

EXMOUTH PLACEMAKING PLAN

PROPOSED DELIVERY PLAN

21 JUNE 2023

Project Reference: 70106706 Exmouth Placemaking Plan

Project Methodology

STAGE 0: PROJECT INCEPTION

Objective: *Initiate the project mobilisation and confirm the project outcomes, expectations, and parameters.*

Duration: 2 week

0.1 Data Request & Initial Analysis: At the inception, we will request that all available relevant data (reports and surveys) be provided to the WSP team. Upon receipt, the team will review the available data efficiently to get familiar with the site and help steer our discussions with the Client Team.

0.2 Project Inception Meeting / Workshop: We envisage a full-day inception workshop, site visit and briefing, and launch event to be attended by the Client Team and the consultant team. This will provide an opportunity for formal introductions and for the client team to provide a clear briefing to the consultant team. We will work with the Client team to tap into their knowledge and insight on the various stakeholders to be engaged and discuss key objectives and potential risks at each stage. Topics for discussion at the inception workshop will include:

- Introductions - key roles, responsibilities, governance
- Formal programme discussion (regular meeting occurrences)
- Project stakeholders and engagement strategy
- Key milestones and interim deliverables

0.3 Site Visit: We will take the opportunity to visit the site collectively, to walk, talk and discuss the physical make-up of the area, together with important constraints, potential opportunities, and overarching aspirations for the site.

Deliverables: Site visit and Inception Meeting/Workshop (1 no),

STAGE 1: BASELINE STUDY AND BENCHMARKING REPORT

Objective: *to collect and summarise- baseline information on existing site conditions, opportunities, and constraints to inform the emerging vision.*

Duration: 4 weeks

1.1 Baseline Review: This project stage will see the Team perform a collaborative information gathering, including site visits and creating high-level condition base-maps and synthesising all the extensive information orderly, followed by detailed analysis. We will review and study baseline information related to the community/demographics, spatial, and economic activities.

- **Planning and policy review:** Review of the planning policies (local plan, area plans etc.) to ensure the placemaking plan will align with the relevant plans.
- **Contextual review:** We will undertake contextual analysis to highlight the site's key features, strengths, characteristics, and major attributes and its immediate context. The heritage, conservation, archaeology, and town survey (desktop) will inform the different layers of the baseline analysis.

- **Economic:** We will examine the economic context to develop our baseline analysis of needs and demands, which can be used to help support the development brief. This will include a review of local & regional socio-economic data, incl. demographics, labour markets, sectoral trends, etc. The findings of this analysis will inform of the local economic trends, developments and drivers impacting the performance of the town.
- **Transport, movement, and connectivity:** The baseline review and analysis will include existing movement and connectivity analysis within the town and the key regional centres.

1.2 Analysis, Synthesis and Parameters: A cross-cutting analysis of the baseline study will be undertaken to understand the key strengths and weaknesses of the town. These will be compiled in a list of parameters to help identify similar and relevant case studies to undertake benchmarking and comparative analysis. The key parameters could be similar economic drivers and opportunities, sea-front context and scale of the town.

1.3 Benchmarking Exercise: Three comparative towns in the UK will be selected and analysed against the parameters. The lessons learnt from each case study will inform the opportunities, mechanisms, delivery methods and investment requirements for Exmouth.

Deliverable: *Compilation of the baseline analysis and benchmarking exercise.*

STAGE 2: CHARACTERISATION STUDY

Objective: *to analyse- baseline information on existing site conditions, opportunities and constraints to inform the emerging vision and placemaking opportunities.*

Duration: *4 weeks*

2.1 Urban Analysis: A detailed analysis of the following:

- Urban Form: historic growth, heritage, spaces and places, architectural features, views, and landmarks
- Streetscape: access and movement, legibility and permeability
- Landscape: parks and open spaces, ecological and environmentally sensitive areas

This analysis will hone our understanding of the place and its specific characteristics that need to be enhanced, strengthened, and complemented.

2.2 Summarise Constraints and Opportunities: Summarise the findings of the urban analysis to identify the project requirements and potential intervention areas.

2.3 Define Placemaking Requirements: Based on the urban analysis, in combination with the constraints and challenges, will define specific placemaking requirements, such as key sites and new uses, focal points, movement corridors, access requirements, buffer zones, and open spaces.

2.4 Stakeholder Engagement: In a half-day workshop, we will meet with the suggested stakeholders to test, validate and refine the emerging opportunities and placemaking requirements. The findings from this workshop will inform the vision-setting exercise.

2.5 Set out a Vision: This stage will be undertaken in parallel to the early engagement sessions, where the early indications of the aspirations, in addition to the baseline, constraints and opportunities, and project requirements, will feed into outlining the vision.

Deliverables: Regular Progress Meetings, Urban Analysis Compilation, Placemaking Vision and Objectives.

STAGE 3: PLACEMAKING STRATEGY

Objectives: synthesising the engagement outcomes and the vision and translating them into a placemaking strategy that makes the best use of the land and emphasises on placemaking, infrastructure delivery and economic growth.

Duration: 15 weeks

3.1 Setting Objectives and Overarching Design Principles: A vital step in framing any strategy is clearly establishing and agreeing on the strategic objectives and design principles from the outset – the key parameters will elaborate on the regeneration priorities within which a strategy can evolve. We will set out ‘topic’ based principles, mainly contextual response, new uses, capacity expectations, linkages and desire lines, sustainability, and net zero– as a basis for this discussion.

3.2 Placemaking Strategy: Once the objectives and design principle have been agreed upon and understood – we will define an overarching framework within which priority areas and their land-use relationships, urban blocks and street networks, open spaces, community facilities and transport infrastructure can be organised. We will highlight the priority intervention areas, their potential, capacity, and suitability in alignment with the Local Development Plan. The emphasis on a design-led approach will aim to balance capacity and viability. We will promote walkable neighbourhoods, connected public spaces, high quality, robust public realm, and enhanced biodiversity.

3.3 Stakeholder Engagement: During this second half-day workshop, we will meet with the previously engaged stakeholders and present the refined objectives, design principles, and the emerging placemaking strategy to ensure their buy-in on the priority areas and the potential interventions.

Deliverables: Regular Progress Meetings, Placemaking Strategy

STAGE 4: STRATEGIC OUTLINE BUSINESS CASE

Objectives: to assess the portfolio of potential projects and prioritise these for further consideration.

Duration: 6 weeks

4.1 Prepare a Strategic Outline Business Case: Following the placemaking strategy that will define the range of potential priority regeneration projects, we will, in collaboration with the client, identify the near-term projects that should be included in the strategic outline business case (SOBC).

In line with Green Book guidance, we will develop an SOBC for the shortlisted portfolio of projects to articulate the strategic narrative setting out the need for the projects (including the definition of critical success factors), why the Government (or other funding sources) are required, (market failure), as well as a clear explanation of what the Council is proposing to invest in and why the proposed portfolio of projects will address identified challenges and barriers.

To support the SOBC, we will quantify the economic benefits (employment, land use change, sectoral growth and deprivation impacts etc.). Elaborate on the strategic alignment of projects with local strategies, objectives and plans as well as alignment with national and UK Government policy

objectives (e.g., Levelling Up and Net Zero), and assess, at a high level, the affordability and deliverability of the proposals, including critical success factors and risk management.

Deliverables: *Regular Progress Meetings, Strategic Outline Business Case (~25-30 pages)*

STAGE 5: INITIAL INVESTMENT STRATEGY

Objective: *recommend investment and funding strategies to enable the delivery of the priority projects*

Duration: *4 weeks*

5.1 Prepare an initial investment strategy: Understanding the existing funding sources applicable to the proposed development projects, we will make recommendations for investment by EDDC through its Capital and Revenue budgets, plus details of potential for additional leverage by this investment programme of external funding, including but not limited to:

- Council Capital funding
- Government Regeneration Funding e.g., Levelling Up UK Shared Prosperity Fund, SALIX
- Potential Lottery funding
- Heritage Fund
- Private Capital Investment; and
- Other funding.

We will compile the recommendations in a separate note and include within the Placemaking Plan to ensure the delivery framework is aligned with the investment strategy.

Deliverables: *Regular Progress Meetings, Investment Strategy Note (~3-5 pages)*

STAGE 6: DEVELOPMENT BRIEFS

Objective: *to provide strategic direction for developing the priority sites within the town.*

Duration: *4 weeks*

6.1 Prepare Development Briefs: We will prepare development briefs for the shortlisted and near-term development sites included in the business case. The briefs will set the parameters to guide the development, specifically the uses, quantum and character. In addition, it will also recommend methods to gain support from the stakeholders.

Deliverables: *Regular Progress Meetings, Development Briefs Note*

Programme																															
Exmouth Placemaking Strategy																															
Tasks		Weeks																													
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Inception meeting																															
Progress Meetings (BI-weekly)																															
STAGE 0 - PROJECT INCEPTION																															
Data Request and Initial Analysis																															
Site Visit																															
Inception Workshop																															
STAGE 1 - BASELINE REVIEW																															
1.1	Baseline Review																														
	Planning and Policy review																														
	Contextual Review																														
	Economic																														
	Transport, movement and connectivity																														
1.2	Analysis, Synthesis and Parameters																														
1.3	Benchmarking Exercise																														
1.4	Compile the baseline and benchmarking exercise																														
1.5	Issue for sign off																														
STAGE 2 - CHARACTERISATION STUDY																															
2.1	Urban Analysis																														
	Urban form																														
	Streetscape and public realm																														
	Landscape and environment																														
2.2	Summarise constraints and opportunities																														
2.3	Define placemaking requirements																														
2.4	Stakeholder Engagement																														
2.5	Set out the vision																														
2.6	Compile urban design analysis																														
2.7	Issue for sign off																														
STAGE 3 - PLACEMAKING STRATEGY																															
3.1	Setting Objectives and Overarching design principles																														
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3.3	Stakeholder Engagement																														
3.4	compile strategy and engagement report																														
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STAGE 4 - STRATEGIC OUTLINE BUSINESS CASE																															
4.1	Business Case Preparation																														
4.2	Issue for Sign Off																														
STAGE 5 - INVESTMENT STRATEGY																															
5.1	Investment Strategy																														
5.2	Issue for Sign Off																														
STAGE 6 - DEVELOPMENT BRIEFS																															
6.1	Prepare development brief for shortlisted priority development areas																														
6.2	Issue for Sign Off																														