principles	Page 7
5. Aylesbury's Unique Selling point and Vision for the town centre in 2021	Page 9
6. How we will achieve the Vision – strategic aims	Page 12
7. Outline Delivery Plan 2013 – 20211	Page 13
8. Stakeholder engagement and developing the Plan	Page 13
9. Funding	Page 14
10. Draft Action Plans	Page 15

Appendix 1 – Guiding Principles, Vision, Aims and Action Plans in map format.

1 Introduction

- 1.1 This Improvement Plan has been developed by AVDC in liaison with Buckinghamshire County Council as a blueprint to help us future-proof Aylesbury and ensure it continues as a vibrant, prosperous town centre.
- 1.2 The Plan builds on a 2009 ARUP report into the future potential and development of Aylesbury, which was intended as:

“an overarching framework to guide the future successful growth and regeneration of the town centre”.

Why focus on Aylesbury?

- 1.3 While much has changed since 2009, the case for investment is as strong as ever:
 - 1) Aylesbury is the county town of Buckinghamshire and by far the largest urban settlement in the Vale.
 - 2) It has long been the main location for growth and will continue to be the focus for future housing and employment growth. This means that investment and development both inside and beyond the town centre will continue to be necessary to meet the needs of a growing population.
 - 3) While investment has already been made in Aylesbury town centre – and it has weathered the current economic downturn relatively well - the issues facing all town centres are more acute than ever. As the 2011 Portas report in the UK’s high street made clear:

“With town centre vacancy rates doubling over the last two years and total consumer spend away from our high streets now over 50%, the need to take action has never been clearer.”

- 1.4 To enable Aylesbury to compete and flourish into the future, we need to continue our work to reinvigorate the town centre.
- 1.5 We need to unlock its potential and transform it from a convenient option for some into a real destination of choice for the shoppers, visitors, businesses, workers, students and investors within its catchment.
- 1.6 To retain and increase this footfall and custom, we need to distinguish Aylesbury from other town centres in the area and offer our customers and potential customers what they are looking for - this Improvement Plan will help us achieve that goal.

The need for partnership

- 1.7 Effective partnership with both private and public sector partners is essential to address the challenges. The Plan is intended as a guide to help all partners work effectively together to deliver the change and improvement that is required. It does this by providing:
 - A ‘Unique Selling Point’ for Aylesbury and common vision for us all to work towards (page 10).

- A set of joint principles and strategic aims to guide us towards this vision – and which should both inform, and be aligned with, each organisations' wider policy and strategic framework (Section 4, page 7).
- An outline Delivery Plan that describes the actions we feel are both necessary – and achievable – in delivering the vision.

1.8 The Plan is aligned with a number of AVDC and partner studies, strategies and service plans. These contain recommendations which, if applied to new developments and improvements outlined in the Plan, would significantly improve the town centre's physical environment and economic prospects.

1.9 This includes those which have arisen (now either complete or soon to be published) from the original ARUP report:

- The Retail Study (AVDC)
- The Public Realm Strategy (AVDC)
- The Urban Design Strategy (AVDC)
- The Leisure and Cultural Facilities Study (AVDC).

as well as on-going, district-wide work which has relevance to Aylesbury town centre, including:

- The Vale of Aylesbury Plan (in particular Policy VS6 which deals with Vitality in town and local centres)
- The AVDC Corporate Plan (2011-2015)
- the Aylesbury Vale Economic Development Strategy
- AVDC's Leisure Community Development Plan
- The Aylesbury Vale Green Infrastructure Strategy
- The Bucks Biodiversity Action Plan
- AVDC's Marketing Communications Strategy & Plan for Aylesbury
- On-going work by the Town Centre Management and Licensing teams

1.10 Whilst the draft Plan has been developed by AVDC with the support of BCC, it will be populated by others as their own plans emerge. It will also be reviewed and updated on an on-going basis to make sure it remains aligned with the above, as well as with current or future work, such as the Food & Beverage Study for the town centre, the Urban Design Study, the Leisure and Cultural Facilities Study and a revised Parking Study.

1.11 All of these studies and strategies will seek to reflect and include the specific needs of Aylesbury (as outlined in this Plan) and balance them with drivers such as national policy, economic factors and district-wide issues. So, while this Improvement Plan will be informed by these strategies, it will also influence and shape future reviews of them.

2 What has been achieved in recent years?

2.1 Aylesbury has much to offer as the county town of Buckinghamshire and the Vale's major population centre. It is a dynamic, expanding town which has already benefited from significant investment over the last decade in arts and culture, transport, training and learning:

- The regeneration of key town centre sites and approaches, such as Cambridge Street, Walton Street and The Gateway.

- The award-winning Aylesbury Waterside Theatre is spearheading an exciting development programme at Waterside South, which will see a new Waitrose store, Travelodge, education centre (see below) and new parking open in summer 2013.
- The extension of the Chiltern Railway line to Aylesbury Parkway station has improved rail links into Aylesbury town centre and on to London from the west of the town. (The proposed east-west rail link will enhance public connections still further.)
- Aylesbury's Transport Hub and Bourg Walk bridge have improved public transport and pedestrian and cyclist access to the town centre.
- The renovation of Vale Park and increased offer at Aylesbury's Aqua Vale Leisure Centre have greatly enhanced leisure facilities in the town centre.
- The town's burgeoning night-time economy has been recognised and encouraged by its prestigious Purple Flag status and the council's street trading policy.
- Aylesbury Enterprise & Innovation Centre is building on the town's reputation as an attractive business destination for entrepreneurs and small to medium businesses.
- Its education offer has been greatly enhanced by the formation of the Buckinghamshire UTC (University Technical College), one of only 39 in the country. The business case for a proposed educational centre – a partnership between Bucks New University, Aylesbury College and AVDC – is being finalised and if the go ahead is given by all parties (expected July 2013), will open at Waterside South in 2015.
- Aylesbury's national and international profile has been raised by the London 2012 Olympic and Paralympic celebrations, including the Paralympic Flame Festival in Aylesbury town centre and at Stoke Mandeville Stadium.

2.2 Clearly, the town has a lot of potential:

- It still retains much of its original charm and market town heritage – particularly around the old town area.
- It has an affluent catchment base from which to draw footfall into the town centre (see para 3.6).
- It has a well-established Town Centre Partnership, which is an effective framework for partnership working between a wide body of public and private sector organisations.
- The proposed east-west rail route should provide a key new source of customers for the town centre.
- AVDC and its partners have established themselves as a 'can do' partnership, willing to lead on development and place shaping.

2.3 However, Aylesbury town centre is facing some serious challenges and is still failing to capitalise on its full potential (see the Retail Study – see page 6).

3 Challenges facing Aylesbury town centre

- 3.1 **Recession.** As Mary Portas makes clear in her review of High Streets (Review of the High Street 2011): “With town centre vacancy rates doubling over the last two years and total consumer spend away from our high streets now over 50%, the need to take action has never been clearer.”

With consumer confidence still low, some retail sectors are feeling the recession more than others and the longer the recession continues, the slower the recovery will be for town centres.

- 3.2 **Attractiveness and identity.** Like all town centres, there are areas of Aylesbury which are run down or unattractive, which haven't been improved for some time and which reflect negatively on the town. This affects both visitors perception and those of potential of new investors.

- 3.3 **A growing population.** Under the new Vale of Aylesbury Plan (VAP), Aylesbury will remain the main focus for housing and employment growth in the district. This means, further infrastructure (including retail) within and beyond the town centre will continue to develop, simply to meet the needs of a growing and working population.

- 3.4 **Protecting our investment.** The success of assets and investments such as Aylesbury Waterside Theatre and Aqua Vale depend on the whole visitor experience. However, the new shops, catering outlets and public realm improvements have not come on stream as soon as originally anticipated, largely due to the economic downturn.

- 3.5 **Competition and changing expectations.** As well as people's changing expectations of their town centres, other growing trends are posing a threat to the traditional high street:

- Out of town retailing – key retailers moving out of Aylesbury's town centre when their leases come up for renewal could have a major impact.
- Competition from major supermarkets who have made themselves more appealing to people with busy lifestyles by broadening their non-food retail offer and raising their game in sectors such as fashion by using leading designers.
- Internet shopping.
- Consumers making fewer shorter trips to towns, preferring to make longer trips, less frequently, to bigger regional centres – a two hours drive is not considered unreasonable by todays consumers.
- Leisure time is becoming more important to people leading busy lives and – coupled with the growth of internet retailing – this means that shopping will no longer be the primary reason to visit a town centre.
- The proposed east-west rail route could attract visitors from the villages in between Aylesbury and MK, but could also make it easier for them to get to MK from the Winslow station (due to open in 2017) if Aylesbury does not succeed in improving its offer.
- The rising popularity of other competing centres such as Wycombe and Bicester town.

- 3.6 **Failure to capitalise on our catchment.** A Retail Study commissioned by AVDC in 2010/11 identified that the town has a large potential catchment of 238,000 people within a 25 minute drive time. Three quarters of this catchment are described in the report as: *'affluent, aspirational and from the highest social profile groups in terms of lifestyles'*. Yet the town is failing to capitalise fully on these high spending consumers because, while some are visiting the town centre for employment reasons or to use services such as

banks, they are not necessarily visiting in the numbers that could be achieved in terms of retail and other activities. Of those that are visiting the town, insufficient are spending their money in the town. So, unless Aylesbury improves its offer to give its catchment market what it is increasingly looking for, current leakage to neighbouring towns will continue, even though the nearest competitor retail destinations are over 25 minutes' drive away.

4 Draft guiding principles for improving Aylesbury's offer

4.1 To meet the needs of a growing population, protect the investment already made in the town centre and address these new trends and challenges head on, Aylesbury clearly needs new shops and catering outlets, public space improvements, leisure facilities and more residential development in the town. VS6 of the draft Vale of Aylesbury Plan, sets out a broad policy in relation to 'Vitality in town and local centres'. However, with many partners involved, the process will be complex. These principles are designed to help us collectively manage future development carefully:

Principle 1: Position the town centre correctly.

4.2 We need to be clear about our place in the 'hierarchy'. Aylesbury should concentrate on providing a complementary, credible alternative to Milton Keynes and Watford and being a 'best in class' sub-regional centre compared with neighbours such as High Wycombe, Hemel Hempstead, Bicester town and Oxford.

Principle 2: Be different, rather than a 'clone', but base it on reality.

4.3 Aylesbury needs to distinguish itself from other town centres in the area, but in a way that is credible. Its USP (unique selling point) or differentiation must therefore:

- Be based on its unique 'DNA' . So it must retain and build on its own, unique market town identity.
- Have resonance for its catchment base.
- Be backed up by what the visitor experiences and based on what we can realistically deliver. While Aylesbury is a provincial town, it has shown its ability to punch above its weight in terms of entertainment, with a strong music legacy from the well-known Friar's rock club of the 70s and 80s. A USP for the town could therefore be entertainment and the arts – particularly as we have already built on this legacy in the form of a major new theatre with a national profile. A vibrant town with lots of exciting, high profile events and activities is always a draw in terms of businesses and visitors of every type .These events and activities would be a key part of this USP.
- Aylesbury's market town heritage and identity is key to future-proofing the town and enhancing its attractiveness to residents, businesses and tourists. What remains of this heritage must be preserved and celebrated.

Principle 3: Offer what the 'market' is looking for to capitalise on our enviable retail catchment.

4.4 The Retail Study has provided us with a very strong steer as to what three-quarters of consumers within a 25 mins drive time of Aylesbury are looking for in terms of retail and catering outlets – this drive time provides us with a realistic catchment market in relation to other competing town centres in the area :

“As consumers, they are retail aware and discerning – quality, service, experience and environment are important to them, as well as the retail line up.” (Retail Study, February 2011).

Whilst the opening of the theatre has attracted a number of new restaurants, and the investment in particular by the Royal Bank of Scotland via their Managing Agents, Grosvenor Estates has led to significant investment in Friars Square shopping centre, a number of issues identified in The Retail Study remain relevant today:

- Aylesbury's retail offer is currently weighted towards the lower/mass market consumer, with a limited choice in terms of product categories, ranges and brands for the mid/upper market, discerning consumer.
- The town centre retail and food and drink sector needs more choice across all categories.
- The town centre would benefit particularly if it were possible to extend the size of the anchor stores.
- The independent retailers do not stand out as a clear proposition within the offer.
- The catering offer is 'fairly one dimensional and focused towards mass market, fast food and takeaways, rather than quality, day time catering for shoppers and workers'.
- The post work, early evening dining offer is limited, as is the provision of quality branded leading names.
- Facilities for families are limited particularly food outlets.
- The retail offer feels disconnected, with no meaningful retail circuit. (Despite praising the environment and heritage in some parts of the town, the study mentions a) the lack of visibility and signposting and b) shop frontages as a problem, particularly in Market Square where, despite it being the heart of the town centre, less than 20% of its frontage is retail).

Principle 4: Encourage social interaction.

4.5 Retail observers are increasingly talking about the need to transform the potential of town centres as a place for social interaction, because shopping is increasingly a leisure pursuit, rather than a necessity. The retail market is also shrinking and the premise that a brand will have a presence in every sizeable town is no longer sustainable. The Mary Portas Report stressed that retailers should focus on the customers' social experience and need to embrace an integrated web and shop strategy such as 'click and collect. Click and collect is increasing in popularity both with consumers and retailers. Consumers can collect at their convenience and leading retailers and finding that a visit to a store to collect an internet ordered item is resulting in the purchase of additional goods. They are therefore investing in their collect areas – providing refreshments, places to sit etc whilst ordered goods such as fashion items are tried.

Mary Portas described the change in town centres as:

“The new high streets won't just be about selling goods. The mix will include shops but could also include housing, offices, sport, schools or other social, commercial and cultural enterprises and meeting places. They should become places where we go to engage with other people in our communities, where shopping is just one small part of a rich mix of activities.”

4.6 Visitors will still value a physical town centre outlet, particularly if it offers them opportunities to browse and spend time in an attractive environment and meet their friends and family. They will see the town centre as a place not just for shopping or business, but for social interaction in its widest sense and as a place in which to meet, relax and spend

their leisure time. So, any improvements to the offer must reflect the fact that the opportunity to browse, be entertained, relax and socialise in a high quality, safe environment will become the prominent reason to visit Aylesbury town centre.

- 4.7 This trend also suggests that leisure provision will be an even more important part of the high street offer in future – which gives credibility to a USP based around entertainment and the arts. A draft Leisure and Cultural Facilities Study (currently being finalised) has identified what the current gaps are and where demand is likely to grow in the future. Aylesbury may never be able to compete directly with London or Milton Keynes on leisure and entertainment, but there is an opportunity to stop leakage to towns such as High Wycombe or Hemel, who have a leisure offer in terms of theatre, music, restaurants etc that Aylesbury could quite realistically offer in the future.

Principle 5: Build community spirit.

- 4.8 It's about not just social interaction, but inclusiveness - and using space and facilities to help build a sense of togetherness as one community. We should aim to create a town which shows its community spirit through welcoming events and activities.

Principle 6: Take a connected, 'whole town' approach.

- 4.9 The success of one area of the town should not be compromised by development in another and we must take a strategic approach to work such as green infrastructure, signage etc.

Principle 7: Appeal to all our different town centre users.

- 4.10 We must make sure we are appealing to the whole of our potential catchment including families, young professionals, students, college and university leavers who are looking for their first jobs, 'empty nesters', older people etc.

5 A proposed Unique Selling Point (USP) and Vision for Aylesbury by 2021

- 5.1 If people and businesses don't **need** to come into any town any more, we need them to **want** to come, because if we don't create compelling reasons for people to come in to the town centre, they will continue (or start) to go elsewhere. These 'compelling reasons' (or the town's 'offer', which is expressed through a clear Vision, brand and delivery plan) must have resonance and credibility with the people we want to attract and be based on what we can deliver.
- 5.2 Based on the Arup report, subsequent work carried out by AVDC such as the Retail Study and Public Realm Strategy, recent national studies and our seven guiding principles already outlined, we propose the following vision for Aylesbury in the future:

The Vision for Aylesbury:

By 2021, Aylesbury will

... be a distinctive, 'best in class', modern market town, which is attractive, safe, sustainable and connected.

... be a high profile, sub-regional centre for entertainment and the arts, which has added a distinctive edge to its market town heritage.

... provide a quality, day and night-time environment in terms of leisure, retail and food and drink, which attracts and brings together people of all ages and communities from within its enviable catchment.

It will be a destination of *choice*, not just convenience.

The Vision in more detail

Economic Regeneration (leisure, retail/food and drink and other sectors)

- Aylesbury has raised its profile on the international stage through the London 2012 Olympic and Paralympic Games. It is also gaining a reputation as a high quality centre for nationally significant events, entertainment and the arts, with people from within a 25-minute drive-time prime 'catchment' area now considering it as a serious alternative both to neighbouring towns such as High Wycombe (and possibly the more expensive option of having to travel to London). This high quality and varied provision includes:
 - a range of drama, musical theatre, dance, music and comedy to suit a diversity of tastes at the Aylesbury Waterside Theatre;
 - community arts, through an enhanced Queens Park Arts Centre and Limelight Theatre;
 - nationally recognised, high calibre events and festivals, such as the Roald Dahl festival;
 - a vibrant live music scene, building on the Friars club, which established a national reputation for live music in the 70s and 80s and events such as the Aylesbury Music Festival, with its emphasis on classical music;
 - street performance;
 - film & theatre;
 - art galleries.
- Encouraged by the opening of the theatre, and new stores, Aylesbury town centre will offer a balanced choice of quality retail and food and drink to match our catchment and satisfy the needs of *all* consumer groups. Along with new leisure facilities such as the enhanced Vale Park and Aqua Vale leisure centre, a greatly improved retail and food and drink offer will have helped to rejuvenate Aylesbury's daytime, night-time and weekend economy, by attracting visitors of all ages and from all communities within Aylesbury's enviable catchment. We will have retained the much coveted Purple Flag a clear signal to visitors that the town offers a safe and welcoming environment in the evenings.

- The Visitor Information Centre will be a focal point for visitors to find out about the town and the wider district, for leisure organisations to promote their attractions and for community groups to raise awareness of their activities and events, as part of the wider *Visit Buckinghamshire* promotional organisation. It will link into the wider promotion of the area as part of the visitor economy. Aylesbury will be a key element of the 'tourism offer' of Visit Buckinghamshire.
- Aylesbury will be on the map as a regional investment location, trading centre and entrepreneurial hub, where the town and surrounding district connects people through superfast broadband and new ideas are transformed into real business opportunities. Along with the improved range of leisure facilities and retail opportunities in the town centre, this will be helping to retain the Vale's school and college leavers and graduates.

Physical regeneration (built, natural and transport).

- The town's historic assets, such as the canal and the old town, will continue to be preserved and enhanced, with key elements of the town centre's identity complemented by modern, quality, attractive architecture and high quality streets and public spaces. New developments will have been thoughtfully integrated with the old town fabric to respect and reinterpret its market town heritage. Assets such as the King's Head and other key elements of the town's heritage have been protected and enhanced.
- The layout of streets and public spaces will be legible, convenient, safe and pleasurable for people to use, with ease of access for all and a prioritised environment for pedestrians and people with less mobility. The historic core will be reconnected to surrounding areas, one example being Market Square, which will be well-connected with the Waterside north and south areas. The town centre will be 'open' and more 'visible' from the ring road. Visitors and residents will be able to move freely and safely across the ring road. Combined with mixed use redevelopment, the town centre will offer safe, appealing, connected places where people want to meet and spend time.
- A focus on low carbon building will have established Aylesbury as a town centre that models sustainability and self-sufficiency. A strategic approach to green infrastructure means that new green linkages have been created between development areas and parks have been created, providing peaceful places for quiet contemplation, places for families to spend time together in leisure pursuits and places for an exciting range of events throughout the year. Parks will have been designed for water conservation; trees and other vegetation will have been planted to mitigate the impacts of climate change and promote biodiversity.
- Aylesbury will have reinforced its links to the surrounding countryside and made public transport and walking a more convenient choice for visitors and residents, while respecting the car-based needs of shoppers and visitors for parking and access. The town will have capitalised on its reputation as a cycling town by hosting national cycling events. The Grand Union Canal will be an attractive route to edge of town developments and to the wider countryside.
- In terms of housing, the old town will have enhanced its unique heritage and be home to a strong community, joined by residents for whom living as part of modern, mixed-use developments elsewhere in the town is a lifestyle choice. The town will have capitalised on its commuter location to attract professional, aspiring people who demand high quality design in housing and who look to Aylesbury (regardless of where they work) to meet their retail, and leisure needs.

6 How we will achieve the Vision – draft strategic aims

6.1 The following strategic aims flow from our guiding principles, our Vision for Aylesbury by 2021 and the cross-cutting studies and strategies which arose from the Arup recommendations. They are cross-cutting, which means they have implications for the whole of the town, but the outline Delivery Plan in Section 7 and pages 15 onwards show how they will apply to specific areas.

6.2 The aims are grouped under two main headings:

- Economic regeneration
- Physical regeneration

Economic regeneration (leisure):

Provide a more balanced and attractive leisure offer and circuit, which:

- a) helps transform the day, night-time and weekend economy in Aylesbury and puts it on the map as a sub-regional centre for top-quality culture, sport, entertainment and the arts.
- b) matches the needs of all ages and communities and brings them together.
- c) matches the needs of consumers from within our catchment (and beyond), as well as business investors and operators.
- d) builds on the legacy of London 2012.

Economic regeneration (retail and catering):

Provide a more balanced and attractive retail and catering offer and circuit within the town centre, which:

- a) helps transform the day, night-time and weekend economy of Aylesbury and puts it on the map as a sub-regional centre for top-quality shopping and food and drink.
- b) matches the needs of consumers from within our catchment (and beyond), as well as business investors and operators.

Economic regeneration (other sectors):

Provide a more balanced and attractive business offer in other sectors, which matches the needs of business investors and operators.

Physical regeneration:

Create a high quality, connected and sustainable built, natural and transport environment which appeals to, and matches the needs of, all consumers and business investors within our catchment market and supports our leisure, retail and housing aspirations.

7. The outline Delivery Plan

7.1 The Delivery Plan outlines the proposed projects AVDC and the Buckinghamshire County Council would like to undertake, both individually and jointly. The Plan shows how our guiding principles and strategic aims can be applied in practice.

7.2 The actions have been grouped into ten key neighbouring and interlinking areas of the town:

- Market Square, Walton Street and Friars Square
- Kingsbury
- Aylesbury Old Town
- Gateway south
- Upper & Middle High Street
- Cambridge Street and Aylesbury Shopping Park
- Buckingham Street and New Street
- Vale Park & canal (to Circus Fields)
- Waterside South
- Waterside North

There is also an action plan of for on-going work across the town centre

7.3 The actions for each area have been classified either as:

- Work which can begin or be completed within current budgets and operational arrangements (shown in green)
- Work which could be undertaken within current operational arrangements but revenue or capital funding is needed to deliver improvements (shown in orange)
- Longer term aspirations which require significant operational and funding capacity (shown in red)

7.4 The actions are set out in pages 15 onwards. They are also presented in map form at the end of the report together with the Guiding Principles, Vision and Strategic aims.

7.5 Project Groups will be formed to oversee the delivery of the actions for each area. Officers from both the district and county council will be members of the Project Groups but other stakeholders or delivery partners will be invited to join relevant project groups.

7.6 Progress on delivery of the Plan will be coordinated by AVDC with update reports being submitted to the Major Projects Committee and/or other committees as appropriate.

8. Stakeholder engagement and developing the Plan

8.1 Whilst AVDC will lead the work on the Plan, it's essential that other key stakeholders and potential delivery partners – both private and public, contribute and support its development and implementation.

8.2 Buckinghamshire County Council have been fully involved in the development of the Plan to date not least because a number of actions have clear links to associated transport strategies and potentially their own physical assets. However, it is now important that the draft Plan is shared with others so that it can be refined, enhanced and in particular the

Delivery Plan adjusted to reflect any significant improvements planned by other stakeholders. This will help coordinate and join up work across the town centre.

8.3 A stakeholder event is planned for late June to start this process. Comments from the general public will also be welcome.

9. Funding for the Plan

9.1 Paragraph 7.3 above explains how the outline actions have been categorised to reflect current resources. As the original ARUP report stated, “it is clear that the funding and resources needed to deliver ... will not be available in easily predictable quantities and timing.” This remains the position and whilst commitments have been made by partners for some of the actions and work is already progressing on a number of others such as Waterside north, others will only be bought forward when either funding or capacity becomes available. However, one of the benefits of having an agreed Plan is that it enables a more robust case to be put forward for funding when opportunities arise, whatever their source.

Plan for Market Square, Walton Street & Friars Square

Aim

Work with landlords to make more of the area's presence as a key retail, catering and leisure hub, by attracting in new operators and improving the environment.

Actions:

Create a more attractive and usable environment for shopping, eating and drinking and leisure (including large scale events) and social interaction, by carrying out a review of Market Square and Friars Square to include:

- **better links between areas**
- **vehicle, pedestrian and events use**
- **public space (including layout, surfaces, street furniture, signage, lighting and electricity supply).**

Improve the retail, food and beverage and leisure offer by:

- **improving the markets**
- **encouraging new retail operators into the Square and**
- **holding more large scale events.**

Enable and support, where appropriate, improvement plans of other key landlords eg Grosvenor Estates and their plans for enhancing Friars Square shopping centre including the possible conversion of the Cloisters to restaurants with new public realm.

Review the treatment and use of Walton Street to improve the environment and encourage better links between Walton Street and other town centre locations such as Waterside North, Friars Square and Market Square. (See reference under Waterside North)

Consider the relocation of the library from Walton Street to 66 High Street to form part of a 'civic hub'. Work with Grosvenor Estates on the re-occupation of the Walton Street library site for a new use in keeping with the principles and aims of this plan (See reference under Waterside North)

Improve access to and visibility of the King's Head heritage site.

Plan for Kingsbury - (including George St & Pebble Lane)

Aim

Create a more attractive environment for residents, visitors and businesses.

Actions:

Investigate a 'saturation policy' for betting shops and off-licences.

Work with businesses and landlords to improve and promote as the gateway to the Old Town eg Pebble Lane

Consider new lighting, seating and public art and ways of interpreting Aylesbury's heritage.

Plan for Aylesbury Old Town (the historic quarter)

Aim

Preserve and enhance this key residential area as a key part of the culture and heritage of the town and improve connectivity with the rest of the town centre, in keeping with its conservation area status.

Actions:

Include the Old Town in the marketing and signage of the town centre.

Investigate ways to protect buildings at junction of Church Street and Parson's Fee from large vehicle damage

Enforce on-street parking regulations to aid traffic management flow and protect the quality of the environment.

Consider how to include the Old Town as a venue for arts and performance.

Investigate pedestrianisation of Temple Street and how to better connect it to the rest of the town centre.

Plan for Gateway South (railway and bus stations)

Aim

Improve the railway and bus stations as key arrival points and improve their connectivity with the rest of the town.

Actions:

Improve the bus and rail environment eg the watercourses running alongside the footpath.

Link the bus and railway stations more attractively and effectively to other key points in the town including the shopping areas (eg through a more welcoming 'arrival statement', better signage and vistas).

Plan for upper and middle High Street

Aim

Create a more attractive retail environment (especially in middle High Street), improve connectivity between upper High Street and Exchange Street, ensure both upper and middle High Street are part of the retail circuit and flow with the rest of the town.

Upper High St (top of Market Square to Exchange Street junction)

Actions:

Reinforce and extend pedestrianisation to improve safety and quality of the environment.

Develop proposals and plan for public realm improvements.

Middle High St (from McDonalds to 66 High Street)

Actions:

Review balance between traffic, pedestrians, buses and parking.

Investigate pedestrianisation and public realm improvements (surfaces, street furniture, lighting and signage) in the light of the above review.

Connect middle High Street with Waterside north by creating a link as part of Waterside north design and planning. (See reference under Waterside North)

Work with landlords to improve shop fronts eg through a 'look book' which recommends appropriate looks and materials.

Plan for Cambridge St (**upper & lower**) and Aylesbury Shopping Park (**Cambridge Close**)

Aim

Improve the quality and attractiveness of the whole area, the continuity of active frontages along Cambridge Street and the appeal of Cambridge Street to independent shops.

Actions:

Investigate pedestrianisation and public realm improvements.

Plan for Buckingham Street and New Street

Aim

Improve the physical environment, reduce dominance of the car and integrate it more fully into the rest of the town centre and the retail circuit.

Action:

Develop a vision and master plan for the area, which will consider:

- pedestrian access including better links between Buckingham St and New St
- potential for green spaces
- parking
- opportunities to improve the retail offer

Plan for Vale Park and canal (to Circus Fields)

Aim

Capitalise on two of the town's key assets and connect them with the rest of the town centre and the wider countryside.

Actions:

Complete the new marina and boathouse at Circus Fields.

Work with the Canals and River Trust to promote the canal and its associated facilities to users, visitors and existing residents

Create a sponsorship prospectus for the proposed public art programme.

Improve the environment and access e.g. lighting for the park.

Review canal access and frontages and produce a list of requirements which could be used when considering planning applications.

Carry out a feasibility study into improving connections with canal, Park St and Stocklake.

Plan for Waterside South
(from Walton St junction to Upper Hundreds, including Exchange St,
Lower High St)

Aim

Break down the concrete barrier of the inner ring road and improve links and accessibility from the rest of the town centre to Aylesbury Waterside Theatre, Aqua Vale Leisure Centre, Vale Park and the retail parks.

Actions:

Carry out feasibility study/business case for remodelling Exchange St junctions and underpass to Vale Park.

Review taxi rank positions.

Work with Aylesbury College and Buckinghamshire New University to deliver an education/innovation centre at the head of the canal basin.

Explore the feasibility and location of restaurant/café presence either as part of the education/innovation centre or stand alone adjacent to the canal.

Identify alternative/improved coach parking drop-off points and waiting areas.

Plan for Waterside North and adjacent areas

Aim

Develop the site in phases to enhance the retail, food, beverage (and potentially housing) offer, strengthen links and help rejuvenate neighbouring areas such as the Market Square, Walton Street and middle High Street.

Actions:

Work with adjacent landowners eg Buckinghamshire County Council, Aviva, & Aylesbury Vale Estates to develop a concept for the site.

The concept will include consideration of:

- the scope of the site ie buildings/land to be included
- the future use of the buildings to be retained
- a phased development to reflect the changing market and the desire to retain some prime town centre parking
- improving the centre's retail and leisure offer (eg restaurants, cafes and any conclusions of the Leisure and Cultural Study
- the opportunity for additional town centre housing
- links to adjacent areas such as the High Street and Hale Leys Shopping Centre*
- quality public space

*See action plans for Market Square, Walton Street and Friars Square for specific actions relating to Walton Street

Consult with local communities and stakeholders on the concept

Gain outline and detailed planning approval (subject to satisfactory completion of the concept and consultation process)

Procure construction

Deliver first phase of scheme

Enable and support, where appropriate, improvement plans by adjacent landlords eg Aylesbury Vale Estates, The Church of St Joseph's.

On-going work across the town centre

Aim

Support these specific plans for key areas through a range of planning, town centre management, business engagement, inward investment, leisure development, public realm, licensing and marketing activities and policies which apply across the town centre.

Actions:

Planning

Review current planning policies and SPGs to ensure that they support the delivery of the Plan and influence and shape it and vice-versa. For example, adopt a 'development management' approach to key development sites (regardless of their ownership). This could be achieved by in part by proactively providing planning guidance and concept statements.

Town centre management/leisure development/economic development

Provide a range of support to town centre businesses, work with landlords of empty units to attract a higher quality retailer including independent retailers, carry out inward investment activities in order to retain businesses, attract new investment and preferred operators into the town.

This work is detailed in other plans and some of the actions will be delivered through the Town Centre Partnership which is currently underpinned financially by AVDC.

Devise an action plan from the recommendations set out in the draft Cultural and Leisure study for the town centre (study currently being finalised).

Create a legacy from the success of the London 2012 Olympics and Paralympics by building a programme of sporting, cultural and arts activities, including major festivals. Seek to improve accessibility for all, including links to Stoke Mandeville Stadium.

Licensing

Develop a town centre alcohol saturation policy to discourage additional alcohol-led businesses (eg pubs and clubs) and encourage businesses where alcohol is secondary (eg restaurants and places of entertainment).

License suitable public spaces to permit performance of entertainment and events

(including music, dance, theatre), encourage 'al fresco' dining and allow for sale of alcohol where appropriate.____

Retain an identifiable design and livery for hackney carriages (black taxis) and private hire.

Engage and facilitate with existing licensed premises, the organisation of mixed music festivals and 'theatre in the pubs'.

Develop other opportunities to use licensed premises (eg as mini tourist information centres).

Adopt a flexible street trading policy which allows a variety of street trading, reflecting seasonal demands and special events.

Review all town centre taxi rank positions to ensure best placed and accessible for both daytime and night time economies.

Introduce a more environmentally sustainable fleet of hackney carriages and the use of a limited number of smaller private hire vehicles for single person use.

Public realm improvements:

Develop a 'de-cluttering' programme including a sign removal/angle grinding day.

Investigate a restricted zone, whereby the number of different signs is kept to a minimum.

Develop a co-ordinated signage strategy.

Develop a culture/signage trail to highlight historic features and improve connectivity by leading visitors through the Old Town and into new parts of the town and green spaces.

Investigate branding and signposting the walking routes across the town to sit alongside the Gem and Rainbow routes eg Paralympic Way, Waterside Way.

Marketing communications:

Continue AVDC-led marketing and communications for Aylesbury town centre and ED, to support existing business by helping to increase visitors numbers/footfall and to encourage new business, investment and enterprise. This will include activities such as promoting the town to commercial landlords to encourage quality tenants and working direct with prospective new tenants.

Continue AVDC Leisure guides/leaflets, to help increase visitor numbers/footfall.

Continue partner marketing and communication materials (eg Aylesbury Town Centre Partnership materials and Visit Buckinghamshire activities such as familiarisation trips, web-site, guides, exhibitions), to help increase visitor numbers/footfall.

Carry out a joined-up and enhanced events programme (including nationally-significant artistic and sporting events), to help increase visitor numbers/footfall from all sections of the community.

Guiding principles

To help us work in partnership and address the challenges effectively.

Principle 1

Position Aylesbury town centre as a complementary, credible alternative to Milton Keynes and Watford (not a direct competitor and a 'best in class' sub-regional centre compared with High Wycombe, Hemel Hempstead and Oxford).

Principle 2

Distinguish Aylesbury through a better entertainment and arts offer, while preserving its market town heritage and identity.

Principle 3

Offer what the 'market' is looking for to capitalise on our enviable retail and leisure catchment.

Principle 4

Encourage social interaction by creating places for people to meet, relax and spend their leisure time.

Principle 5

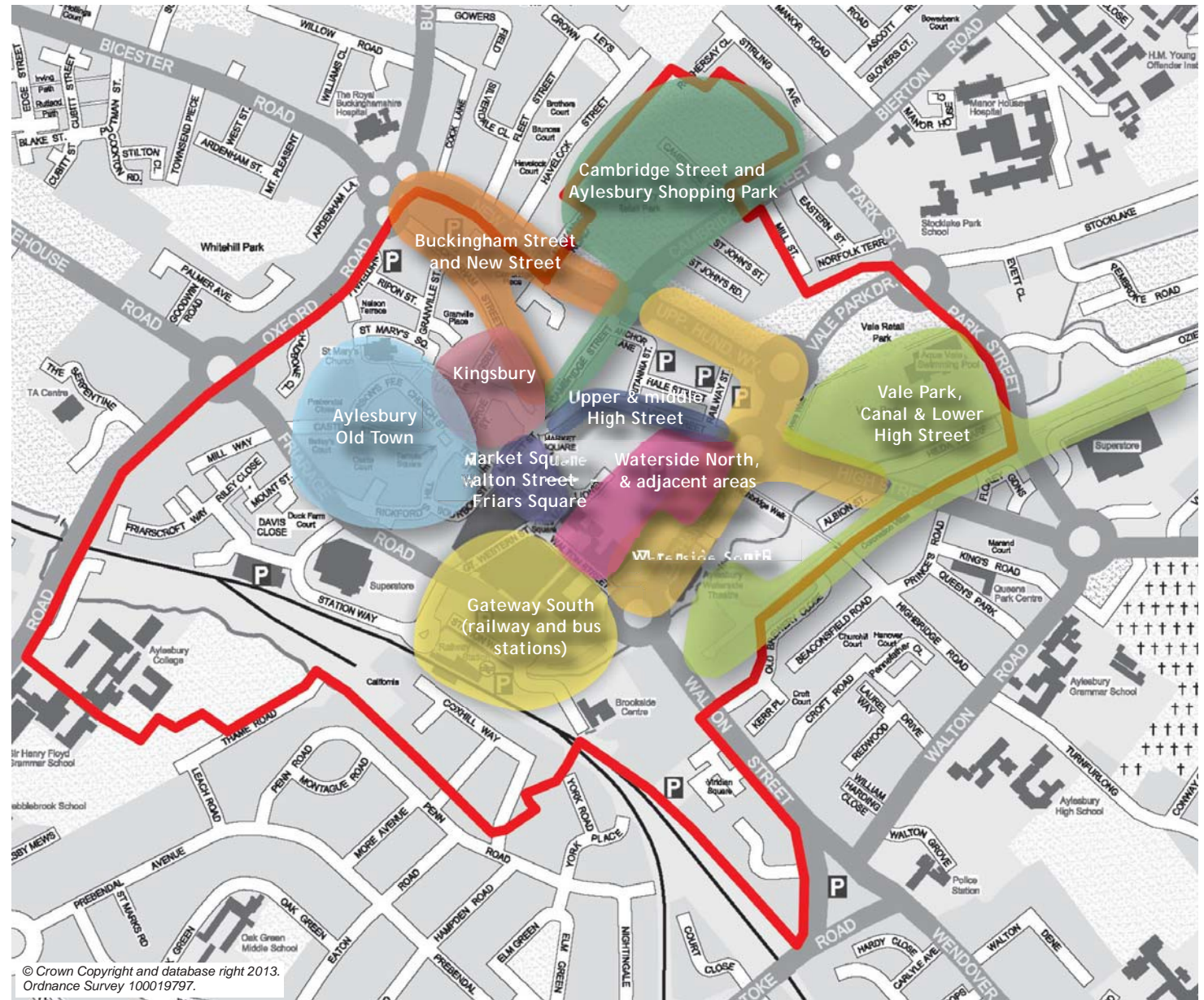
Use space, facilities and events to help build a sense of togetherness and community.

Principle 6

Take a strategic, connected, 'whole town' approach, so the success of one area of the town is not compromised by development in another.

Principle 7

Use market segmentation to appeal to the whole catchment - families, young professionals, students, college and university leavers looking for their first jobs, empty nesters, older people.



Economic regeneration

Leisure

- Provide a more balanced and attractive leisure offer and circuit, which:
 - a) helps transform the day, night-time and weekend economy in Aylesbury and puts it on the map as a sub-regional centre for top-quality culture, sport, entertainment and the arts.
 - b) matches the needs of all ages and communities and brings them together.
 - c) matches the needs of consumers from within our catchment (and beyond), as well as business investors and operators.
 - d) builds on the legacy of London 2012.

Retail and catering

- Provide a more balanced and attractive retail and catering offer and circuit within the town centre, which:
 - a) helps transform the day, night-time and weekend economy of Aylesbury and puts it on the map as a sub-regional centre for top-quality shopping and food and drink.
 - b) matches the needs of consumers from within our catchment (and beyond), as well as business investors and operators.

Other sectors

- Provide a more balanced and attractive business offer in other sectors, which matches the needs of business investors and operators.

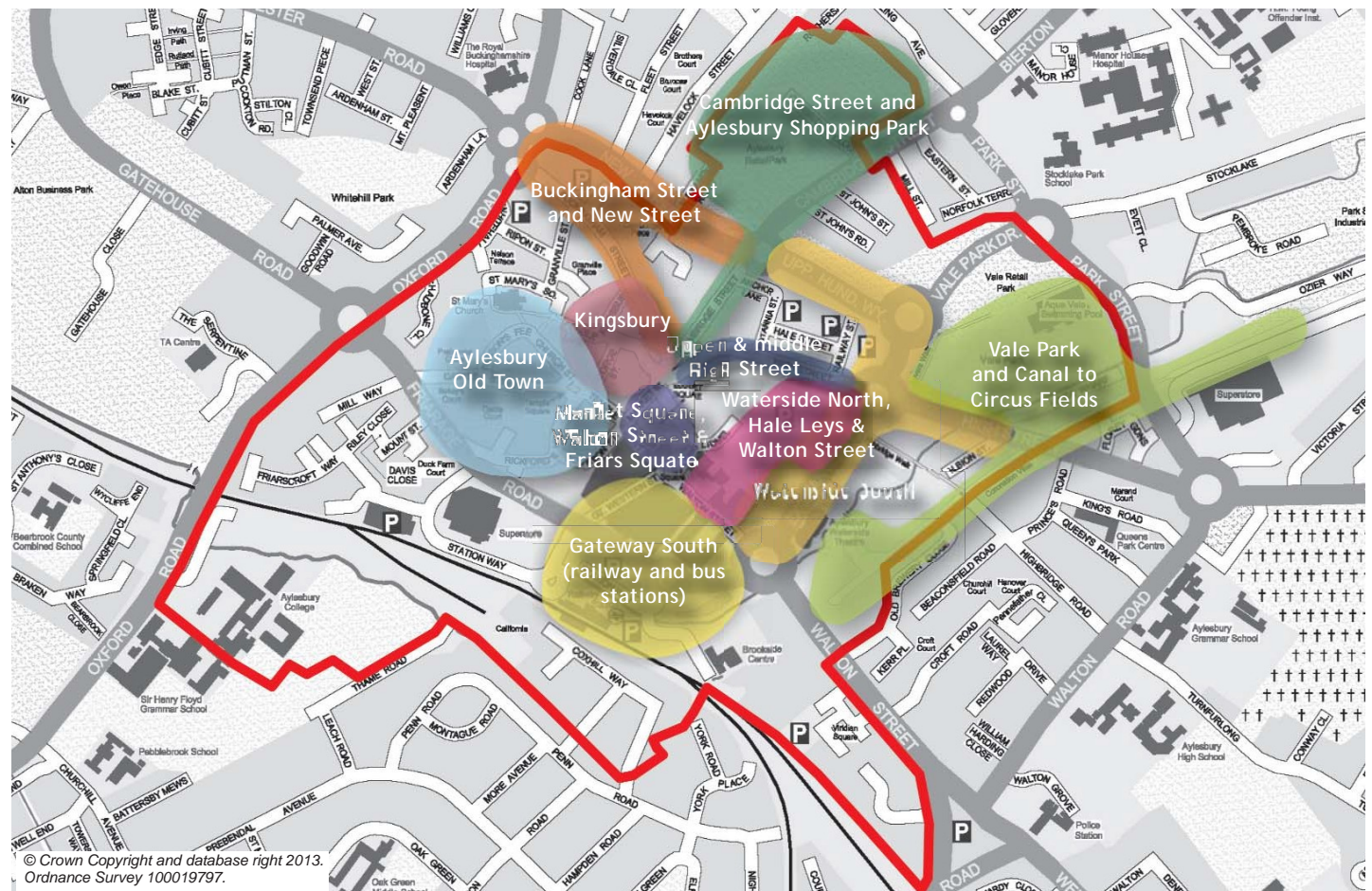
Vision and strategic aims

By 2021, Aylesbury town centre will be:

- ...a distinctive, 'best in class', modern market town, which is attractive, safe and sustainable.
- ...a high profile sub-regional centre for entertainment and the arts, which adds a distinctive edge to its market town heritage.
- ...a quality, day and night-time environment in terms of leisure, retail and food and drink, which attracts and brings together people of all ages and communities from within its enviable catchment.

Physical regeneration

- Create a high quality, connected and sustainable built, natural and transport environment which appeals to, and matches the needs of, all consumers and business investors within our catchment market and supports our leisure, retail and housing aspirations.



Market Square, Walton Street & Friars Square

Work with landlords to make more of the area's presence as a key retail, catering and leisure hub, by attracting in new operators and improving the environment.

Actions:

- Create a more attractive and usable environment for shopping, eating and drinking and leisure (including large scale events) and social interaction, by carrying out a review of Market Square, Walton Street and Friars Square to include:
 - better links between the areas
 - vehicle, pedestrian and events usage
 - public space (including layout, surfaces, street furniture, signage, lighting and electricity supply).
- Improve the retail, food and beverage and leisure offer by:
 - improving the markets
 - encouraging new retail operators into the Square and
 - holding more large scale events.
- Enable and support, where appropriate, improvement plans of other key landlords eg Grosvenor Estates and their plans for enhancing Friars Square shopping centre including the possible conversion of the Cloisters to restaurants with new public realm.
- Consider the relocation of the library to 66 High Street to form part of a 'civic hub'. Work with Grosvenor Estates on the re-occupation of the Walton Street library site for a new use in keeping with the principles and aims of this plan
- Improve access to and visibility of the King's Head heritage site.

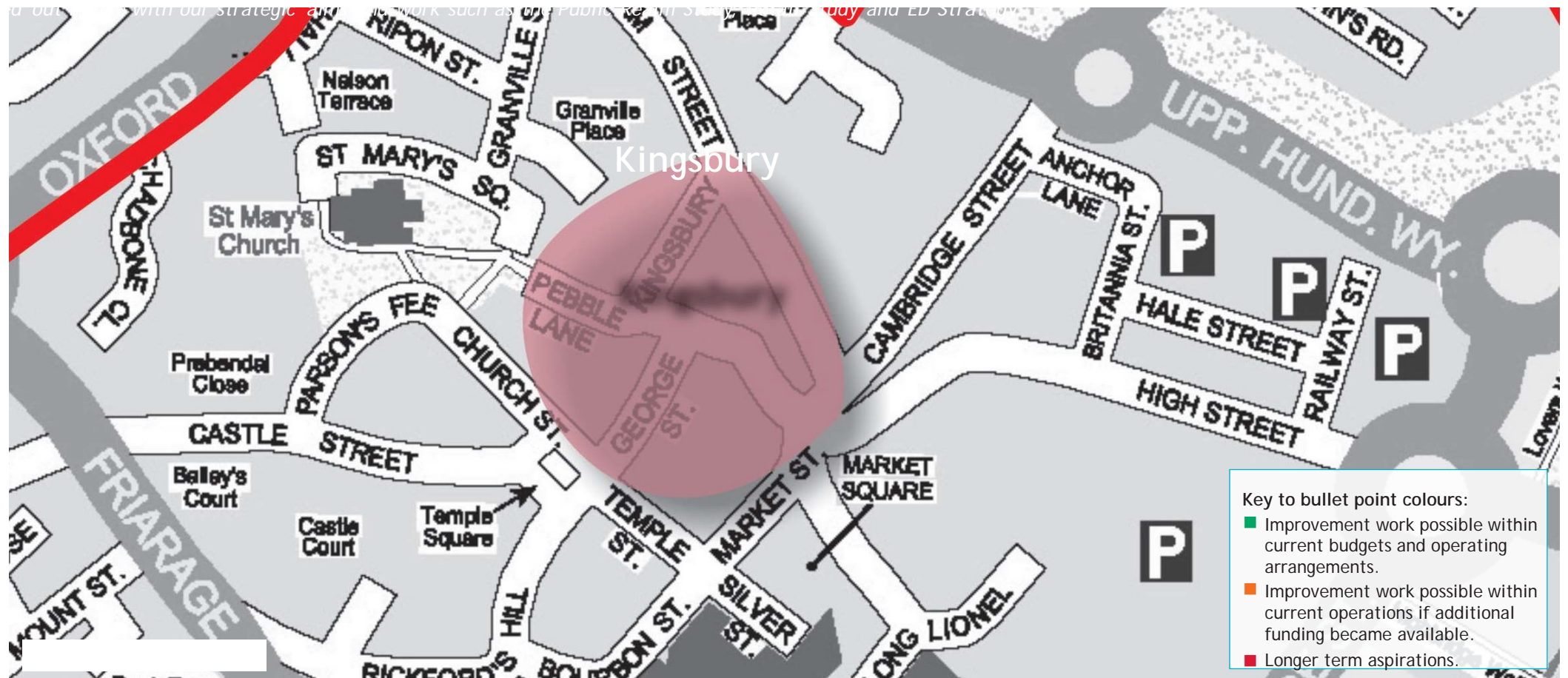


Kingsbury (including George St & Pebble Lane)

Create a more attractive environment for residents, visitors and businesses.

Actions:

- Investigate a 'saturation policy' for betting shops and off-licences.
- Work with businesses and landlords to improve and promote as the gateway to the Old Town eg Pebble Lane.
- Consider new lighting, seating and public art and ways of interpreting Aylesbury's heritage.

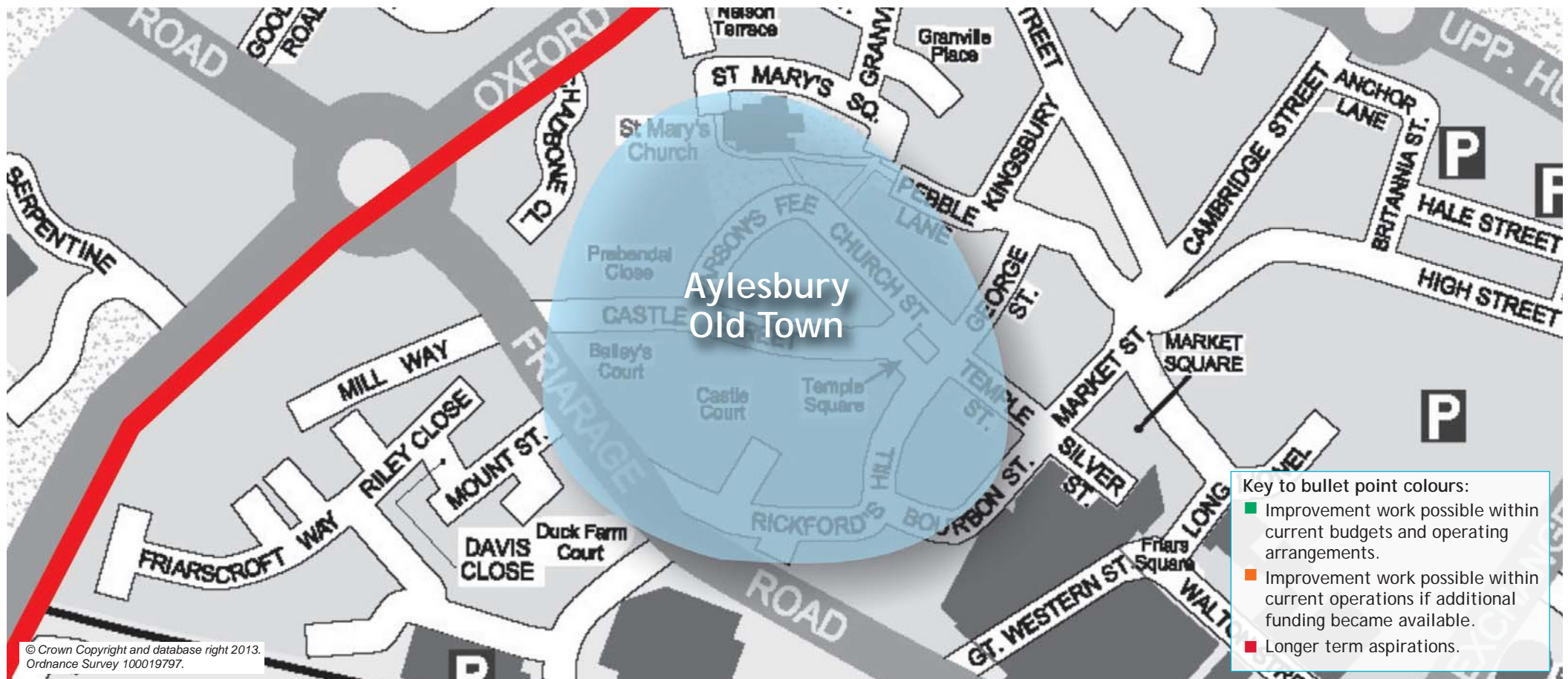


Aylesbury Old Town

Preserve and enhance this key residential area as a key part of the culture and heritage of the town and improve connectivity with the rest of the town centre, in keeping with its conservation area status.

Actions:

- Include the Old Town in the marketing and signage of the town centre.
- Investigate ways to protect buildings at junction of Church Street and Parsons' Fee from large vehicle damage.
- Enforce on-street parking regulations to aid traffic management flow and protect the quality of the environment.
- Consider how to include the Old Town as a venue for arts and performance.
- Investigate pedestrianisation of Temple Street and how to better connect it to the rest of the town centre.



These actions will be carried out in line with our strategic aims and work such as the Public Realm Study, Retail Study and ED Strategy.

Gateway South (railway and bus stations)

Improve the railway and bus stations as key arrival points and improve their connectivity with the rest of the town.

Actions:

- Improve the bus and rail environment eg the watercourses.
- Link the bus and railway stations more attractively and effectively to other key points in the town including the shopping areas (eg through a more welcoming 'arrival statement', better signage and vistas).



These actions will be carried out in line with our strategic aims and work such as the Public Realm Study, Retail Study and ED Strategy.

Upper and middle High Street

Create a more attractive retail environment (especially in middle High Street), improve connections between upper High Street and Exchange Street, ensure both upper and middle High Street are part of the retail circuit and flow with the rest of the town.

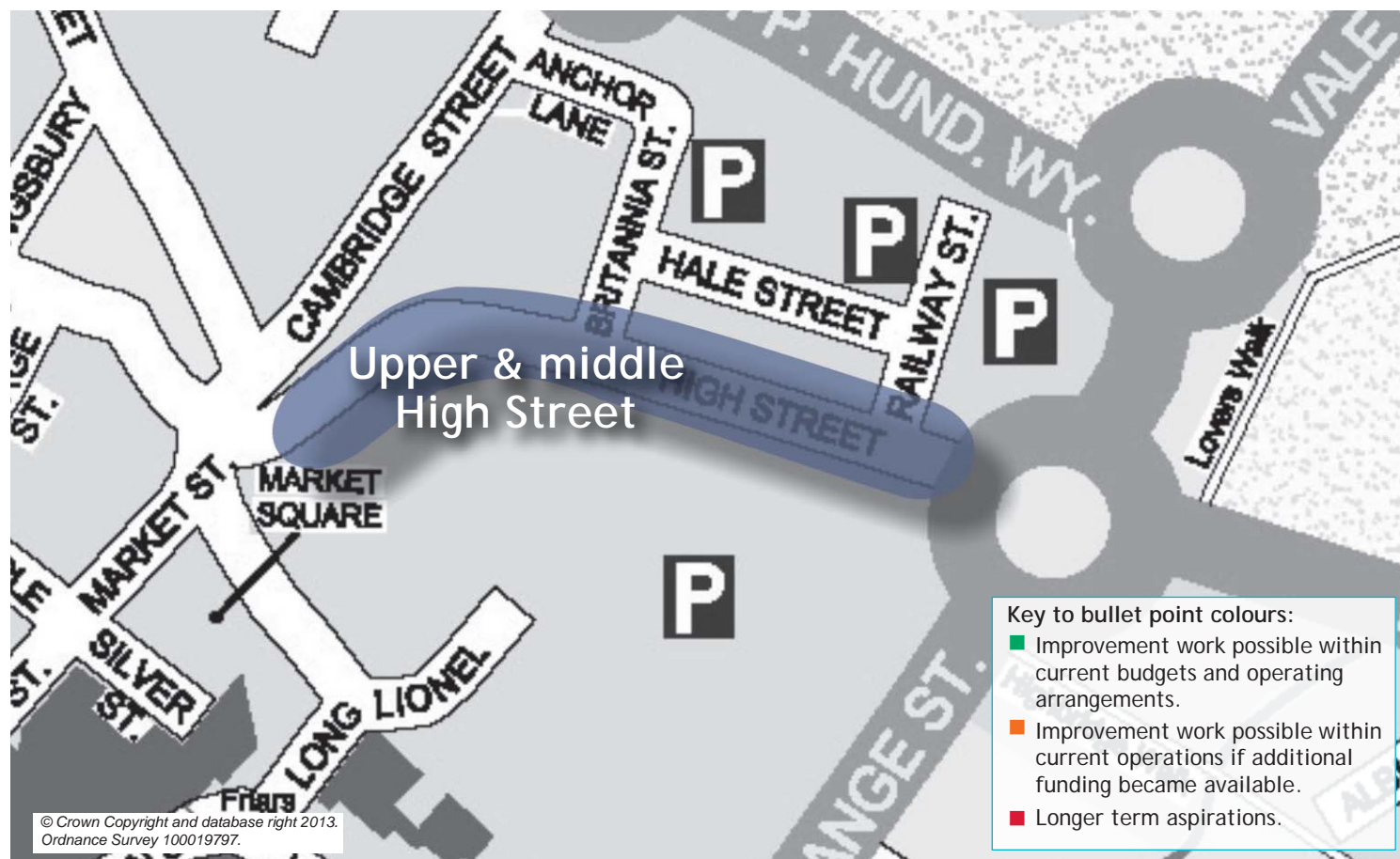
Actions:

Upper High St (top of Market Square to Exchange Street junction)

- Reinforce and extend pedestrianisation to improve safety and quality of the environment.
- Develop proposals and plan for public realm improvements.

Middle High St (from McDonalds to 66 High Street)

- Review balance between traffic, pedestrians, buses and parking.
- Investigate pedestrianisation and public realm improvements (surfaces, street furniture, lighting and signage) in the light of the above review.
- Connect middle High Street with Waterside north by creating a link as part of Waterside north design and planning. (See reference under Waterside North).
- Work with landlords to improve shop fronts eg through a 'look book' which recommends appropriate looks and materials.



© Crown Copyright and database right 2013.
Ordnance Survey 100019797.

Key to bullet point colours:

- Improvement work possible within current budgets and operating arrangements.
- Improvement work possible within current operations if additional funding became available.
- Longer term aspirations.

These actions will be carried out in line with our strategic aims and work such as the Public Realm Study, Retail Study and ED Strategy.

Cambridge Street (Upper & Lower) and Aylesbury Shopping Park (Cambridge Close)

Improve the quality and attractiveness of the whole area, the continuity of active frontages along Cambridge Street and the appeal of Cambridge Street to independent shops.

Actions:

- Investigate pedestrianisation and public realm improvements.



© Crown Copyright and database right 2013.
Ordnance Survey 100019797.

These actions will be carried out in line with our strategic aims and work such as the Public Realm Study, Retail Study and ED Strategy.

Buckingham Street and New Street

Improve the physical environment, reduce dominance of the car and integrate it more fully into the rest of the town centre and the retail circuit.

Actions:

- Develop a vision and master plan for the area, which will consider:
 - pedestrian access including better links between Buckingham St and New St
 - potential for green spaces
 - parking
 - opportunities to improve the retail offer



© Crown Copyright and database right 2013.
Ordnance Survey 100019797.

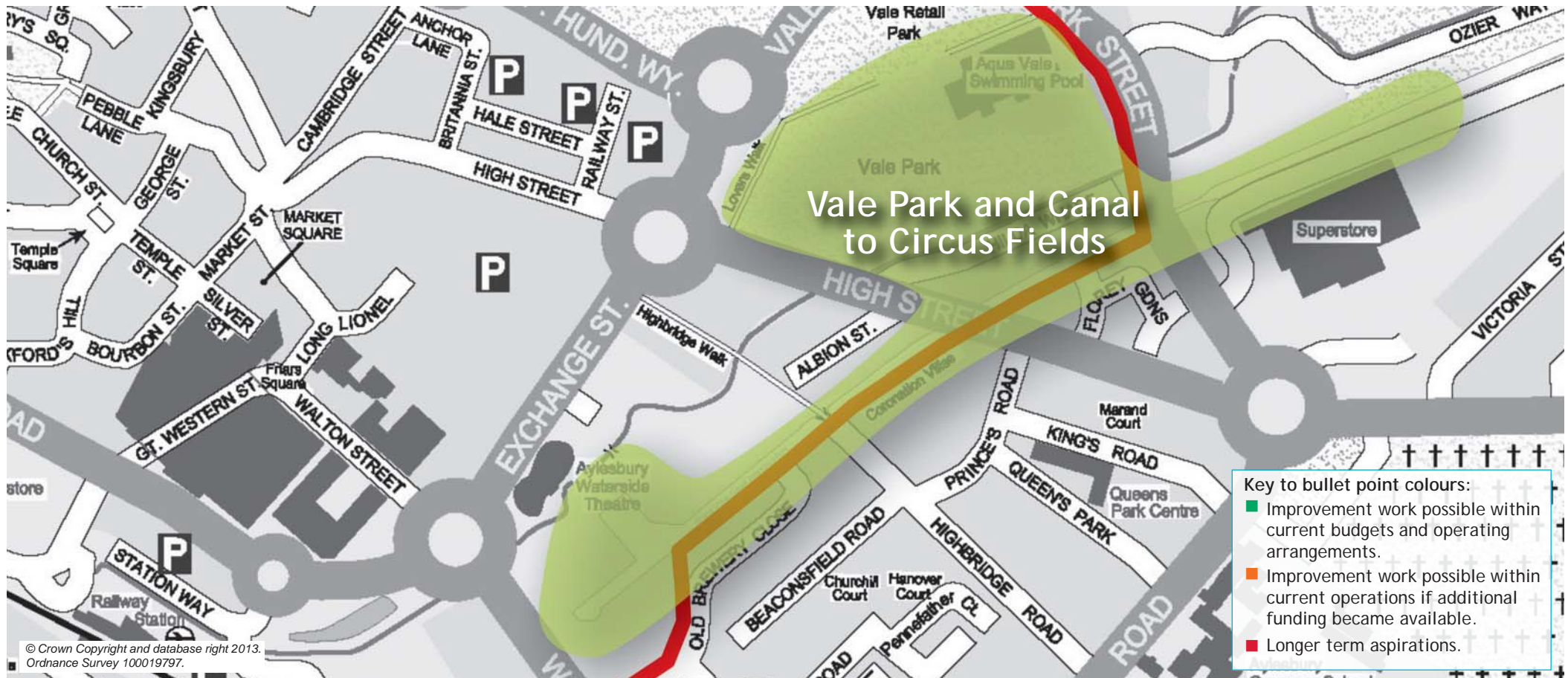
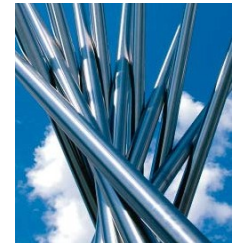
These actions will be carried out in line with our strategic aims and work such as the Public Realm Study, Retail Study and ED Strategy.

Vale Park and Canal to Circus Fields

Capitalise on two of the town's key assets and connect them with the rest of the town centre and the wider countryside.

Actions:

- Complete the new marina at Circus Fields.
- Work with the Canals and River Trust to promote the canal and its associated facilities to users, visitors and existing residents.
- Create a sponsorship prospectus for the proposed public art programme.
- Improve the environment and access eg lighting for the park.
- Review canal access and frontages and produce a list of requirements which could be used when considering planning applications.
- Carry out a feasibility study into improving connections with canal, Park St and Stocklake.



These actions will be carried out in line with our strategic aims and work such as the Public Realm Study, Retail Study and ED Strategy.

Waterside North & adjacent areas

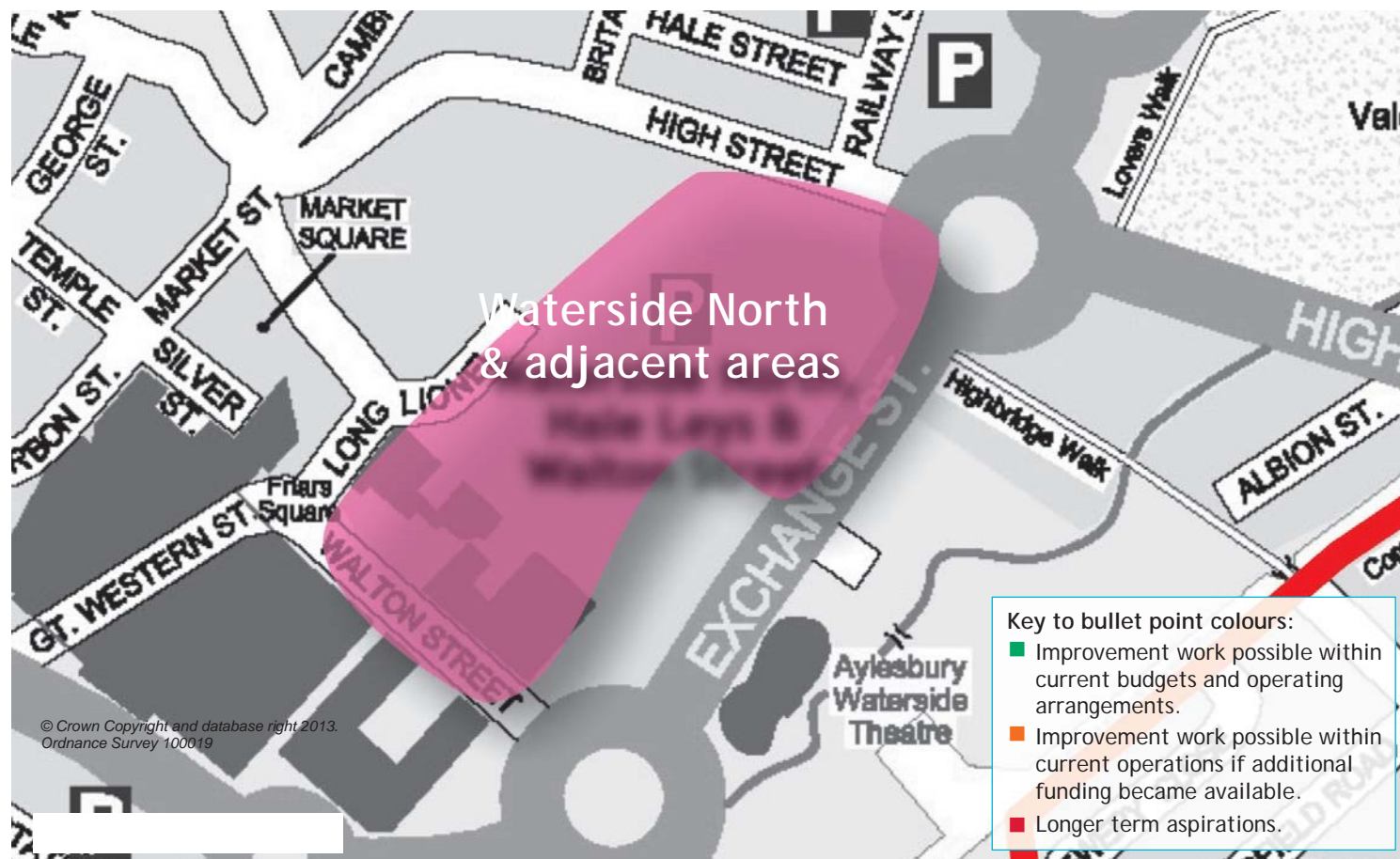
Develop the site in phases to enhance the retail, food, beverage (& potentially housing) offer, strengthen links and help rejuvenate neighbouring areas such as the Market Square, Walton Street and middle High Street.

Actions:

- Work with adjacent landowners eg Buckinghamshire County Council, Aviva, & Aylesbury Vale Estates to develop a concept for the site.
- The concept will include consideration of
 - the scope of the site ie buildings/land to be included
 - the future use of the buildings to be retained
 - a phased development to reflect the changing market and the desire to retain some prime town centre parking
 - improving the centre's retail and leisure offer (eg restaurants/cafes and any conclusions of the Leisure and Cultural Study)
 - the opportunity for additional housing
 - links to adjacent areas such as the High Street and Hale Leys Shopping Centre*
 - quality public space
- Consult with local communities and stakeholders on proposals set out in the concept.
- Gain outline and detailed planning approval.
- Procure construction
- Deliver first phase of scheme

- Enable and support where appropriate, improvement plans by adjacent landlords eg Aylesbury Vale Estates, The Church of St Josephs.

* For Walton Street actions see plan for Market Square, Walton Street & Friars Square.



© Crown Copyright and database right 2013. Ordnance Survey 100019

Ongoing work across the town centre

Support these specific plans for key areas through a range of planning, town centre management, business engagement, inward investment, leisure development, public realm, licensing and marketing activities and policies which apply across the town centre.

Actions:

Planning

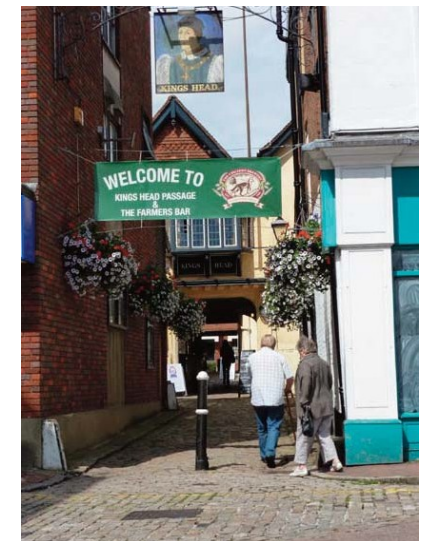
- Review current planning policies and SPGs to ensure that they support the delivery of this Plan and influence and shape it and vice-versa. For example,
- Adopt a 'development management' approach to key development sites (regardless of their ownership) by, for example, proactively providing planning guidance and concept statements.

Town centre management/leisure development/economic development

- Provide a range of support to town centre businesses, work with landlords (eg on empty units to attract better quality retailer including independent/specialist retailers, and carry out inward investment activities in order to retain businesses, attract new investment and preferred operators into the town. This work is detailed in other plans and some of the actions will be delivered through the Town Centre Partnership (currently underpinned financially by AVDC).
- Devise an action plan from the Leisure and Cultural Facilities Study (currently being finalized).
- Create a legacy from the success of the London 2012 Olympics and Paralympics by building a programme of sporting, cultural and arts activities, including major festivals. Seek to improve accessibility for all, including links to Stoke Mandeville Stadium.

Licensing

- Develop a town centre alcohol saturation policy to discourage additional alcohol-led businesses (eg pubs and clubs) and encourage businesses where alcohol is secondary (eg restaurants and places of entertainment).
- License suitable public spaces to permit performance of entertainment and events (including music, dance, theatre), encourage 'al fresco' dining and allow for sale of alcohol where appropriate.
- Retain an identifiable design and livery for hackney carriages (black taxis) and private hire.
- Engage and facilitate with existing licensed premises the organisation of mixed music festivals and 'theatre in the pubs'.
- Develop other opportunities to use licensed premises (eg as mini tourist information centres').
- Adopt a flexible street trading policy which allows a variety of street trading, reflecting seasonal demands and special events.
- Review all town centre taxi rank positions to ensure best placed and accessible for both daytime and night time economies.
- Introduce a more environmentally sustainable fleet of hackney carriages and the use of a limited number of smaller private hire vehicles for single person use.



Ongoing work across the town centre continued

Public realm improvements

- Develop a 'de-cluttering' programme including a sign removal/angle grinding day.
- Investigate a restricted zone, whereby the number of different signs is kept to a minimum.
- Develop a co-ordinated signage strategy.
- Develop a culture/signage trail to highlight historic features and improve connectivity by leading visitors through the Old Town and into new parts of the town and green spaces.
- Investigate branding and signposting the walking routes across the town to sit alongside the Gem and Rainbow routes eg Paralympic Way, Waterside Way.



Marketing/communications

- Continue AVDC-led marketing/communications for Aylesbury town centre and ED, to support existing business by helping to increase visitors numbers/footfall and to encourage new business, investment and enterprise. This will include activities such as promoting the town to commercial landlords to encourage quality tenants and working direct with prospective new tenants.
- Continue AVDC Leisure guides/leaflets, to help increase visitor numbers/footfall.
- Continue partner marketing/communications materials (eg Aylesbury Town Centre Partnership materials and Visit Buckinghamshire activities such as familiarisation trips, web-site, guides, exhibitions), to help increase visitor numbers/footfall.
- Carry out a joined-up and enhanced events programme (including nationally-significant artistic and sporting events), to help increase visitor numbers/footfall from all sections of the community.

