

British Waterways Board
Wyre Forest District Council
English Partnerships
Hereford and Worcester County Council
Shipley and Sons
Wolverhampton and Dudley Breweries

REGENERATION OF STOURPORT ON SEVERN



A Final Report by

Ref: 8027

Pieda plc

August 1996

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1. INTRODUCTION

- 1.1 *Pieda* plc was appointed in August 1995 by the British Waterways Board and Wyre Forest District Council, to prepare a regeneration strategy for Stourport on Severn. The study is also supported and funded by English Partnerships, Shipley and Sons Amusements, Wolverhampton and Dudley Breweries and Hereford and Worcester County Council which together with British Waterways and the District Council form the Client Group.

THE STUDY

- 1.2 The study has been commissioned in response to concerns by Wyre Forest District Council that the heritage and tourism potential of Stourport's canal basins were not being fully exploited and as a consequence, potential economic benefits to the town were not being maximised. Further momentum was given to the need for a study from the findings of British Waterways recently published **Renaissance Strategy**. The British Waterways' Strategy provides a commitment to rejuvenate the Stourport Canal Basin Area by acting as a focus for waterside regeneration and a catalyst for the wider region. Since commissioning, the profile of canal based regeneration has been further enhanced through the hosting of the first World Canal Conference at Birmingham.
- 1.3 Against this background, the overall objective of the study is to prepare a realisable development and implementation strategy for Stourport on Severn which maximises the heritage and tourism asset of the town and Canal Basin Area to the long term economic benefit of both the town and district. To achieve this objective the Study Brief identified the following areas of work:
- i To provide a vision for the regeneration of Stourport that meets the needs of all interested key parties;
 - ii To identify physical and organisational barriers impeding regeneration and ways to address these;
 - iii The identification of key parties that require to be brought together to form a partnership and the structure that partnership should take in order to achieve regeneration;
 - iv Provide an overview of the town's economy and the impact of the regeneration on future economic performance in terms of job creation, wealth generation;
 - v Identify specific projects which could support the regeneration process;

- vi Assess how parking arrangements and the road system could be improved to support regeneration;
- vii Assess the scale and nature of public investment required;
- viii Prepare a strategy for the Canal Basin Area, the Conservation Area in particular and town centre in general, that will initiate regeneration and establish a mechanism for its phased implementation.

1.4 The Study Brief required a two staged approach comprising:

Stage 1: **Review and Audit** of the existing position including the property market, tourism product and market, leisure attractions, security, infrastructure and transport management, environmental issues, pedestrian and vehicular access and the town's economy.

Stage 2: **Strategy Development** which identifies both pilot projects and flagship projects and includes a marketing/promotional strategy to assist in obtaining funding. In addition options are to be appraised for programmes, partnerships and funding along with cost implications and outputs. An Action Plan is required to take forward the strategy.

1.5 The **Review and Audit** was presented in a **Stage 1 Report** in January 1996. It comprised a thorough analysis and critique of the property market, tourism product and market, local economic performance, land uses, traffic and transport infrastructure, environment, pedestrian access, security, planning history and funding opportunities.

1.6 The findings from Stage 1 of the study were discussed at a Study Meeting with the Client Group in January and were presented to Wyre Forest District Council Members on 15 February 1996. The latter presentation was attended by representatives of Stourport Town Council and the Town Centre Management Forum and was followed by a broad ranging question and answer session. Comments were provided in writing by a number of parties and these were taken due account of by the Study Team in Stage 2 of the study.

1.7 A **Draft Final Report** was prepared in April 1996. It provided the conclusions and recommendations arising from Stage 2 of the study - **Strategy Development**. These are informed by the findings of the Review and Audit which have provided a sound foundation for the development of the Strategy. It is also informed by a series of more detailed consultation with key interests.

- 1.8 The Strategy identifies both pilot and flagship (short term and longer term) projects. It includes a description and justification for each proposed project along with indicative costings, outputs and benefits, phasing and the delivery mechanisms for making them happen. The delivery mechanisms include potential funding sources and a marketing/promotional strategy to assist in pursuing the plethora of funding sources.
- 1.9 The Draft Final Report formed the basis for a study meeting which was held on 23rd May 1996 and meetings with Wyre Forest Council Members and Stourport Town Council both of which were held on the 13th June 1996. The comments from individual partners, Members, Stourport Town Council and other consultees have been incorporated as appropriate in this report.

THE REPORT

- 1.10 This is the study **Final Report**. It follows the same content and format as the Draft Final Report. As required by the Study Brief, the Strategy is presented in the form of an Action Plan. This format provides the necessary base information to prepare funding bids and develop project business plans as appropriate.
- 1.11 Fundamental to the preparation of funding bids is the identification of the scale and nature of not only the public sector investment required but also where the sources of funding could be derived. The potential sources are identified in the report for ongoing review by the Client Group. The response from individual members of the Group will shape what is ultimately possible and deliverable. In this respect, the report forms the basis upon which Client Group members can work up in detail funding commitment to the strategy.

REPORT STRUCTURE

- 1.12 The remainder of the report is structured as follows:
- * **Section 2** provides an overall vision for the rejuvenation of the town and the key funding sources and mechanisms for its delivery.
 - * **Section 3** outlines the strategic objectives of the Strategy, the programmes that make up the Action Plan and how each project meets the Strategy's objectives.
 - * The next five sections form the project descriptions for each programme. They are: **Section 4** - Sites and Premises; **Section 5** - Access and Circulation; **Section 6** - Signage and Interpretation; **Section 7** - Environment and Security; and **Section 8** - Partnership Development;

- * Section 9 provides a timetable for implementing the Strategy and its projects.
- * Section 10 identifies the estimated overall cost of the Strategy, the approach to be adopted for funding and potential funding sources.
- * Section 11 summarises the Strategy's direct outputs and spin-off benefits.
- * Section 12 outlines the approach for promoting and marketing the Strategy.

2. VISION

2.1 The overall vision for the future of Stourport-on-Severn is based on addressing weaknesses and embracing the town's tourism and heritage potential. The aim is to secure a vibrant and sustainable local economy that utilises the town's assets whilst at the same time protecting them for future generations. The key objectives which underpin this dual approach to realising the vision for the town are:

- i To maintain and improve the town's existing visitor market and infrastructure; and
- ii To tap into the growing heritage market through providing new attractions in an enhanced environment.

2.2 The vision for the regeneration of Stourport-on-Severn must be driven by a Strategy that can be readily translated into all important action on the ground. In shorthand any strategy, its component programmes and projects, must be able to secure funding and have the executive/organisational mechanisms in place to drive forward delivery. This has been the fundamental emphasis of this commission given that there have been a plethora of strategies and studies over the years, and specifically on the Canal Basin Area, which have failed to deliver significant results. The commitment of the Client Group to securing this end is mutually mirrored by that of the town's two multi-sector partnerships - Stourport Town Centre Management Forum and the Stourport-on-Severn Initiative - and Stourport Town Council.

2.3 The Stage 1 Review and Audit identified that sustainable economic regeneration can be secured through the dual thrusts of:

- i The promotion, development and celebration of the town's unique heritage focusing on the relatively unknown 'Jewel in the Crown' of the Canal Basin Area; and
- ii The enhancement and promotion of the town's current successful role as a key leisure resort in the West Midlands.

2.4 Few towns, Matlock in Derbyshire has been the sole town cited in consultations, have this diversity of tourism product both existing and potential to enable duality in market attraction to be pursued. They are not mutually exclusive markets. Each can add value to the other and together increase the potential of both extended duration of stay and the development of the town as an all year round visitor/tourist destination. They will however require to be sensitively integrated and marketed to ensure new heritage related opportunities are harnessed and the success of the existing asset/tourism product is sustained. This is rehearsed in the following paragraphs.

STOURPORT - THE DIVERSITY OF PRODUCT

- 2.5 Stourport is currently a day trip and short stay destination for leisure and commercial tourism purposes. The key attractions being the Riverside and Shipley's Leisure Park. Figure 2.1 illustrates the town's location within day trip distance of the West Midlands which is the primary catchment area for visitors and tourists. The town also serves as a local centre for shopping, services and employment and has a strong industrial presence. Its town centre function is overshadowed by its much larger neighbour Kidderminster which offers higher order services. A significant proportion of Stourport's 19,000 residents commute out of the town for work. This reflects its increasingly 'dormitory' function.
- 2.6 Out of all of Stourport's roles, it is the town's potential as a visitor destination which offers most scope to generate economic activity and further put the town on the map. At present, Stourport turns its back on one of its most important assets - the historic canal basins. Despite its important heritage, well recognised by conservation and archaeological designations, Stourport's history plays little part in its current tourism product.
- 2.7 While there are major proposals for the creation of an all-weather and all-year leisure park being pursued by Shipleys, with the exception of the Canal Basin Area, no other substantial development opportunities are currently realisable within or close to the heart of the town. It is therefore vital that resolution of Shipley's proposals is achieved. In parallel, as part of an integrated strategic approach, a new and sustainable future for the Canal Basin Area must be realised.
- 2.8 Given that there are major proposals being pursued by Shipleys and there are few current development opportunities in the remainder of the town, our focus has been on the sustainable regeneration of the Canal Basin Area. This has not been at the expense of ensuring strong physical and functional links between all of the town centre's main areas of activity are developed (see Figure 2.2). These areas are:
- i **Prime Shopping and Commercial Area:** High Street and Lombard Street;
 - ii **Commercial Tourism and Informal Recreation:** River Severn meadows and river front, Bridge Street and Shipleys' Leisure Park; and
 - iii **Canal Basin Area:** Upper and Lower Canal Basins, Mart Lane, The Tontine and Clock Warehouse.

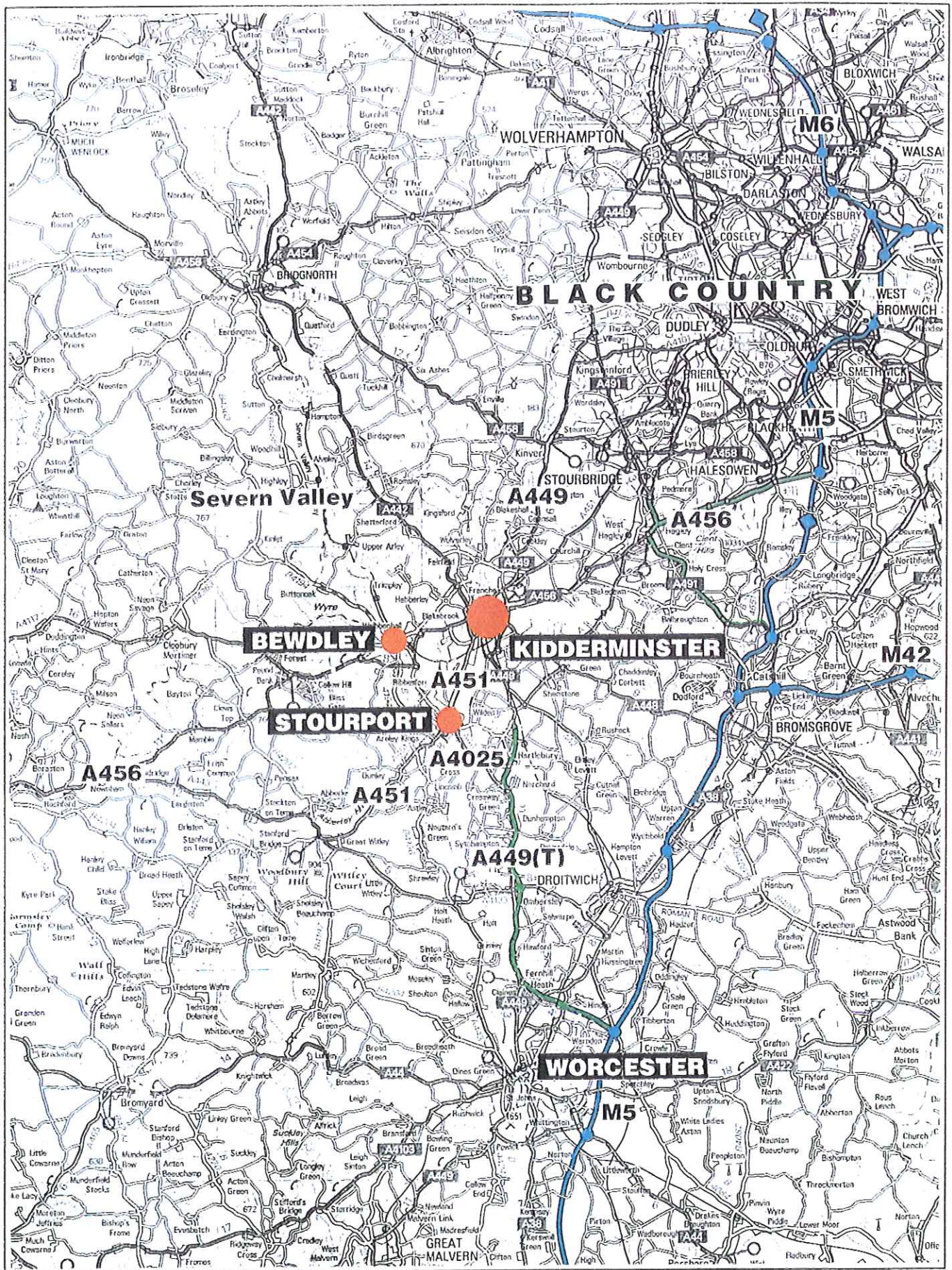


FIGURE 2.1

LOCATION PLAN

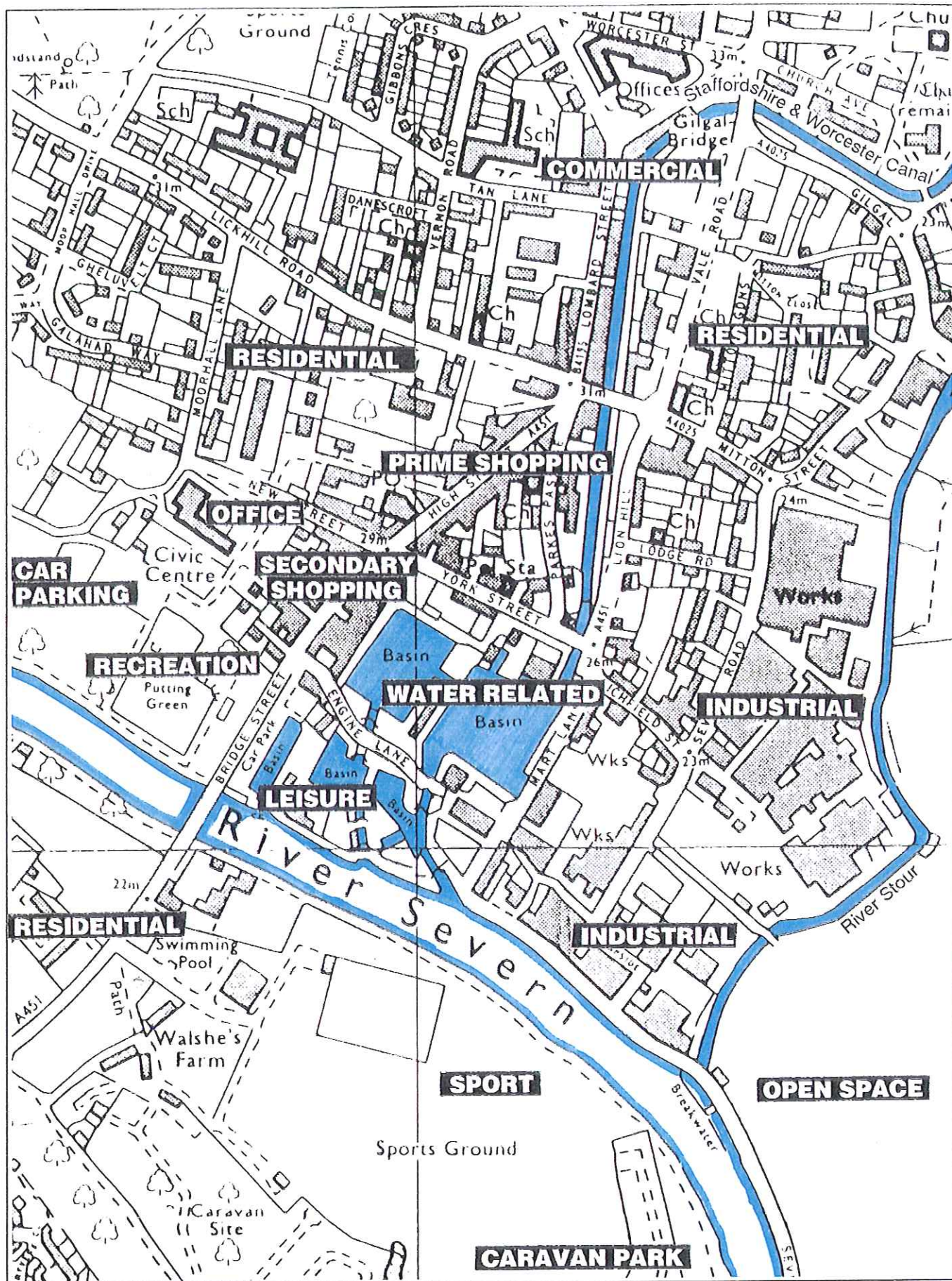


FIGURE 2.2

STOURPORT TOWN CENTRE - Land Use Activities

- 2.9 At present, the town offers a relatively cheap day out for visitors who predominantly originate from the Black Country. Traffic congestion on peak weekends is firm evidence of Stourport's current attraction. However, compared to many other tourist towns, Stourport under-performs. Market penetration is low in terms of visitor profile, spend per head and seasonality. Supporting services such as serviced accommodation and evening restaurants are under-represented. The Canal Basin Area is difficult to find and lacks the environmental quality and level of interpretation usually associated with a top heritage product. The Mission Statement clearly embraces the need to address these weaknesses and promote the town's potential through both sustaining and increasing existing, and tapping into new, tourism markets.

THE HERITAGE POTENTIAL

- 2.10 In terms of the historic development of our towns and cities, Stourport-on-Severn is unique. The reason for the town's existence is undisputedly James Brindley who built the Staffordshire and Worcestershire Canal system and its vital link to the River Severn. This provided the reason d'être for the town and its development. Few outside the town are aware of its heritage asset with its history playing little part in its current function, economy or image. A good story is there to be told - at present it is a lost opportunity not maximising its asset or its central location not far from major visitor 'honeypots' such as Warwickshire and the Cotswolds.
- 2.11 The heritage market is very competitive and primarily dependent on mobile A, B, C1 social class groups taking second and third holidays and day visits. To ensure that Stourport can successfully exploit this discerning market any strategy must be founded on combination of projects which:
- * Provide a first class flagship attraction
 - * Easy access and parking
 - * A high quality environment
 - * Good signage and interpretation
 - * A quality shopping/eating experience
 - * Strong image building and marketing.

FROM VISION TO IMPLEMENTATION

- 2.12 If the vision for the town is to be realised the Strategy and its component programmes and projects will be dependent on the following:
- i Funding;
 - ii Partnership and collaboration; and
 - iii Executive support.

Funding

- 2.13 From the outset of the commission and reiterated in the course of our work, it has been well acknowledged that translation of vision to implementation will require external funding at both strategic and project based levels. To secure this requires the intended and potential investment from members of the Client Group to be identified and harnessed thus leveraging in opportunities for previously inaccessible resources. The possible sources of external and Client Group funding are summarised in the following paragraphs and will require the submission of detailed bid documents and negotiation as appropriate.

Single Regeneration Budget Challenge Fund

- 2.14 Wyre Forest District Council submitted an outline bid for Single Regeneration Budget (SRB) monies in Spring 1994. The bid focused on the rejuvenation of Stourport's Canal Basins for a variety of uses including leisure, commercial and residential development, an extension of the tourist season and the provision of new parking areas to the east of Stourport to relieve town centre traffic congestion. Initial discussions with the Government Office for the West Midlands (GOWM) were discouraging and hence the bid was not developed any further. GOWM's concerns were that Stourport was not a priority area, the partnership was not fully developed and there was no base study or strategy to support the bid. Even more fundamental was the District Council's inability to match fund proposed schemes and the difficulty at that time of demonstrating other partner's commitment to fund projects.
- 2.15 The concerns of GOWM have been addressed in the commissioning of this study and in the findings/outputs presented in later sections of this report. While Stourport remains a non-priority area in a regional (GOWM) context, there is a basis for an SRB Challenge Fund application. The strengths are the emerging partnership, the potential private sector leverage, the beneficial outputs and importantly the need to redress significant recent redundancies affecting the town specifically Carpets of Worth. On this basis an Outline Application of SRB Round 3 monies was submitted to GOWM on the 7th June 1996. The bid focused on the regeneration of the former Lichfield Basin between Mart Lane and Severn Road. Further progression of this bid has been discouraged by GOWM, reflecting the substantial problems of the wider area and Stourport's priority set against these. The detailed reasons for this advice were not available in the timescale of this study.

English Partnerships

- 2.16 A key prerequisite to English Partnership's involvement in any regeneration scheme is that a coherent strategy is prepared upon which projects can be identified, outputs predicted and value for money assessed. English Partnerships have, therefore, co-funded this study which provides the prerequisite context and framework.
- 2.17 Key objectives of the Agency include *"promoting job creation, inward investment and environmental improvement through the reclamation and development of vacant, derelict and under-used or contaminated land and buildings"*. Although able to act as a developer, English Partnerships mostly facilitate the action of others through partnerships with the public and private sectors and voluntary bodies.
- 2.18 English Partnerships' **Investment Fund** is the main source of funding relevant to this Strategy. It is likely to take place in the form of gap funding through either grant assistance or a longer term equity stake.
- 2.19 Although Stourport is not a Government priority area this does not preclude the principal of English Partnerships support. Nationally, English Partnerships have spent some £5 to £6 million per annum on canal related regeneration projects during the early part of the decade. Today funding for similar work under the Land Reclamation Programme is much more restrictive. It is clear that the Strategy's regeneration effects of job creation, economic development and bringing land and buildings into economic use is consistent with English Partnerships' objectives. A key element to securing English Partnerships support will be the demonstration that these economic spin-off benefits will benefit the whole of Kidderminster Travel to Work Area and not just Stourport town.
- 2.20 From our consultations with English Partnerships, we understand that the town could be included in its strategic portfolio. There is however no commitment at present to funding of projects. The Agency have indicated willingness to consider the resourcing of projects in the town. Its message is that this can only be progressed if the following criteria are met:
- i Client Group commitment to delivery of the strategy is endorsed;
 - ii Endorsement of the aims and outputs of the strategy is matched by actual commitment of resources;
 - iii The details of specific funding requirements are determined through feasibility studies and ground investigations set against potential projects: and
 - iv The mechanisms for progressing delivery are confirmed, specifically staff/project management resources and the capability/capacity of the resources required to meet the demands and challenges.

- 2.21 English Partnerships are potentially an important partner in the overall equation. The Client Group therefore needs to seriously consider English Partnerships agenda. The Agency is happy to commence discussions on their potential involvement. A meeting with the Client Group is therefore recommended and additionally we would recommend that this is set up sooner and rather than later. The Client Group should approach such a meeting not solely as setting the parameters for the Agency's involvement but also being able to provide evidence of commitment/resources to the strategy.

Millennium Commission

- 2.22 Stourport's Canal Basin Area has already been identified as a long term flagship project in the County Council's **H2000 Strategy** but does not form part of the **H2000 Millennium Bid Round 2 Outline Proposal**. A decision on the bid is currently awaited. At present there are no plans to submit H2000 for Round 3 Millennium Commission funding.
- 2.23 Even without the benefit of the H2000 application, from our experience as both bidders and appraisers of Millennium Fund projects, we have from the outset seen the Canal Basin Area as a project which could meet all the Fund's criteria given its uniqueness and potential. This has been further confirmed in the course of the study.
- 2.24 While a bid could reasonably embrace the town centre, extension out of the Canal Basin Area could erode its distinctiveness and consequently the prospects for success. At the Client Group meeting it was agreed that an Outline Proposal would be prepared for submission between the 1st July 1996 and 16th September 1996. The bid would focus on the renovation of the Clock Warehouse to provide a heritage centre facility along with improvements to the immediate environment and linkages to the town centre. At least 50% match funding will be required. This is reflected in our detailed profiles of the Strategy's component programmes and projects.
- 2.25 We are aware that since the Client Group meeting there have been some reservations within British Waterways concerning the probability of securing Millennium funding and the fact that an application would block and delay any application for other lottery funds. It is, therefore paramount, given the impending timescales for Millennium funding, that the Client Group agrees which elements of the Strategy, if any, best fit Millennium Fund criteria as opposed to the Heritage Fund. An example we would suggest is the event space and new bridge crossing in the Upper Basins.

National Heritage Memorial Fund

- 2.26 A submission to this fund could embrace a wider area of the town, whilst also delivering the proposals for the Canal Basin Area. It is not subject to the submission deadlines of the Millennium Fund and thus provides more time and flexibility. A parallel application which include the Canal Basin Area will essentially remove the area from consideration by the Millennium Commission. In funding terms, this is no issue as there is potential for lesser matching funding under this Fund (ie. minimum of 25%) which may be critical to the delivery of the Strategy. The Fund, however, does not have the same profile and importance as the Millennium Fund, thus there could be lesser market interest which is an important consideration.
- 2.27 This is an important potential source of funding, particularly in view of the lesser requirement for matching funding. Our initial consultations with a Heritage Fund representative confirm the eligibility of British Waterways and the suitability of the Canal Basin Area environmental, access and lighting enhancement proposals for funding. Given this, and the knowledge that key public sector agency members of the Client Group are not cash rich, a bid should be prepared for this Fund. In discussions with the Client Group, it was originally agreed to pursue Millennium funding in advance of any bid for Heritage Lottery funding. This position has now altered (see above).

English Heritage

- 2.28 Assistance through a Conservation Area Partnership is in place until March 1997 for the town centre Conservation Areas - the Town Scheme. Wyre Forest District Council has submitted an application for subsequent years. This was unsuccessful, primarily on two counts:
- i Lack of public sector matching funding; and
 - ii The identified need for a dedicated Conservation Officer to coordinate and drive forward implementation.
- 2.29 These issues have been addressed by Wyre Forest District Council and there is intent to submit a modified application for the post-1997 period. Our consultations with English Heritage suggest that, subject to the availability of finances and English Heritage preconditions being met, the extension of the Town Scheme would be considered favourably.

Wyre Forest District Council

- 2.30 Expenditure by the District Council is currently heavily constrained by the prospect of being "charged capped" if ceiling limits set by Central Government are exceeded. In this current financial climate, it is highly unlikely that substantial funds could be found in the foreseeable future by the District Council to contribute to capital projects. Future opportunities may arise through the use of windfall receipts or the relaxation of the Government's standard assessment criteria. However, this cannot be relied upon. The alternative would be re-prioritisation of existing resources to Stourport from elsewhere in the District.
- 2.31 The District Council can however contribute to the regeneration process through the prioritisation of its existing maintenance budgets and through the allocation of resources in kind. This could include support for progressing bidding and Strategy Partnership development in terms of staff expertise, resources and accommodation.

Hereford and Worcester County Council

- 2.32 Impending reorganisation of the County Council into two new county authorities makes the identification of sources of funding difficult to define. Potential sources include continuing the commitment to fund the Town Scheme in Stourport. Mainstream capital and revenue funding are also likely to become available from the successor body's transfer of responsibility as local Highway Authority.

British Waterways

- 2.33 British Waterways' Renaissance Strategy, prepared in conjunction with the Heart of England Tourist Board, sets out a number of priority areas where the company seeks to invest. This includes environmental and access improvements, signage and interpretation and the waterway environment. Such works are to be funded from British Waterways' internal budget. Redevelopment projects require to demonstrate a commercial rate of return before British Waterways will invest. For non-commercially orientated development, the project is required to generate sufficient income to cover revenue costs. Potential investment in a new Heritage Centre is regarded by British Waterways as a commercial venture. Clear benefits are required to be demonstrated for the wider area if British Waterways are to pursue with a less than commercial return on this proposed project.

- 2.34 The potential commercial development opportunities and the scope for accessing significant external sources of funding through the Partnership/the Client Group is well acknowledged by British Waterways. This potential is a significant catalyst for the release of British Waterways' capital and revenue resources. They are, therefore, potentially a major player in resourcing the delivery of the Strategy.

Shipleys and Sons Amusements

- 2.35 Shipleys are committed to investment in the order of £2 million in their Leisure Park and the adjacent riverside walkway. This investment will be triggered by the granting of planning consent for an all-weather leisure arena but is also a reflection of the growing commitment to rejuvenate the Canal Basin Area. Without planning consent, the company's programme of investment will be much reduced and would be largely maintenance based.

Wolverhampton and Dudley Breweries

- 2.36 Substantial investment by the Brewery in the refurbishment of The Tontine is intrinsically linked to the delivery of this Strategy. A prerequisite for the company to invest is the provision of permanent car parking close to The Tontine. Private investment in the order of £450,000 could be released if the issue of parking is resolved.

Foundations of a Funding Strategy

- 2.37 The above paragraphs rehearse the potential for realisable funding across external agencies and the Client Group. Delivery of the Strategy will require complex cocktails of these resources, the former grouping requiring formal bids and essentially determining individually or collectively whether full delivery of the Strategy will be achieved. To provide a funding structure or principles for funding, we would promote the following:
- i **SRB Challenge Fund:** an Outline Bid was made for the current Challenge Fund round for Lichfield Basin. As has been noted, the decision from GOWM has been to discourage a further submission;
 - ii **English Partnerships:** provided commitment to projects and dedicated project management are seen to be put in place are happy to start discussion with the Client Group on the Agency's potential involvement/contribution to the strategy and specific schemes. The Client Group must resolve how the Agency's criteria can best be met if its involvement is to be secured.

- iii **Millennium Commission:** an Outline Proposal should be prepared for the Canal Basin Area. The outputs from the study will require to be "dressed up" to sing the correct song which will capture the imagination of both front line appraisers and the Commission's Panel. This is currently under consideration by the Client Group;
- iv **Heritage Fund:** providing matching funding can be delivered for the Canal Basin Area Millennium Bid, application for Heritage Fund resources should be prepared for the remainder of the town centre. An eye should also be kept on: (iii) above, which if unsuccessful should be embraced under this Fund. This would mean an application post-October 1996; and
- v **English Heritage:** potential resources from this pot of money could provide a contribution to matching funding in all of the sources identified above to differing degrees.

Partnership and Collaboration

- 2.38 To access these major sources of external funds, there must be evidence of a real and effective partnership between the public, private and voluntary sectors and the community. Meaningful consultation with and participation of the community in the Strategy, its formulation and implementation was strongly promoted by District Council Members in their response to the findings of Stage 1 of the study and the Draft Final Report.
- 2.39 While the need for wider partnership is accepted by the Client Group, in the first instance ownership of the Strategy and decisions on how it is taken forward will be firmly held onto by the Group. Noting this, in the course of the study much consideration has been given to the form and function of any partnership which would ultimately front bids for external resources and oversee implementation. Given the existence and strength of the town's two multi-sector partnerships - Stourport Town Centre Management Forum and the Stourport-on-Severn Initiative, it was accepted that no new partnership vehicle should be promoted from the study.
- 2.40 Following preliminary consultations in Stage 1, the recommendation which emerged was that the partnership vehicle should be the Stourport Town Centre Management Forum. In the course of Stage 2, the recommendation has been modified as a result of feedback from the Forum. It is proposed that a Steering Group, under the auspices of the Forum, be the vehicle to take responsibility for accessing funding and securing implementation of the Strategy's programmes and projects. Membership of the Steering Group will be members of the Client Group, all of which are on the Town Centre Management Forum, and nominated representatives from other key bodies.

Executive Support

- 2.41 The projects and proposals identified in Section 4 to 7 of this report have different lead partners all of whom are members of the Client Group. At present there is a reasonable but not perfect level of collaboration and dialogue between lead partners/members of the Client Group. Formalising and strengthening this has to be pursued. This step alone, as we highlighted in our consultations, presentations and the Stage 1 and Draft Final reports, does not overcome the need for truly **dedicated** executive support to coordinate action, secure implementation and funding and service the Partnership/Steering Group. Successful multi-sector/multi-project strategic bids have had their momentum seriously curtailed until dedicated project executive support has been put in place.
- 2.42 The Client Group and representative bodies in the town have all recognised the need for dedicated executive support to ensure delivery of the Strategy and submissions for external funding. The immediate to short-term options put forward in the Stage 1 report were:
- i A nominated officer from either the District Council or County Council (or its successor);
 - ii A secondment from the private sector; and
 - iii A post being funded by members of the Forum/Partnership/Steering Group/Client Group through a cocktail of resources.
- 2.43 While the need has been recognised, there has been no resolution of resourcing any executive support emerging in Stage 2 of the study. British Waterways have indicated that as the main landowner, they are prepared to contribute to the provision of executive support as and when needed. This could be a project officer either part-time or full-time. The precise form of support will be dependent upon which funding bids go forward. Wyre Forest District Council has also nominated an officer for Stourport. These two sources of executive support require to be co-ordinated by the Client Group to ensure resources are effectively utilised.
- 2.44 In the longer term, providing bids for external funding are successful, there is potential for the resourcing of project management albeit with a requirement for matching funding from members of the Client Group. This Strategy and the information presented in the Stage 1 report, as required by the Study Brief, provide the basis for applications for external funding and this access to dedicated project management resources.

3. STRATEGIC OBJECTIVES AND PROGRAMMES

- 3.1 Seven **Strategic Objectives** have been identified to form the backbone of the Regeneration Strategy. All projects and initiatives have been rigorously assessed against these aims to ensure suitability and compatibility. These objectives are:

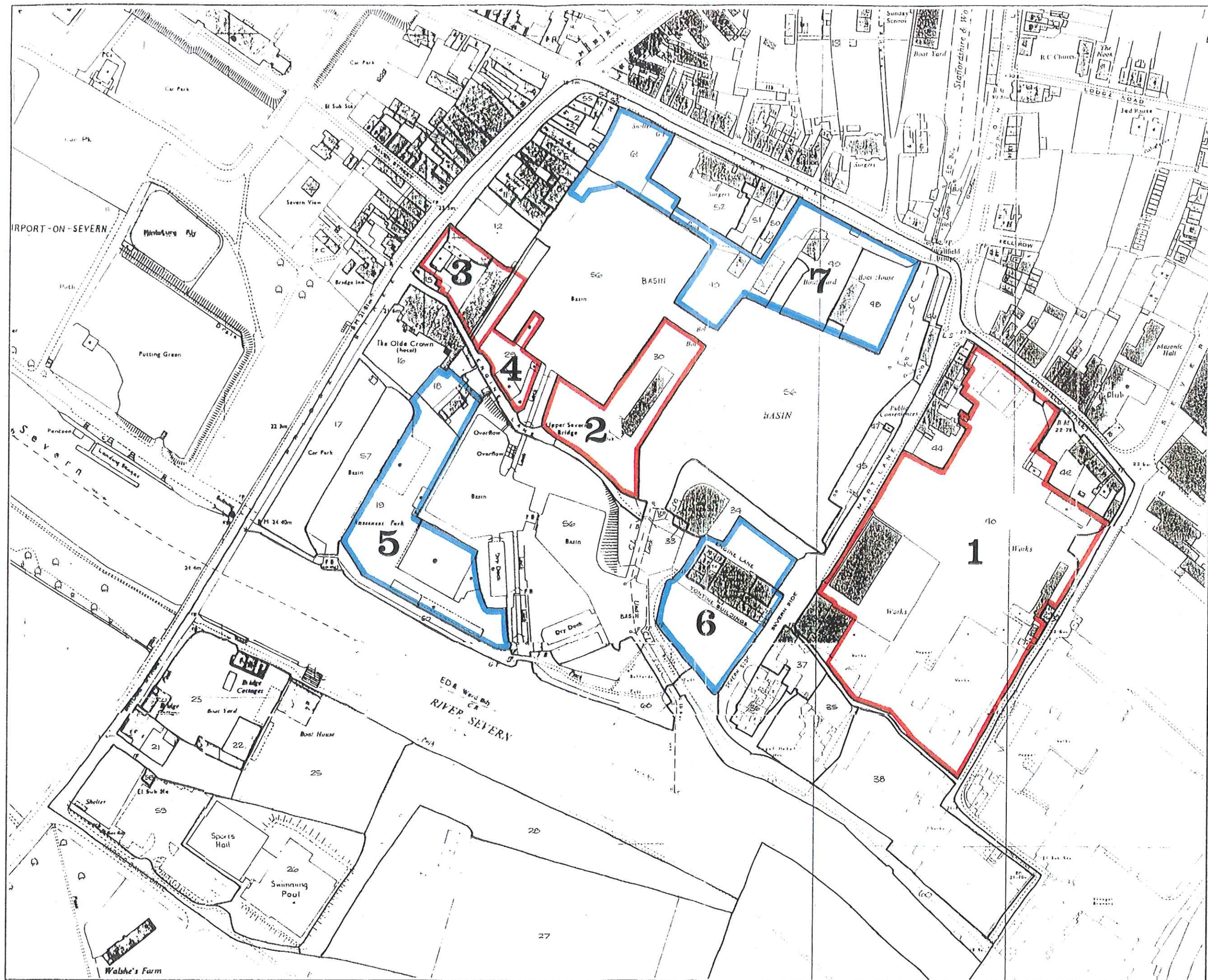
SO1 - HERITAGE: to promote appreciation and understanding of the town's unique heritage
SO2 - ECONOMIC GROWTH: to encourage and promote the town's image, new job opportunities, visitor expenditure and sustainable economic growth.
SO3 - INVESTMENT: to bring forward sites and premises for new uses and activities
SO4 - TOURISM: to diversify and enhance Stourport's tourism product
SO5 - ENVIRONMENT: to protect and enhance the built and waterway environment
SO6 - WATER: to optimise the use of Stourport's water resources
SO7 - MOVEMENT: to improve accessibility and circulation.

- 3.2 The realisation of these objectives will be delivered through five broad **programme** areas which mutually reinforce each other. Each programme is summarised below:

1. **Sites and Premises** - brings forward sites and buildings for development and redevelopment in order to promote opportunities for new investment.
2. **Access and Circulation** - improves vehicular and pedestrian access in terms of penetration, visibility, safety, quality and parking provision.
3. **Signage and Interpretation** - provides a hierarchy of gateway, directional and interpretative information for vehicular and pedestrian flows at key locations.
4. **Environment and Security** - promotes a safe and high quality townscape and waterscape environment through good design and conservation.
5. **Partnership Development** - resources the delivery and marketing of the strategy.

- 3.3 Within each programme are individual projects and initiatives which clearly inter-relate and support each other within and between the programmes. These are each described in the sections which follow. Table 3.1 summarises the Strategic Objectives each individual project meets.

Table 3.1 Meeting the Strategic Objectives							
Programme/Project	Strategic Objective						
	SO1 Heritage	SO2 Economic Growth	SO3 Investmen t	SO4 Tourism	SO5 Environme nt	SO6 Water	SO7 Movemen t
1. Sites and Premises							
1.1 Former Lichfield Basin	✓	✓	✓	✓	✓	✓	✓
1.2 Clock Warehouse	✓	✓	✓	✓	✓	✓	✓
1.3 Bridge Street Redevelopment		✓	✓			✓	✓
1.4 Stroudwater Cruisers Site	✓	✓	✓	✓	✓	✓	✓
1.5 Shipleys' Leisure Park		✓	✓	✓	✓		✓
1.6 The Tontine	✓	✓	✓	✓			
1.7 York House Site and Boat Yard		✓	✓		✓	✓	✓
2. Access and Circulation							
2.1 Vehicular Access			✓		✓		✓
2.2 Pedestrian Access	✓			✓	✓	✓	✓
3. Signage and Interpretation							
3.1 Vehicular	✓	✓		✓			✓
3.2 Pedestrian	✓	✓		✓	✓		✓
3.2 Interpretation Panels	✓	✓		✓	✓		✓
4. Environment and Security							
4.1 Open Spaces	✓	✓		✓	✓	✓	✓
4.2 Building Elevations	✓	✓	✓	✓	✓		
4.3 Townscape Features	✓	✓		✓	✓		
4.4 Illumination	✓	✓		✓	✓	✓	✓
5. Delivery Mechanisms	✓	✓	✓	✓	✓	✓	✓



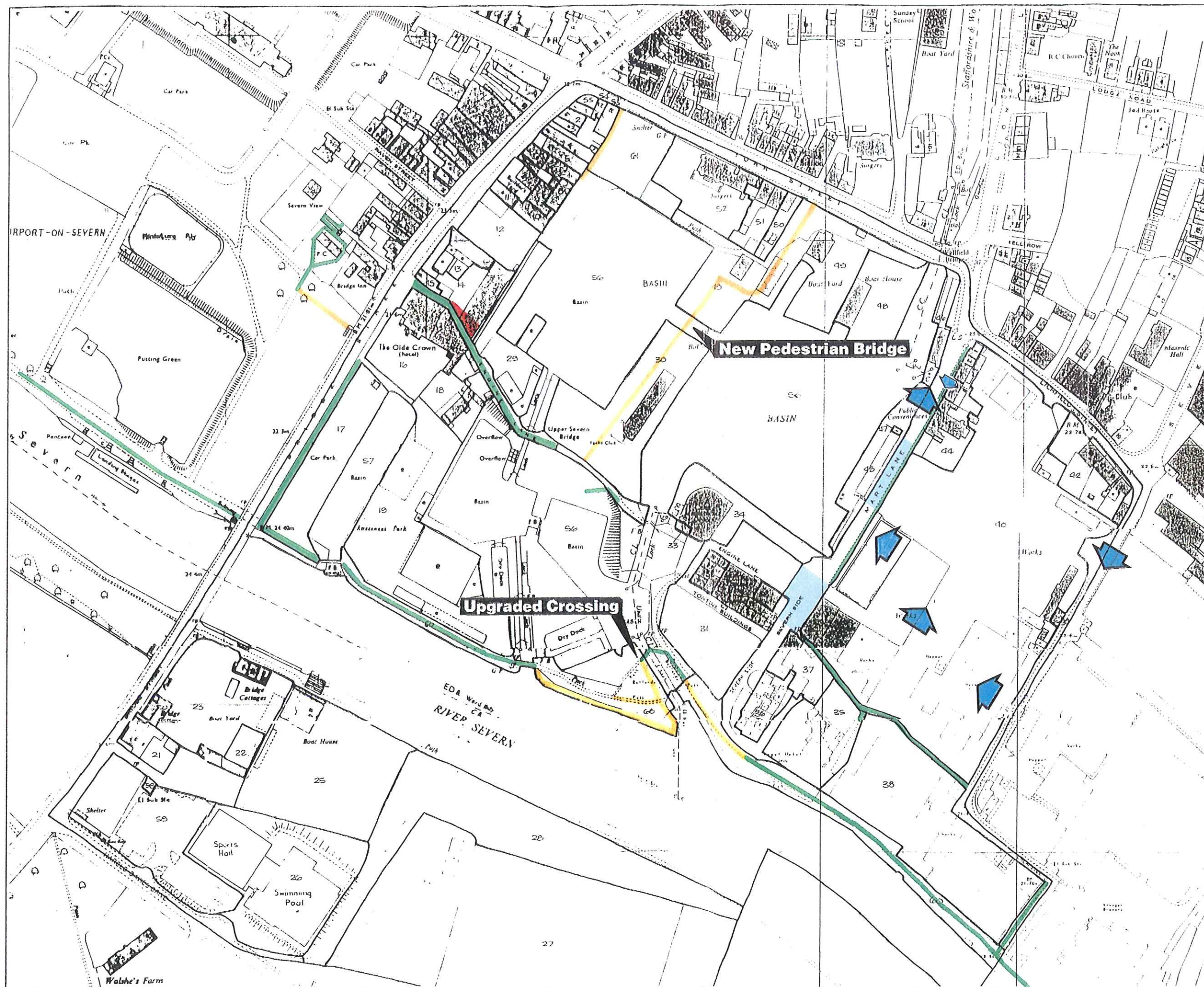
NOT TO SCALE

PROJECTS

- 1.1 Former Lichfield Basin
- 1.2 Clock Warehouse Heritage Centre
- 1.3 Bridge Street Redevelopment
- 1.4 Stroudwater Cruisers Site
- 1.5 Shipley's Leisure Park
- 1.6 The Tontine Refurbishment
- 1.7 York House Site and Boat Yard

FIGURE 4.1

SITES and PREMISES



NOT TO SCALE

VEHICULAR

- Engine Lane
- Mart Lane and Access Arrangement

PEDESTRIAN

- New Footpaths
- Improved Footpaths

FIGURE 5.1

**VEHICULAR and
PEDESTRIAN
ACCESS
IMPROVEMENTS**

4. PROGRAMME 1: SITES AND PREMISES

4.1 Maximising the potential of land and buildings and bringing forward new investment opportunities is central to the regeneration of Stourport. Programme 1 comprises seven projects all of which are either located within or adjacent to the Canal Basin Area. This is a reflection of both the lack of development opportunities elsewhere in the town centre and the importance of the canal basins to the town's future. The component projects are listed below and identified in Figure 4.1:

- * Former Lichfield Basin
- * Clock Warehouse
- * Bridge Street Redevelopment
- * Stroudwater Cruisers site
- * Shipleys' Leisure Park
- * The Tontine
- * Land adjacent to York House and Boat Yard.

4.2 The first four projects will bring the introduction of new uses and activities into the Canal Basin Area. The former Lichfield Basin offers the greatest potential for new development while the Clock Warehouse is the Strategy's "flagship" project. The last three projects will be complementary to the regeneration of the town. These already have momentum in terms of either detailed design work, planning applications or stated commitment from key partners to the Strategy. All the projects are closely integrated, complementary and add value to each other and the town's tourism product.

4.3 No specific project has been identified for Stourport Wharf. However, this building could play an important role in the Strategy by offering accommodation for relocated businesses. It could also be subject to building elevation improvements which are proposed in Programme 4.

PROJECT 1.1 - FORMER LICHFIELD BASIN

Description/Justification

- 4.4 The redevelopment of the former Lichfield Basin represents the key opportunity for generating new investment and unlocking potential investment in The Tontine and the Clock Warehouse. British Waterways own all of the site which is some 1.6 hectares and is currently leased to Larch Lap Ltd (timber merchants) and DF Smith Engineering (engineering company). The development potential of the site is currently not being maximised. It is occupied by uses inappropriate to a historic canal basin setting and which have an adverse visual impact on the local environment.
- 4.5 The preferred option is to redevelop the site for mixed uses which include the following:
- * **Residential Use** - flatted accommodation and 2 to 3 bedroomed mews housing
 - * **Craft/Speciality Retail Centre** - courtyard development of a maximum of 12 units
 - * **Permanent Car Parking** - 150 spaces and coach drop off/pick up point.
- 4.6 Consideration has been given to alternative options for the Basin. These are the full or partial reopening of Lichfield Basin. Each option has its merits. The first has heritage value as reopening would return the Canal Basin Area to its original basin configuration. Both full and partial reopening could increase the attractiveness of the area although this will also be successfully achieved by the preferred option set out above. They, however, have costs and will reduce the land available to secure development and development values. This is much needed in the overall equation to fund the Regeneration Strategy.
- 4.7 Residential use is proposed to ensure compatibility with existing residential uses along Mart Lane and Lichfield Street. There is also a proven demand for town centre accommodation and people living as well as visiting the town contributes to the vitality of the area. The high value of residential development would also allow the possibility of introducing more marginal uses on the site such as the proposed craft/speciality retail centre.

- 4.8 The retail element is proposed as a 'people attractor' offering small workspace/retail units of high quality for the production, display and selling of crafts and art. The viability of such centre is however at best marginal. Potential demand for space will be dependant on a critical mass of both visitors and other attractions in the immediate vicinity. The location of the centre, effective marketing and phasing is therefore crucial to its success. A detailed feasibility study is required to establish the viability of the proposal. Our experience from elsewhere suggests that, while speciality retail is an essential component of the heritage market, a craft centre is unlikely to come forward until the later stages of the regeneration strategy. The units themselves could be constructed in two phases in response to demand for space.
- 4.9 In the event of speciality retailing proving unviable, and external funding sources for the whole site not being secured, the potential for other uses which generate a more commercial return will require to be investigated. Any such uses will be subject to the Wyre Forest Local Plan (adopted 26th May 1996) and in particular Policy STC.3. This policy promotes mixed used development which could include business uses, professional and financial services, residential, hotel, restaurant/cafe, and a public house or wine bar.
- 4.10 The end vision for the Canal Basin Area must be kept well in sight when options for the former Lichfield Basin are being reviewed. It however has to be balanced with the realities of the economics of development and delivery. Wyre Forest District Council, as the Local Planning Authority, and other members of the Client Group must be alert to this and how it could/should be addressed.
- 4.11 To facilitate 'getting people' into the Canal Basin Area permanent parking for some 150 cars is proposed on the site. The provision of parking is crucial to generating "footfall" - and hence trade in the locality. Parking at this edge of the town will help to reduce traffic congestion along York Street as, at present, visitors all have to make for the Riverside car parks. The car park will, more than any other use, directly support the viability of three other schemes. These are:
- * The proposed craft/speciality retail centre
 - * Substantial investment by Wolverhampton and Dudley Breweries in the Tontine to create a destination pub/restaurant (Project 1.6)
 - * The proposed conversion of the Clock Warehouse into a Heritage Centre (Project 1.2).
- 4.12 Other businesses which will indirectly benefit include Shipley's Leisure Park, the River Severn and Stourport Steam Boat Companies and businesses at Stourport Wharf.

- 4.13 It is important to note the potential **land contamination** in areas of the former Lichfield Basin. The nature and extent of this requires to be addressed early through the commissioning detailed site investigations as this could effect the viability equation. The allocation of part of the site for surface car parking can help reduce costs if its location is coincident with contamination.
- 4.14 An outline development specification for the site is provided in Appendix A.

Costs and Funding

- 4.15 An indicative schedule of costs is provided below (inclusive of fees and contingencies). Relocation costs are based on information supplied by British Waterways. Other costs and values are founded on **Pieda**'s experience of similar projects elsewhere in the country.

	£
* Relocation of businesses	225,000
* Remedial work and site preparation	40,000
* Cost of permanent car park	195,000
* Construction of craft/retail centre	375,000
* Construction of residential units	1,615,000
	2,415,000

- 4.16 The estimated gross development value of the project when fully complete is **£2,444,000**, excluding income derived from car parking charges. Overall, subject to detailed costings and site investigations, the scheme can be seen to be only marginally viable. A more detailed appraisal is required to confirm the likely level of return on investment. Viability is fundamentally dictated by costs associated with site assembly, land treatment and the take up of the site for car parking uses rather than built development.
- 4.17 The funds for this project if it meets the set criteria could be via the major external resources of English Partnerships, SRB Challenge Fund, Millennium Commission and Heritage Lottery Fund.
- 4.18 Potential funding partners could include British Waterways and private sector developers and possibly, as noted, English Partnerships. The involvement of English Partnerships is subject to detailed consultation but could be on the basis of bringing the site forward earlier than would otherwise be achieved through contributing to the removal of a physical barriers to development (eg. land contamination) or through a gap funding package. This would be to the benefit of the overall strategy and specifically nearby schemes.

Delivery

- 4.19 The lead partner identified for this scheme is British Waterways - the land owner. Private sector developer(s) will implement the residential elements of the project. The craft and retail courtyard could remain in British Waterways' ownership and be operated either by franchise or through a joint venture with a private sector interest. British Waterways would be responsible for the car park.

Phasing

- 4.20 The redevelopment of the site falls into two distinct phases. These are:

Phase 1 (1996 to 1998):

- * negotiation and relocation of existing businesses
- * site investigations and remedial work
- * demolition, site clearance and boundary treatment
- * provision of temporary car parking
- * marketing of sites.

Phase 2 (1999 to 2004):

- * permanent car park
- * development elements.

Outputs and Benefits

- 4.21 The project will maximise the use of 1.6 hectares of land and could provide the following physical outputs:
- * 18 flats and 26 dwellings
 - * 890m² of craft/speciality retail floorspace
 - * 150 car parking spaces
 - * 1.6 hectares of land brought into beneficial use.
- 4.22 Direct employment at the craft/retail centre is estimated to be some 38 full-time equivalent jobs. This will be dependent on the precise mix of craft, retail and art gallery uses. Additional indirect employment opportunities will be generated through increased visitor expenditure, demand for the supply of goods and spin-off benefits to other uses within the Canal Basin Area.

Risk Assessment

- 4.23 The key risk to securing delivery of this project is access to major external funding sources to overcome marginal viability. This excluded, there are no other insurmountable risks associated with the project. The land is in single ownership and current leaseholders have expressed a readiness to negotiate terms to terminate their lease arrangements prematurely. There is a demonstrable demand for town centre residential use. Market demand for the craft/retail centre is more supply led and dependent on achieving a critical mass of attractions in the vicinity. Its construction has been phased to take account of this. The main risk is currently associated with the unknown extent of land contamination and associated responsibility for its treatment.

PROJECT 1.2 - CLOCK WAREHOUSE HERITAGE CENTRE

Description/Justification

- 4.24 The Clock Warehouse is visually and architecturally the most important asset in the Canal Basin Area. At present its development potential and setting are not being fully maximised. Stourport Yacht Club currently lease the building from British Waterways. The Club does not generate significant income to invest in the building. Hence, the warehouse has a poor visual appearance and is surrounded by unkempt land used for boat repair and general storage. None of this strategically important site is open to general public access.
- 4.25 While retention of the Yacht Club in the Clock Warehouse has local support, it would constrain comprehensive regeneration of the Canal Basin Area (as the building is currently managed/operated) with consequential effects on the vision and regeneration of the town as a whole. This is recognised by the Client Group.
- 4.26 The Clock Warehouse presents a unique opportunity for a Heritage Centre providing an all weather flagship destination at the heart of the Canal Basin Area. The centre would fill a significant gap in the town's tourism product and could tell the "Story of Stourport" built around the following themes:
- * Birth of the town and canal basins
 - * Trade and Industry (eg. Nestlé-Sarsons)
 - * Shipleys' Leisure Park and the River Boats
 - * Water Management
 - * Stourport Today (conservation, water and tourism).
- 4.27 To release the building and site will require the relocation of the Yacht Club. As the importance of keeping the Club in the Canal Basin Area is well recognised, particularly as it may address local concerns, potential relocation options have been identified in British Waterways owned buildings. These include buildings at Severnside and the Stourport Wharf building.

- 4.28 It is envisaged materials and interpretative information for the Heritage Centre will be sourced from British Waterways, local authorities, local companies, Stourport Civic Society and other voluntary bodies. Theming and presentation style should be coincident with the requirements of the National School Curriculum and, to increase its attraction, should include 'hands-on' multi-media models and games.
- 4.29 The Clock Warehouse has the locational potential and space for other complementary uses. It could house a shop, Heritage Centre, information centre and café/restaurant. Each of these will individually and collectively have the propensity to attract visitors. They will meet visitor needs and expectations. Importantly, with the exception of the information centre, the Heritage Centre, shop and cafe/restaurant will also generate income. It is a priority project whose early implementation should be pursued.
- 4.30 An outline specification for the Heritage Centre is provided in Appendix B. This will require to be tested with detailed architectural design. The specification clusters the shop, information centre and café/restaurant with toilets on the ground floor to encourage maximum use and attract people in. The main heritage displays would be on the first floor of the building which will allow collection of entrance fees to be discrete from other visitor activities. Apart from servicing, staff and emergency access, there would be no parking around the building.
- 4.31 The specification outlined above, and in Appendix B, is based on a fully operational Heritage Centre with an established visitor market. It was agreed at the Client Group meeting, on the Draft Final Report, to include the option for providing a more basic interpretation facility within the Clock Warehouse building. This option would secure the future of the Clock Warehouse whilst detailed proposals and funding for a Heritage Centre were being pursued. This would also enable delivery mechanisms, such as a Trust, to be established. This option involves renovation works to the building and a basic fitting out for interpretive material and an audio visual (AV) room on the ground floor only.
- 4.32 Greater visibility of the Clock Warehouse and separation of pedestrian access and service vehicles could be achieved by opening an access through the brick wall along Engine Lane to create a new feature entrance. This proposal would be subject to planning permission as we are aware that the wall could become a listed structure.
- 4.33 Supporting projects which are vital to the success of the proposed Heritage Centre include a proposed pedestrian bridge crossing the canal arm linking the two Upper Basins. This will create a strategic link to York Street and the town centre beyond. Adjacent to the new Heritage Centre it is proposed to create an event space to allow festivals, craft fairs, etc. to take place. These projects are detailed under other programmes.

Costs and Funding

- 4.34 The project is a central focus for any Millennium Fund bid or if this fails Heritage Fund.
- 4.35 The Listed Building status of the Clock Warehouse demands that design standards require to be high. With this in mind, the cost of fully refurbishing the building, inclusive of exhibitions and fees, is estimated to be in the order of **£560,000**. This figure is based on *Pieda*'s experience of other visitor centres but also reflects the substantial internal works that would be required. It excludes environmental improvement to the surrounding site (see Project 4.1).
- 4.36 Costs associated with the more limited conversion option would be somewhat less than a full conversion. However, common works such as those to the roof and building facade would still be required.
- 4.37 In addition to capital costs, there are revenue implications associated with operating and staffing the Heritage Centre. These costs could be off-set to some extent by admission charges, income from sale of goods and rent or income from the café/restaurant. A detailed feasibility study and business plan is required to progress this proposal and robustly test its viability/deliverability. Founded on our experience from comparable projects, and consultations with the Wyre Forest District Council's Tourism Officer, an estimated 50,000 visitor numbers per annum is assumed with 25,000 visitors paying admission to the heritage display. On this basis, a brief cost/income appraisal indicates (with emphasis on indicates) that income would only just cover the cost of operation (see Appendix B). The issue of sustainability is fundamental to all visitor centres. The appraisal in Appendix B assumes the use of voluntary staff to help offset revenue costs.
- 4.38 At present, Wyre Forest District Council does not have the revenue resources to support a networked Tourist Information Centre (TIC) at the Clock Warehouse. However, there is a commitment to providing a TIC in Stourport and there may be scope in the longer term to upgrade the proposed heritage information centre into a TIC.
- 4.39 The main funding requirement will be for capital costs. Whilst this could be a 'shop window' project for British Waterways, delivery will require a mix of funding sources. These have been rehearsed.

Delivery

- 4.40 Subject to a detailed cashflow appraisal, British Waterways would own the premises and would be the key funding contributor. In comparable centres, management is via the appointment of a management company or through the establishment of a Trust comprising a number of private and public sector bodies. Elements of the project, such as the café/restaurant, could be operated under a franchise agreement. A further option would be to create a Community Trust which would include the voluntary sector and act as charity.

Phasing

- 4.41 The delivery of this scheme will be dependent on the relocation of the Stourport Yacht Club and achieving satisfactory emergency vehicular access from Engine Lane. The optimum programme is set out below:

- * Detailed design and feasibility study (1996)
- * Relocation of tenant (1996-1997)
- * Emergency and service access secured (1996-1998)
- * Conversion works (1997-1998)
- * Opening of the Heritage Centre (1999).

- 4.42 The above phasing need not be delayed if the option to pursue a Trust was agreed as the way forward. Setting up trusts does take time. It should be a parallel strand in the project's action plan. Initial conversion works could commence in 1998 with the opening of a more basic interpretative facility in 1999. Full restoration would then follow within the next five years as the Canal Basin Area and the Trust's track record develops.

Outputs/Benefits

- 4.43 This flagship project will have a significant impact on the regeneration of the Canal Basin Area and bring important benefits to the wider town centre for leisure operators, retailers and hoteliers. In particular, it will raise the profile and image of the town and put it squarely on the map as a heritage destination.
- 4.44 Direct outputs from the project are estimated to be:
- i Conversion of some 660m² of under-utilised floorspace;
 - ii Securing the future of an important Listed Building;

- iii 50,000 visitors per annum to the Centre; and
- iv Creation of approximately 2 full-time and 4 part-time paid jobs with additional scope for voluntary work.

Risk Assessment

- 4.45 Capital and revenue funding from external sources, as with the majority of the projects which have emerged in the course of the study, will be critical to the delivery of this project. Of particular relevance is the ability of the project to be sustainable. A key factor in this will be the quality of product, effective marketing and complementary investment in the Canal Basin Area and town centre.
- 4.46 An additional risk associated with the project will be securing adequate emergency access along Engine Lane from Bridge Street. Kidderminster Fire Brigade Service has stated that for re-use of building for 'people' orientated uses the widening of Engine Lane to allow fire engine access would be required. This requirement is addressed under two projects: Project 1.3 (Bridge Street redevelopment); and Project 4.1 (Engine Lane widening).

PROJECT 1.3 - BRIDGE STREET REDEVELOPMENT

Description/Justification

- 4.47 The 'opening up' of the canal basins to the town centre is essential to gain visibility, profile and provide easy access into the area. To achieve these goals and improve the town centre environment it is proposed the land on Bridge Street, currently occupied by Lloyds' Garage (No. 7 Bridge Street), should be redeveloped. At present, the site is partly used to sell vehicle equipment and partly used for vehicle repair/MOT testing station. None of the buildings are listed and they generally detract from the street scene of predominantly small shops.
- 4.48 It is proposed that the site should be acquired and redeveloped for a mix of retail and residential uses. This would allow for a new frontage onto Bridge Street and a waterside frontage alongside the Clock Basin. In addition, acquisition would accommodate provision of a new road access to the Clock Basin joining Engine Lane on land currently occupied by Stroudwater Cruisers. This would facilitate emergency access and servicing for the proposed Clock Warehouse Heritage Centre and the designation of part of Engine Lane (by the side of the Hungry Horse public house) for pedestrian/cyclist use only.
- 4.49 The site is approximately 0.14 hectares. With the need to provide through access and servicing, it is difficult to achieve a build configuration that is satisfactory in terms of achieving substantial floorspace and addressing the desire for a double frontage development and vista to the Clock Basin. A schematic development specification is prescribed below in Table 4.1 and is based on four separate buildings. This excludes No. 8 Bridge Street, a traditional two-storey building housing an antique shop which with our proposals would be retained.

Table 4.1 Bridge Street Redevelopment: Outline Specification			
Development	Gross Floorspace	Ground Floor	First Floor
Building A: Bridge Street	2 × 140m ²	2 retail units	2 flats
Building B: Bridge Street	2 × 70m ²	1 retail unit	1 flat
Building C: Clock Basin	2 × 90m ²	1 retail unit	1 flat (large)
Building D: Clock Basin	2 × 90m ²	1 retail unit	1 flat (large)
Total	780m²	5	5
Note: Retail 390m ² Residential 390m ²			

- 4.50 The scope and potential for redevelopment could be enhanced by relocation of the neighbouring Kwik-Save store to form a larger development site. Kwik-Save currently occupy 12,263ft² gross. Our consultations indicate that Kwik-Save are open to proposals in principle but they are not currently considering relocation. As indicated below, the redevelopment of Lloyds' Garage will require external funding. We estimate that inclusion of the Kwik-Save site could add a further £600,000 to costs just for acquisition and relocation. While the merits of this land package are evident, its deliverability is questionable.

Costs and Funding

- 4.51 There may be scope for the project's inclusion under a bid for National Heritage funds but it is unlikely that it would form a part of a Millennium Commission bid.
- 4.52 We have restricted our cost estimates to the Lloyds' Garage site. Costs associated with acquisition are obviously subject to negotiation, are thus difficult to predict and assessment goes beyond the scope of this study. Founded on market information and consultations, the likely costs involved are set out below:

	£
* Acquisition/relocation/demolition	350,000
* Development and infrastructure	460,000
	810,000

- 4.53 The estimated development value associated with the new development is in the region of £620,000. Straight arithmetic calculation leaves a deficit of £190,000, approximately one-quarter of total costs. This would change when phasing etc is incorporated in a proper financial appraisal. Gap funding will be required. One possible source is English Partnerships' Investment Fund. This would be subject to detailed consultations with English Partnerships.

Delivery

- 4.54 There are a number of delivery options which require to be explored. These include British Waterways acting as lead partner or forming a joint venture with other interests and developers to secure matching funding. Championing of the scheme requires positive market interest. This has not come through in the study but may with a more targeted focus.

Phasing

- 4.55 Noting the above provisos, indicative phasing of the scheme under a best case scenario could be:

*	Negotiate acquisition and relocation	(1997-1998)
*	Clear site	(1998)
*	Development of site	(1998-1999).

Outputs and Benefits

- 4.56 Redevelopment of the Lloyds' Garage site could provide 390m² of gross retail floorspace and 5 flats. Approximately 18 full-time equivalent jobs could be associated with the commercial element of the project. Jobs associated with Lloyds' Garage would be relocated rather than lost to the town.
- 4.57 Direct benefits could be derived from the opening up of Bridge Street to the Clock Basin. These benefits include an improved profile, potential for increased trading and significant environmental enhancement. The main indirect benefit would be securing improved access arrangements to the Clock Warehouse.

Risk Assessment

- 4.58 Consultations with the owner of Lloyds' Garage indicate that the company are open to negotiation and not adverse to relocating. External funding via the Heritage Fund or English Partnerships will be required. Providing that an agreement can be reached, the main additional risk arising from this project is, as a stand alone project, its financial viability. The project is a priority action as it would secure emergency vehicular access to the Clock Basin. There is a need to examine this in a sound financial appraisal. As such, we would emphasise the proposals for Bridge Street are at present a "wish list" and must be subject to detailed study.

PROJECT 1.4 - STROUDWATER CRUISERS SITE

Description/Justification

- 4.59 Stroudwater Cruisers currently occupy a boat yard and associated buildings between Engine Lane and the Clock Basin. The company hire and sell canal barges. Its long-term future is in some doubt given a decline in hire activities and obligations (under lease agreements to British Waterways) to invest in and improve their site and premises. The site is in a poor state of repair, potentially detracts from investment on neighbouring sites in the Upper Basins and the business causes environmental problems from discharges.
- 4.60 There is potential to redevelop the site for more people orientated uses offering a higher quality environment. It is recognised that to maintain and generate ambience in the Clock Basin Area it is important that this site remains for boat related activity. The main new activity which could be introduced to this site is **day trip canal boat cruises** aimed at the visitor market. This, combined with boat hire and chandlery, could keep the land operational yet offer an added visitor attraction which is not currently provided in Stourport and the Canal Basin Area.
- 4.61
- 4.62 Precise details of what short cruises may comprise would be subject to agreement and would need to take into account movements through locks and linkages with other attractions. A modern glass covered canal boat (such as those at Wigan Pier) could offer short journeys (between half and one and a half hours) with on-board interpretation. The boat could explore the Upper Canal Basins and the Staffordshire and Worcestershire Canal offering a one-way ticket for those who wish to disembark and visit Stourport town centre. The experience offered would be different but complementary to that provided by the River Severn steamboat companies.
- 4.63 The provision of a short canal trip focus would be consistent with creating a critical mass of activity and things to do in the Upper Canal Basins. It would also firmly meet the objectives of promoting Stourport's heritage. This could be further strengthened by promoting joint ticketing between the boat trip and the proposed Heritage Centre, noting however this would require to be under one umbrella organisation to overcome VAT constraints.

- 4.64 Redevelopment of the site could include demolition of the existing office building, associated storage areas and the covered boat house. A new landing stage, ticket office and related buildings could be constructed. A vital part of the package would be environmental improvements to the site to create public open space. The removal of car parking associated with boat hire is essential to create the right ambience and space thus providing an area to bring visitors into. To achieve this, a secure off-site compound could be provided for boat hirers either through a shared arrangement with Severn Valley Cruisers or on parking to be provided on the former Lichfield Basin.

Costs and Funding

- 4.65 The precise nature of redevelopment will of course be subject to agreement with the potential operator. An indication of likely costs involved is provided below. It assumes there are no costs associated with any extant lease agreements or ground contamination. Costs exclude the acquisition and running of the canal boat(s). This is assumed to be borne by the operator.

		£
*	Demolition and Environmental Improvements	70,000
*	New Build (200m ²)	55,000
		125,000

- 4.66 The high quality of the environment sought makes the redevelopment of the site require external funding. It would be a project integral to the Canal Basin Area and thus could form part of any Millennium Bid. In addition, the project could be a component of a National Heritage Fund bid. Potential sources of matching funding are identified as British Waterways, the chosen boat operator(s) and, if deemed necessary and appropriate, English Partnerships as part of a wider package.

Delivery

- 4.67 British Waterways currently own the site and initially would be the lead player in progressing its redevelopment. The chosen boat company would be responsible for the operation of the day trip and hire activities.

Phasing

- 4.68 Phasing is subject to the possible relocation/lease expiry of Stroudwater Cruisers. An indicative timetable is suggested below:

*	Relocation/lease expiry	(1997)
*	Demolition/environmental improvements/new build	(1998)
*	Boat trips and hire operation	(1999)

Output and Benefits

- 4.69 The main outputs under the above proposals would be the improvement of a 0.07ha site, development of a 200m² building and the creation of 3 to 4 full-time equivalent jobs (increasing jobs on site by 2).

Risk Assessment

- 4.70 This project may not be as dependent as other projects on major external sources of funding. They would, however, bring forward project implementation although the timescale will be influenced by negotiations with Stroudwater Cruisers and securing emergency access via Engine Lane. Consultations with Wyre Forest District Council's Tourism Officer, British Waterways and boat operators point towards demand in the day trip canal boat market. This would reflect the potential from Stourport's current and future visitor profile.

PROJECT 1.5 - SHIPLEY'S LEISURE PARK

Description/Justification

- 4.71 At present, the profile attraction in Stourport is Shipley's Leisure Park which is located next to Crown Basin off Bridge Street. The site is the original location of a fairground dating from the last century and thus forms an important and integral part of Stourport's history as a resort/leisure destination. The current complex was developed in 1962 and expanded in 1972. Leisure facilities are at present mostly out of doors and are now dated in appearance and in the expectations leisure market. They include an amusement arcade, dodgems, racetrack, astroglide, roller coaster, ten pin bowling and fairground rides for small children.
- 4.72 In view of the outdated nature of the facilities and products on offer, concerns of visual encroachment of the astroglide on the Lower Basins and the dynamic nature of the leisure market, Shipleys propose to rationalise the site. It is intended that most attractions will be re-housed into a single span all purpose building of some 2,200m². Redevelopment of the site would include the removal of the existing buildings and astroglide and the extension and widening of the walkway along the River Severn. Open fairground rides would remain.
- 4.73 The proposed enclosure of the Leisure Park would provide a major and thus important all-weather attraction in the town and District and would greatly help to extend Stourport's visitor season. It would primarily serve the existing visitor market but could also attract people visiting for heritage reasons - especially those with families.
- 4.74 A planning application for the redevelopment of the site was submitted and then consequently withdrawn in September 1995. At present, Shipleys are seeking hydrological advice in the face of an objection raised by the National Rivers Authority to development that lies within River Severn floodplain. Discussions are also taking place with English Heritage on design matters.

- 4.75 The proposed redevelopment of the Leisure Park is clearly a substantial investment and would help sustain the current function of the town as a leisure destination. The future of town's tourism role and its diversification to the heritage market depends greatly on the existing and potential market penetration of this major tourism asset.

Costs and Funding

- 4.76 The cost of redevelopment, as proposed in Shipley's planning application, is estimated to amount to some £1.5 to £2 million of investment in buildings and equipment. All of this investment is to be funded by Shipley and Sons Amusements (ie. the private sector).

Delivery

- 4.77 The project will be funded and delivered by Shipley and Sons Amusements. British Waterways are the land owner.

Phasing

- 4.78 Phasing is dependent on Shipleys gaining planning approval. Once this is secured it is likely that investment will follow very quickly. This could mean a start date in late 1996, after the end of the summer season.

Outputs/Benefits

- 4.79 The importance of Shipleys to the town's tourism product is demonstrated by the 200,000 or so visitors the Leisure Park attracts each year. In the peak season, 50 people are employed on the site (40 part-time, 10 full-time). With new investment, visitor numbers could rise by 25,000 to 50,000 per annum. An additional 6 full-time jobs are envisaged with a similar number of part-time jobs during the high season. Under the current planning application, indoor floorspace will more than double from around 800m² to approximately 2,200m².
- 4.80 Indirect benefits include an improved environment, especially by the riverside, and to views from Bridge Street and the Lower Basins. Stourport's image to visitors will also be enhanced.

Risk Assessment

- 4.81 Shipleys are committed to the improvement of the Leisure Park. The main risk associated with their proposals are the reservations of the National Rivers Authority and English Heritage. If Shipley's preferred option cannot be pursued then, at a minimum, Shipleys may enact extant planning permission (approved in 1992) for an extension to their existing amusement centre. We understand that the company is positively pursuing the way forward in dialogue with national and local statutory bodies.

PROJECT 1.6 - THE TONTINE REFURBISHMENT

- 4.82 The Tontine Hotel (The Tontine), owned by Wolverhampton and Dudley Breweries, is the main public house within the heart of the Canal Basin Area. It forms an integral part of Stourport's history having served originally as a hotel for canal merchants during the town's hey-day.
- 4.83 Although popular during the peak season and occupying a strategic site with views over the River Severn, The Tontine is an unexploited asset. It currently does not maximise its potential trade draw, is 'hard to find', is inadequately served by car parking and turns its back on the Canal Basin Area through orientation towards the River Severn.
- 4.84 The importance of The Tontine to the regeneration of the Canal Basin Area is well recognised. Given its location and accommodation, Wolverhampton and Dudley Breweries have identified the potential to convert The Tontine into a "destination " pub/restaurant. This would be a facility whose clientele are from a larger catchment area than Stourport alone. It would offer a quality product for both families, individuals and couples. This will entail substantial investment and refurbishment of the interior of the building and upgrading of the surrounding terraced garden and car park to rear. Clearly this investment will support the objective of encouraging visitors to the canal basins and of promoting evening as well as daytime activity. The proposal will however require to be sensitively handled and presented as there are concerns amongst local residents on its potential impact, particularly night time noise and disturbances.
- 4.85 Investment in The Tontine is dependent upon the provision of permanent car parking for some 70 to 100 vehicles within easy walking distance of the building. Currently, parking is restricted to some 20 vehicles, at the rear elevation, with little scope for provision of more. The success of this project is directly linked to Project 1.1 which proposes car parking for public use on the nearby Lichfield Basin site.
- 4.86 The use of car parking on the Lichfield Basin site would enable vehicular access to be controlled and Severn Road to be promoted as the main access rather than Mart Lane. This would help to minimise any potential disturbance to existing and new residents in the vicinity.

Costs and Funding

- 4.87 Based on previous experience, Wolverhampton and Dudley Breweries envisage investment in the order of £450,000 to refurbish The Tontine and make it a destination pub/restaurant. This excludes the provision of off-site car parking. If pursued, the project would be an important private sector contribution to the Regeneration Strategy.

Delivery

- 4.88 The project will be solely driven by Wolverhampton and Dudley Breweries. It will require resolution of the parking issue which we understand is being progressed by British Waterways.

Phasing

- 4.89 Explicit from the above, the provision of car parking, (as part of Project 1.1), is vital to the success and timetabling of investment in The Tontine. Parking, initially on a temporary basis, could become available in 1998 which should be the catalyst for investment in The Tontine to be undertaken in the same year.

Outputs/Benefits

- 4.90 Some 840m² of gross floorspace will be refurbished to a high standard generating potential for an additional 30 job opportunities (20 FTE). The indirect benefits of this project will be considerable through generation of new visitors to the basins and the town as a whole. Importantly, it will be a sign of investor confidence in the Canal Basin Area and its potential.

Risk Assessment

- 4.91 Unless the parking issue associated with this project is resolved, the project will fail to materialise.

PROJECT 1.7 - YORK HOUSE AND BOAT YARD

4.92 British Waterways gained planning permission in November 1995 for the development of a nursing home and rationalisation of the nearby boat yard on vacant land adjacent to York House between York Street and the Clock Warehouse. The components of the proposed scheme are summarised below:

- * A 60 bed nursing home in land adjacent to York House with access from York Street
- * Demolition of a boat house and construction of new boat house for use by Severn Valley Cruises
- * Rationalisation of the existing boat yard including the provision of a new slipway and lock landing.

4.93 The project will clearly help to improve the rear elevations of York Street over the Clock Basin and will introduce new residential waterside development to the Canal Basin Area. The scheme will create a new access from York Street and the town centre to the Upper Canal Basins. This will be an important first phase of improved access and linkage to and within the area. Rationalisation of the boat yard area will contribute to the regeneration of the area by improving untidy land and ensuring the future viability of boat operations.

Costs and Funding

4.94 From details we have been provided with, the scheme will be an investment of £0.25 million for the boat yard works and access road by British Waterways. In addition, we estimate that the nursing home could bring in a further £2.1 million of investment.

Delivery

4.95 British Waterways will lead the project although full delivery will be likely to take the form of a joint venture.

Phasing

- 4.96 It is intended that the full project will commence in late 1996. The construction of the new boat house is near completion and demolition of the existing boat house has now commenced.

Outputs/Benefits

- 4.97 A 60 bed nursing home will built on a 0.5 hectare site which is currently untidy vacant land. It could employ approximately 20 people, depending on the exact nature of the development. Works to the boat yard area will improve a 0.4 hectare site, provide some 200m² of new development and safeguard seven existing jobs.

Risk Assessment

- 4.98 Given the commitment and agreements in place, we are advised there are no significant risks associated with this project.

5. PROGRAMME 2: ACCESS AND CIRCULATION

5.1 Essential to the objectives of this Strategy, is the opening up of the Canal Basin Area for both pedestrians and vehicular access. This programme identifies a number of schemes which will complement the development of sites and premises in the Canal Basin Area and will define routes from car parks to the area and town centre.

5.2 In the formation of the Strategy, we have assumed that the timescale for the proposed Stourport Inner Relief Route is not in the immediate future and lies beyond the ambitions for the Strategy. It is unlikely that the relief road will be completed until well into the next century. However, in the interim, account has been taken of the need to minimise any further traffic congestion on Stourport town centre. This is reflected in Project 1.1 which proposes a 150 space car park on the former Lichfield Basin site to counterbalance existing parking and provide for any additional demand. There is also potential for a shared weekend parking initiative with local industry on Severn Road. If successful this would complement the Strategy's objectives.

5.3 The projects comprising this programme can be divided into two categories - vehicular and pedestrian. They are listed below and illustrated in Figure 5.1:

Project 2.1: Vehicular Access

- * Engine Lane widening
- * Mart Lane

Project 2.2: Pedestrian Access

- * Routes to car parks and town centre
- * Engine Lane
- * Riverside walkway(s)
- * Upper Canal Basins.

5.4 These projects will be further enhanced by signage, lighting and environmental improvements, each of which are addressed in subsequent programmes.

PROJECT 2.1 - VEHICULAR ACCESS

Description/Justification

- 5.5 This project comprises works to the two main vehicular access points to the Canal Basin Area - namely Engine Lane and Mart Lane.

Engine Lane

- 5.6 Project 1.3 details how, through the redevelopment of Lloyds' Garage on Bridge Street, a new vehicular access for emergency and servicing could be provided to link to Engine Lane. If this project is not deliverable then an alternative solution is required. It is imperative that the issue of emergency access to the Clock Warehouse (Project 1.2) is resolved. Set against these considerations, this project is therefore recommended as one to be kept in reserve.
- 5.7 To make progress, it is recommended that parallel negotiations take place with Lloyds' Garage with a view to purchasing part of their site adjacent to Engine Lane. Rebuilding the gable end of a workshop building and the rebuilding of a brick wall would facilitate the widening of Engine Lane to enable emergency access, possibly the creation of passing point and scope to provide pedestrian pavement for a short length of the lane. Clearly this is not the preferred option as Engine Lane could not be solely designated for pedestrian/cyclist use.

Mart Lane

- 5.8 The potential development of a craft/retail centre and provision of car parking on the Lichfield Basin site (Project 1.1), coupled with refurbishment of The Tontine (Project 1.6) will generate significant vehicle movements. Our consultations with the District Engineer indicate that these could be accommodated by providing a traffic management system which encourages movement via Severn Road and restricts use of Mart Lane.

General

- 5.9 To promote pedestrian safety and address potential congestion traffic calming measures will be required. The precise measures will need to be the subject of a traffic and highways infrastructure study. From our consultations, we have assumed there will be a need for road surface changes to provide a semi-pedestrianised area by the Mart Lane viewing platform and opposite the proposed craft/retail centre. Footpath widening could also be required. Employment of access restraint could deter visitors using Mart Lane for access during the daytime and could allow residents only car parking.

Costs and Funding

- 5.10 The indicative costs of these schemes is provided below. (In the case of Engine Lane they will be subject to negotiation and are based on minimum land-take required):

	£
Engine Lane:	
* Acquisition of land and compensation for loss of building (42m ² floorspace and 60m ² land)	20,500
* Rebuilding of gable and brick wall and improvement works	50,000
Mart Lane:	
* Traffic calming	20,000
Total	<u>90,500</u>

- 5.11 These projects could be components of the Canal Basin Area Millennium Fund bid. They could also be part of a Heritage Lottery Fund submission. Potential matching funding sources have been identified as British Waterways and the Highway Authority.

Delivery

- 5.12 The lead agency for Engine Lane would be Hereford and Worcester County Council (or its successor) as Highway Authority with the possibility of British Waterways funding. British Waterways would be responsible for implementing proposals for Mart Lane.

Phasing

- 5.13 From our consultations, we have been able to identify the following phasing programme:
- * Engine Lane: Negotiations (1996)
Works Complete (late 1997/early 1998)
 - * Mart Lane: Works complete (1998) following opening of temporary car parking on the former Lichfield Basin site.

Outputs/Benefits

- 5.14 Primary outputs include the securing of emergency access along Engine Lane to enable Project 1.2 (Clock Warehouse) to commence. Other benefits include vehicular/pedestrian safety, environmental quality (especially of Engine Lane) and improved vehicular flow to the Canal Basin Area.

Risk Assessment

- 5.15 Delivery of this project(s) is dependent on securing funding both externally and from within the Client Group. With regard to the Engine Lane project, there appears to be no hindrance to its implementation (apart of course from funding) as Lloyds' Garage have intimated their willingness to negotiate.

PROJECT 2.2 - PEDESTRIAN ACCESS

- 5.16 Fundamental to the thrust of the Regeneration Strategy is ensuring that visitors are able to park in a ring of car parks close to the key tourist attractions. In parallel, there is a need for clearly defined routes to link the meadows, town centre and Canal Basin Area. A number of new and improved footpath works have been identified which form a package of improvements to encourage these linkages. Figure 5.1 identifies the routes. The framework is provided by the key routes of the Riverside Walkway and Engine Lane as east-west links and Mart Lane as a north-south route. In addition, a new strategic route from York Street to the riverside walkway is proposed which will link the Clock Warehouse into the network.
- 5.17 Specification of surfacing will vary according to the location and status of the paths. Within the Canal Basin Area, works will follow the theme already established by British Waterways, ie. block pavements, brick edging and cast-iron furniture. An overall unifying theme for the whole town will be provided by lighting and signage which is described under Programmes 3 and 4.
- 5.18 Complementary to these recommendations, is a five year programme to upgrade the environment and pedestrian safety of High Street, York Street, Bridge Street and Lombard Street. This is proposed by Hereford and Worcester County Council in conjunction with Wyre Forest District Council. The scheme includes widening footpaths, creating parking bays and pinch points, parking restrictions, new street furniture, lighting and tree planting.
- 5.19 A description of footpath works is provided in Appendix C and illustrated in Figure 5.2.

Costs and Funding

- 5.20 The costs of this project are estimated to be:

	£
Pedestrian Bridge	100,000
New and Improved Footpaths	88,000
Total	£188,000

- 5.21 External funding for the project would be sought under the Millennium and National Heritage Funds and English Heritage. Only works related to the Canal Basin Area would be put forward for Millennium Commission resources. From within the Client Group, contributions are identified as coming from British Waterways (Canal Basin Area and Mart Lane), Wyre Forest District Council and Shipleys (riverside walkway as part of a planning permission for Project 1.5).

Delivery

- 5.22 The project requires close liaison and collaboration between the different funding and implementing parties.

Phasing

- 5.23 Existing proposals provide for this project commencing in Year One of the Strategy (1996/97). It is likely that full implementation will take four years.

Outputs/Benefits

- 5.24 Quantifiable outputs are:

- * New footpaths 370 linear metres
- * Improved footpaths 755 linear metres

- 5.25 In addition, the pedestrian crossing over the broad canal lock gates will be upgraded and a new bridge provided between the Upper Canal Basins. The overall benefit will be to further encourage pedestrian movement between car parks, the Canal Basin Area and town centre through the creation of a safe and attractive environment.

Risk Assessment

- 5.26 The success in securing external funding for this project will determine the speed of its implementation programme. Apart from funding, no significant risks to hinder implementation have been identified.

6. PROGRAMME 3: SIGNAGE AND INTERPRETATION

6.1 Under this programme, a hierarchy of signage is proposed for Stourport which will fulfil the following objectives:

- * Promote the image of Stourport and its assets
- * Aid understanding and interpretation
- * Minimise vehicular congestion
- * Enhance pedestrian safety
- * Improve the townscape.

6.2 The programme comprises three projects embracing gateway and vehicle direction signage, interpretation panels and pedestrian finger posts. The projects will complement proposed access and circulation improvements (Programme 2) and environmental works (Programme 4).

PROJECT 3.1 - DIRECTIONAL SIGNAGE

Description/Justification

- 6.3 Putting Stourport on the map is an essential part of promoting the town as a heritage and leisure destination. At present, there are a number of brown and white "tourist" signs. These are all within the town centre and promote Stourport's riverside rather than the canal basins or individual attractions. To address these deficiencies the following proposals are identified and are illustrated in Figure 6.1.

Gateway Signs

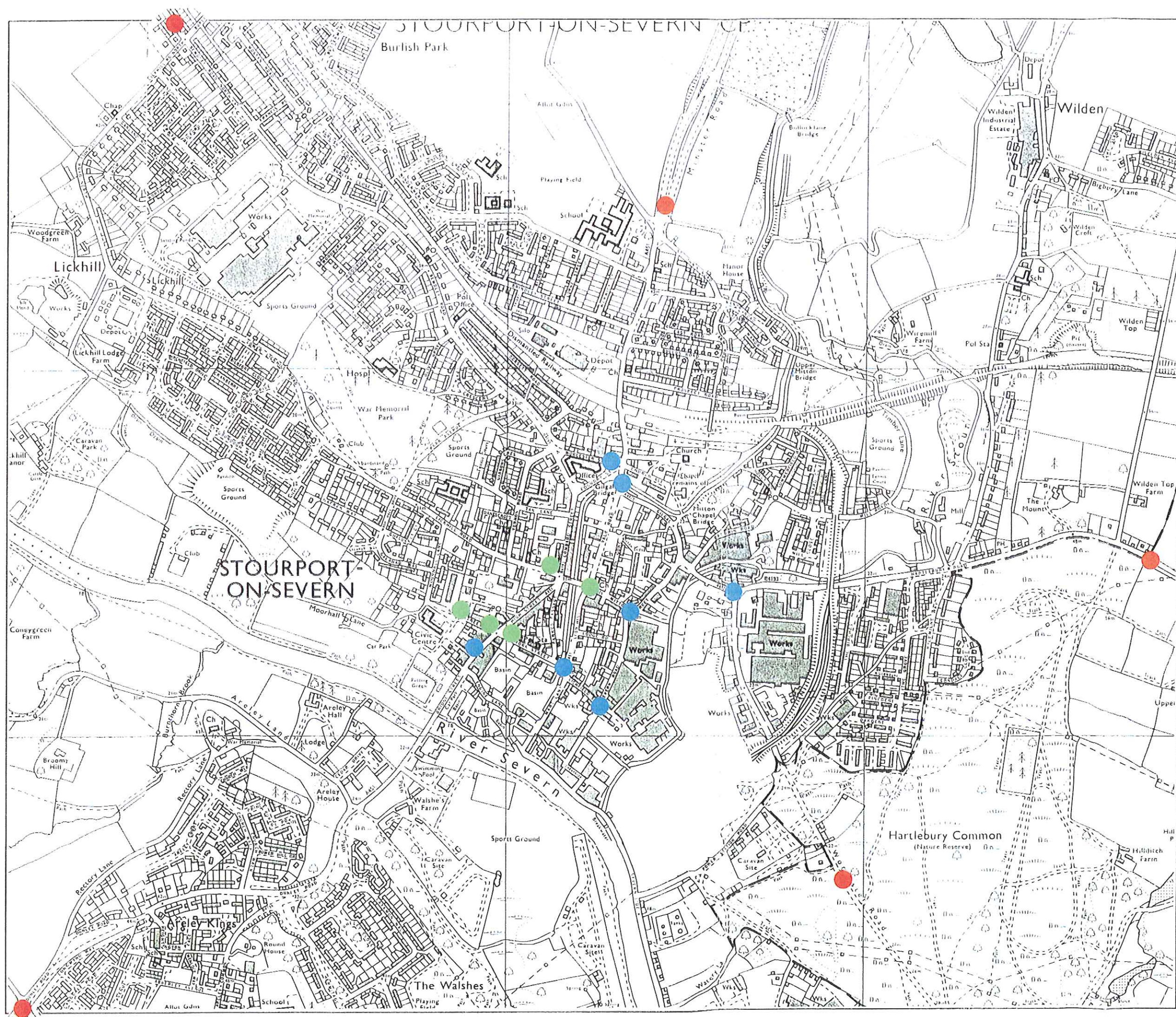
- 6.4 Stourport and its attractions require to be boldly announced to the visitor en route and at the main entrances to the town. Much thought must be given to what information is presented on the signs to ensure the full picture of the town's asset and product is communicated. This is an exercise which must be undertaken with the Client Group and Stourport's representative groups. The factors which require to be addressed are summarised below:

- * **The Header:** signs must communicate the distinct theme of the town's tourism product. In the case of Stourport this must include heritage and leisure. Any header must also be short and simple. Options could include:

"Stourport - the Canal and Leisure Resort"

"Stourport - the Historic Canal Town"

- * **Icons:** which identify the diversity of the town's asset require to be selected. Many standard icons are used throughout the country, others may require to be designed specific to Stourport. Emphasis must be on selectivity as effectiveness of signage can be eroded by too much information and cluttering. The range of images will include the river, the canal basins, the leisure park and the heritage of the town.



SCALE 1:10,000

- Gateway Signs
- New / Replaced Brown & White Signs
- Existing Brown & White Signs

FIGURE 6.1

HIGHWAY TOURISM SIGNAGE

6.5 The following routes and gateways to Stourport provide potential locations for gateway signage:

- * Worcester Road - A4025
- * Minster Road - A451
- * Hartlebury Road - B4193
- * Dunley Road - A451
- * Bewdley Road North - B4195
- * A449(T)/A4025 junction.

Road Signs

6.6 Once in the town, visitors must be directed by the shortest route to their destination and destination car park. This need has to be balanced with minimising signage in the heart of the town to avoid detracting from the townscape. As Stourport town centre is compact and there are few car parking areas, existing and proposed, edge of town locations depicting destination with a **P** logo should provide sufficient guidance to the visitor. Potential locations for these road signs are:

- * York Street/Mart Lane
- * Bridge Street
- * Severn Road/Lichfield Street
- * Mitton Street/Severn Road
- * Vale Road/Minster Road
- * A4025/B4193 roundabout.

Costs and Funding

6.7 The total cost of strategic gateway and road signage, inclusive of the removal of obsolete signage, is estimated to be £17,000. Potential funding sources are Hereford and Worcester County Council or its successor and Heritage Fund monies.

Delivery

- 6.8 The project would be coordinated and implemented by the County Council as the Highway Authority.

Phasing

- 6.9 It is recommended that implementation be phased to coincide with improvements and developments to the town centre and Canal Basin Area. On this basis, works should commence in 1998 and would be completed in 1999.

Outputs

- 6.10 Six strategically placed gateway signs and seven new and replacement/upgraded Brown and White tourism signs.

Risk Assessment

- 6.11 Funding again could be the main stumbling block in the delivery of this project. No additional constraints are foreseen as all locations are within the local Highway Authority's responsibility except for gateway signage off the A449(T). This will require permission from the Highways Agency.

PROJECT 3.2 - INTERPRETATION PANELS

Description/Justification

- 6.12 On arrival at the appropriate destination car park, it is important the visitor is provided with orientation and information on the town and its tourism product. Pedestrian signage (Project 3.3) will direct the visitor to attractions where more detailed information will be provided on strategically located interpretation panels. These panels would have the multiple function of:
- * being a locational aid (You Are Here)
 - * interpreting heritage
 - * acting as a Tourist Information Point
 - * promoting local businesses.
- 6.13 To provide a sense of place, it is recommended there be a uniform specification for Stourport's orientation/interpretation panels. Reflecting the specification for the town's only fingerpost, the panels would be blue and gold with cast iron supports. By providing double sided panels, both general and site specific information can be presented.
- 6.14 We have identified a need for 8 panels, the potential locations for each are shown in Figure 6.2. Details of the individual themes of each panel is provided in Appendix D.

Costs and Funding

- 6.15 Generic costs for providing each panel, including design and allowance (in some instances) for paving works, are in the order of £9,000 per panel. This would give an overall cost of some **£72,000** based on 8 panels.
- 6.16 The panels could be funded through a variety of sources and mechanisms including British Waterways, Wyre Forest District Council, the National Lottery Heritage Fund monies and local sponsorship. Those within the Canal Basin Area could be part of the Millennium Fund bid.

Delivery

- 6.17 Given the importance of Stourport's townscape, it is essential the orientation/interpretation panels are of good quality and well designed. They must also provide sound and accurate information. Although the project is easy to progress, relatively cheap and of much benefit, early implementation would result in later costs as new projects within the Strategy come to fruition and require identification/interpretation. The issue requires to be discussed with the Client Group as there is an immediate need for interpretation of the town's product/asset. Erection and maintenance of the panels would be primarily be the responsibility of the District Council and British Waterways although individual businesses would participate in implementation.

Phasing

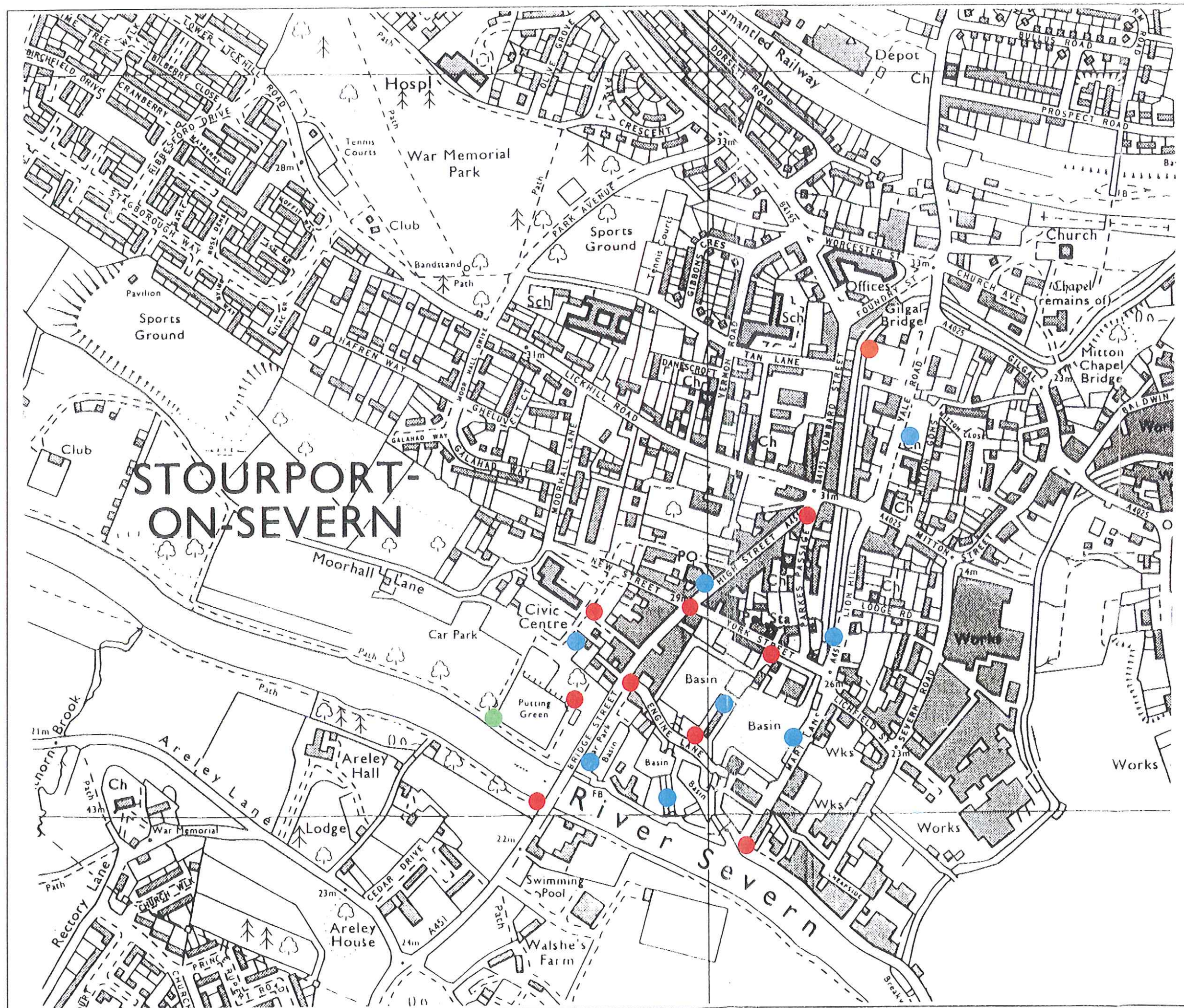
- 6.18 The project could commence in 1996/97 subject to the outcome of the above discussions/deliberations of the Client Group.

Outputs

- 6.19 A total of eight orientation/interpretation panels are proposed.

Risk Assessment

- 6.20 All the potential sites for panels are within local authority or British Waterways ownership. The project could be phased over a number of years, if external resources are not forthcoming, which would spread the costs of implementation. Funding is therefore not identified as a major obstacle for this project.



NOT TO SCALE

Fingerposts

- Proposed
- Existing

Interpretation Panels

- Proposed / Replace

FIGURE 6.2

PEDESTRIAN TOURISM SIGNAGE

PROJECT 3.3 - PEDESTRIAN SIGNAGE

Description/Justification

- 6.21 Project 2.2 provides the framework for improved pedestrian links throughout the town centre. The benefits of these enhanced linkages will not be maximised without parallel investment in orientation/interpretation panels (Project 3.2) and pedestrian signage. The current deficiencies in the latter are well recognised.
- 6.22 Pedestrian signage, as with road signage, must direct visitors by the shortest most direct route to their sought destination. Again, a balance must be struck between ensuring there are sufficient signs and avoiding cluttering of the townscape.
- 6.23 In Stourport, as with many towns and cities of heritage importance, pedestrian signage has been provided in the form of fingerposts. At present and as noted, there is only one in the town. It is recommended that fingerposts remain the format for pedestrian signage and the use of blue and gold painted cast iron posts continues. There is, however, scope in certain locations for the use of wall mounted signs which are commonly used in other historic city and town centres. The recommended locations for the fingerposts and wall mounted signs are listed below and identified in Figure 6.2:

*	Riverside car parks	(1)
*	Riverside meadow	(1)
*	Engine Lane	(2)
*	York Street	(1)
*	Riverside Walkway (Severnside)	(1)
*	Staffordshire and Worcestershire Canal	(1)
*	Bridge Street/York Street	(1)
*	High Street	(1)
*	Bridge Street South of River Severn	(1)

Costs and Funding

- 6.24 Costs will vary according to the scope for bulk purchase of posts and the number of nameplates on each sign. Based on our experience from elsewhere, an average cost, including erection, for each fingerpost is estimated to be £1,500. The cost of wall mounted signs are much less at around £200 depending on the size. If all the signs listed above are provided, and assuming that two would be wall mounted, the total cost would be some £12,400.
- 6.25 The project will require a funding package involving a number of sources including Wyre Forest District Council, British Waterways and SRB, Millennium Commission and the National Lottery Heritage Fund.

Delivery

- 6.26 The lead agency for coordinating implementation and maintenance of this project will be Wyre Forest District Council.

Phasing

- 6.27 This could be an early action project commencing as soon as funding permits. It is not as constrained as the Interpretation Panel project as new information can be added as projects are implemented.

Outputs

- 6.28 A total of 8 new fingerpost and 2 wall mounted signs are proposed.

Risk Assessment

- 6.29 This project is dependent on funds becoming available.

7. PROGRAMME 4: ENVIRONMENT AND SECURITY

7.1 The asset of Stourport's town centre, Canal Basin Area and riverside environment is not being harnessed to its maximum potential. Preceding programmes and projects have addressed different aspects of the environmental product. This programme focuses on public open space, the townscape, illumination and security. The projects are identified under the following headings:

- i Open Space;
- ii Building Elevations;
- iii Townscape Features; and
- iv Illumination.

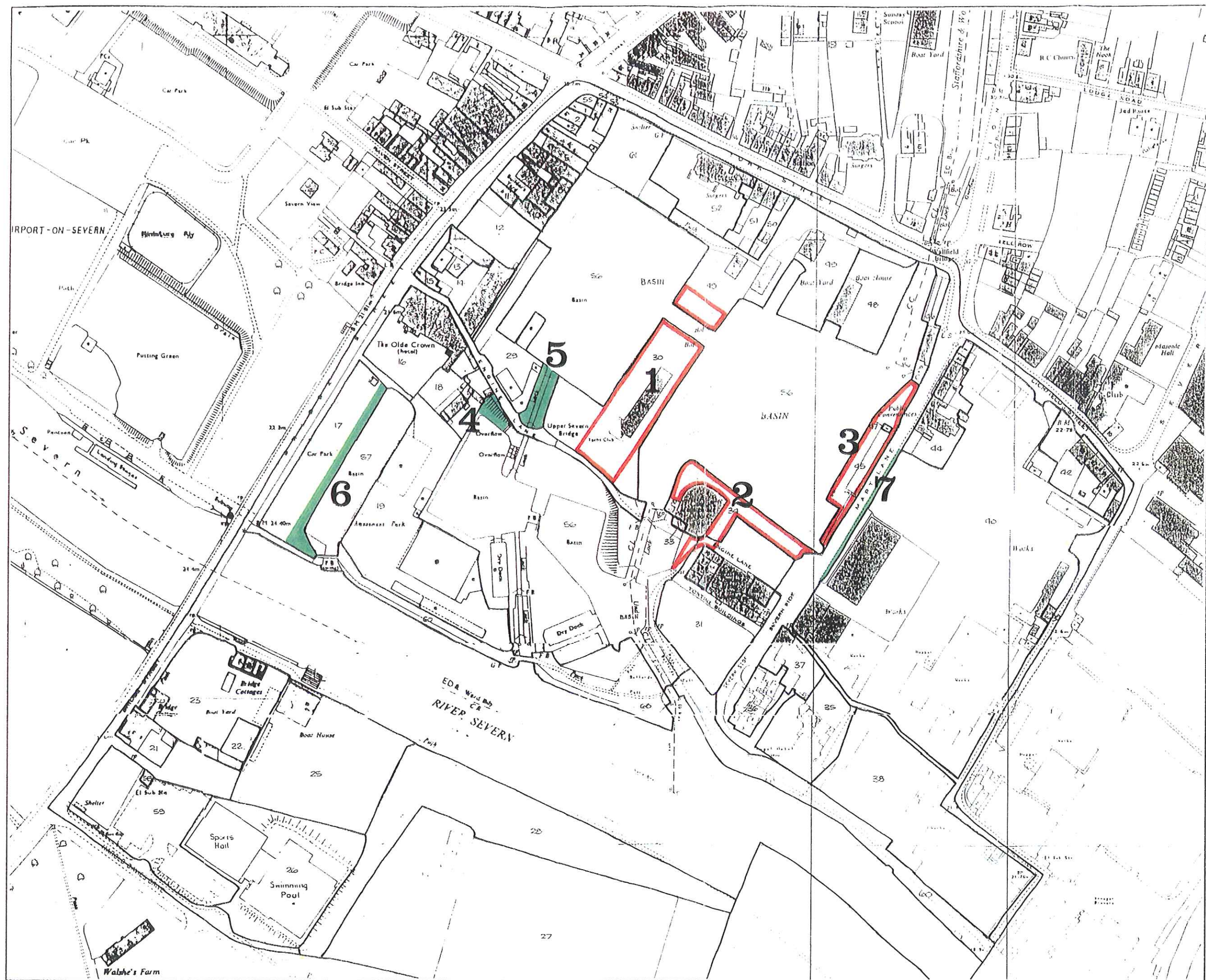
PROJECT 4.1 - OPEN SPACE

Description/Justification

- 7.2 Integral to the Regeneration Strategy is the creation of or improvement to key public open spaces. These will provide the all important areas for activities, natural foci and viewing. Three key public open spaces and a number of complementary projects have been identified. The locations of the range of projects are shown in Figure 7.1.

Key Open Spaces

- 7.3 **Clock Warehouse Events Area:** this area is at the heart of the Canal Basin Area and is the most important space in the Strategy. It is currently not open to general public access and its delivery will be dependent on the relocation of Stourport Yacht Club.
- 7.4 It is important that with the conversion of the Clock Warehouse to a Heritage Centre (Project 1.2) a quality environment for visitors is provided on the surrounding land. As the Heritage Centre will be a flagship destination, the surrounding land has considerable potential as an events area. The land identified is located between the two Upper Basins and is surrounded by water on three sides. This area, with the Heritage Centre, could provide the main project within a Millennium Fund bid as they squarely meet the required criteria. As a consequence, the area will require to be unique or distinctive in design and environment. To secure this and achieve profile and participation, the design of the events area could be the subject of a competition. In addition to providing the focus for Stourport's Millennium Celebration, the events area would serve existing annual events such as the Stourport Carnival and regatta and themed events, eg. Victorian Extravaganza.



NOT TO SCALE

KEY SITES

- 1 Clock Warehouse Event Space
- 2 Stourport Wharf / The Tontine
- 3 Mart Lane Platform

OTHER SITES

- 4 Engine Lane
- 5 Lock Canal
- 6 Crown Basin
- 7 Mart Lane Boundary

FIGURE 7.1

**PUBLIC OPEN
SPACE**

- 7.5 **The Tontine/Stourport Wharf:** improvement of the land between the rear of The Tontine and the canal basin edge must be part and parcel of proposals for The Tontine (Project 1.6). This should be pursued by the District Council and British Waterways with Wolverhampton and Dudley Breweries in a comprehensive design approach to the building and its neighbouring land. Proposals could include removal of car parking, creation of a canalside terrace, replacement of the existing picket fencing and pedestrian route improvements. The predominant design solution will remain hard landscaping but opportunities should be sought to introduce "greening" of the local environment.
- 7.6 **Mart Lane Platform:** the regeneration of the former Lichfield Basin site (Project 1.1) provides the potential for enhancing the environment of the platform and creating a viewing point. Works would include repaving the platform, provision of new seating and the introduction of high specification lighting. The upper part of the platform could be designated for disabled car parking. Hoops for motorbike and cycle parking could also be incorporated into the scheme. The site will also house an interpretative panel (Project 3.3) and a public art feature (Project 4.3).

Other Sites and Boundary Schemes

- 7.7 A number of smaller schemes have been identified which together with the key projects above will enhance the environment and ambience of the Canal Basin Area. The schemes are:
- * Engine Lane: improvement of untidy land opposite Stroudwater Cruisers site. Works include the clearing of scrub vegetation, a soft planting scheme and replacement brick wall.
 - * Lock Canal to Clock Basin: re-pavement works to canal edge to match that of the narrow lock canal.
 - * Crown Basin: definition of basin edge and cast-iron railings
 - * Mart Lane: temporary fencing scheme prior and during redevelopment of the former Lichfield Basin site.

Costs and Funding

- 7.8 Without detailed design studies, the cost estimates for the above raft of schemes can only be treated with caution. The indicative figures provided below are derived from existing studies of the Canal Basin Area, consultations and our experience from other strategies:

	£
Key Sites	250,000
Other Sites and Boundaries	55,000
	£305,000

- 7.9 The funding for the project and its component schemes could be derived from Millennium or Heritage Lottery Fund bids matched by a variety of public and private sector sources primarily from the Client Group.

Delivery

- 7.10 With potentially the exception of improvements to the rear of The Tontine, given the sums involved delivery of these schemes will be dependent on significant external resources accessed primarily through the Lottery Fund. As they are all within the Canal Basin Area, the lead partner will be British Waterways.

Phasing

- 7.11 Indicative phasing of the project is:

*	Clock Warehouse	(1999 to 2000)
*	Stourport Wharf/The Tontine	(1998)
*	Mart Lane Platform	(1997)
*	Other Sites and Boundaries	(1997 to 1998)

Outputs

- 7.12 An estimate of the area of open space to be improved is summarised below. Boundary works total some 80 linear metres:

	m ²
* Clock Warehouse	1,700
* Stourport Wharf/The Tontine	1,750
* Mart Lane Platform	700
* Other Sites	300
Total	4,450

Risk Assessment

- 7.13 While all of the proposed sites are within the ownership of British Waterways implementation of proposals will be very dependent on accessing external funding.

PROJECT 4.2 - BUILDING ELEVATIONS

Description/Justification

- 7.14 This project builds upon and incorporates the successful **Town Scheme** which was re-launched in 1993. The scheme provides a pot of money for repair and improvement to eligible buildings primarily within Stourport's Conservation Areas. These buildings are of architectural or historic merit and play an important part in Stourport's heritage product.
- 7.15 It is proposed to extend the Town Scheme past its programme expiry date of the end of March 1997. Grant assistance will remain available within the town's three Conservation Areas with a focus on improving elevations to buildings not only of architectural merit but those also important to the visual quality or group value of the townscape. This will allow a mechanism to improve elevations to buildings along Bridge Street and those fronting the River Severn (eg. TP Activity Toys) in addition to the wider town centre as a whole.
- 7.16 For those buildings which are not listed a private sector contribution to improvement works is anticipated.

Costs and Funding

- 7.17 An annual sum of £40,000 for the Town Scheme is proposed for the five years post-March 1997. The fund would total some **£200,000**. This excludes the cost of administering the grant which we are advised would require to be equivalent to a full-time Conservation Officer on a fixed term contract at a salary of around £18,500 per annum. The capitalised total cost including overheads would be in the region of **£110,000** over five years. This gives an overall total cost of **£310,000** for this project.
- 7.18 Based on the Town Scheme to date, it is anticipated that funding for the project will come from Wyre Forest District Council and Hereford and Worcester County Council (or its successor) matched by English Heritage. Private sector contributions will also be sought.

Delivery

- 7.19 As with the existing scheme, the project will be coordinated by Wyre Forest District Council. The District Council would be responsible for the appointment of the post. This could take the form of a secondment.

Phasing

- 7.20 For the immediate future, the project will have a fixed timescale of five years commencing in April 1998 and ending March 2003. It will be a continuation of the current Town Scheme. However, there will be a break of one year as consultations with English Heritage have confirmed the start year for the next round of bids as 1998/99.

Outputs

- 7.21 Based on an average grant of £10,000, approximately twenty properties will be improved and one temporary full-time job created to administer the work.

Risk Assessment

- 7.22 Common with all grant aided works results are dependent on sufficient take-up. Through adopting a pot of money approach, rather than specifying types of improvements and levels of grant, a certain degree of flexibility can be achieved which should encourage take-up. Additionally, the level of grant assistance is discretionary and can be as much as 100% in special cases where there is no prospect of private sector contributions.

PROJECT 4.3 - TOWNSCAPE FEATURES

Description/Justification

7.23 The introduction of public art into the townscape will give a sense of place and character to the town and add to the quality of the experience of visitors. It also provides an avenue for community involvement, sponsorship by local businesses and design competitions. We have identified three potential sites which would be suitable locations for profile public art. The sites and the artwork recommended are:

- * **Entrance to Engine Lane** from Bridge Street - an overhead ironwork sign depicting the entrance for pedestrians to the Canal Basin Area.
- * A sculpture or 3-dimensional art form at the **Mart Lane Platform**.
- * **Clock Warehouse Events Area:** creation of a discrete space through paviour art and hard landscaping with a centrepiece of a 3-dimensional art form/ sculpture/Millennium pinnacle.

Each of these sites is within the Strategy's environmental improvement programmes.

Costs and Funding

7.24 Costs will vary according to the budget set for each project commissioned. An overall allocation of £100,000 has been allowed. This allows for something very special to mark and celebrate the Third Millennium being designed for the Clock Warehouse Events Area. External funds from National Heritage and/or the Millennium Lottery Fund will be critical. Other potential sources are identified as British Waterways, Wyre Forest District Council and private sector sponsorship.

Delivery

7.25 As highlighted above, delivery of this series of projects will be dependent on securing external funding specifically through SRB and Lottery Funds. It is proposed that the artwork be commissioned jointly through design competitions by the key partners to the Strategy.

Phasing

7.26 Suggested phasing of the project is set out below and is based on figures supplied by Hereford and Worcester County Council for similar works:

*	Engine Lane Entrance Feature	(1999)
*	Mart Lane Platform	(1998)
*	Event Space	(2000)

Outputs

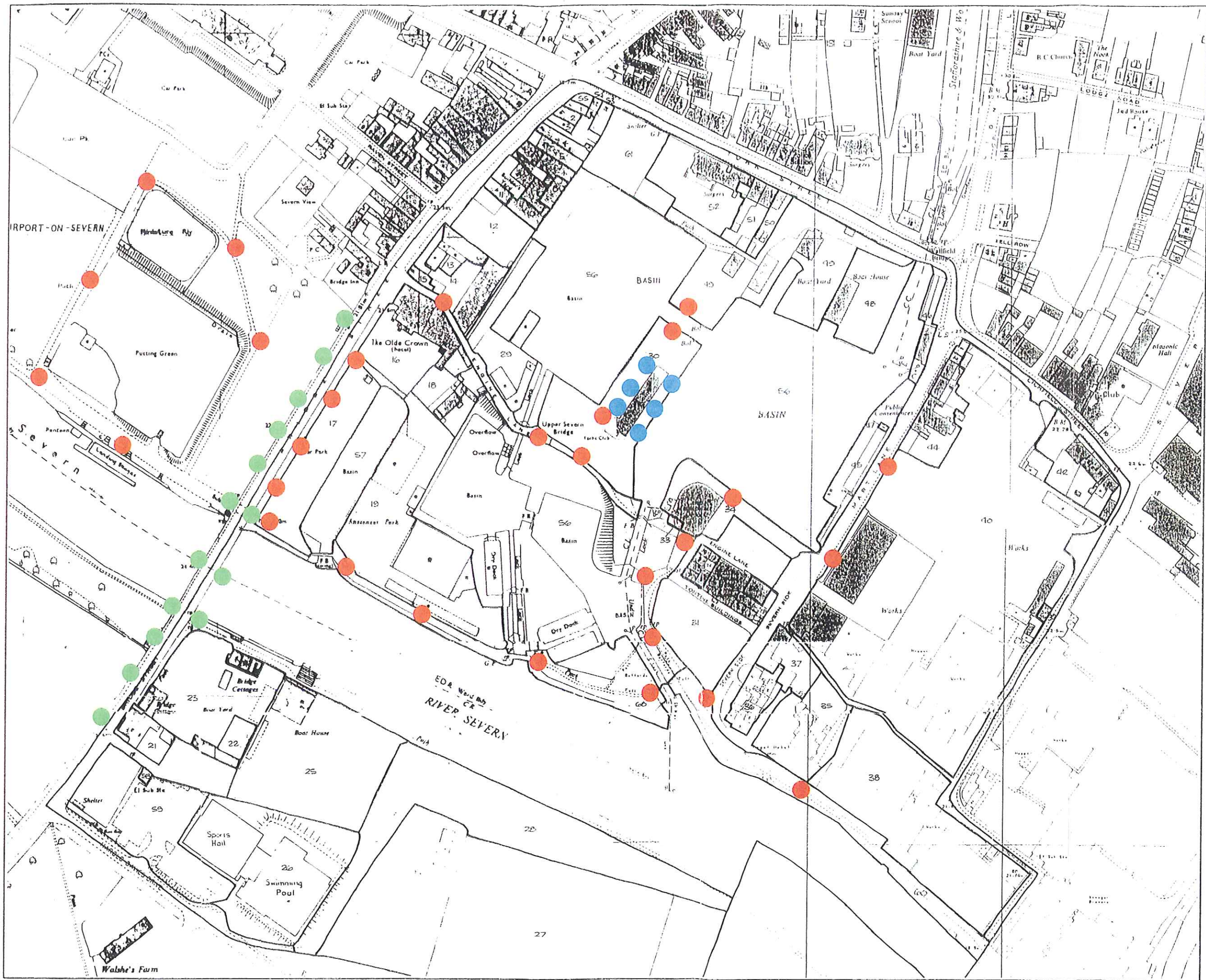
7.27 Three pieces of high quality public artwork.

Risk Assessment

7.28 The main risks to this project are failure to secure major external funding or that private sector sponsorship is not forthcoming. The second potential constraint is that permission will be required from property owners either side of Engine Lane for the entrance feature. One of these owners is Wolverhampton and Dudley Breweries - a key partner to this Strategy.

PROJECT 4.4 - ILLUMINATION

- 7.29 A tried and tested method of unifying town centres is the introduction of well designed high quality street lighting and the floodlighting of key buildings. This not only enhances the street scene but also contributes to an increased sense of security. The latter is particularly an important issue for evening visitors to the Canal Basin Area and boaters/sailors visiting or permanently mooring in the basins.
- 7.30 As with the majority of proposals which have emerged through the study, the detailed design of lighting columns and the selection of which buildings should be floodlit will require to be progressed in consultation with key bodies in the town. With regard to the former, uniformity in street furniture could be achieved through the use of blue and gold period cast iron columns or the adoption of wall mounting. Figure 7.2 identifies locations for new/improved street lighting in and around Stourport town centre. These are:
- * Riverside Meadow and walkway
 - * Crown Basin/Beatrice Walk
 - * Engine Lane
 - * Mart Lane/Severnside
 - * Riverside Walkway
 - * Grounds of Clock Warehouse building.
- 7.31 In addition, floodlighting of the Clock Warehouse on both sides as part of its conversion into a Heritage Centre is identified as a priority scheme.
- 7.32 The benefits of improved lighting and floodlighting are already endorsed by the County Council's lighting proposals for the High Street and illumination of Stourport Bridge. The latter is a current National Lottery Heritage Fund application to provide floodlighting, six mounted period lanterns on the bridge balustrade and a further twelve approach lights along Bridge Street.
- 7.33 In addition, a further complementary project to Project 4.4 is the Stourport Business Association proposed closed circuit television surveillance system. Funding options for the system are being investigated currently with the Home Office. If successful, this scheme, with proposed lighting improvements, will substantially enhance security in the town centre and Canal Basin Area.



NOT TO SCALE

- New and Replacement Lighting
- New Floodlights
- Stourport Bridge Lighting Scheme

FIGURE 7.2

ILLUMINATION

Costs and Funding

- 7.34 A cost estimate for the project is set out below and is based on figures supplied by Hereford and Worcester County Council for similar works.

	£
* New and/or replacement lighting (29)	52,000
* Floodlighting of Clock Warehouse (6)	7,000
	59,000

- 7.35 The proposals will require Millennium Commission and/or National Heritage funds matched by County Council, British Waterways and other party resources.

Delivery

- 7.36 The lead body responsible for delivering the project would be the County Council as the local Highway Authority and British Waterways and the District Council as key land owners. There will have to be in-depth consultations with the District Council, British Waterways and key representative groups in the town on the detail of the proposals.

Phasing

- 7.37 It is recommended that the provision of lighting be phased to be coincident with proposed environmental improvements and pedestrian access improvements. On this presumption, works would commence in 1997 and take two years. Floodlighting of the Clock Warehouse would be part of the conversion works and would be completed in 1999.

Outputs

- 7.38 Quantifiable outputs include the provision of 29 lighting columns and lanterns and 6 floodlights. The project will enhance the quality of the town's night-time environment and provide a greater sense of security for residents and visitors.

Risk Assessment

- 7.39 All proposed sites for lighting or floodlighting are within either local authority or British Waterways ownership thus land ownership will not be an issue. The key risk lies in securing Lottery Funding from both or either the Millennium Commission and National Heritage pots of money.

8. PROGRAMME 5: DELIVERY MECHANISMS

- 8.1 In Section 2, the importance of putting in place the mechanisms for translating the Strategy's vision from paper to action on the ground was strongly emphasised. From the preceding sections, with the exception of the proposals for Shipley's Leisure Park and The Tontine, the requirement for significant external sources of funding is unsurprisingly unequivocally confirmed. These major private sector investments will provide the required leverage to draw in external funding. Of equal importance, in terms of access to external funding, is that the basis for an effective partnership vehicle to front bids is emerging. Two important parts of the funding equation are therefore deliverable.
- 8.2 From the above, and the preceding sections, it is clear the mechanisms require to be put in place for preparing applications for external funding on behalf of the Forum Steering Group/the Client Group. While this Strategy and the Stage 1 report baseline information provide the foundations for funding applications, each bid has to have the information presented tailored to its criteria. At present, as highlighted in Section 2, there is no resolution of the executive support mechanism which will take the Strategy and bidding forward. This has been identified as a key issue requiring urgent consideration by the Client Group. As a result of initial discussions between the Client Group, British Waterways have accepted that they would take the lead in providing an executive mechanism. This is currently being progressed and examined further by British Waterways. This would add to the nominated officer for Stourport identified by Wyre Forest District Council. In the absence of a commitment to dedicated executive support, a Catch 22 position prevails - external funding is required for resourcing dedicated executive support but the latter is required to prepare and deliver bids for access to external funds.
- 8.3 It is important to reiterate the importance of ensuring an effective project management mechanism if English Partnerships participation in and contribution to the Strategy is to be secured. As funding is an issue in the realisation of the majority of projects, English Partnerships are an important source which must be brought into the equation.
- 8.4 To assist in the Client Group's further consideration of the issue and its resolution, we have rehearsed in the following paragraphs two scenarios:
- i Minimum executive support; and
 - ii The preferred model.

PROJECT 5.1: MINIMUM EXECUTIVE SUPPORT

Description/Justification

- 8.5 From within the staffing resources of the Client Group, there is requirement for secondment on a part-time interim basis for an experienced member of staff with access to administrative support to prepare applications for external resources utilising the Strategy and Stage 1 report. It will include attending Forum Steering Group/Client Group meetings and liaising as appropriate with lead and supporting partners to the Strategy and its individual programmes and projects. Responsibility for further development of the partnership vehicle could lie with this staff resource or could be championed by another member of the Client Group or another staff member from within the same body. With either of the later options, a close working relationship would require to be soundly established with the secondee.
- 8.6 While not essential, it would be preferable for the secondee to be based in Stourport. At a minimum, through the Client Group, the secondee should have access to a room, telephone, fax, photocopier and administrative support within the town.
- 8.7 The profile of the Forum Steering Group/Client Group's activities requires to be established and sustained. This will require preparation of press releases and liaison with the media. Given the membership of the Client Group, this role could be readily taken on board by any one member as its contribution to the longer term ambitions of the Strategy. The importance of this role cannot be understated as expectations have been raised through recent press coverage and particularly in view of the history of incremental/low profile action on the ground in the town.
- 8.8 In parallel, and consistent with the message from District Council Members, a framework for community consultation requires to be set up. It is essential not only in terms of fostering community ownership but also this initiative will be sought by key external funding sources. The best mechanism, to spread the onus given limited executive support resources, could be via the Forum, other bodies active in the town and through local schools. There will, however, require to be coordination of the strands of the consultation exercise. This must ultimately fall in the hands of the Client Group, with the District Council probably best placed to take on the role of coordinator given its experience in comparable exercises.

Costs and Funding

- 8.9 This scenario will be dependent on shared responsibility/resourcing in kind by members of the Forum Steering Group/the Client Group. Precise costs of pursuing this option will require to be examined at the Draft Final Report Study Meeting. They will fall under the following headings to which, from our experience from elsewhere, we have identified indicative costings. These require to be rehearsed with the Client Group.

Heading	£
Part-Time Interim Seconded (6 months)	10,000
Administrative support/access to services	2,000
Accommodation	500
Marketing	1,500
Community consultation	1,000
Total	15,000

Delivery

- 8.10 In an environment which has little flexibility for resourcing the next stage of implementing the Strategy, the above approach spreads the burden and provides scope for costs to be hidden within existing budgets under the different implementation strategies of the Client Group. From the introduction to this section, it is clear there requires to be at least a minimum level of commitment to resourcing the delivery of the Strategy if its wider and more long-term ambitions are to be realised. As presented, the resourcing implications if spread should be able to be accommodated in kind without significant calls on individual Client Group member's resources/budgets. It is important to note that there is potential under certain funding regimes for resourcing in kind to be retrospective in terms of matching funding.

Phasing

- 8.11 This project will have a lifespan of 6 months starting from completion of the study Final Report. The first priority will be preparation of lottery fund applications and in particular any applications to the Millennium Commission. There are no other time period restrictions on funding applications under the plethora of other regimes.

Outputs

- 8.12 The key output from this scenario is an interim basis on which to pursue realisation of the Strategy and its funding. Additionally, it embraces partnership development and establishing an effective framework for community consultation. While these benefits are not essentially quantitative, they are prerequisites for securing the vision for the Strategy and its ultimate implementation.

Risk Assessment

- 8.13 This scenario represents the low cost absolute minimum approach to the delivery of the Regeneration Strategy for Stourport. It requires differing levels of resources in kind from the Forum Steering Group/the Client Group. Unless there is a commitment overall from the Client Group to this scenario or a championing of the Strategy and its delivery by individual members, there will be only incremental progress and nothing substantive to capture the support and enthusiasm of representative groups in the town and the local community. We would highlight that this was not the mutual consensus or objectives on commissioning of this study and could depreciate the positive actions which are now in place. The risk is therefore erosion of positive community expectations and the credibility of the key players in delivering a sustainable Regeneration Strategy. From our experience, the process has gone too far and has too high a profile for the Client Group to fail to resource this scenario if credibility is to be sustained. In response to this acknowledged need, there is a nominated but not dedicated District Council Officer for Stourport and British Waterways are already investigating how they could contribute to an executive support mechanism.

PROJECT 5.2: THE PREFERRED MODEL

Description/Justification

- 8.14 In the longer term and subject to successful external funding bidding, there is scope for full resourcing of the executive support for delivery of the Strategy, development of the partnership vehicle and "planning for real" community participation. Noting this, there will remain the need for commitment in time and resources to differing degrees from members of the Forum Steering Group/the Client Group. The momentum will, however, be charged by the quality and drive of the executive support.
- 8.15 The majority of actions/commitment defined for Project 5.1 hold true for the preferred model for the Strategy. The following describe the differences and their potential resource implications:
- i **Staff resources** will require to be provided through either a fixed term contract or secondment. The level of resources envisaged are two full-time staff - one senior and one administrative support;
 - ii **Accommodation** in Stourport town centre which is easily accessible to the public will need to be provided. Approximately 50m² of rented accommodation should be sought preferably with a ground floor window for displays;
 - iii **Fitting-Out Costs** such as office furniture and **access to administrative support** including use of a telephone, photocopier, fax machine and desk top publishing;
 - iv The need for a **Revenue Budget** to cover overheads such as heating, lighting, insurance and telephone bills; and
 - v A **Promotional Budget** is needed for campaign material, marketing and the provision of an information service.

Costs and Funding

- 8.16 Based on the following broad brush estimates, the total revenue cost of executive support establishing the partnership vehicle for the Strategy and the associated costs arising from the above items for a five year period is in the region of **£255,000**. This sum, derived from experience elsewhere and consultations, is made up as follows:

	£
* Staff and overheads including materials	5 × 44,000pa
* Set-up costs (assuming accommodation is to office specification)	6,000 - one-off sum
* Accommodation (rental)	5 × 2,700pa
* Promotional Budget	5 × 3,000pa
Total	£255,000

- 8.17 Matching funding for external resources will require to come from the Client Group from one or more of the members. On an annual basis this will amount to **£25,500**, some of which may be in kind.

Delivery

- 8.18 The preferred model will require external funding and resource commitment from the Forum Steering Group/the Client Group. British Waterways or the District or County Councils would require to be the accountable body through which external funding would be managed/expended.

Phasing

- 8.19 The phasing of this project will depend on successful application for external resources.

Outputs

- 8.20 The output of this project will be the required level of executive support to drive forward implementation of the Strategy and make application for other sources of funding.

Risk Assessment

- 8.21 Failure to pursue Project 5.1 will significantly threaten, or at the least delay, securing external funding for this project. Unless commitment is galvanised, it is unlikely a Millennium Commission bid will materialise and the opportunity will be lost as this summer is the last call for applications. Additionally, the opportunity for other funding bids and access to English Partnerships' resources could be eroded without strong executive support to drive the strategy forward.

9. IMPLEMENTATION PROGRAMME

- 9.1 The implementation programme for the Strategy is five years. It will commence in the financial year of 1996/97 and be completed in 2000/2001. A likely exception to this timetable is the Project 1.1 - development of the former Lichfield Basin. In this case, both residential and commercial development will have commenced by the end of the Strategy but may not be fully complete. The exact completion date will be dictated by market forces.
- 9.2 Table 9.1 summarises the timetable for each component project of the Strategy excluding funding bids as this is implicit in our programming.

**Table 9.1
Project Timetable**

Project	Year				
	1996/97	1997/98	1998/9900	1999/2000	2000/01
1 - Sites and Premises					
1.1 - Former Lichfield Basin	Relocation of leaseholders. Site investigations. Design. Funding bid.	Site treatment and clearance. Temporary parking. Marketing.	Permanent car park. Development commences	Development.	Development.
1.2 - Clock Warehouse Heritage Centre	Relocation of leaseholder. Design and research.	Conversion works. (either in full or in part).	Conversion works and fitting out.	Centre open. (either in full or in part).	
1.3 - Bridge Street Redevelopment	Relocation of businesses.	Site clearance. Development commences.	Development.	Development complete.	
1.4 - Stroudwater Cruises Site	Relocation of leaseholder.	Site clearance. Development. Environmental works.	Boat operator commences business.		
1.5 - Shipleys' Leisure Park	Site redevelopment commences	Redevelopment complete.			
1.6 - The Tontine Refurbishment		Parking secured. Refurbishment commences.	Refurbishment complete.		
1.7 - York House Site and Boat Yard	Boat yard works complete.	Nursing home complete.			
2 - Access and Circulation					
2.1 - Vehicular Access	Engine Lane negotiations.	Works to Engine Lane complete.	Works to Mart Lane complete.		
2.2 - Pedestrian Access	Design work and implementation.	Implementation.	Implementation.	Works complete.	
3 - Signage and Interpretation					
3.1 - Vehicular signage	Design and implementation.	Implementation.	Works complete.		
3.2 - Interpretation Panels	Design, research and implementation.	Implementation.	Implementation.	Implementation.	
3.3 - Pedestrian Signage	Design and implementation?	Implementation.	Implementation.	Implementation.	
4 - Environment and Security					
4.1 - Open Space		Mart Lane Platform complete.	Stourport Wharf complete.	Clock Warehouse Events Area complete.	
4.2 - Building Elevations		Bid for funding. Officer appointed.	Implementation.	Implementation.	Implementation.
4.3 - Townscape Features	Design competition.	Mart Lane Platform.	Engine Lane entrance.	Clock Warehouse Millennium Project.	
4.4 - Illumination	Design and implementation.	Implementation.	Implementation.	Floodlighting of Clock Warehouse.	
Delivery Mechanisms	Accommodation, staffing and set up. Promotional budget. Preparation of key funding bids.	Implementation.	Implementation.	Staffing and promotional budget. Implementation.	Implementation and completion.

10. FUNDING THE STRATEGY

10.1 In Section 2, we set out the potential sources for funding implementation of the Regeneration Strategy and the foundations of our recommended approach to funding. These have been reflected in the programme and project descriptions detailed in Sections 4 to 8. This section draws together the estimated individual programme and project costs to give a picture of what the costs of the overall Strategy could be.

10.2 Table 10.1 provides a summary of the costs of the individual Strategy programmes. A total cost for the Regeneration Strategy emerges as **£10,133,000** which would be significant investment for the town and Canal Basin Area.

Table 10.1 Summary of Programme Cost Estimates	
Programme	Total Cost ¹ (£'000s)
1. Sites and Premises	8,710
2. Access and Circulation	278
3. Signage and Interpretation	101
4. Environment and Security	774
5. Partnership Development	270
Total	10,133
Note: ¹ All revenue costs are capitalised	

10.3 In Table 10.2, the estimated costs of individual projects and the potential funding source to match external funding bids are identified.

ANALYSIS

10.4 Of the **£10.1 million** Regeneration Strategy, three projects **currently** have potential to bring some **£4.8 million** of private sector investment. These are:

- i Project 1.5 - Shipley's Leisure Park (c. £2m);
- ii Project 1.6 - The Tontine Refurbishment (c. £0.45m); and
- iii Project 1.7 - York House site nursing home (c. £2.35m).

Table 10.2
Summary of Project Cost Estimates

Project	Capital Cost/Investment £'000s	Additional Revenue Cost £'000s	Potential Funding Partners
1 - Sites and Premises			
1.1 - Former Lichfield Basin	2,415	-	British Waterways/Developer; English Partnerships
1.2 - Clock Warehouse Heritage Centre	560	-	British Waterways and Others
1.3 - Bridge Street Redevelopment	810	-	British Waterways; English Partnerships
1.4 - Stroudwater Cruisers Site	125	-	British Waterways; Private Sector; English Partnerships
1.5 - Shipleys Leisure Park	2,000	-	Shipleys and Sons Amusements
1.6 - The Tontine Refurbishment	450	-	Wolverhampton and Dudley Breweries
1.7 - York House Site and Boat Yard	2,350	-	British Waterways/Developer
Sub-Total	8,710		
2 - Access and Circulation			
2.1 - Vehicular	90	-	British Waterways; HWCC
2.2 - Pedestrian	188		WFDC; HWCC; British Waterways; Shipley and Sons Amusements
Sub-Total	278		
3 - Signage and Interpretation			
3.1 - Vehicular Signage	17	-	HWCC
3.2 - Interpretation Panels	72		British Waterways; WFDC; Private Sector
3.3 - Pedestrian Signage	12		British Waterways; WFDC
Sub-Total	101		
4.0 - Environment and Security			
4.1 - Open Space	305		British Waterways; WFDC; Wolverhampton and Dudley Breweries
4.2 - Building Elevations	200	110	WFDC; HWCC; Private Sector
4.3 - Townscape Features	100	-	WFDC; British Waterways; Private Sector
4.4 - Illumination	59	-	HWCC; British Waterways
Sub-Total	664	110	
- Delivery Mechanisms	-	270	Client Group
TOTAL	9,793	380	

- 10.5 This represents 47% of the total estimated costs of the Strategy. Given the range of other projects and their potential for private sector development (Lichfield Basin, Bridge Street Redevelopment and the Stroudwater Cruisers site), this percentage could be well surpassed. Few other areas/towns with regeneration at the forefront of their agenda can boast this potential level of private sector investment. It will be critical to attracting to major external funding as it will carry much weight. This we would highlight specifically in respect of the SRB Challenge Fund and GOWM.
- 10.6 To fund full implementation of the Strategy, some **£5.3 million** requires to be found from external sources of funding matched by public and additional private sector investment. If we assume external funding and additional private sector investment form the bulk of the cocktail, it can be estimated that approximately **£2 million** will be required from a combination of British Waterways, the District and County Councils and English Partnerships.

FUNDING STRATEGY

- 10.7 The outstanding component in finalising any funding strategy is what the potential contributions to the different programmes and projects are likely to come through from British Waterways, the local authorities and English Partnerships. British Waterways and the local authorities each require to continue to review the programmes and projects which have emerged from the study and examine where their individual and combined contributions could be made. This was highlighted in our consultations with English Partnerships. The Agency wishes to see a funding commitment to the Strategy and individual projects as the catalyst for opening the door to its resources.
- 10.8 The funding contributions and roles of these main partners to the Strategy hold the key to accessing major external sources of funding. This message has already been made clear by GOWM and English Heritage. It holds equally true for the Millennium Commission and the Heritage Fund. The process of Client Group members defining their commitment must continue to develop and "firm up" if external funding sources are to be successfully tapped.

11. OUTPUTS AND BENEFITS

11.1 Increasingly, particularly since competitive bidding for resources has dominated Central Government's approach to funding regeneration of our towns and cities, the outputs and benefits arising from regeneration strategies, programmes and projects have influenced whether or not an area/town receives additional resources. They are given much weight under the SRB Challenge Fund and English Partnerships' Investment Fund guidelines. Their importance is lesser under the Millennium and Heritage Lottery Funds but at the end of the day may help swing decisions in favour of particular submissions. Outputs and benefits are also keenly sought information on the local scene as politicians and local people want to know what will ultimately be the outcome in employment terms and changes to the environment.

11.2 As this study will form the basis of bids for external funding sources, we have used the checklists of sought output information from a variety of guidelines/guidance notes. Our appraisals have used standard methods of calculation which meet Treasury criteria and would thus be transparent under the most rigorous assessments by GOWM, English Partnerships and the appraisal panels of the Millennium and Heritage Funds. Table 11.1 summarises the quantifiable outputs and benefits which would be delivered on the full implementation of this Regeneration Strategy.

Table 11.1 Quantifiable Outputs	
Measure	Amount/Unit
Additional direct jobs created	131
New commercial floorspace built	3,880m ²
Converted floorspace	1,500m ²
Residential units	49
Nursing Home Beds	60
Additional car parking spaces	150
Land brought forward for development	2.1ha
Open space improved	0.92ha
New footpaths	370 linear metres
Improved footpaths and boundaries	835 linear metres
Canal crossings	2
Tourist signage	23
Interpretation panels	8
Building elevations improved	20
Lighting features	35
Public artwork	3
Private Sector investment	+£4.8m

11.3 In addition to the above outputs, there will be increased visitor numbers to Stourport, its canal basins and Shipley's Leisure Park. The open nature of a town makes it very difficult to predict the number of additional visitors and overnight stays. We estimate that within the Canal Basin Area visitor trips to **paying** attractions are likely to increase by the general order of 80,000 as a result of the new Heritage Centre, canal boat trip facility and new investment in Shipley's Leisure Park. A proportion of these will be people who regularly visit Stourport but did not previously visit the Canal Basin Area (ie. an extension of duration of stay). This estimated visitor figure excludes non-entrance paying activities such as leisure/retail trips associated with The Tontine, the proposed craft/retail centre, increased patronage by water borne craft and general sightseers.

11.4 Importantly, the Strategy provides a very sound basis for the following:

- i Diversification of the tourism product of the town which will increase market penetration across all socio-economic groupings;
- ii Regeneration of the historic Canal Basin Area and creating its profile for visitors;
- iii Extension of the tourist season to a 12 month heritage and leisure destination;
- iv Provision of all important wet weather attractions and facilities;
- v Increasing the duration of stay of day visitors thus maximising the potential for spend in the local economy;
- vi Creation of an evening dimension to Stourport's tourism product through enhanced tourism infrastructure, security and lighting; and
- vii An effective partnership approach and commitment to regeneration and sustainable economic development.

11.5 In terms of benefits to local people, most beneficiaries from increased tourism activity will be those services supporting tourism such as accommodation providers and retailers. Spin-off benefits for the whole town will be:

- * jobs safeguarded
- * indirect job creation
- * increased visitor spend
- * increased overnight stays/duration of trip
- * greater demand for local services and goods
- * improved image and profile of the town.

11.6 The outputs and benefits which could be realised through full implementation of this Regeneration Strategy, squarely meet the objectives and ambitions set for this study.

12. MARKETING THE STRATEGY

- 12.1 To ensure implementation of this Strategy, in the manner promoted, it is important that its components are 'sold' as widely as possible so that maximum support and commitment can be gained. How this is achieved could be largely dependent on decisions on and resourcing of the delivery mechanisms rehearsed in Section 8. Other avenues may, however, be available through individual and collaborative action by members of the Client Group. The following paragraphs set out the foundations for marketing the Strategy.

THE FRAMEWORK

- 12.2 A successful and effective promotional campaign requires to be clear about its objectives, target audience, mechanisms and the role of interested bodies. In this case the objectives can be identified as:

- i Raise general awareness of the Strategy;
- ii Gain support and endorsement of the Strategy from key players;
- iii Attract investor/developer interest; and
- iv Secure external funding commitment.

- 12.3 The audience(s) which should be targeted include: key decision-makers within the Forum Steering Group/Client Group; grant making bodies; private sector investors/developers; local businesses; representatives of community organisations and the general public. Clearly these audiences will need to be reached through different mechanisms. The different prospective options are summarised below:

- | | | |
|---|--|---|
| * | Lobbying and Presentations: | Partnership interests, grant making bodies |
| * | Portfolio packs: | Developers/investors |
| * | Press Releases/fly sheet using local press and media: | General public |
| * | Public Meetings/Workshops: | Local businesses, community representatives |
| * | Displays/Exhibitions: | General public. |

MECHANISMS

- 12.4 Responsibility for promoting the Strategy will lie with the Forum Steering Group/ Client Group. A promotional budget for the Marketing Strategy and its executive support has been estimated in Section 8.
- 12.5 We highlighted the importance of establishing an early profile for the partnership (Forum Steering Group/Client Group) and the Strategy in the Stage 1 report. The mechanisms identified still hold true and are summarised in the paragraphs which follow.
- 12.6 **Designing a Logo** and/or snappy slogan to be used on all publicity and signs for each project, on the latter the lead partner or funder would also be stated. They could also be used on gateway signage (Project 3.1). Design could be through the auspices of the District Council's Planning Department although we see much merit in opening it up to competition or to schools. It could be a low cost, early action initiative which will raise the profile of the Strategy, the commitment of the Client Group and other bodies and importantly provide the message that something is happening.
- 12.7 **Establishing a Presence** forms an important component in raising the profile of actual and intended activity. The level and scope of this while inextricably linked to decisions on Programme 5 (Delivery Mechanisms) could, on an interim basis, be taken on board by individual members of the Client Group. We are aware that in the recent past, for example, Shipley's have offered a base for a Tourist Information Centre. Given the prominence of the Leisure Park at the heart of the Strategy and the large number of visitors it attracts, this should be given further consideration by members of the Client Group.
- 12.8 **Business Sponsorship** by local businesses in promoting the Strategy, its programmes and projects could have mutual benefits. There may be scope for resources to assist this through the Heart of England Tourist Board.
- 12.9 Galvanising commitment and support for the above marketing initiatives can bear fruit further down the line as they can provide real evidence of community involvement and participation in the definition of the Strategy and its delivery. This will be well examined by the major external funders. It is recommended the building blocks are put in place now rather than a later hasty response.

FLEXIBILITY

- 12.10 The needs and objectives of any marketing strategy will change over time and will require to be responsive to developments and the evolving transformation of the town. To sustain effectiveness and flexibility, the process and its needs will require to be monitored and responses made as appropriate by the Forum Steering Group/members of the Client Group.

APPENDICES

APPENDIX A

Project 1.1 - Former Lichfield Basin - Project Specification

Residential (1.02ha):

- i Eighteen 1, 2 and 3 bedroomed flats housed in two 3 storey blocks overlooking Mart Lane, Upper Canal Basin and the Lichfield Centre. Accessed from Lichfield Street.
- ii Some twenty six mews style dwellings of 2 to 3 bedrooms with gardens. Accessed from Lichfield Street.

Lichfield Centre (0.25ha)

Courtyard development of 12 ground floor units ranging from 40m² to 140m² with a total gross floorspace of some 890m². Construction to be of fairly high quality. This could mean a sympathetic but contemporary design using brick and glass. Access via Severn Road and Mart Lane - separate from proposed housing.

Car Parking (0.45ha)

Provision of some 150 permanent shared car parking spaces, sub-divided and with landscape barriers between the car parks and adjacent uses. The car park will serve all of the Canal Basin area. Day time use will predominantly be for visitors to the Craft Centre and Clock Warehouse while evening use will be for The Tontine. A tariff comparable to existing charges for medium and long stay parking in Stourport is envisaged. Access will be via Severn Road with an exit only arrangement for Mart Lane.

APPENDIX B (i)

Project 1.2 - Clock Warehouse Heritage Centre - Project Specification		
Use	Comment	Gross Floorspace ¹ (m ²)
Welcome area/foyer	Includes a public information board	5
Heritage Information Centre/shop	This could be a networked Tourist Information Centre combined with a shop selling information material and specially commissioned souvenirs (eg. with a copyright design).	50
Café, kitchen and store	A self-service café open during the daytime catering for some 60 seats indoors and additional outdoor seating on a waterside terrace. Seating capacity requires to be sufficient for peak weekend demand.	150
Audio-Visual room	Offering a selection of short orientation videos	40
Toilets	Male, female and combined disabled/baby changing. Accessible internally via café and externally via a side entrance.	45
Common circulation, stairs and lift	If technically feasible a lift for disabled visitors requires to be provided.	70
Sub-Total		360
First Floor		
Heritage Displays	The "Story of Stourport". Panels, displays, exhibits, games and computer models.	230
Office	Administration and curator	25
Education Room/ Meeting Room	A separate room for use by school classes and/or a venue to hire out for meetings.	50
Sub-Total		305
TOTAL		665
Note: All floorspace figures are gross external measurements and are subject to detail design considerations.		

APPENDIX B (ii)

Project 1.2 - Clock Warehouse Heritage Centre Revenue Costs and Expenditure				
INCOME				
50,000 visitors per annum				
				£
i	Display Admission: 50% of visitors pay	Adult	12,500 × £1.00 charge	12,500
		Children	12,500 × £0.50 charge	6,250
				18,750
ii	Shop (gifts/souvenirs): 50% of visitors spend £1.25 per head	Gross Income £31,250		15,625
		Net Income (@ 50%)		
iii	Café: 67% of visitors spend £2.00 per head:	Gross Income £67,000		
		Net Income (@ 60%)		40,200
Total Income				C. £74,575pa
STAFF COSTS AND OVERHEADS				
Two full-time and four part-time staff salaries plus employer costs and overheads				
Assumes use of voluntary workers for guided tours, research and supervision.				
				c. £67,500pa
BALANCE				
Before any lease costs or upgrade of displays.				£7,075 pa
Notes: 1. For the purposes of this brief appraisal it is assumed that the cafe is not franchised. 2. Admission rates are indicative but should be kept low to encourage usage.				

APPENDIX C

Project 2.2 - Pedestrian Access Project Specification

Routes to Car Parks and Town Centre:

- (a) New path from riverside meadow to steps at Bridge Street viaduct.
- (b) Environmental improvements to paving around Cooper Lane public conveniences.
- (c) New footpath from York Street to Clock Warehouse as part of the redevelopment of land adjacent to York House (Project 1.8).
- (d) Repaving of Mart Lane.
- (e) Improved definition (brick edging and railings) of Beatrice Walk along Crown Basin car park.
- (f) Incorporation of ginnels between Mart Lane and Severn Road into pedestrian access for users of the proposed car park on the former Lichfield Basin site. This includes the lowering of the brick wall on the car park side.

Engine Lane:

- (g) Semi-pedestrianisation suggested by environmental improvements including brick edging and bands. If Project 1.3 commences then the stretch of Engine Lane from Bridge Street alongside the Hungry Horse public house would become fully pedestrianised with a higher specification of paving and cast-iron bollards

Riverside Walkways:

- (h) Improvement of footpath (low specification) from Bridge Street to children's play area.
- (i) High quality specification of footpath between Bridge Street and Shipleys' Leisure Park entrance.
- (j) Improvement of riverside walkway along Shipleys' Leisure Park as part of the redevelopment of Shipleys' site (see Project 1.5).
- (k) New riverside access of high specification with a seating/viewing area.
- (l) Improved crossing point to the broad lock gates through widening of footpaths to enable pushchair/disabled access.
- (m) New path of medium specification from the broad lock to The Angel public house.
- (n) Low specification improvements to the existing riverside footpath from The Angel to The Stour and access between TP Activity Toys and Nestlé-Sarsons serving Cheapside.

Upper Canal Basins

- (o) Provision of a high quality pedestrian bridge across the Canal Arm linking the two Upper Basins - this would allow pedestrians to access the Canal Basins via York Street and the proposed access improvements (see Project 1.7). It would form a critical link to the proposed Heritage Centre (Project 1.2) connecting to Engine Lane.
- (p) Formalising a ramp access from Engine Lane to the lower Canal Basins to allow an unsurfaced crossing to the swing bridge between the two lower basins. This allows for a link (unsuitable for disabled) along the narrow lock to the riverside walkway.

APPENDIX D

Project 3.3 - Interpretation Panels - Project Specification	
Location	Theme
* High Street (Post Office):	town centre
* Vale Road (toilets):	town centre
* York Street Canal Lock:	the Staffordshire and Worcestershire Canal.
* Mart Lane Viewing Platform:	Upper Basins and key buildings
* Clock Warehouse:	Warehouse and Upper Basins
* Crown Basin:	Shipleys Leisure Park, River Boats and the Bridge
* Riverside Meadow:	General (replacement of existing)
* Narrow Lock Canal:	Lower Basins and dry boat house (wall mounted).