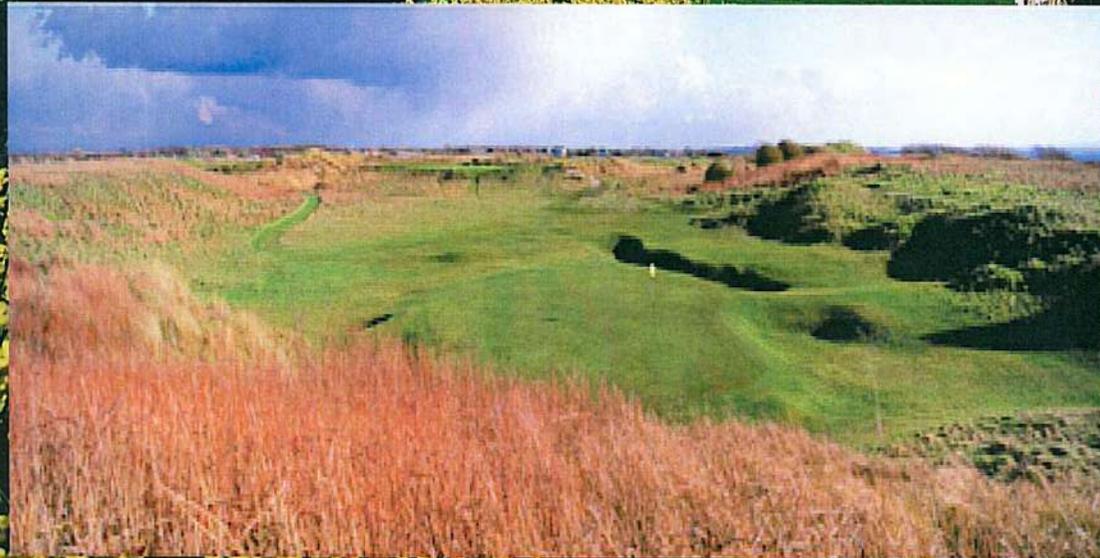
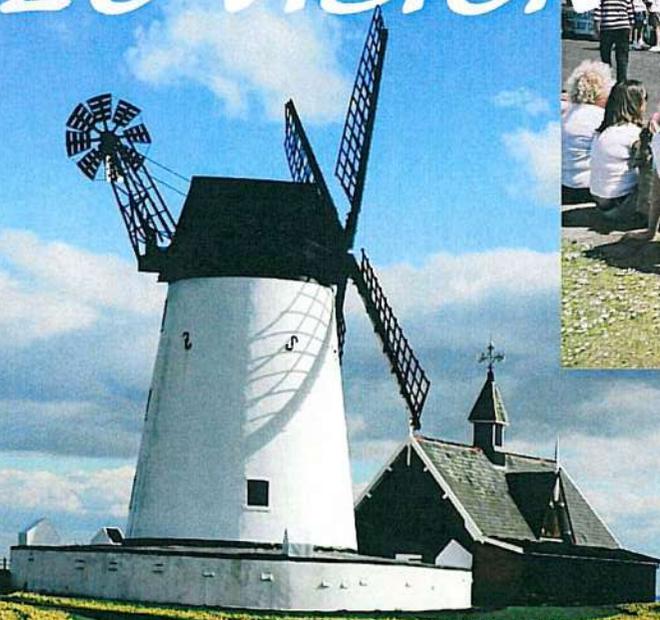


LYTHAM ST. ANNES 2020 VISION



incorporating the 2012 open golf

Executive Summary

The purpose of this document is one of setting out a short and medium term vision for the development of the economy of Lytham St. Annes as an important constituent element of the Borough of Fylde and the wider region. It includes an overview as to how the coastal towns will engage with the development of the Fylde Coast, particularly in the context of the Visitor Economy and help achieve ambitious targets for visitor growth set out by the sub regional Tourist Board. In this regard, the document sets out some of the key strategic issues.

The document is prompted by the recent signing of the Fylde Coast MAA, the conclusion to the Visitor Economy Pilot studies for the Northwest, the emergence of the Ribble Coast and Wetlands Regional Park and the economic opportunities presented by the hosting of the 2012 Open Golf Championship. The strategic and economic importance of the Borough is set out, which forms a backdrop to the more detailed projects proposed within the document.

The document presents a number of key projects that would be delivered by 2020 and has the clear focus of positioning Lytham St. Annes as the jewel of the Northwest coast thus being an important component part of the regional visitor offer. In doing so, the coastal resort towns will make a significant contribution to achieving the economic growth envisaged in various regional and sub regional strategies both from a visitor economy perspective but also as a means of attracting inward investment and promoting indigenous growth.

The 2020 Vision presents what might be loosely termed as six strategic projects that will be delivered by the public and private sector. As a first milestone, a number of constituent '2012 projects' seek to implement elements of the proposals, aimed at enhancing the visitor

offer and experience that will coincide with the hosting of the Open Golf Championship.

A number of the projects contained within the document are contained within the MAA and as a result, the proposals should be seen as bringing them forward for implementation. These include a series of public realm proposals for developing the resort experience, but also the associated development of the Classic Resort Hallmark concept. The Visitor Economy Pilot for St. Annes, entitled 'Place Making' is considered in some detail within the report and makes specific recommendations in respect of developing the Visitor Economy. These are incorporated within the proposals.

The public realm projects proposed for 2012 - and thereafter - seek, for the most part, to extend the previous regeneration activity within the main town centre area of St. Annes, although other related locations are included. These locations will be of a high profile and important in creating perceptions of quality and distinctiveness of place. To create a destination of such quality a 'Place Making' Guide has been devised that would influence the approach to public realm design, building on the award winning first phases of regeneration.

In this context, the economic justification for attracting funding assistance from strategic partners to implement this important work is included within the series of detailed public realm proposals - namely the direct relationship of the investment to the hosting of the Open Golf Championship. Equally, however, any investment secured for this world class event will also support the on going legacy of destination and place. It will be integral to the 'MAA ambition' to position the Fylde Coast as an exceptional destination for the visitor, for private sector investment and growth. In this context, this document is intended to be a means by which discussions concerning the funding of

these proposals can begin within this visionary framework and economic rationale.

In addition to the proposals to extend public realm works, an important proposition, presented in the document, is one of fully developing the Classic Resort Hallmark (accreditation) concept.

The Classic Resort, originally developed by the Northwest Regional Development Agency (NWDA) in 2003, is a concept to create a hallmark award that could be granted to destinations that meet a number of quality standards. It is proposed that the Classic Resort concept be pioneered within Lytham St. Annes - as a prototype. This is one of the recommendations of the Visitor Economy Pilot and is now an MAA project. In this regard, a methodology for delivering a Classic Resort accreditation scheme is presented in some detail and, with some support, it is considered that this would provide the perfect opportunity to pilot this concept for the first time, which could have national consequences, in a positive sense.

An important element here would be one of engaging the support of Strategic Partners, potentially including the NWDA, the Lancashire & Blackpool Tourist Board (LBTB), the (proposed) Fylde Coast Economic Development Company, Lancashire County Council, The Blackpool and Fylde College, Fylde Borough Council and Fylde Vision. From the private sector, retailers, hoteliers, leisure facility providers, cafés, restaurants and others will need to agree with and implement the proposals to meet the targets and standards contained within the developed Classic Resort Hallmark.

An important element of the proposals is ensuring that the visitor offer meets the expectations of the visitor market and in this regard the document discusses the target markets that will influence future

marketing, promotion and resort development, to help achieve the potential economic growth envisaged.

The regeneration of St. Annes Town Centre to date has been based on the creation and management of a successful partnership to deliver an agreed action plan. It is proposed to apply a similar model and develop a 'project board' to plan and oversee the projects and ambitions of this document, including the Classic Resort. This would naturally follow from the agreement of strategic partners to assist in the delivery of the vision and the appropriate elements contained within it.

The 2012 Open Golf Championship at Royal Lytham & St. Annes Golf Club is considered to be a 'global giant' as a sporting event and is the Northwest's chance to showcase itself in the year of the London Olympics. This requires investment in marketing and promotion activity (which is the subject of a complementary document), and the presentation of the host destination in the best possible light. These proposals seek to achieve that ambition for the event and beyond.

The document accepts that within many constraints presented at this time the particular broad ambitions presented within the document may need to be prioritised. It is for this reason that a number of options for taking forward elements of the proposals are considered.

It is hoped that this document will stimulate interest of all the relevant partners in the public and private sectors - and from the general community, who will have a role to play in the development of this ambitious vision and the initiatives contained within it.



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INTRODUCTION

1.1 Setting

The Borough of Fylde is located in the County of Lancashire in the North West of England. The Borough adjoins the Ribble Estuary and Irish Sea. To the north is the Borough of Wyre and to the northwest is the resort town of Blackpool and the Borough adjoins Preston to the east.

The location of the Borough is shown on the map on page 12. It has an area of approximately 62 square miles (160 square kilometres) and a population of approximately 76,400 (2007 mid-year estimate).

The main towns of the Borough are St. Annes, Lytham and Kirkham. Lytham has developed from an ancient settlement but is primarily Victorian in character. St. Annes on Sea was only established in 1875. It was laid out to a plan drawn up by businessmen from East Lancashire, who saw the economic benefits of establishing a coastal resort town. It was planned to a grid iron layout based around a series of spacious streets including the main street locally known as The Square. It subsequently developed as a holiday resort with a pier, hotels and an attractive promenade. The two coastal towns were amalgamated in 1922 to create the Borough of Lytham St. Annes. The other main settlement is the market town of Kirkham which acts as a service centre for the surrounding rural hinterland of the Borough.

The rural area contains a number of villages and hamlets including Warton, Freckleton, Wesham, Wrea Green, Newton, Clifton, Staining, Greenhalgh, Elswick, Weeton, Singleton and Little Eccleston. The rural areas of the Borough are predominantly agricultural in character.

The Borough of Fylde is home to regionally significant business sectors, including the Aerospace facility at Warton and the

Westinghouse nuclear facility at Salwick (Springfields). The presence of these sectors means that the Borough is at the heart of high value manufacturing for both the sub-region and the region. The Borough also includes Blackpool International Airport.

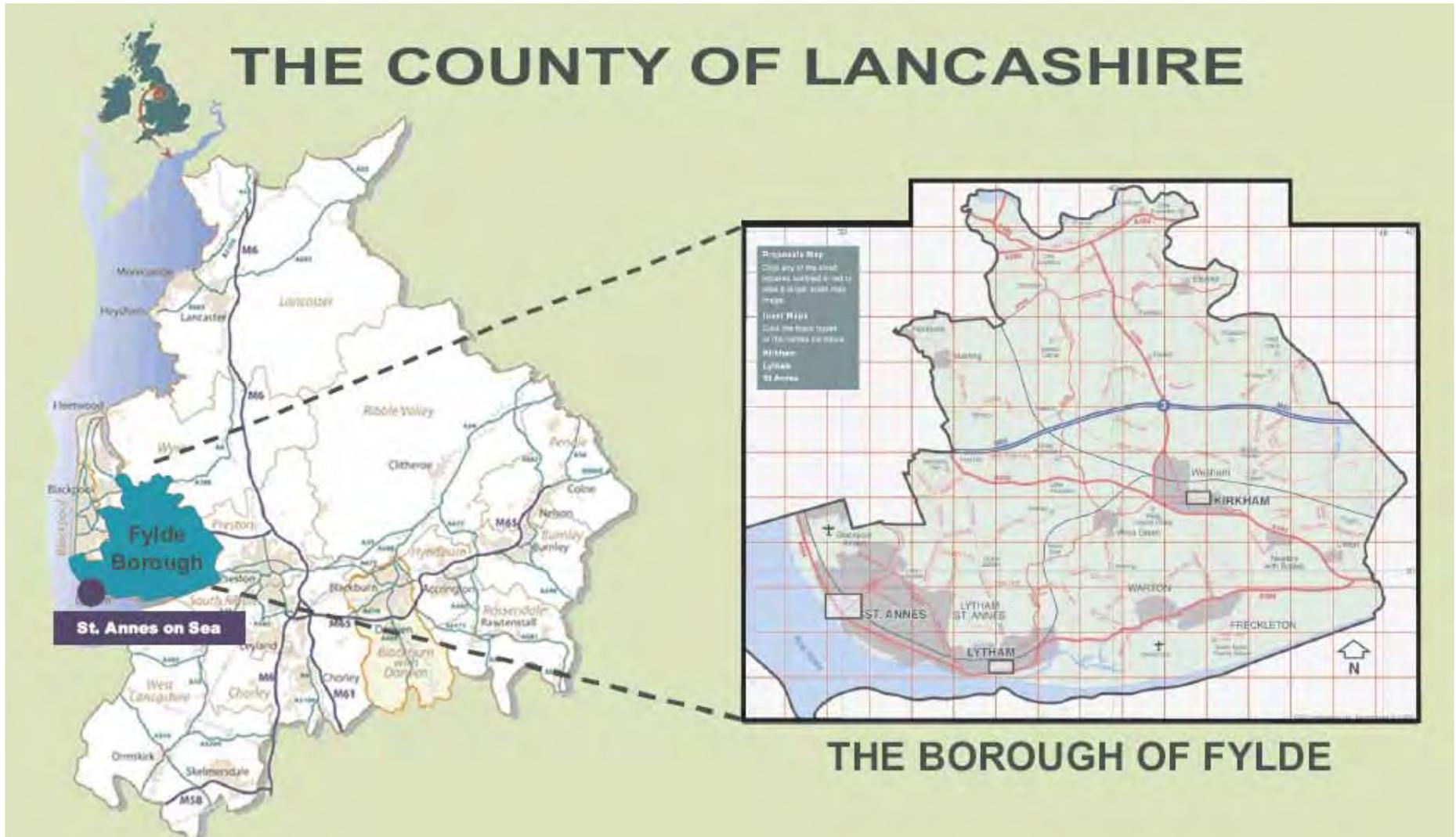
The Borough's economic development potential and contribution to the sub-region is not limited solely to advanced manufacturing. Fylde also contains a healthy element of growth orientated sectors including computer and business services alongside its traditionally strong visitor economy. These sectors can be relatively high value components of the economy, providing high value jobs and leading to enhanced levels of prosperity¹.



BAe Systems Facility at Warton, home to advanced manufacturing.

¹ Fylde Economic Development Strategy (Fylde Borough Council, 2008)

THE COUNTY OF LANCASHIRE



THE BOROUGH OF FYLDE

1.2 Purpose and Structure of the Document

This document sets out a broad vision for the potential 'development' of the coastal towns of Lytham and St. Annes as integral and important elements of the visitor offer of the Northwest region. It follows from the announcement, made in 2007, that the resort is to host The Open Golf Championship in 2012.

This is a visionary document looking 10 years ahead towards 2020. However, within this broader, longer term vision its primary purpose is to look ahead to 2012, as a first milestone, to address potential actions that will provide a quality destination setting for this world class event. It is also a response to the final report produced by Locum Destination Consulting into the future potential of the six Visitor Economy Pilots² (VEP) studies, completed in early 2009. The VEP for St. Annes makes a number of key recommendations and these are considered in this document.

In addition to 2012, as an event, this document makes reference to the strategic role the coastal zone of the Borough of Fylde will play in the development of the Fylde Coast Multi Area Agreement³ (MAA). Reference is also made to other strategic planning issues that outline the economic significance of the Borough within a sub-regional context.

In so far as the 2012 'milestone' is concerned, the document is primarily focussed on the development of the resort destination as a setting for the event and includes two essential elements.

² *NW Visitor Economy Pilot Projects (Locum Consulting, 2009)*

³ *Fylde Coast MAA*



Quality of Life on the Fylde Coast, encouraging business growth



Royal Lytham & St. Annes Golf Club

The first is an enhancement of the public realm which includes proposals for the main town centre areas and the pedestrian link to the Golf Course, improvements around key arrival spaces, reception points and 'design corridors'. The Golf course at Royal Lytham and St. Annes is uniquely located close to the town centre of St. Annes and so its character, quality, appearance and experience for the visitor is all the more important. These interventions will generally be referred to as the '*environmental actions*'.

The second and complementary element of destination development is around the service quality on offer to the visitor. Within the document these will be referred to as '*service actions*'. The two elements, when taken together, can broadly be described as presenting a 'total quality offer' to destination development and relate directly to the concept of the 'Classic Resort' hallmark, presented in A New Vision for Northwest Coastal Resorts of 2003⁴.

This document is presented in two parts. *Part A* contains the longer-term aspirations of Lytham St. Annes relating to the broader spatial planning issues, including the visitor economy. This part also contains details on the public realm projects that will be desirable to achieve by 2020 as well as the development of the concept of the Classic Resort.

Part B contains a detailed action plan for Lytham St. Annes and the hosting of The Open Golf Championship in 2012, including detailed public realm proposals and a methodology for developing the Classic Resort 'hallmark'.

⁴ A New Vision for Northwest Coastal Resorts (NWDA, 2003)

1.3 Background

Lytham and St. Annes (on Sea) are two distinctive towns but are now co-joined and the geographical area is generally referred to as Lytham St. Annes. St. Annes on Sea was founded as a planned coastal resort in 1875 and has a strong tourism appeal within an attractive setting. It has a range of hotels, a promenade with seafront gardens, pier and a number of traditional attractions. Lytham, by contrast, could be described as a coastal or estuarial town, with its' extensive frontage (known as The Green) and promenade with one large hotel. It is residential in character with an attractive town centre, albeit one that faces some economic challenges due to the current recession. The town is the home to a number of internationally significant financial services companies. It is also the setting for Lytham Hall, a Grade I listed mansion within a parkland setting, where there are plans for the development of a Country Park.

The Open Golf Championship in 2012 offers all the major economic advantages that would be expected from an international event of such standing. There are both direct benefits, in respect of visitor spend, but also as a result of advertising and media exposure. By presenting the location in the best possible light, in the context of the event, it should be anticipated that the legacy value following the event, will be considerable. Potential repeat visits, the promotion of the area and its enhanced perception from an external audience, will be invaluable in the development of the longer term visitor economy of the Fylde Coast and the potential for private sector development and investment.

Hosting an event of this magnitude places the Fylde Coast in the spotlight, undoubtedly acting in an ambassadorial role for the region.



Historic Buildings, Dunes and Beach of the planned town of St. Annes



The Ribble Estuary and Landmark Buildings of Lytham

It is important for this reason that Lytham and St. Annes and its neighbouring areas are viewed in an exceptional light and fully meet the expectations of a discerning public, befitting the international status of the event. The hosting of the Open within the Northwest of England has unquestioned economic benefits.

Royal Lytham and St. Annes is an important element of 'England's Golf Coast' - one of the three 'Royals', and along with other courses has been described as the 'Finest Stretch of Championship Golf in the World'⁵. The economic value of this offer is substantial and it is essential that the region continues to attract top tournaments. The quality of key destinations, where the courses are located, will be of growing significance in attracting major events and in building the future image of the northwest and destinations within it.

"The Open Championship attracts visitors from all over the world. The event offers the local community an opportunity to promote itself to the world and provide a warm welcome to its visitors".
(ROYAL & ANCIENT)

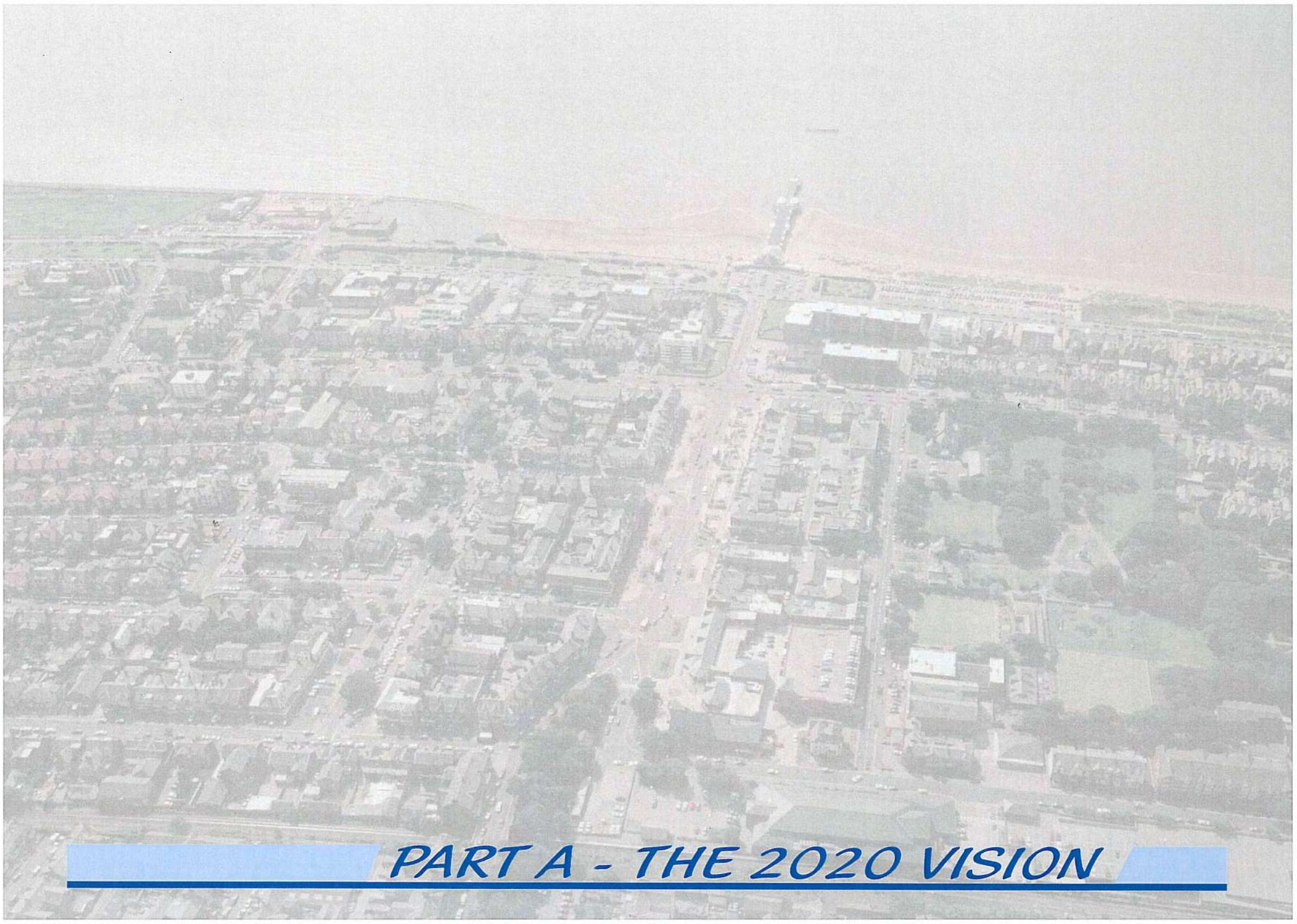
⁵ Englandsgolfcoast.com

The MAA for the Fylde Coast acknowledges the value of The Open Golf Championship as an event. This is placed with the broader proposals to develop the visitor economy across the coast through a range of bold, imaginative and ambitious interventions. The MAA acknowledges that one of the key strengths of the Fylde Coast is the variety of the visitor product within it. Lytham St. Annes offers a differentiated, albeit complementary product to Blackpool and will be an important component in the development of a reinvigorated coastal offer.

The wider assets and virtues of the coast are, without question, an important supporting element in the ambitious regeneration plans for Blackpool. The Government's Task Force Report⁶, produced as a response to the decision to abandon the super casino proposals, highlighted the importance of Blackpool working closely with its neighbouring authorities on key economic, environmental and social issues. The 'offer' of the Fylde Coast as a whole is far greater than that of Blackpool alone and it is believed that by addressing economic issues within a larger Fylde Coast 'footprint', regeneration and growth will be achieved quicker and in a more effective long-term sustainable way. This is the essence of the Fylde Coast MAA.

Finally, there is now considerable effort being made by stakeholders locally to maximise the potential of The Open Golf Championship. The Chief Executives of the Fylde Coast authorities meet regularly and include representation from the Lancashire and Blackpool Tourist Board (LBTB), the Lancashire Economic Partnership (LEP) and Fylde Vision (the Local Strategic Partnership)(LSP). This group fully supports the proposals set out in this document.

⁶ *Blackpool Task Force Report: An Action Plan for Sustainable Growth. The Government's Response (CLG, 2008)*



PART A - THE 2020 VISION

Strategic Context

2.1 Regional and Sub-Regional Policy Context

The ambitions for the visitor economy of Lytham St. Annes, as expressed in this document, fully accord with current regional and sub-regional strategy and policy. At the regional level, the Northwest Regional Development Agency (NWDA) has set out regional ambitions in relation to the visitor economy. This is expressed through the Regional Economic Strategy 2006⁷. In addition, the proposals of this document are consistent with and complement the objectives set out in The Strategy for Tourism in England's Northwest 2003-2010⁸, A Strategy for Major Events in England's Northwest⁹, Great Destinations¹⁰ and A New Vision for Northwest Coastal Resorts¹¹.

At a sub-regional level, the two most relevant policy documents are the Lancashire Economic Strategy¹² and the Lancashire and Blackpool Visitor Economy Strategy 2006 - 2016¹³. It is considered that the proposals presented in this document fully accord with the strategic ambitions of both these documents. In addition, both the development of the Classic Resort accreditation concept and the need for public realm investment are included in the Destination Management Plan 2008/9¹⁴.

At the local level the proposals within this document are supported by

⁷ *Regional Economic Strategy 2006 (NWDA, 2006)*

⁸ *Strategy for Tourism in England's Northwest 2003 - 2010 (NWDA, Revised 2007)*

⁹ *A Strategy for Major Events in England's Northwest 2004 (NWDA, 2004)*

¹⁰ *Great Destinations (NWDA, 2004) (under review)*

¹¹ *A New Vision for Northwest Coastal Resorts (NWDA, 2003)*

¹² *Lancashire Economic Strategy & Action Plan (LEP)*

¹³ *Lancashire & Blackpool Visitor Economy Strategy 2006 - 2016 (LBTB, 2006)*

¹⁴ *Lancashire & Blackpool Destination Management Plan 2008/9 (LBTB, 2008)*

the Fylde Borough Council Corporate Plan¹⁵ and are a priority within the Fylde Community Strategy 2008-2018¹⁶.

Several of these documents are currently in the process of being reviewed. In particular, the new Regional Strategy (2010), is currently being prepared. However, it is not considered likely that any of the proposals presented in this document would conflict with new or emerging policies or strategies at the regional or sub-regional level.

2.2 Previous Regeneration Activity

The external perception of Lytham St. Annes as a high quality, prosperous place should not underlie some of the regeneration issues that have faced the resort, notably within St. Annes. During the 1990s the town centre commercial area suffered a severe economic collapse. However, an ambitious community based regeneration strategy has, to a large degree, turned around its fortunes. There is much to be done, but the potential of the resort to become an acknowledged high quality destination, is achievable. This would add to the coastal quality offer of the Northwest and become an important component part of the Fylde coast offer.

The Open Golf Championship event will act as a focus for further concerted action. The regeneration programme, which will be considered in this report, has since 2001 secured the support of key funding partners including Northwest Regional Development Agency (NWDA), English Heritage, The Heritage Lottery Fund, Lancashire County Developments Ltd (LCDL) and The Lancashire and Blackpool Tourist Board (LBTB). This investment (a total of £4.1 million) has

¹⁵ *Fylde Borough Council Corporate Plan (FBC, 2009/2010)*

¹⁶ *Fylde Community Strategy 2008-2018 (Fylde Vision, 2008)*

levered in significant private sector investment (approximately £20 million) and it is considered that further, relatively modest public sector support, would further stimulate the private sector and result in the resort reaching its full potential. In this regard, there is a pressing case for further regeneration activity to maximise the economic benefits of 2012 and thereafter support a continuing legacy, so that by 2020 the resort is a high quality coastal gem and significant asset for the Northwest. In essence the main proposals for 2012 are an extension of the public realm enhancement works carried out to date.

“This is a most impressive & visually attractive project which is now a model for other seaside towns in the North West”

(BURA, 2005)



Main photograph showing the public realm works in St. Annes town centre 2004



Inset photograph showing the same area before refurbishment

2.3 The Multi Area Agreement for the Fylde Coast

The MAA covers the functional economic area of the Fylde Coast i.e. the Unitary Borough of Blackpool and the Districts of Fylde and Wyre, within the County of Lancashire. As an economic footprint, the area has many assets. However, the Fylde Coast economy operates at only 73% of the UK average and the economic forecasts within the MAA show that without intervention, Gross Value Added (GVA) per head in 2018 will not even have reached the 2008 level in the Northwest region. Intense pockets of deprivation exist in Blackpool, Fleetwood and to a lesser extent, St. Annes. The area has significant worklessness and skills issues to tackle.

If the Fylde Coast is to resolve its fundamental problems and achieve ambitious growth targets, it is essential that every effort is made both to further capitalise on existing assets and potential and to address the factors currently acting as a brake on economic growth.

The primary economic drivers of growth include leisure and culture, advanced manufacturing, strategic employment sites, the potential expansion of Blackpool Airport, the port of Fleetwood and the development of Central Blackpool. However, there are a number of barriers to accelerated growth and unless these are addressed, they are expected to seriously undermine the growth potential of the Fylde Coast. Key issues include: under employment, worklessness, benefit dependency, skills deficiencies within the workforce, an inadequate transport network, poor quality housing in some locations and a lack of private sector investment.

Transformational change is required if the Fylde Coast, as an entity, is to bring about economic growth and achieve environmental and social sustainability in the longer term.



Vacant and Dilapidated Commercial Property in St. Annes



Poor Quality Housing Stock the subject of an LSP community project

The MAA contains seven 'Breakthroughs' or areas for concerted action that, when taken together, will provide the means to remove the fundamental blockers to economic growth and sustainability. These are:

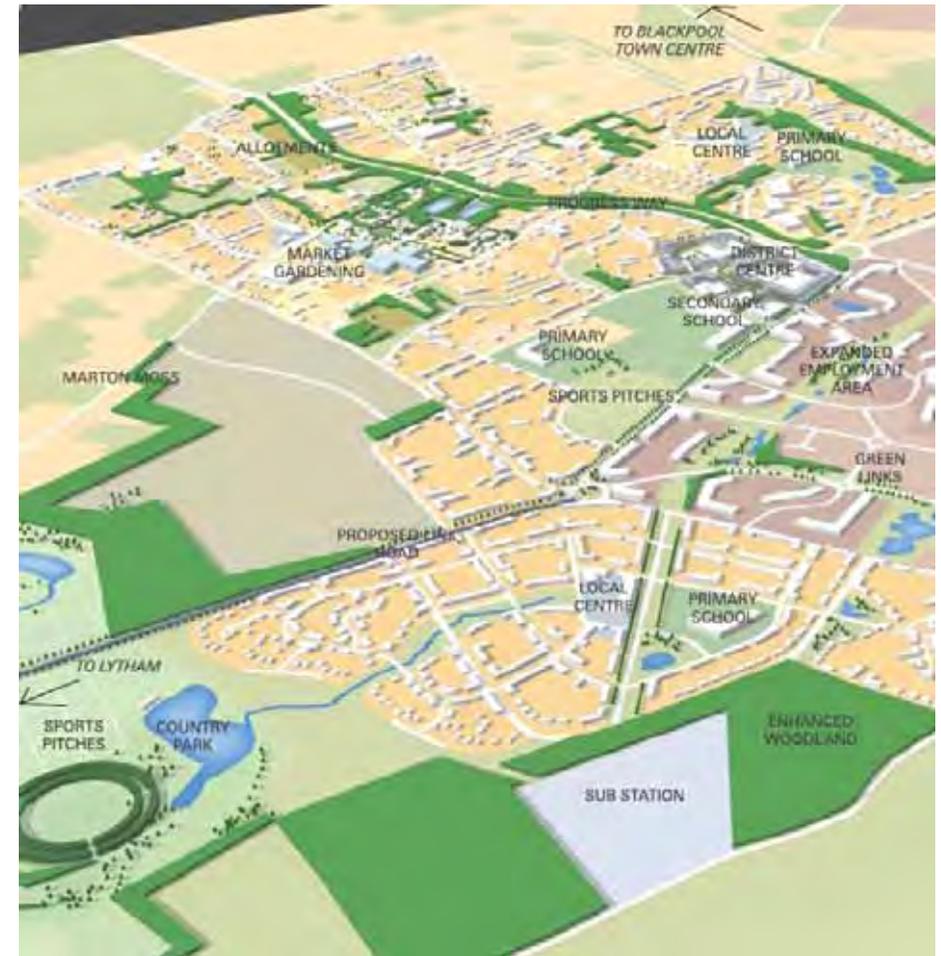
- Securing the future of Blackpool
- Improving transport infrastructure
- Diversifying and enhancing the business base of the coast
- Developing skills and employment prospects
- Tackling fundamental housing issues
- Sustaining the visitor economy and culture of the coast
- Protecting the coast and enhancing the public realm offer

Each breakthrough contains a number of actions and projects. Some of these are 'thematically based' and relate to the coastal area as a whole. However, there are a number of projects with specific key geographical areas. Those within the Lytham St. Annes area include:

- The development of Blackpool Airport
- The potential development of the M55 Hub
- The development of BAe as a strategic employment site

- Growth of the Visitor Economy in specific locations
- The opportunities presented by the hosting of the Open Golf Championship of 2012 and the supporting public realm
- The development of the Classic Resort Hallmark within Lytham St. Annes as an important ingredient of the Coastal offer and as a forerunner to its potential roll out to the Fylde Coast
- Developing the Cultural Offer of the Coast
- The development of Coastal defences and the potential for public realm opportunities to maximise the impact of these works

Far from occupying a peripheral role in the development of the MAA, the Borough and in particular Lytham St. Annes, will play a key role in its development and the economic growth that is anticipated within it.



M55 HUB - The above images indicate the location for the possible development of the M55 hub. This large urban extension straddles the boundaries of both Blackpool and Fylde Districts, and is intended to provide housing, employment and community infrastructure and would help meet the future development needs of both Boroughs.

2.4 The Fylde Economic Development Strategy (FEDS)

The Economic Development Strategy for the Borough (2008-2021)¹⁷ was adopted by the Council in 2008. The Strategy notes how the Borough is a very important part of the Central Lancashire economy, containing regionally significant business sectors including aerospace, nuclear and financial services.

The potential of the Borough for economic growth is considerable within the business and computer service sectors, alongside the traditional areas of tourism and the visitor economy. The strategy predicts, that with particular support and intervention, the overall productivity of the Borough is expected to grow at a rate that will out-perform other areas within the Central Lancashire City Region area and the Northwest and will thus, be a key driver of the future Lancashire Economy and of note, the Fylde Coast (MAA).

The key interventions to promote an expanding economy are identified as six strands. These are:

1. Strong and vibrant town centres and the link to investment and the visitor economy
2. The Business Portfolio: supplying land, premises and the masterplanning of Blackpool Airport
3. High Value Tourism: related to the complementary regeneration of Blackpool, the Ribble Coast and Wetlands, the Classic Resort and the Cultural offer

4. Knowledge Intensive Industry: The development of aerospace and nuclear (Springfield's) and promoting linkages with supply chains. Developing knowledge based industry in professional services and ICT
5. Connected for Business: Development of the airport, key road and rail linkages
6. Skills for Business: Developing skills

The Action Plan within FEDS identifies key actions, projects, delivery mechanisms, timescales and actions. This will address delivery at a range of scales, i.e. sub-regionally, Fylde Coast or at the local level.

The FEDS is wholly complementary with the MAA and the projects and actions contained within it, and if delivered, as envisaged within the action plan, will make a significant contribution to the economic ambition and potential for the Borough and within the context of the MAA.

2.5 The Lancashire Visitor Economy Strategy

The Lancashire Visitor Economy Strategy sets the strategic vision for all the visitor economy of Lancashire. The ambition for 2016 is that Lancashire will be established as a destination for mature and discerning visitors attracted by the traditional Lancashire welcome, based on high quality, friendly and personal service. The main appeal of Lancashire will be its well-kept heritage towns, classic resorts and beautiful countryside, whose attractions are presented with flair and imagination that reinforces a strong sense of place and local identity.

¹⁷ Fylde Economic Development Strategy (Fylde Borough Council, 2008)

As a result of this vision, the visitor economy will be making a significant contribution to the sub-regional economy, the environment and the image of Lancashire and Blackpool as a quality place to live, work and visit. Ambitious targets for increased growth in visitor spend (by 20% to £3 billion,) are related to employment increasing by 30% to 70 million and visitor numbers growing by 30% to 85 million. Lytham St. Annes, through the proposals of this document, will play a role in achieving these ambitious targets.

2.6 The Fylde Coast Cultural Strategy (FCCS) (2009-2014)

The Fylde Coast Cultural Strategy¹⁸ is linked to the MAA and its ambition is to:

“create a bold, inspirational and transformational framework which will enable us to achieve our goal to develop a 21st Century destination with a world class local and visitor cultural offer, which will lead the way in placing culture at the forefront of regeneration in Britain”.

The Document outlines how the Strategy is ambitious, innovative and forward looking and is a central factor in developing economic growth and community cohesion.

Culture is defined and the Strategy recognizes four key elements:-

- The richness of the diverse cultures of all the people
- Cultural identity ‘sense of place’

¹⁸ The Fylde Coast Cultural Strategy 2009-2014 (Blackpool, Fylde, Wyre and Lancashire County Council, 2009)

- Creative and leisure activities
- Culture and creativity as an economic driver

The Strategy aims to support regeneration in particular through quality of place (spatial design), leisure and sport, business development, media, cultural learning and the development of a Fylde Chamber of Culture, which will be a delivery organisation for the strategy.

In so far as Lytham St. Annes is concerned a number of the transformational ambitions of the strategy include:

- Develop the Golf Strategy for the coast
- Develop a ‘coast element’ of the joint investment plan for 2010, to achieve investment in heritage, culture, promenades, the NW Coastal Trail, public art and green spaces
- Develop Lytham St. Annes as a Classic Resort
- Develop a public realm strategy for the Fylde
- Develop Lytham Hall as a Country Park
- Develop festivals and events
- Develop the Ribble Coast and Wetlands Regional Park

The FCCS is a strategic document directly linked to the MAA and identifies opportunities and interventions that will put the Fylde Coast at the forefront of cultural renewal. The economic potential from

projects and actions within the Strategy are considerable and a number of these relate directly to Lytham St. Annes, which has a key role to play in the development of this MAA project.

2.7 The Ribble Coast and Wetlands (RCW) Regional Park

The RCW is one of a number of regional parks that are at various stages of development along the Northwest coast. The RCW presents the region with a significant opportunity. It is based around the estuary which is an internationally significant wetland habitat. The RCW has a strategic partnership comprising public, private and voluntary sector interests that have adopted a business plan. Fylde Borough Council and Fylde Vision (Local Strategic Partnership) are key members of the Strategy group that is driving forward the development of the Park.

The RCW has been the subject of a number of key studies, the most recent of which has been produced by Regeneris Consulting and was funded through the NWDA. The Business Plan¹⁹, that emerged from the study, sets out a number of key actions identifying marketing strategies, infrastructure priorities, flagship attractions and awareness raising.

The potential economic benefits of RCW are considerable. The Business Plan estimates that the Park has the potential to attract a 45% increase in visitor numbers (1.6m by 2020 - from a baseline of 1.16m visitors in 2005). The additional visits are estimated to generate an additional £47.9m in visitor expenditure, creating an extra 800 full time equivalent (fte) jobs.



The Picturesque Ribble Estuary

¹⁹ *A Business Plan for the Ribble Coast & Wetlands Regional Park (Regeneris, 2008)*

The coast is accessible to varying degrees and it is probable, that if the ecological qualities of the RCW are to result in the visitor growth envisaged, then any 'mass market' appeal would gravitate to the most accessible locations. In this scenario the resort towns are likely to be major beneficiaries of the visitor growth and subsequent economic benefits. It is for this reason that both Lytham and St. Annes are recognised as 'hubs' where amenities, attractions and access to the coast are provided. This would point to the desirability of these locations offering a high quality visitor experience, if the attractiveness of the park is to be fulfilled and the economic opportunities identified being achieved. This is a recommendation of the Visitor Economy Pilot (VEP), which will be outlined on page 32.

The opportunities presented by the 2012 Open and any infrastructure improvements that can be secured, would be wholly complementary with the objectives of the RCW Business Plan and in particular the enhancement of St. Annes as a visitor 'hub'.

The proposal to develop a long distance coastal trail along the whole of the Northwest coastline, will complement the development of the RCW, adding to the significance of the coastal resort towns.

The development and growth opportunities within the Fylde Coast will call for an attractive coastal destination for residents and visitors, to provide for leisure, recreation and service provision. The Borough of Fylde is strategically positioned between Preston and Blackpool, that both have ambitions for growth. The RCW and its developed green infrastructure will have a role to play in creating an attractive 'green lung' along the coastline for these key urban areas.



The natural coastal beauty of the sand dunes at St. Annes on Sea

2.8 The Opportunities Presented by the 2012 Open Golf Championship

The hosting of the 'Open' in the Northwest presents major economic benefits. Recent research²⁰ suggests, that the direct economic impact results in some £72 million spend and media exposure worth in excess of £40 million, with spectators spending £8 million in the local area, media spending £4 million and golfers £1.27 million.

The MAA, the Tourist Board and the NWDA recognise the benefits of this internationally significant event to the region. It is essential the host destination presents a 'barometer' of high quality as, undoubtedly, it will act in an ambassadorial role for the region. It follows that the visitor experience should encompass service standards of the highest quality, set within a highly attractive physical setting. If the region wishes to portray itself as presenting its important visitor destinations as high value products that befit the hosting of such major events, then the way they present themselves is all the more important.

For the Open Championship of 2006 at Hoylake, significant investment in the public realm was made by Wirral Metropolitan Borough Council, supported by European Union funding and the NWDA. Similarly for the 2008 Open Championship at Royal Birkdale, Sefton Metropolitan Borough Council has over a number of years invested significantly in the public realm of the town centre and promenade, again with significant support from the NWDA. A high quality public realm setting is considered to be essential, to both attracting and retaining the Open Golf Championship and supporting the longer term quality associated with the region's coastal resorts.

²⁰ *Putting Wirral On The Map (The Mersey Partnership, 2006)*

Lytham and St. Annes are attractive coastal towns and provide an attractive setting for the Open, portraying a quality image. However, to meet the required standards, there is the need for some investment in key high profile locations. The investment required would be appropriate for the Open, but would help sustain the resort setting as a legacy and contribute to the new foundation of the Fylde Coast Visitor economy.



High quality public realm in Hoylake, the setting for the 2006 Open

2.9 Conclusions

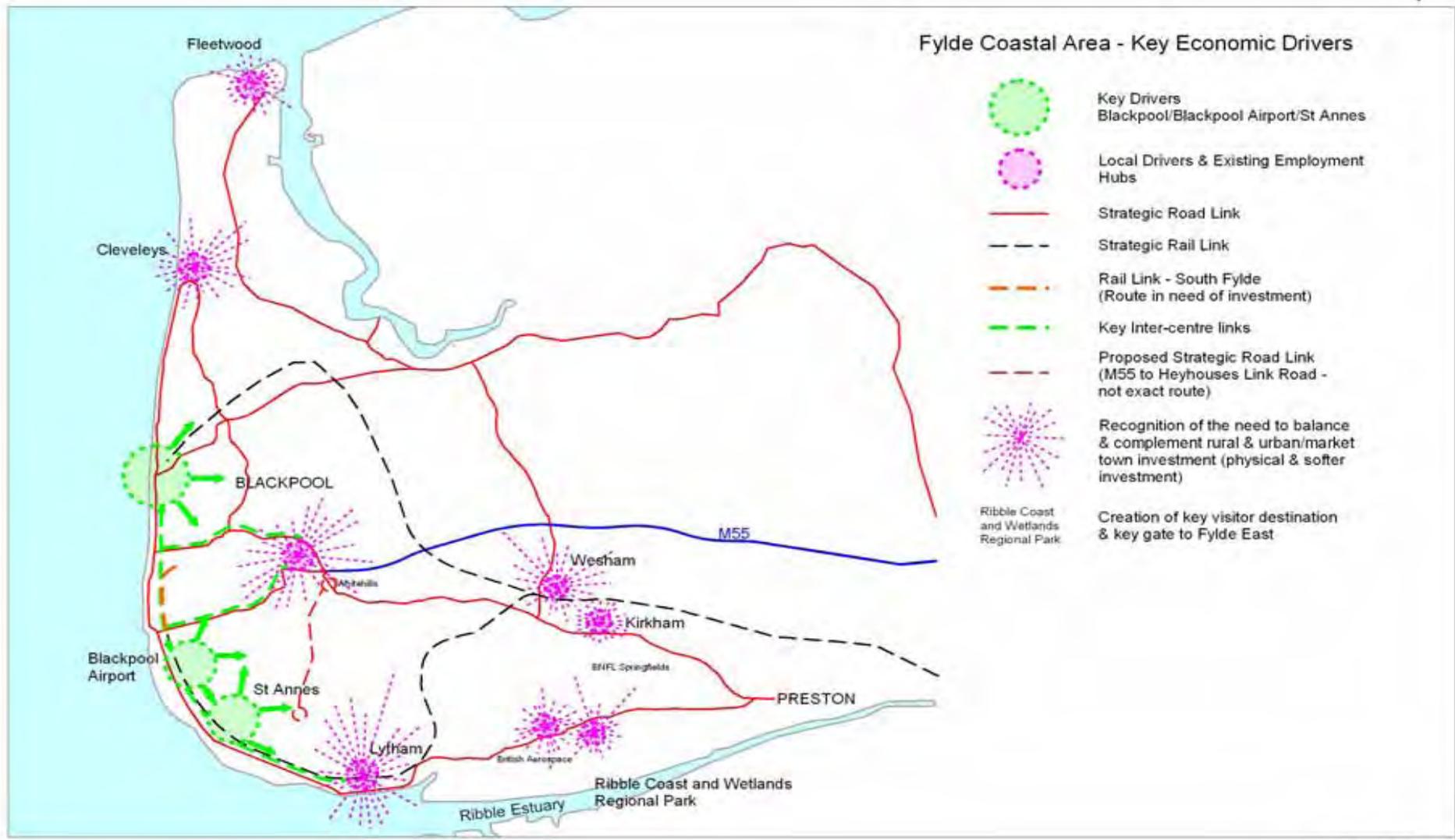
The Borough of Fylde occupies a strategic position and plays an important role within the economy of the wider Fylde Coast, Lancashire and the region. It is the location of an international passenger airport, the home of strategic advanced manufacturing, the nuclear industry and international financial services companies. It has a healthy rural economy and attractive coastal towns. The longer term vision would see the coastal area of Fylde as a high quality, economically vibrant location adding to the regional offer, providing for a high quality of life and an attractive setting for business development. The map overleaf (Page 30) identifies the key locations within the coastal zone of the Fylde, which will be the drivers for growth.

The visitor economy is an important element of the local economy and offers growth opportunities. At the heart of the visitor economy lies the well known resort town of Lytham St. Annes, uniquely positioned to take advantage of several strategic developments over the coming years. In particular, the Open Golf Championship presents the opportunity to focus the minds of stakeholders on preparing and presenting Lytham St. Annes to a global audience.

To achieve this vision, the private sector will be the main driving force. However, some relatively modest public sector intervention will be required in key locations, to act as a catalyst for the development of some sites, as well as enhancing the economic and environmental potential of the coastal towns.

Lytham St. Annes will play a significant role in the development of the Fylde Coast MAA and several key projects within it are priorities within the agreement for implementation over the forthcoming years.

The following sections of this document will concentrate primarily on the key visitor economy sector. It will highlight the value of the sector to the local economy, making reference to the recently completed Visitor Economy Pilot (VEP). It will present longer term proposals for key locations, (up to 2020), to enhance their physical attractiveness and potential investment, supported by public realm interventions (environmental actions).



The Visitor Economy and Lytham St. Annes

3.1 Importance of the Visitor Economy

The total value of the visitor economy within Fylde is estimated to be £216,920,000²¹. The most significant contributor to this is the day visitor, with over 3 million visits (2008)²². The 670,000 staying visitors generate over 1.9m visitor nights and recent research, indicates that there has been an increase in staying visitors. These statistics point to the value of the Visitor Economy to the locality.

From the Fylde Coast perspective, the importance of the visitor economy is of a nationally significant scale. In research recently conducted by Humberts Leisure, on behalf of the three Fylde coast authorities²³, the scale of the accommodation offer of the Fylde coast is compared to comparator regions throughout England. These regions are the English Riviera (Paignton, Brixham and Torquay), Restormel (Newquay), the Fun Coast (Skegness and Mablethorpe), Brighton and Hove and Bournemouth. The analysis shows that there are more than six times as many serviced accommodation bedspaces on the Fylde Coast as on the English Riviera and more than four times as many as in Bournemouth (the second largest UK resort).

Blackpool alone attracts over 10 million visitors each year²⁴, although this is a declining figure from a peak of 17 million. The importance of the visitor economy to the Fylde Coast cannot be over stated, as

around one in five jobs in Blackpool, one in ten in Fylde and one in nine in Wyre are tourism related²⁵.

Given the nationally important scale of the visitor economy on the Fylde coast it is important that Lytham St. Annes, through the proposals of this document, is positioned to take full advantage of changing market conditions and achieve a growing proportion of market share in the years to 2020. To that end, the proposals within this document give a clear focus to the higher value target market which Lytham St. Annes wishes to attract and ensure that a crucial sector of the local, sub-regional and regional economy grows year on year.



St. Annes: The coast presents growth opportunities for tourism

²¹ STEAM Fylde Borough Council 2008

²² England's Northwest Day Visitor Survey 2007 - Final Results (2008)

²³ Visitor Accommodation Study - Fylde Coast Sub-Region - Humberts Leisure

²⁴ Fylde Coast MAA

²⁵ Visitor Accommodation Study - Fylde Coast Sub-Region (Draft Report 2009)

3.2 The Visitor Economy Pilot: Place Making in St. Annes

The Visitor Economy Pilot (VEP) was commissioned by the Northwest Regional Development Agency (NWDA) in September 2008. The aim was to identify how 'like minded stakeholders' could make a substantive difference to the visitor economy and to identify approaches to destination management that could be applied throughout the Northwest. St. Annes on Sea was one of six locations selected to be Visitor Economy Pilots and was the only coastal resort. The final report was published in March 2009. The recommendations of the VEP are;

- Make Lytham St. Annes the primary brand
- Differentiate the visitor offer from the rest of the Fylde Coast
- Promote the 'visitor economy' in its entirety
- Create a 'cross sectional' partnership for development and delivery of a resort action plan
- Make a feature of 'uniqueness'
- Develop a resort 'mosaic'
- Position the town as 'a Classic Resort' (Boutique Resort)
- Promote the concept of the 4 star seafront



'Al fresco' dining integrated into refurbished public realm

In addition, the VEP has made specific recommendations in respect of development priorities. These were more localised actions or projects and include;

- Complete the public realm within the town centre for 2012 including 'The Wood Street Entertainment Quarter'
- Develop 'specialist retail locations', including Park Road and Orchard Road
- Nurture a fine food cluster
- Make the resort exceptionally cycle friendly
- Actively encourage more high quality places for people to eat and drink al fresco
- Develop St. Annes as a hub in connection with the development of RCW

The conclusions of the VEP present some visionary ideas and whilst some of these will be developed in the longer term, some of the more immediate projects, in particular those relating to 2012, will engage strategic partners and local stakeholders.

The VEP points to the uniqueness of Lytham St. Annes and considers that with some relatively modest investment it can become known as "the smartest of small resorts" and have a strategic role to play as an important coastal destination within the Northwest.

Whilst the VEP brief stated that "the NWDA has not allocated any specific budget funding for the pilot projects, it hopes and anticipates, however, that the work in each of the pilot study areas, will play a role in justifying investment from both the public and private sectors."

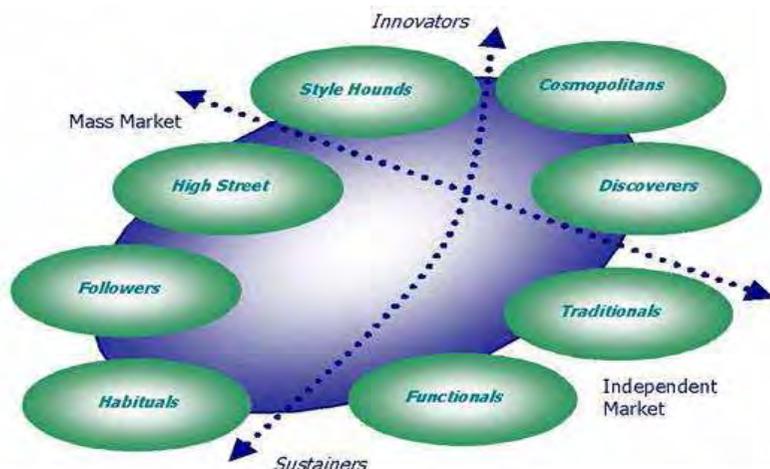
This document presents key proposals as to how the investment envisaged in the VEP (and supported through the MAA) will be implemented.



The regeneration of "The Square" has created additional business opportunities including al fresco dining

3.3 Target Market

To be successful in achieving the objectives of this document, Lytham St. Annes must be fully conversant with its existing and potential target markets as this will underpin its future marketing strategy and influence approaches to meeting visitor expectations. The characteristics of the visitor can be assessed by a number of factors such as; age, life-style, household status and socio-economic status. The VEP utilised the ArkLeisure Segmentation model which categorises the population into eight groups and identifies, for example, which brands and experiences they are attracted to.



Above, the segments on the right-hand side of the model tend to be of a more independent disposition, whereas those on the left-hand side tend to be more inclined to follow what others do and be more brand orientated. The segments at the top of the model tend to be younger, more innovative and bigger spenders.

Cosmopolitans
<i>The most active group, liking activities of all sorts. The highest propensity to take short breaks and to travel far and are big spenders. Particularly like independent-orientated product of high quality (e.g. gastro-pubs and boutique type hotels) and up market brands. Considerably the most interested in culture and the arts.</i>
Discoverers
<i>Have a diverse and eclectic range of interests and preferences. Fairly big spenders, except on shopping. Like sports and activities and 'foodie' destinations such as gastronomic markets.</i>
Style Hounds
<i>Tend to be young. Big spenders, especially on shopping. Also willing to spend for trendy accommodation and night life. Tend to like thrill rides (most likely to visit theme parks). Relatively low interest in sports, arts and culture.</i>
High Streets
<i>High spending and family orientated. Particularly likes branded products, particularly those which are middle to upper range.</i>
Followers
<i>Like branded products, but those which are value orientated.</i>
Traditionalists
<i>Like 'exploring', particularly fans of heritage and are always found in large numbers at classic heritage destinations such as Cathedral Cities. Likes products such as traditional country pubs and not interested in brands. Medium spenders.</i>
Functionals
<i>Older, no nonsense people who look for functionality in what they consume. As with traditionalists, they like classic places like Cathedral Cities.</i>
Habituals
<i>The oldest on average. Loyal and conservative, liking to return to places they have been before. Prefer low cost destinations and activities. Average daily spend is about a fifth of the higher spend segments.</i>

The target market of Lytham St. Annes currently, and in the future, is most likely to be *Traditionals* (particularly for accommodation), *Cosmopolitans* and *Discoverers* (particularly for the town centre). It is therefore crucial that both the environmental and service aspects of the resort are able to meet and strive to exceed the expectations of these groups.

One further target market of Lytham St. Annes is that which engages with the sport of golf. Under the marketing proposals put forward for the Open Golf Championship²⁶, four distinct groups of golfers have been identified. Each group has differing expectations of the area which, if met, should encourage repeat visits. These groups range from families, couples, large groups of male 'society' golfers and the 'corporate sector'. The latter category of visitor is particularly important because of potential investment opportunities, including business relocation, expansion and investment, especially where quality of life aspirations can be fulfilled. Lytham St. Annes is well placed within the Northwest, to consistently deliver the quality and aspirations demanded by these groups. This is currently being developed at the regional level as part of the England's Golf Coast initiative.

In developing a target market for Lytham St. Annes, it is also appropriate to consider its role within the Fylde Coast. Whilst, its offer is differentiated from Blackpool, there are obvious mutual benefits in recognising the synergy between the two (and the Fylde Coast as a whole) and the benefits of the range of destination types and experiences on offer across the Fylde coast.

²⁶ 2012 Open Golf - Framework Development Proposal

As the MAA develops, joint marketing and branding will be considered on a Fylde Coast basis and research and experience will help refine target market strategy. This is likely to conclude that Lytham and St. Annes, whilst part of the Fylde Coast offer, will provide a differentiated product and this likely outcome would support one of the recommendations of the VEP.

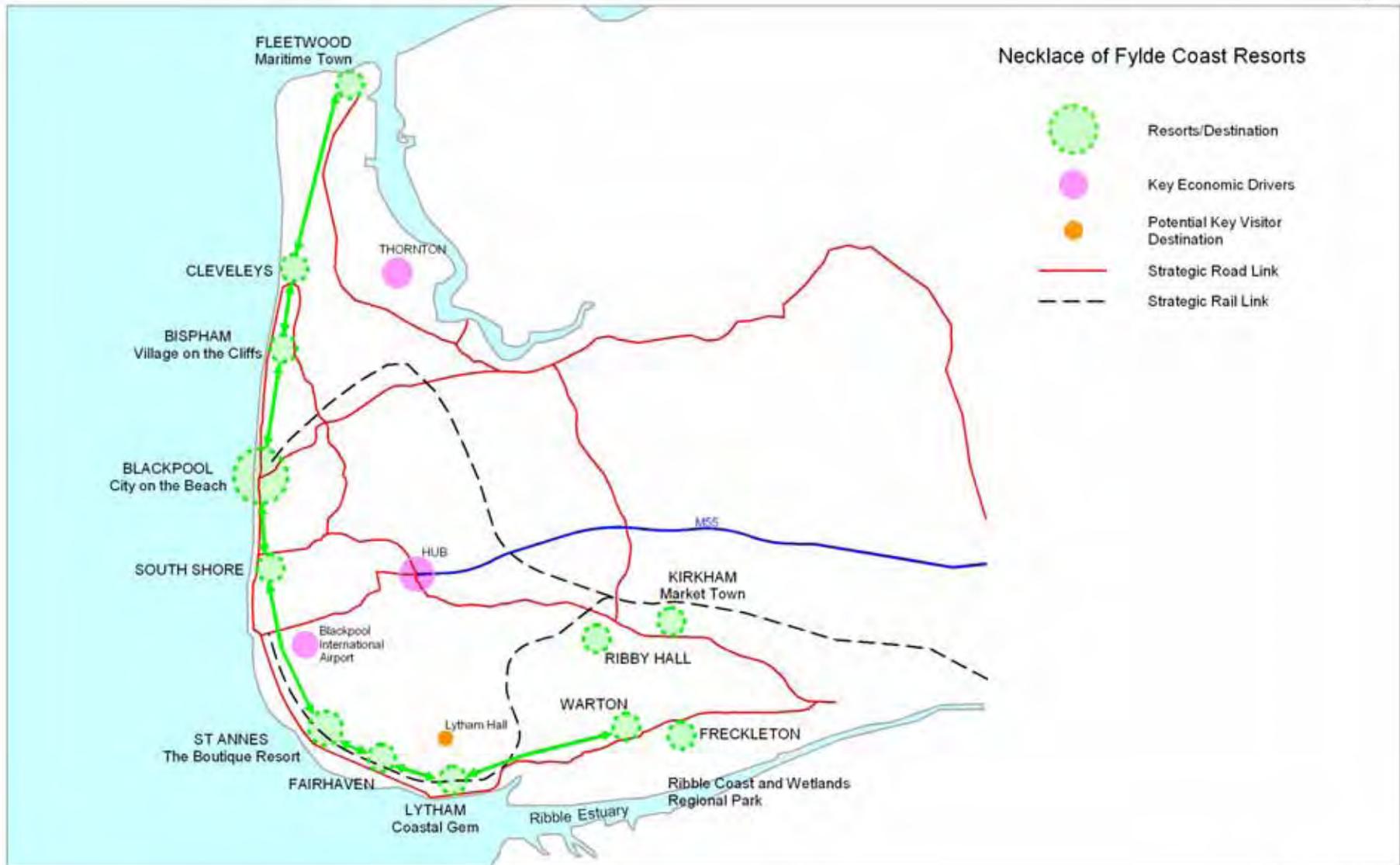
3.4 Branding

One of the recommendations of the VEP concerning branding and promotion, was the need to promote Lytham St. Annes as the primary brand. *'Lytham St. Annes should be a unified destination brand from the point of view of marketing. This should be reflected in the way in which it is presented in signage etc'*. This primary brand will need to be consistently presented to the identified target market in the most appropriate media medium.

The Fylde Coast MAA seeks to harmonise marketing. It is therefore through the emerging actions and projects of the MAA, that effective branding and marketing will be developed and implemented.

3.5 The Fylde Coast

The Fylde Coast authorities contain a varied mix of places, both large and small with distinctive characteristics. This applies to the actual coast itself. The MAA and Fylde Coast Cultural Strategy point to the diversity and potential qualities of the varied locations. Fleetwood has regeneration ambitions to build on its maritime character and heritage, Cleveleys has benefited from impressive sea defence works and Bispham enjoys a cliff top location and village atmosphere. The core of Blackpool itself is seeking to position itself as "the city on the Beach" and South Shore promenade presents an attractive character.



Scale 1:150000

St. Annes has a distinctive quality as a garden town, with Fairhaven as an important destination for the Ribble Coast and Wetlands, and Lytham, is unquestionably an attractive Victorian town on the estuary.

The potential projects of the MAA and supported by other strategies can build on the differentiation of these 'place types', but when taken collectively have a more diverse and total quality offer than, for example, Blackpool could present on its own.

In essence these place types create a 'necklace' of places that offer a varied, differentiated experience, but in a wholly complementary way. This 'necklace' concept and advanced in this document, could be developed through the MAA.

The development of these places as a whole should be considered to be essential as part of the renaissance of the coast, as recognised within the MAA.

St. Annes and Lytham will be important elements of the resort 'necklace' concept.

3.6 Conclusions

This section has outlined the target markets which Lytham St. Annes hopes to attract and the rationale behind doing so. It is clear that the type of visitors identified above will have increasing expectations of the quality of product on offer from Lytham St. Annes and indeed the Fylde coast. It will therefore need continuous investment in the quality of product on offer from all of the resort's stakeholders.

These target markets and the associated branding are the recommendations of the VEP and this document has placed them

within a broader strategic Fylde coast perspective. With the advent of 2012, the ambitions of the MAA and initiatives such as the development of the RCW, it is considered that relative modest public sector 'pump priming investment', to complement what has gone before, can be the catalyst in providing the Northwest with a high quality niche-resort destination and make a telling contribution to the development of the Fylde Coast Visitor Economy.

Public Realm Investment Proposals: The 2020 Vision

4.1 Value and Importance of Urban Design and the Public Realm

The term urban design has been described as “the art of making places for people”. Design theory and research has concluded that there are a number of key elements that are essential in considering how places work, with a view to how they may be improved, or how they might be created.

The constituent elements of urban design are wide ranging and often detailed, but include²⁷

- Understanding the character and uniqueness of a place
- Continuity and Enclosure; the structure and form of the urban environment
- Quality of public spaces
- The ease of movement around a place
- Legibility; the image and ease of navigating around a place
- Adaptability; a place that can accommodate change over time
- Diversity: a rich mix of uses

²⁷ *By Design: Urban Design in the Planning System (DETR, 2000)*

There are various techniques for analysing these elements, and future urban design/public realm proposals contained within this document will be based around these principles (see matrix tables within Section 6.5).

Everyone can think of a ‘good place’, or conversely, one that appears unattractive to be within. Understanding what makes successful places is the essence of urban design. It has become increasingly accepted that high quality ‘good places’ have significant economic, social and cultural benefits.

The recent publication ‘World Class Places’²⁸ produced by HM Government is categorical in its view, that improving the quality of place is vital, if the Government is to deliver its commitments and make the country a fairer, safer, healthier, more prosperous and sustainable place. It promotes the place shaping agenda and points to the very strong arguments for investment in quality of place. It further states that ‘planning, conservation and design, play an indispensable role in regeneration and in places people want to live and work’.

RENEW Northwest in its report ‘The Economic Value of Urban Design’²⁹ presents key findings to support the long held belief that high quality design in the public realm can positively impact on investment levels, increase commercial returns, stimulate regeneration, influence investment decisions and dramatically change images and perceptions of place. It promotes social inclusion and community engagement.

The St. Annes Regeneration Programme was one of the case studies within this report which concluded that the scheme has performed well in respect of regeneration, increasing rental values, urban design

²⁸ *World Class Places (H M Government, 2009)*

²⁹ *Economic Value of Urban Design (NWDA/Renew NW, 2007)*

quality, increasing tourism and enhancing the heritage value of the town. It has enhanced connectivity and legibility throughout the town centre. An extract from this document can be found in the appendix (Item A).

The follow up report of 2009, 'The Economic Value of Good Design'³⁰ assesses the impact of high quality urban design in the context of a depressed economic climate. The report concludes that the recession has placed pressure on reducing costs, but good design is beneficial, enhancing competitiveness and value including occupancy rates. Design can be seen as more important in a recession due to increasingly selective investment decisions. Analysis shows that good design can still add value and help schemes 'weather' the effects of recession.

The Northwest Regional Economic Strategy (2007 Baseline Update Report) states that 'Delivering quality public realm is essential to create an environment in which people want to live, work and invest, as is making the most of the region's natural assets'..... 'Implementing high quality in the design and commissioning of the built environment needs support from all key partners in the region'.

Conventional wisdom thus presents the view that quality urban design is an essential component in attracting investment, maintaining competitiveness and promoting sustainable economic growth. The principle of promoting urban design is integral to place shaping and within the context of the Fylde Coast MAA, is seen as an important and integral element of bringing about an economic renaissance of the area.

³⁰ *The Economic Value of Good Design (Places Matter/NWDA, 2009)*

4.2 Previous Public Realm Investments

The approach of Fylde Borough Council and its partners is that high quality urban design can have significant social, environmental and economic benefits. This principle was embodied in the development of the master plan for the regeneration of St. Annes town centre. This was based on the award winning 'Urban Design Guide'³¹. The identified key design principles promoted in the guide were not merely based around aesthetic factors, but included broader principles including visual character, enclosure, design quality and distinctiveness, connectivity, accessibility, legibility and mixed uses. These were seen as key elements in the quest to revive the fortunes of St. Annes as an attractive town centre and resort destination.

The Regeneration Strategy for St. Annes was formally launched in 2000. It was aimed at economically reviving the fortunes of the ailing town centre of the resort which had, during the 1990's, suffered a serious decline. The town centre was witnessing widespread vacancy rates, approaching 50% of frontage in certain locations, the dereliction of some buildings and a near collapse in business confidence.

The St. Annes Development Partnership was formed and a Strategy and Action Plan was prepared³². The hypothesis surrounding the potential economic revival of the town centre was based on the premise that high quality renovation of buildings and public space would be the catalyst for reviving confidence and attracting private sector investment. The historic development of the town centre is of a 'city scale' and so a comprehensive series of proposals for individual

³¹ *Urban Design Guide (Fylde Borough Council, 1999)*

³² *St Annes on Sea Development Partnership Action Plan 2001-2005 (Fylde Borough Council, 2000)*

streets were created, based on the Urban Design Guide. These were set out in The St. Annes on Sea Resort Action Plan.³³

Since 2000, considerable investments have been made within a strategic partnership of public sector agencies including The NWDA, English Heritage, Lancashire County Council, The Lancashire and Blackpool Tourist Board, The Heritage Lottery Fund and Fylde Borough Council. These investments, totalling approximately £4.1 million, have paid rich dividends as the town centre has been transformed through public space re-planning and building renovations. Particular attention was paid to creating highly distinctive - what some may regard as provoking - design solutions, which have become increasingly popular. The re-design of public space now incorporates locations for relaxation, entertainment, markets, pavement cafés and distinctive public art.

Business confidence has increased remarkably with vacancy rates being very low, despite the current recession.

The regeneration of St. Annes to date, is considered to have been successful and the public sector investment fully justified. The completed projects have been the recipient of several national and regional awards and the regeneration strategy has been commended in the Governments 'Second response to the Coastal Towns Report'³⁴..... as 'a good example of coastal resort regeneration'. Some of the key outputs and further 'before and after images' are included within the appendix (Item B).



Above Phase Three of The Square after refurbishment of the public realm



Left how the same area appeared prior to refurbishment

³³ St. Annes on Sea Resort Action Plan-a strategy for renewal & regeneration (St. Annes on Sea Development Partnership, 2002)

³⁴ Coastal Towns: the Government's Second Response (CLG, 2007)



The problem does remain, however, that as the scale of St. Annes town centre is extensive, there are large areas of public space that remain in a poor visual condition. It is unfortunate as a consequence, that there can be a sharp distinction between those locations that have been refurbished and those that remain in a poor state. This issue is highlighted by the VEP Study and is seen as a priority for action before the Open Golf Championship is held. Indeed, this is essential, if the resort is to present itself as a high quality destination.



This document seeks to continue to implement the proposals of the early master plan, but will include contemporary issues such as sustainability and key urban design principles promoted by publications such as 'By Design'³⁵, 'The Urban Design Compendium'³⁶ and 'Places Matter'³⁷. The principle of sustainable urban design will be included in the public realm investment proposals for 2012 and will be the subject of a 'Sustainable Design Audit Review', ensuring that public realm schemes are designed in accordance with the most current theory and practice.

Above poor surfacing, and uncontrolled parking on pedestrian areas of Wood Street not yet the subject of an improvement scheme

³⁵ *By Design* (DETR & CABE, 2000)

³⁶ *Urban Design Compendium* (English Partnerships & The Housing Corporation, 2007)

³⁷ *Places Matter* (RIBA Northwest, NWDA, Architecture Centre Network, CABE, English Heritage)

4.3 Planned Developments and Changes: 2020 Vision

One of the key elements of this document is that of setting out some of the key projects that are likely to come forward over the next decade (by 2020). The vast majority of these will be driven by the private sector. However, in order for Lytham St. Annes to fulfil its potential role as an important element of the Fylde Coast economy, including its role as a visitor destination, there are a number of key public sector interventions that will be required. These would, to a large extent, be focussed around the enhancement of the public realm with the objective of stimulating private sector development. The majority of these are recognised in the context of the MAA.

The following list identifies six 'key' projects/issues that are fundamental to the achievement of the vision associated with Lytham St. Annes. The majority of these incorporate projects and economic initiatives contained within the Fylde Coast MAA.

Project A - St. Annes Resort Area

The completion of St. Annes Town Centre as the "classic resort town", including strategic actions for 2012, but also for the longer term ambitions, including the refurbishment of the historic Promenade Gardens and the redevelopment of the "Island Site" by the private sector.

Project B - Lytham Master plan

The creation of a master plan for Lytham to revitalise the estuary town and to build on its links with the development of Lytham Hall. Develop its role as a hub for the Ribble Coast and Wetlands Regional Park. The redevelopment of key sites for residential and commercial uses.

Project C - Fairhaven Master plan

The preparation of a master plan for Fairhaven Lake based around anticipated sea defence works to create a key attraction for the Ribble Coast and Wetlands Regional Park (RCW). The 'development' of Fairhaven will support the objectives of the MAA (Breakthrough 7) - coastal protection and take maximum advantage of the associated public realm, thereby playing a key role in strengthening destination identity and supporting the Visitor Economy.

Project D - *The development of the Ribble Coast and Wetlands and related key sites*

The development of the RCW presents significant economic and environmental opportunities. The approved Business Plan promotes a number of key projects and activities that will be of direct benefit to the Borough. In addition, there are a number of key "development" sites that could have a bearing in helping achieve the objectives of the park, including the provision of public spaces.

Project E - *Connecting Infrastructure*

This will involve the development of transport infrastructure to better connect the Fylde Coast and develop strategies for the enhancement of key gateways and travel corridors, to enhance the quality and image of the Borough.

Project F - *Development Opportunities and Issues.*

Over the forthcoming years the Borough is likely to be the focus of significant development requirements in respect of housing supply and employment land.

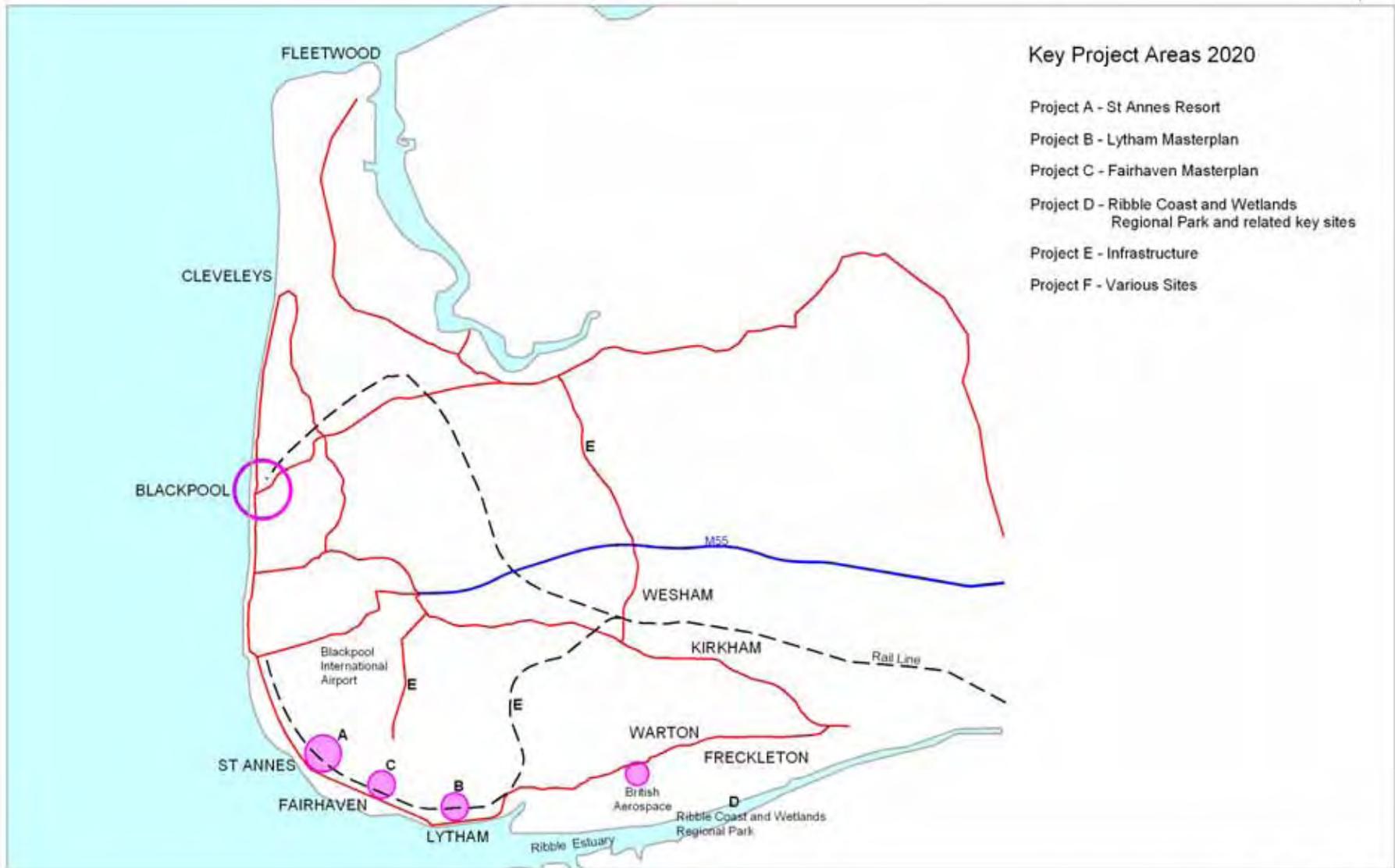
New development should support and be supported by the appropriate level of community infrastructure and the layout and design of new development should be of a very high standard befitting the character, quality and heritage of the Borough. This development and growth should help to sustain key infrastructure, notably town and district centres, green infrastructure, highway, health provision, educational establishments and public transport infrastructure.

4.4 Destination Development

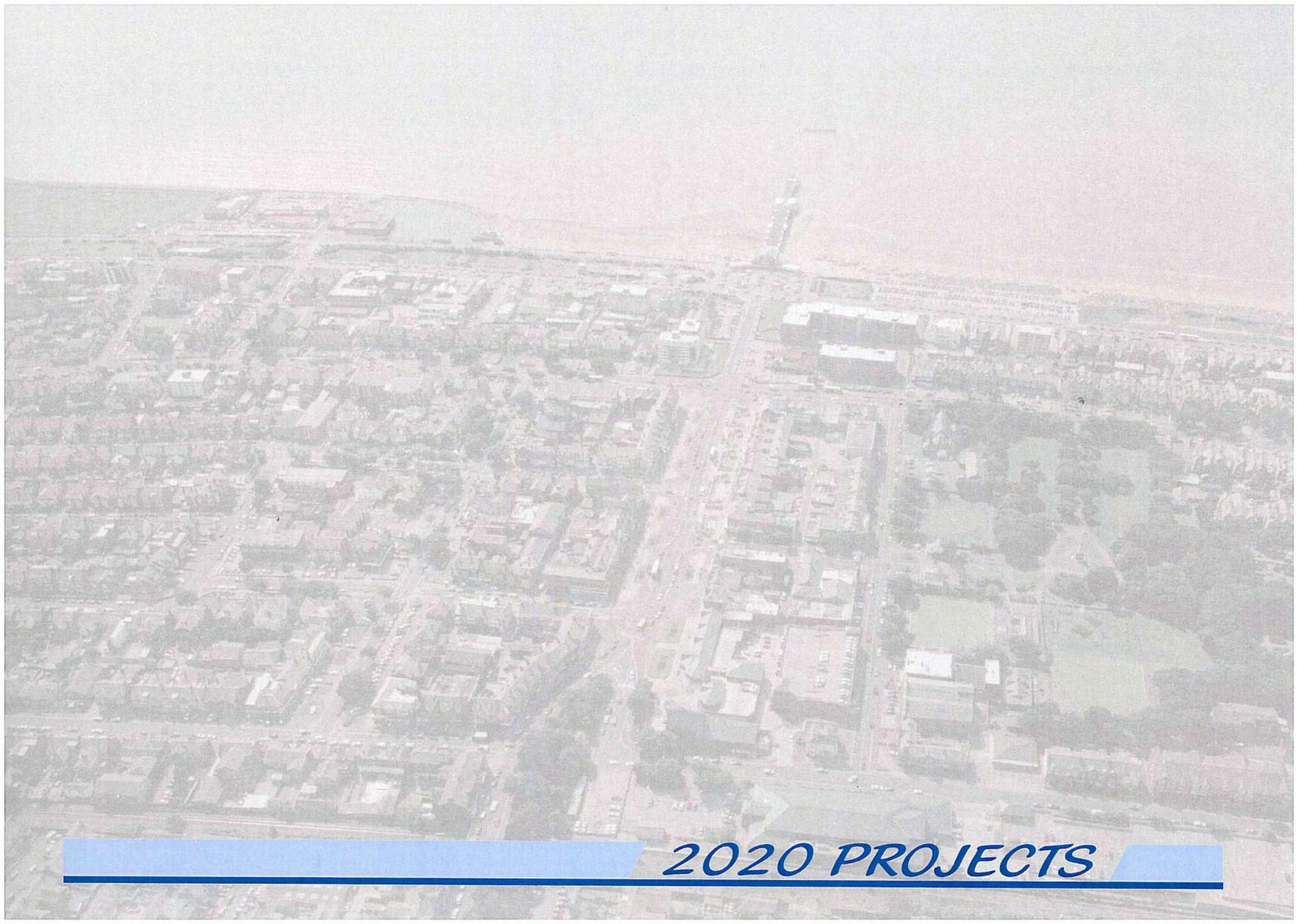
These projects are now presented in more detail and will be developed in consultation with strategic partners and local stakeholders (Part A).

The 2012 (Part B) proposals, presented later in the document, constitute a first phase of the implementation of the longer term 2020 vision.

The development of the 'Classic Resort accreditation system', based on the recommendations of the Coastal Resort's Strategy and the VEP, as a prototype, is contained in Part A. Its practical application as an integral part of the 2012 proposals, is contained within Part B.



Scale 1:145000



2020 PROJECTS

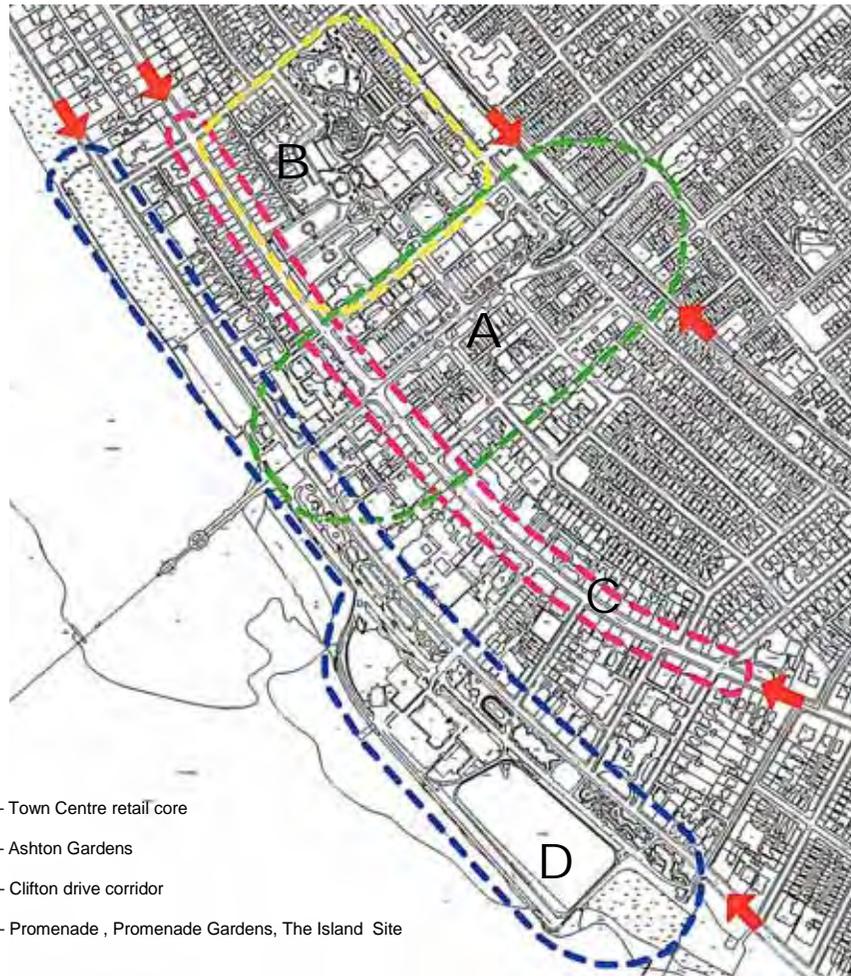
Project A - St. Annes Resort Area.

By 2020 St. Annes would be fully developed in line with the 'Classic Resort' ambition. The 2012 public realm proposals would have resulted in a high quality setting for retail, entertainment and culture. A series of key private sector developments would expect to have been completed. The resort would be a high quality destination within the Fylde Coast and Regional context and be a hub for the Ribble Coast and Wetlands Regional Park.

Some of the key projects will include the preparation and implementation of a 'master plan' for the seafront area probably through an international design competition and will include the restoration of the historic Promenade Gardens.



Above and Left are the proposals for the re-development of the seafront promenade which includes the 'Island Site', Pier and Historic Promenade Gardens (the Island site has now closed see App. Item N)



- A – Town Centre retail core
- B – Ashton Gardens
- C – Clifton drive corridor
- D – Promenade , Promenade Gardens, The Island Site

The above plan indicates St. Annes resort area projects



Above are proposals for the refurbishment of the Café Quarter on Wood Street in St. Annes town centre

Project B - Lytham Master Plan

Lytham is a highly attractive coastal town and the home to important financial services companies. It will become a 'hub' for the Ribble Coast and Wetlands Regional Park. The general approach to the planning of Lytham could be described as one of conserving its character and enhancing its role as a key service centre. Actions will be taken to enhance its historic quality and public spaces, including public realm enhancements in key locations. A master plan will be created, outlining key actions, interventions and projects that will include the Council working in partnership with interest groups to produce and implement the master plan. Enhancements to Lytham will be closely linked to potential residential development in approved locations.



Above Lytham Hall a Grade I Listed Building (see Appendix Item M)



Above Clifton Street, Lytham



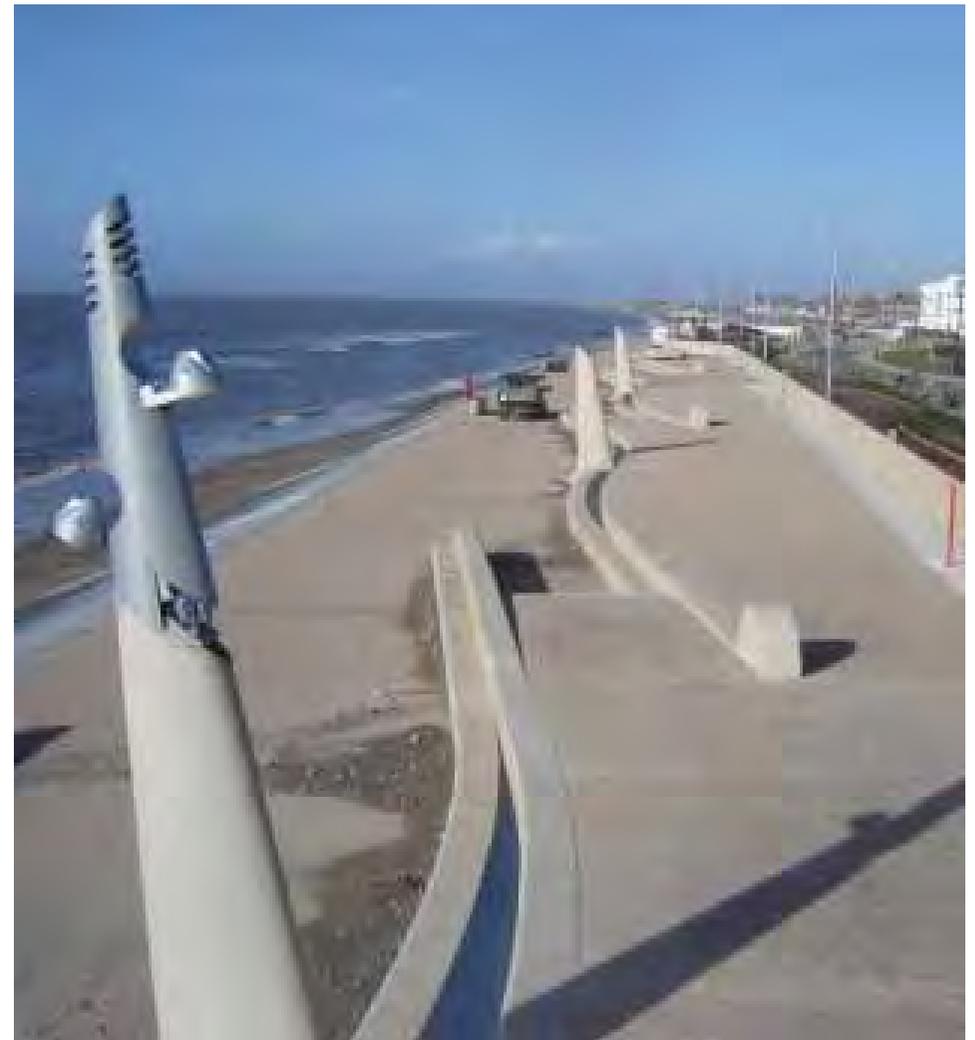
Aerial view of Lytham showing the foreshore, 'The Green', promenade and town centre. A visitor 'hub' for the Regional Park.

Project C - Fairhaven Master Plan

Fairhaven Lake is strategically located within the Coastal strip of Lytham St. Annes. It is identified within the Ribble Coast and Wetlands as a key asset and is the location of the Royal Society for the Protection of Birds Discovery Centre. The Fairhaven location is to be the focus of studies to assess the impact of 'sea defence' works and it is likely that over the next few years proposals will emerge that could see firm plans to construct 'hard' sea defences. In this scenario, the opportunity will be taken to include high quality urban design features to celebrate the unique coastal qualities of Fairhaven as an important location within the Regional Park and the Fylde Coast. By 2020 the location will be 'developed' in an appropriate way with the lake, its gardens and recreational facilities enhanced to present a high quality attraction for residents and visitors.



Above is Fairhaven Lake and leisure facilities



Cleveleys sea defence works: a potential model for Fairhaven



Aerial view of Fairhaven Lake and the Ribble Estuary

Project D - The development of the Ribble Coast and Wetlands and related key sites

*“By 2020 the Ribble Coast and Wetlands will be an internationally recognised destination based on its environmental significance which will be conserved and enhanced”.*³⁸

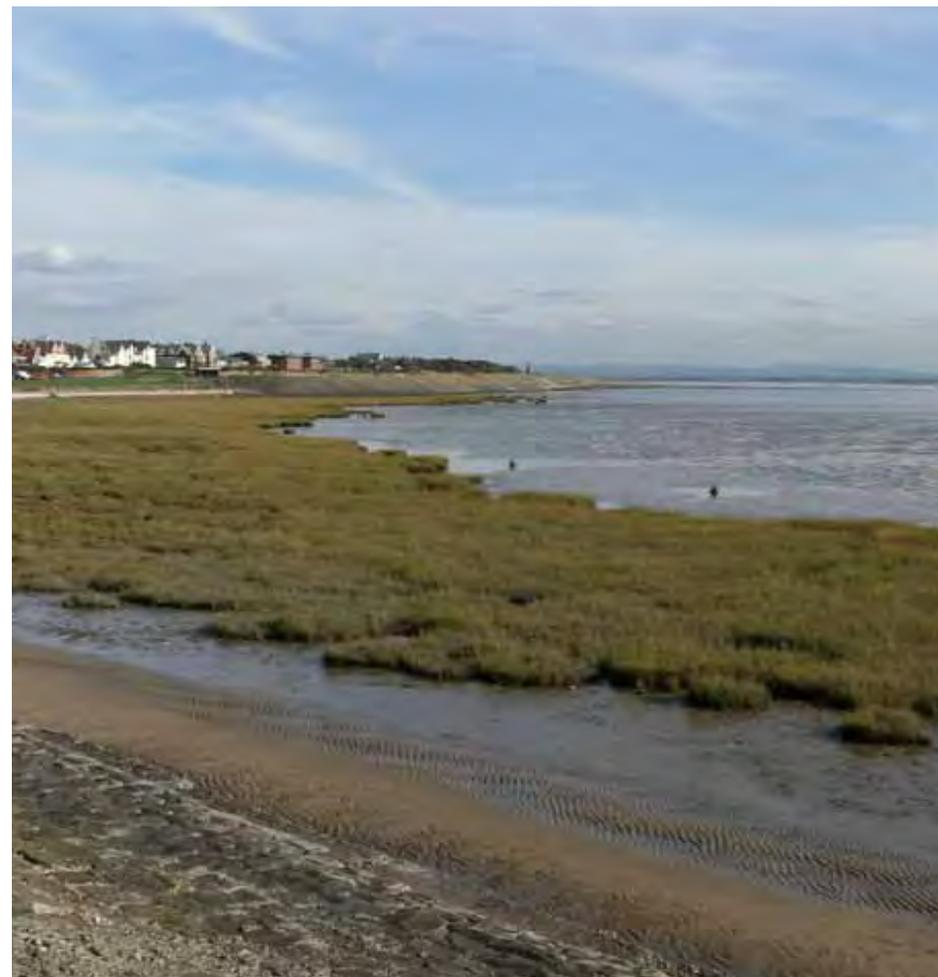
The coastal zone of the Borough will play a significant role in the development of the Ribble Coast and Wetlands Regional Park and will benefit from the potential economic, social and environmental opportunities that will arise as a result of its establishment and future planning. Specific projects include enhancement of the visitor “hubs” of Lytham and St. Annes, the Fairhaven Master Plan, the development of Lytham Hall, a potential coastal trail and improving visitor access.

It may well be the case that opportunities present themselves to promote coastal villages, including Freckleton and Warton as smaller scale hubs for the park, located on the coastal path network.

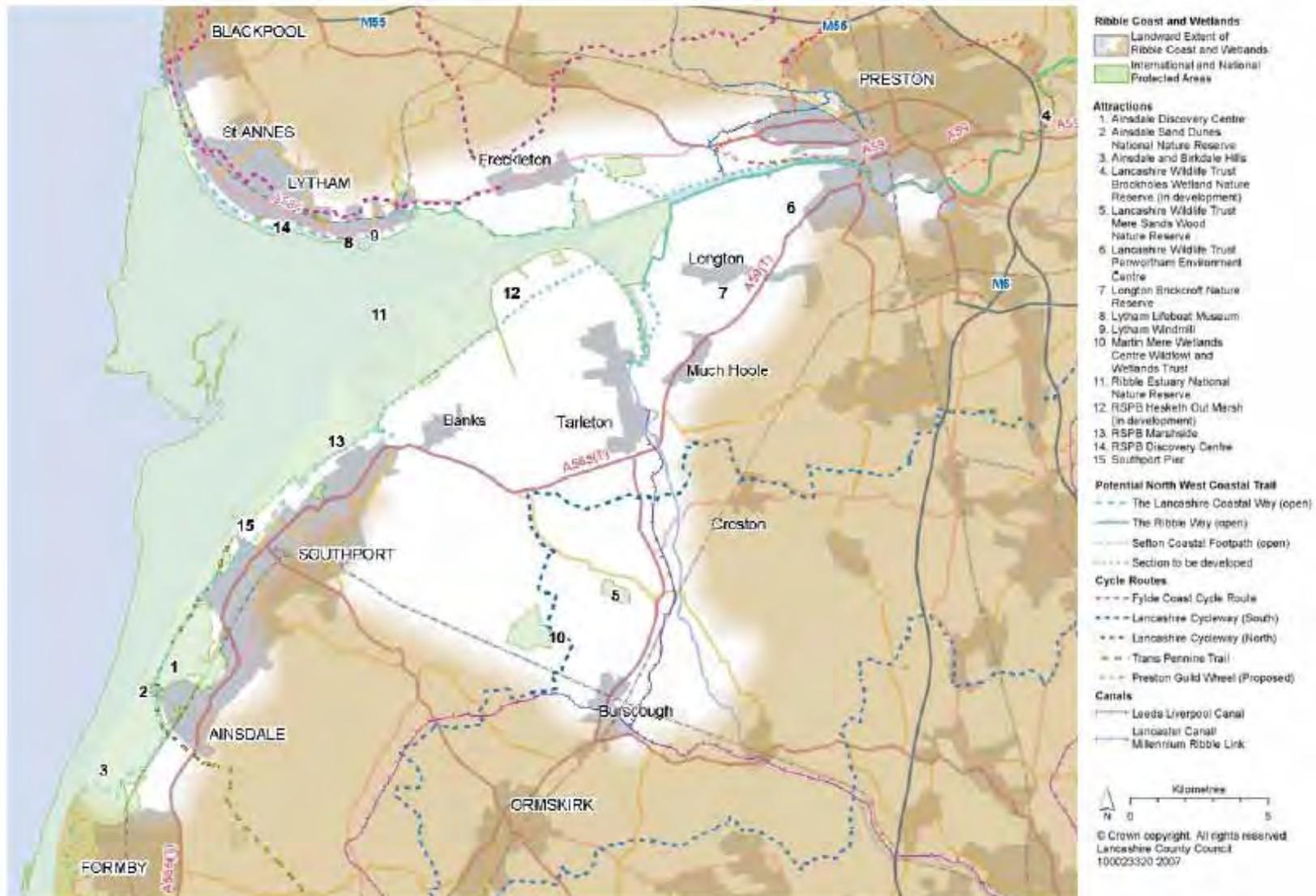
Two key employment sites lie within the Park, namely BAe Warton and the Dock Road site in Lytham. It is likely that within the 2020 timeframe these sites will be the subject of development proposals. The opportunity should be taken to ensure that any proposals take into account the objectives for the regional park, maximising coastal access, enhancing the environment of key gateways, routes and nodal points. By 2020, the Regional Park will be a well established visitor destination and proposals for these key sites implemented.

These development sites will also provide for high quality employment opportunities.

³⁸ *The Ribble Coast and Wetlands : A Regional Park Vision*



Opportunities to improve access to the Ribble Coast & Wetlands



Potential boundary of the RCW including key locations and attractions

Project E - Connecting Infrastructure

Sustainable and integrated transport infrastructure into the Fylde Coast and within it are essential, if economic growth is to be achieved. The Fylde Coast Multi Area Agreement seeks to secure key improvements to enhanced road, rail and air connections and public transport.

The MAA promotes key transport projects which include specific actions within the coastal zone Borough of Fylde and Lytham St. Annes. These include the development of the South Fylde Rail Line, the Heyhouses / M55 link and the development of Blackpool Airport. By 2020 it is anticipated that the improvements to road and rail infrastructure will have been implemented, thereby significantly improving connectivity to the national road and rail network and enhancing choice and linkages within the Fylde Coast itself.



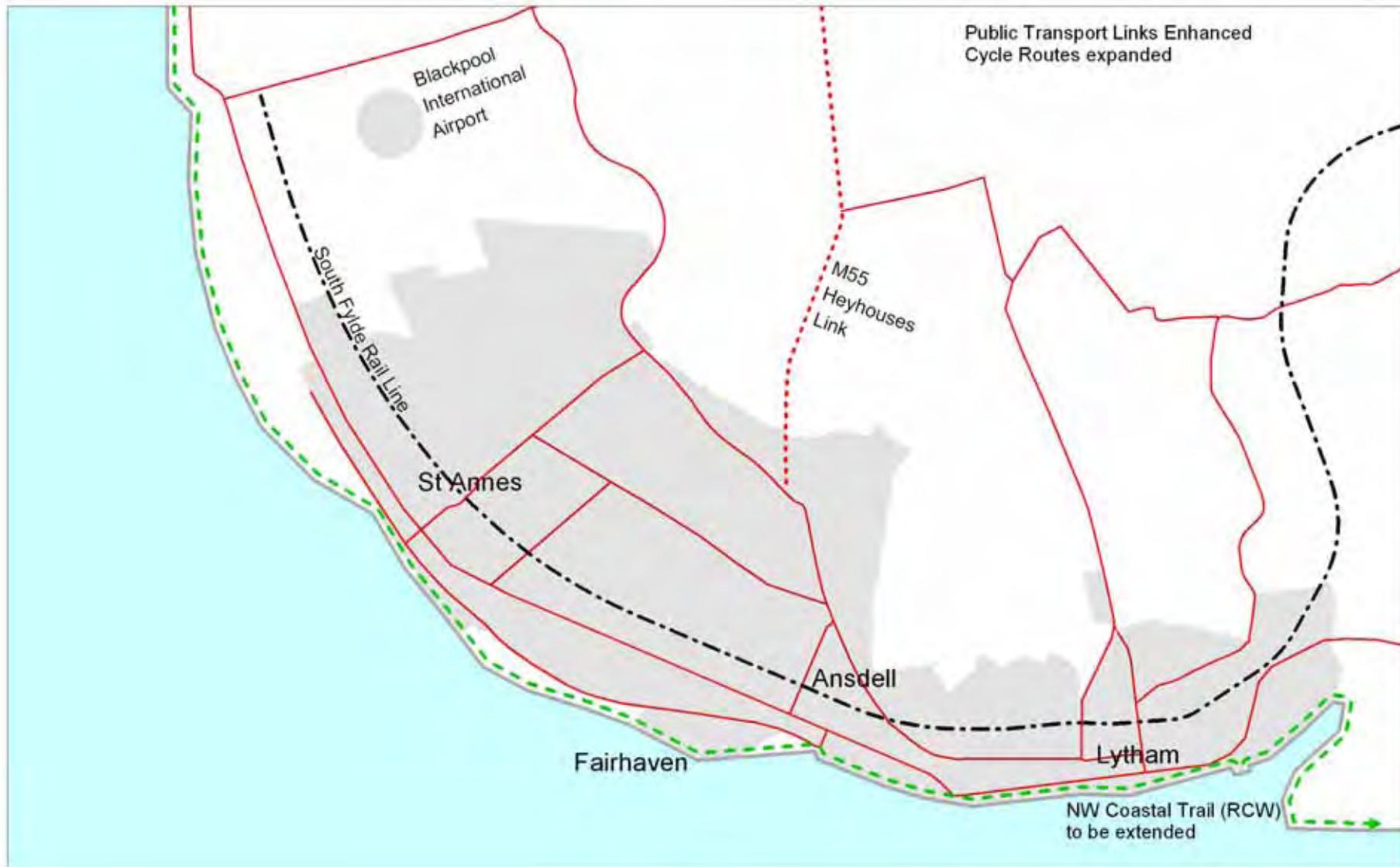
Extension to Lytham Green with new coastal paths



Development of Blackpool Airport will be crucial to the Classic Resort concept, particularly driving inbound visitors



Improvements to the South Fylde Rail Line would enhance links to the rest of the region



Project F - Development Opportunities and Issues.

Over the forthcoming years, the Borough is likely to be the focus of significant development requirements in respect of housing supply and employment land.

New development should support and be supported by the appropriate level of community infrastructure and the layout and design of new development should be of a very high standard befitting the character, quality and heritage of the Borough. This development and growth should help to sustain key infrastructure, notably town and district centres, green infrastructure, highway improvement, health, educational and public transport infrastructure.



Quality green infrastructure improves the environment for all users



The Borough will be the subject of development pressures and it is essential that this is carried out to a high standard. This will include new housing development (above left), commercial development (below left) and public sector, community buildings as at Lytham Health Centre (above). Design frameworks and briefs will be developed in this regard.

Classic Resort Accreditation

5.1 Background

The Classic Resort accreditation concept was introduced by the NWDA in their publication; 'A New Vision for Northwest Coastal Resorts', in 2003³⁹. In a review of the resorts within the Northwest region, St. Annes and Lytham were considered to be potential 'regional gems' that could, with some investment, be a strong component of the regional tourism offer and thus, be a real asset to the region.

The report notes how St. Annes, with its twin resort of Lytham, is already a long way down the road to having the potential attributes the NWDA has in mind for the Classic Resort hallmark, retaining the spirit of a traditional resort with a pier, pleasant shops, restaurants and bars. The Classic Resort would offer an overriding quality that would meet the expectations of a modern high-value visitor audience, building on its traditions, but perhaps with an appropriate contemporary flourish.

The resort of Southport was similarly identified within A New Vision for Northwest Coastal Resorts as a 'potential Classic Resort' and has sought to position itself, through a number of proposals and initiatives and through its publicity, as 'England's Classic Resort'.

However, the original concept of the Classic Resort was one of devising a hallmark accreditation system, that could apply to a range of resorts that met particular defined standards as a way of comparing relative quality. To this end, it is not proposed to challenge Southport as a rival for the strap line of England's Classic Resort.

³⁹ *A New Vision for Northwest Coastal Resorts (NWDA, 2003)*

The VEP still considers that it would be a good idea for resorts to use the concept of 'Classic Resort' as a way of setting standards i.e. a 'Classic Resort hallmark'. In this regard, the proposition in this document and supported through the VEP and MAA is aimed at devising the accreditation system, as a prototype, which could be used as a basis for 'roll out' over the region or nation; setting standards for the brand values associated with the notion of the 'Classic Resort'.

5.2 A Hallmark Accreditation

The term Classic Resort was envisaged by the NWDA as being a hallmark accreditation or accolade, that could be awarded to resorts that meet certain defined standards. The idea could be considered to be similar to that of a blue flag beach award where an accolade could be bestowed on recipient destinations where they met the required standards. The ingredients or brand values by which a 'Classic' destination could be measured are:

- An exemplary respect for heritage
- A pristine natural and built environment
- A quality shopping offer
- Quality hotels
- Quality food and beverage
- An extensive cultural offer

The theory behind the Classic Resort hallmark is that successful high quality destinations should offer exceptional standards of presentation

and service 'in the round'. Equally, such virtues associated with particular places can enable them to position themselves as excellent places for businesses to thrive and residents to live.

5.3 A National Brand

The advantage of the Classic Resort hallmark is that it could become a national 'label' of quality, which destinations could use to market themselves and in turn, the term could become acknowledged as a recognised measure of destination quality to the discerning customer.

The targets and standards that would be set, at a national level, could then act as a focus of attention for likeminded stakeholders and partners to aspire to the award of the accolade - much in the same way as a coastal destination may aspire to the award of a Blue Flag beach award. The difference here, however, is that the hallmark would relate to a whole destination that would require the buy in of stakeholders over a number of sectors and require them to have the vision, foresight and determination to achieve the required standards. This element of vision and delivery could, in fact, be one of the key virtues of the concept. This idea of networking and joint working is also advanced in the VEP studies.

5.4 Developing the Model

A New Vision for Northwest Coastal Resorts did not progress the concept further than the listing of the six brand values. Through local stakeholder events, Fylde Borough Council has defined each brand value and suggested appropriate measures of quality or standards for each one. This has been further developed to incorporate a weighting mechanism to allow the measures, that define the brand value, to recognise their relative importance. The methodology as proposed also

takes account of the fact that resorts can have different characteristics. Full details of the working methodology is included within the appendix (Item C), which includes an example of how the system would work taking one brand value - in this case '*Quality Accommodation*'.

The proposition put forward is a proposed methodology as to how the Classic Resort hallmark could be developed as a process. Once the process is devised, including a definition of the component parts of each brand value and the values and measures associated with them (the production of a manual and standards required for the hallmark), then the evaluation of each destination would be a relatively straightforward process.

The methodology suggested in this document will require discussion and development by key parties, possibly at a national level and through co-operation with 'industry' experts and organisations such as 'Visit Britain' or 'Encams'. The NWDA could facilitate this process and it could further be developed as an intra-regional project. Indeed the Visitor Economy Pilot suggests the formation of a 'Classic Resort Club' through which the hallmark concept could be further tested and developed. However, it would, nevertheless, be appropriate to pilot this initiative in Lytham St. Annes since so much of the theory and its practical application have been considered in detail.

5.5 Delivering the Model

The methodology for developing the system of Classic Resort accreditation/hallmark is set out in full in the appendix (Item C). However, the following staged process is a summary of how the evaluation system could be devised.

Stage 1 - Identify Brand Values

Based on the original six brand values as described in 'A New Vision for Northwest Coastal Resorts' an assessment would be made as to whether any additional brand values would be appropriate - in addition to the six proposed. Each value would be accompanied by a short explanatory sentence - e.g. Quality shopping - 'A high quality retail offer including a range of specialist independent outlets'.

Stage 2 - To Agree Component Parts of Brand Values

Each brand value would then be expanded to describe the component parts or elements that constitute the particular brand value. In effect this lists 'items' that the consumer would associate with the brand e.g. what is meant by 'Quality shopping'. This would subsequently form the basis of setting a standard associated with the element.

Stage 3 - To Agree Measures and Set Standards

Following stage 2, each element of the brand value would need to be the subject of a measure of relative quality. For this purpose - and where possible - the appropriate standard would be based around an existing accreditation standard, of a national standing where possible. Where no standard is in existence it would be necessary to develop one and this is where discussion with key agencies and organisations would help to develop credible measures and standards. In order for a destination to be measured against the standards required, it is proposed to provide a mechanism for scoring the quality of each as Excellent, Good or Below Standard. This would allow destinations to audit themselves to assess the relative quality under each element of the brand value and obtain a total 'score' for the brand overall.

Stage 4 - Weighting of the Brand Value 'elements'

Each component part - or element - of a brand value should be given a weighting to take account of its relative importance to the visitor experience. This is illustrated in the example matrix, (Page 62).

Stage 5 - Meeting the Classic Resort Standard

Within the Coastal Resort's Strategy, in considering the concept of the Classic Resort, it suggests that to achieve this status 'resorts' should meet an overall standard that should be a rating of 'Good' on all variables (brand values) and Excellent on at least two. It is for this reason that stage 3, above, suggests that each of the brand values and their constituent elements should have a standard that is categorised as 'Excellent', 'Good' and 'Below Standard'.

The method of developing the Classic Resort Hallmark as proposed would enable destinations to carry out audits of their quality offer under the brand values - and their constituent elements - and a total score i.e. how many brand values are excellent, good or below standard. This would then present a baseline position from which future action planning could be determined, for improving particular elements of the visitor offer, to reach Classic Resort designated standards.

Stage 6 - Launch and Application of the Classic Resort Hallmark

Once all of the above stages have been completed the Classic Resort Hallmark can be launched. This would require the support of several organisations either at the local, regional or national level depending upon the level of support for the Classic Resort.

The process outlined above describes how Fylde Borough Council with partners has taken the concept forward and translated it into a workable and transferable model. While this process is considered robust it will always benefit from greater and wider comment. This is not unusual since the standards of various accreditation schemes change and adapt over time. However, the basic framework is unlikely to change.

5.6 Role of Lytham St. Annes

The NWDA publication 'Great Destinations' (under review) identifies the need to produce a high quality experience within destinations - in all respects. This ties in squarely with the concept of the Classic Resort hallmark.

Up and down the country there are various examples of accreditation systems, usually within the various sectors of the destination offer, particularly, for example, within the accommodation sector. However, as far as can be ascertained, there has not been any attempt to take an integrated, rounded approach to destination management as a whole.

The proposition in this document is therefore one of 'trailing' the hallmark accreditation idea, effectively as a prototype within Lytham St. Annes. In doing so, the methodology would be fully developed with the appropriate input from partners, brand values confirmed, standards set, weighting agreed and then an audit would take place. With this analysis, an action plan would be prepared to bring the resort up to the agreed standards for Classic Resort accreditation.

Since the idea of the Classic Resort emerged, Fylde Borough Council has held a number of events and discussions with partners about taking forward the idea at the local level, as a prototype. This pioneering approach has received widespread support from local business interests, the Council and strategic partner organisations, notably, the Lancashire and Blackpool Tourist Board and it is now included as a project in the Fylde Coast MAA. Not only would this prototype be a very valuable testing of the concept, its value would lie in drawing to the fore the issue of overall destination quality, potentially in the national context and act as a springboard for local interventions through partnership working to drive up agreed standards within destinations.

'The nature of the Classic Resort hallmark could be developed in more detail - what the criteria would be and how it would be implemented. The British Resort's Association and other regions in the UK and Europe could be approached with a view to establishing a sustainable and benchmarked quality assurance mechanism for some resorts'⁴⁰.

The proposals in this document seek to take this concept forward as envisaged in A New Vision for Northwest Coastal Resorts.

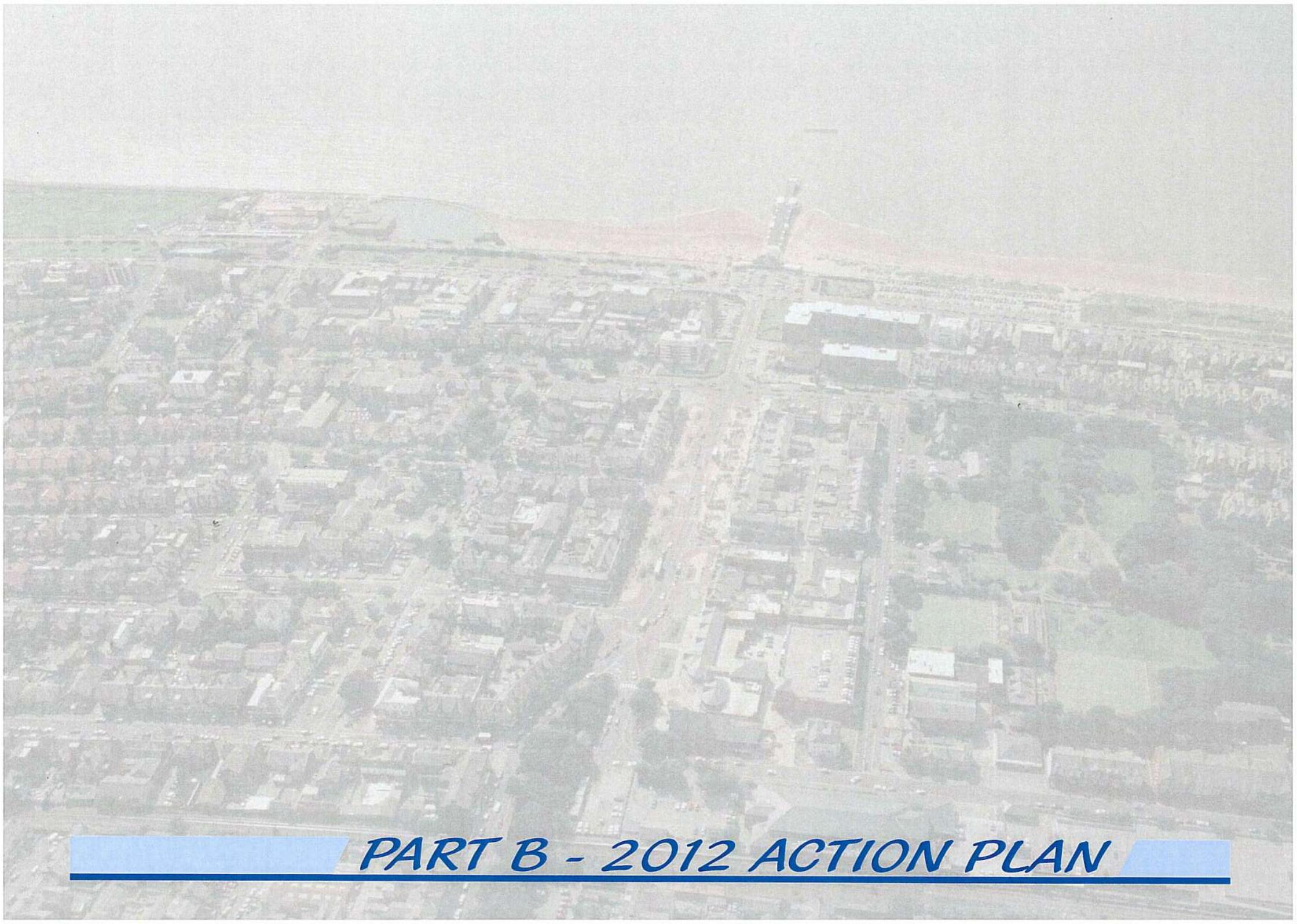
⁴⁰ A New Vision for Northwest Coastal Resorts (NWDA, 2003)

Example Matrix for Brand Value indicating the suggested methodology for evaluating quality

Brand Value: Abc 1							
Components	Measurement Scheme	Standard Achieved			Resort Audit Score	Weighting	Resort Weighted Score
		Excellent (6 points)	Good (3 points)	Below Standard (1 point)			
1. Abc	This element is to be measured by the Quality Red Flag Hallmark. Excellent would be awarded for achieving one Red Flag, Below Standard for no Red Flag	X			6	20%	1.2
2. Abc	This element is to be the subject of review by an expert panel.		X		3	40%	1.2
3. Abc	This element is to be measured by the Made in Excellence accreditation scheme. Excellent - 60% of town centre Good - 59% - 45% of town centre Below Standard - less than 45% of town centre	N/A	N/A	N/A	N/A	40%	1.2*
Total Score							3.6
<p>Notes:</p> <p>To achieve excellent in Brand Value Abc 1, an overall score of 3.6 or greater must be achieved. Excellent 6 - 3.6, Good 3.5 - 2.5, Below Standard 2.4 - 1.</p> <p>To be a Classic Resort it would be necessary to achieve a score of Excellent in at least 2 or more Brand Values and Good in the remaining Brand Values. If a resort achieves an overall score of Below Standard in any Brand Value then it cannot be awarded Classic Resort status.</p> <p>* Where a component part cannot be assessed, usually because a resort does not have the required features or facilities, the score awarded will be the mean average of the Weighted Score for all scoring component parts.</p>							

Example Matrix for Quality Accommodation

Brand Value: Quality Accommodation							
Components	Measurement Scheme	Standard Achieved			Resort Audit Score	Weighting	Resort Weighted Score
		Excellent (6 points)	Good (3 points)	Below Standard (1 point)			
1. Quality Assurance	The Enjoy England or AA 'Quality Rose' accommodation assessment scheme provided by Enjoy England. This would apply to all accommodation providers. Excellent > 75% of all providers assessed Good > 55% of all providers assessed Below Standard < 54% of all providers assessed					30%	
2. Excellent Customer Service (Accommodation Providers)	This would be assessed using the 'Welcome Host Programme' provided by 'Welcome to Excellence'. This would apply to all accommodation providers. Excellent > 50% Good > 35% Below Standard < 34%					30%	
3. Excellent Customer Service (Local Authority)	This would be assessed using the 'Welcome Host Plus Programme' provided by 'Welcome to Excellence'. The Local Authority must have a minimum of 1 member of staff accredited. Excellent if 1 member of staff accredited Below Standard if no staff are accredited Good is not an option					20%	
4. Protected Tourism Area	Policies in place as part of the Local Development Framework to protect an area of the resort for tourism uses, such as a Primary Tourism Area Policy. Excellent, Good and Below Standard would be decided upon by an expert panel					20%	
						Total Score	



PART B - 2012 ACTION PLAN

Lytham St. Annes Open Golf Championship 2012 Action Plan

6.1 Introduction

The economic benefits of hosting the Open Championship are well documented. It is estimated that it will create £72m in additional spending, with £40m of media exposure. The ensuing legacy will be important to the development of Lytham St. Annes as a high quality coastal resort as an asset of the Northwest. Its development is important in the context of the delivery of the Fylde Coast MAA, the Ribble Coast and Wetlands Regional Park and in relation to the housing and employment growth agenda.

The MAA identifies the importance of having a high quality setting for the Open, especially in view of the proximity of the golf course to St. Annes town centre and Lytham and its proximity to Blackpool. Being a barometer of quality for visitors to the event and having the potential to create a positive image for the area and indeed the Northwest, it is essential that the visitor experience for the event is exceptional. To this end a series of actions are proposed, which have been discussed within the context of this report. These two interventions are based around destination quality issues and are supported by a complementary marketing strategy aimed at maximising the economic benefits of the event and its subsequent legacy. These proposals are supported through the MAA and the Visitor Economy Pilot.

The two complementary approaches of destination development are:

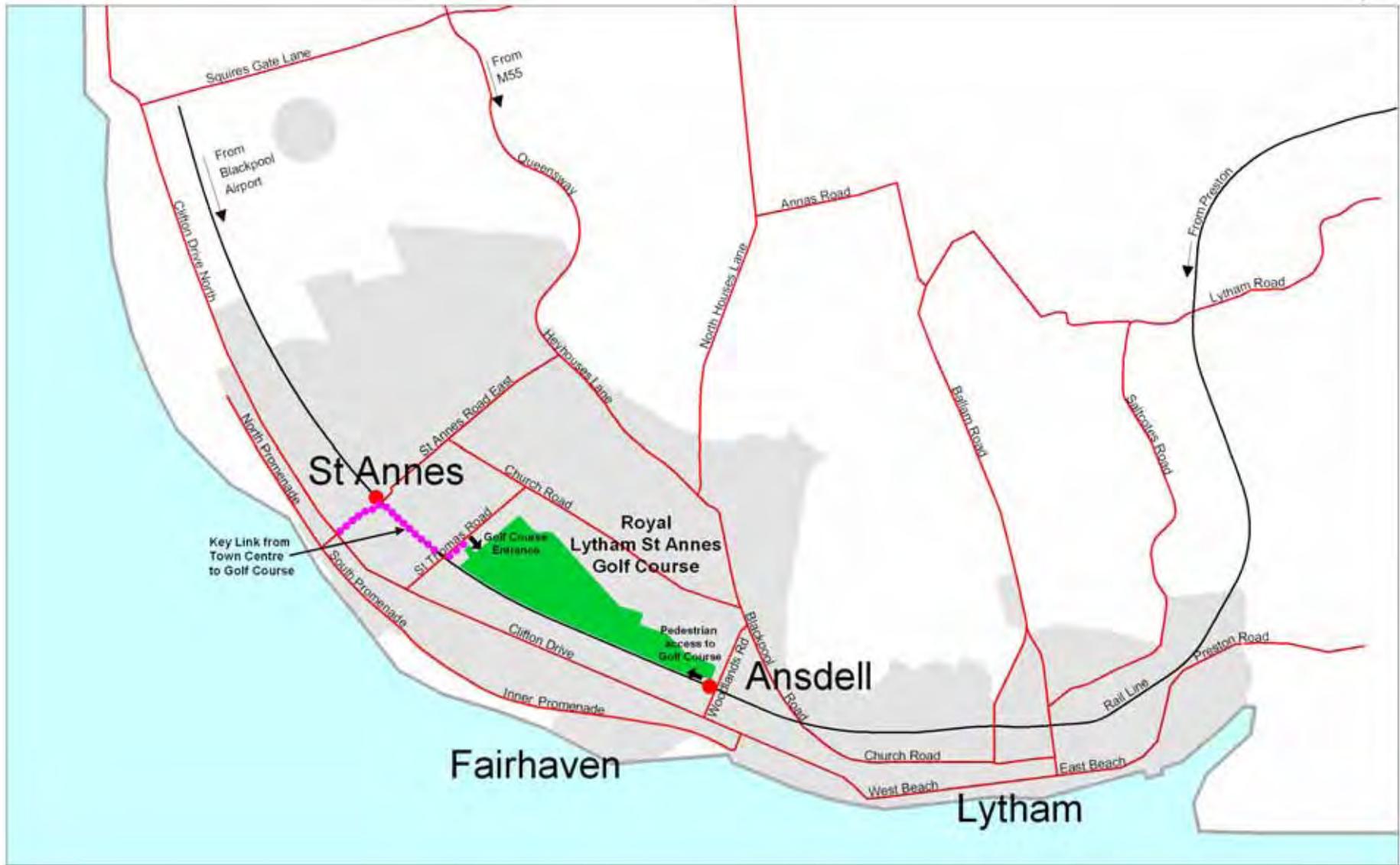
- The development of key public realm projects to create a setting for the event and enhance the overall quality of the resort town for the longer term.
- The development of the Classic Resort 'hallmark accreditation' system.

The two taken together seek to embrace the concept of a 'total quality approach' to destination presentation and development.

With regard to public realm activity, the Northwest Regional Development Agency (NWDA) has supported schemes in Southport and Wirral to support the hosting of the Open. This document seeks NWDA support for the 2012 event. The proposals are considered to be reasonable and justified and would present exceptional value, not only to enhance the quality of place for the event, but to support the longer term potential of Lytham St. Annes as an important part of the Fylde Coast Visitor Economy.

In addition to these proposals, the Council has, in partnership with England's golf coast, produced a Marketing Plan. This plan specifically covers promotion in the build up to and during the event.

The Royal and Ancient have stated in discussions with the Council how they consider the setting for the Open event to be of increasing importance and support the ambition of the Council and its partners to present a high quality destination, especially in the case of 2012 where the course is so close to the resort centre, thereby maximising visitor interaction with it. This is uncommon with many other venues where the course is more remote.



6.2 Public Realm

To create a coastal resort of exceptional distinction, within the context of the Northwest region and to provide a quality destination that befits the hosting of the 2012 Open and the subsequent legacy, two complementary approaches are required. Firstly, to provide a high quality physical setting for the event and secondly - and of equal importance - the complementary service standards that are integral to a high quality destination offer.

The 2020 Vision and the approved master plan for St. Annes envisages the whole of the resort area would be refurbished to a very high quality standard and includes an ambition to fully refurbish the seafront and its impressive historic gardens. However, in view of the relatively short time horizon of 2012, it is proposed to undertake a series of achievable projects, in key locations, that will have maximum impact in the context of creating a high quality resort setting for this prestigious event.

The VEP for St. Annes (Place Making) specifically recommends that priority be given to completing the public realm improvements within the town centre in time for the return of the 'Open' in 2012. In this regard, reference is made specifically to the principal town centre streets, key arrival points and main road frontages.

6.3 Place Making

The actions and proposals contained within this document, being both the longer term 2020 Vision and those for 2012 embody the principles of 'place making'. The government's view⁴¹ that all places should be

"planned, designed and developed so as to be attractive, prosperous, safe and sustainable with a good mix of facilities, services and opportunities with a strong sense of local distinctiveness with green space, lively public realm and good community life" are embodied in the proposals.

Quality of place agenda is therefore high on the Government's agenda and will become a centrepiece and a key indicator of assessing resident satisfaction as part of the Comprehensive Area Assessment regime.

Place making is centred around creating a high quality product, but the process of achieving outcomes is very much founded on the inclusion of a range of stakeholders - a people centred activity. The process of plan - design - develop - maintain places is integral to the proposals within the 2020/2012 vision.

The Visitor Economy Pilot for St. Annes is entitled 'Place Making' and is founded on the belief, in its core approach, that the future success of the resort can be enhanced by the establishment of a common, shared vision, establishing a brand and a product that likeminded stakeholders can aspire to within the framework of an action plan. This approach echoes the objectives of the Partners for England 'Place Making - a charter for destination Management'⁴² that advocates the creation of a vision for a place, partnership working to achieve shared objectives, building on local distinctiveness and character and a commitment to continuous improvement. The objective of this approach is aimed at enhancing the economic, social and cultural performance of destinations.

⁴¹ *World Class Places (HM Government, 2009)*

⁴² *Partners for England (2009)*

Place Making in the context of Lytham St. Annes will include the creation of a shared 'Vision' for destination development, based around a series of collaborative actions contained within an action plan delivered by a partnership.

The 'service actions' taken forward through the Classic Resort accreditation concept will be complemented by 'environmental' (public realm) place making actions.

6.4 Urban Design

The experience of place to be achieved in Lytham St. Annes is at the core of the proposals within this document. The objective of delivering public realm investment is aimed at creating a high quality, inclusive physical environment that will be attractive for the resident population and meet the contemporary expectations of the extensive visitor market.

The public realm proposals will build on previous investment, based on the approved Urban Design Guide and the Good Place Guide (see section 6.5), to create a distinctive quality that will also focus on future management and maintenance. The regeneration programme, to date, has been based on a partnership action plan, working to the delivery of agreed programmes and projects. This means of regeneration has been commended through national recognition⁴³.

⁴³ BURA Awards 2005 - Celebrating Best Practice

6.5 The Good Place Guide - Place Making: Design Mosaic

The refurbishment of public spaces and design of buildings, as outlined in the proposals, will be commensurate with contemporary urban design theory, policy and practice, taking into account the principles of sustainable design and building on the distinctive character and quality of the resort. The 'Good Place Guide' will instruct the approach to the design of the public realm.

The Guide is based around six key design objectives or principles. These are clarified by outlining the objective of each of them and how they will influence the approach to design of buildings and spaces. The matrix is a summary. This guide has been devised by the Regeneration Unit of Fylde Borough Council.

The approach to place making is one of creating a 'design mosaic', a series of character areas that link together to form the 'resort experience', as a whole. The approach for St. Annes would be applied to Lytham at a later date. In addition to physical design, the mosaic concept is based on the concept that similar uses that are physically related or grouped can benefit each other and might offer businesses the opportunity to work together for mutual benefit presenting opportunities for marketing promotion and development.

DESIGN PRINCIPLE	OBJECTIVE	DESIGN IMPLICATIONS
Character: History and Heritage	To build on and enhance the architectural, historical and significance of the resort area.	Protect and enhance: <ul style="list-style-type: none"> • The historic street plan and morphology. • Views and vistas • Topography, panorama's and skylines. • Historic uses and development • Important open spaces • Height, scale and enclosure of streets / spaces • Develop conservation area appraisals and management plans
Buildings	To protect and enhance buildings for their individual or townscape value, including their architectural qualities and group value New Build, in exceptional circumstances	Through policy and a management plan, identify key building/townscape quality issues to: <ul style="list-style-type: none"> • Protect the setting of key buildings within the hierarchy of the townscape. • Recognise the importance of building materials, modelling, ornament and decoration, rhythm and grain, skyline, roofscape and unity. • Utilise approved guidance to protect and achieve authentic shop fronts and fenestration within appropriate buildings. • Illuminate key buildings. • Ensure the display of advertisements are appropriate If new build is appropriate, particular attention should be paid to its setting and design statements should demonstrate that the building: <ul style="list-style-type: none"> • Is of an appropriate scale and massing • Addresses viewing distances and angles • Reflects the unity, grain and rhythm of the historic townscape. • Is well articulated • Is of an appropriate proportion, including its constituent elements • Continues an eaves and roofline that complements its surroundings • Is faced in appropriate materials and has an appropriate degree of ornamentation.

DESIGN PRINCIPLE	OBJECTIVE	DESIGN IMPLICATIONS
Open Spaces	To ensure that spaces are appropriately designed and developed as attractive and successful outdoor areas.	<p>This will be achieved by:</p> <ul style="list-style-type: none"> • Categorising the quality and nature of spaces be they active, passive, for rest, relaxation and contemplation etc. and design appropriately to reinforce the sense of place. • Understanding the historic quality of spaces and designing/enhancing them accordingly. • Creating spaces that will encourage social interaction. • Identifying areas for specific activities and uses. • Providing appropriate planting and landscape. • Providing features, enclosure, street furniture that are appropriate to the open space context. • Minimising the impact of traffic. • Taking account of micro climate issues. • Using high quality materials and colour palette to support local distinctiveness. • Ensuring appropriate lighting levels. • Ensuring spaces are safe and secure.
Diversity: Mixed Uses	To provide the resort with variety, choice, opportunity and experiences to maximise its attractiveness. To create the appropriate level of vitality and ambience in appropriate circumstances.	<p>This will be achieved by:</p> <ul style="list-style-type: none"> • Creating a design mosaic (character area and specialist zones) for vitality, animation or of a quieter ambient nature. Active and static spaces. • Creating areas for events and festivals. • Grouping uses into clusters and branding them. • Providing facilities to support particular uses. • Use of upper floors for mixed use/tenure including residential. • Protecting key retail areas from non retail uses. • Urban design supporting uses and type of location, with its particular theme. • Richness of experience

DESIGN PRINCIPLE	OBJECTIVE	DESIGN IMPLICATIONS
Legibility	To create a place where its users find it unique, recognisable and memorable and, easy to understand and navigate.	<p>Legibility will be achieved by:</p> <ul style="list-style-type: none"> • Enhancing the sense of arrival • Strengthening the character of individual streets and spaces within the overall design plan for the resort. • Maintaining the setting of important landmarks and including features on new buildings or within the streets that act as landmarks. • Enhancing nodes and junctions, possibly with the use of gateways or demarcations to strengthen the character of particular streets or spaces. • Using paving, street furniture and planting to individualise particular locations. • Creating and implementing a signage and way marking strategy
Connectivity	The way in which the place is easy to get to and move around including addressing issues of convenience, safety and comfort	<p>Maintaining accessibility by providing for a variety of means of reaching the resort centre, including on foot, cycle, public transport and car. Maintaining attractive public transport 'stops' and cycle parking.</p> <p>Enhancing pedestrian movement around streets and spaces by ensuring:</p> <ul style="list-style-type: none"> • Attractive paved areas within a pedestrian dominated environment are created with strategically positioned crossing points. • Traffic speeds are minimised. • High quality lighting is provided • The perception of a safe environment is created. • A clear structure of paths and routes is created. • A strong link between key areas such as the retail core and the promenade frontage is created.

DESIGN PRINCIPLE	OBJECTIVE	DESIGN IMPLICATIONS
Inclusive Design	To include within all design projects, the needs and requirements of all users of the public realm irrespective of age, gender, mobility or disability. To build on the principles of social capital, to encourage a variety of users to benefit from an accessible public realm.	<p>To create an inclusive public realm to include:</p> <ul style="list-style-type: none"> • Maintaining an attractive mix of uses and facilities that are attractive to large sections of the public. • Accessibility to buildings and spaces, including ramps, tactile paving and kerbs. • Creating a safe and secure environment. • Producing information, taking account of potential disability e.g. sight. • Designing street furniture to take account of mobility considerations. • Easy access to shops and public buildings • Adequate and easy parking for disabled motorists. • Shop mobility
Sustainability	To maintain the attractiveness of the resort in the long term.	<p>To be achieved by:</p> <ul style="list-style-type: none"> • The use of high quality durable materials • Maintenance and management agreements • The use of the various public bodies and the third sector to take ownership of public spaces, buildings and their on going management • Agreeing quality standards with stakeholders • Using distinctive planting appropriate to the maritime climate of the coast. • Aspiring to and achieving quality standards and hallmark awards to maintain high environmental standards.

The guide will be used to inform or consider design concepts and proposals. It can be used to inform master plans for particular areas or locations or in the preparation of design proposals for individual public realm schemes. The matrix also takes account of the NWDA Place Shaping Sustainable Buildings Policy (2009)

6.6 2012 Public Realm Projects

The public realm proposals concentrate on upgrading the whole of the commercial area of St. Annes, which is the focus for retail outlets, bars, restaurants and other services. The proposals include the enhancement of the key linkages between the commercial area and the Promenade hotels and between the town centre and the Golf Course. In essence, the investment will complete the present jigsaw of street enhancement projects, building on the successful town centre regeneration activity to date. Smaller projects are proposed around key gateways and at Ansdell Railway Station and Lytham, which will act as principal arrival points. The projected cost for each project is included within the appendix (Item D).

PROJECT 1 - *The completion of the Wood Street cafe quarter.*

PROJECT 2 - *Upgrading and branding of Park and Orchard Roads as specialist retail streets.*

PROJECT 3 - *Enhancement of the key arrival zone of the station and The Crescent.*

PROJECT 4 - *St. Andrews Road South as a link between The Crescent and Wood Street.*

PROJECT 5 - *Clifton Drive. Create a boulevard linking the Town centre and the Golf course to maximise pedestrian connectivity.*

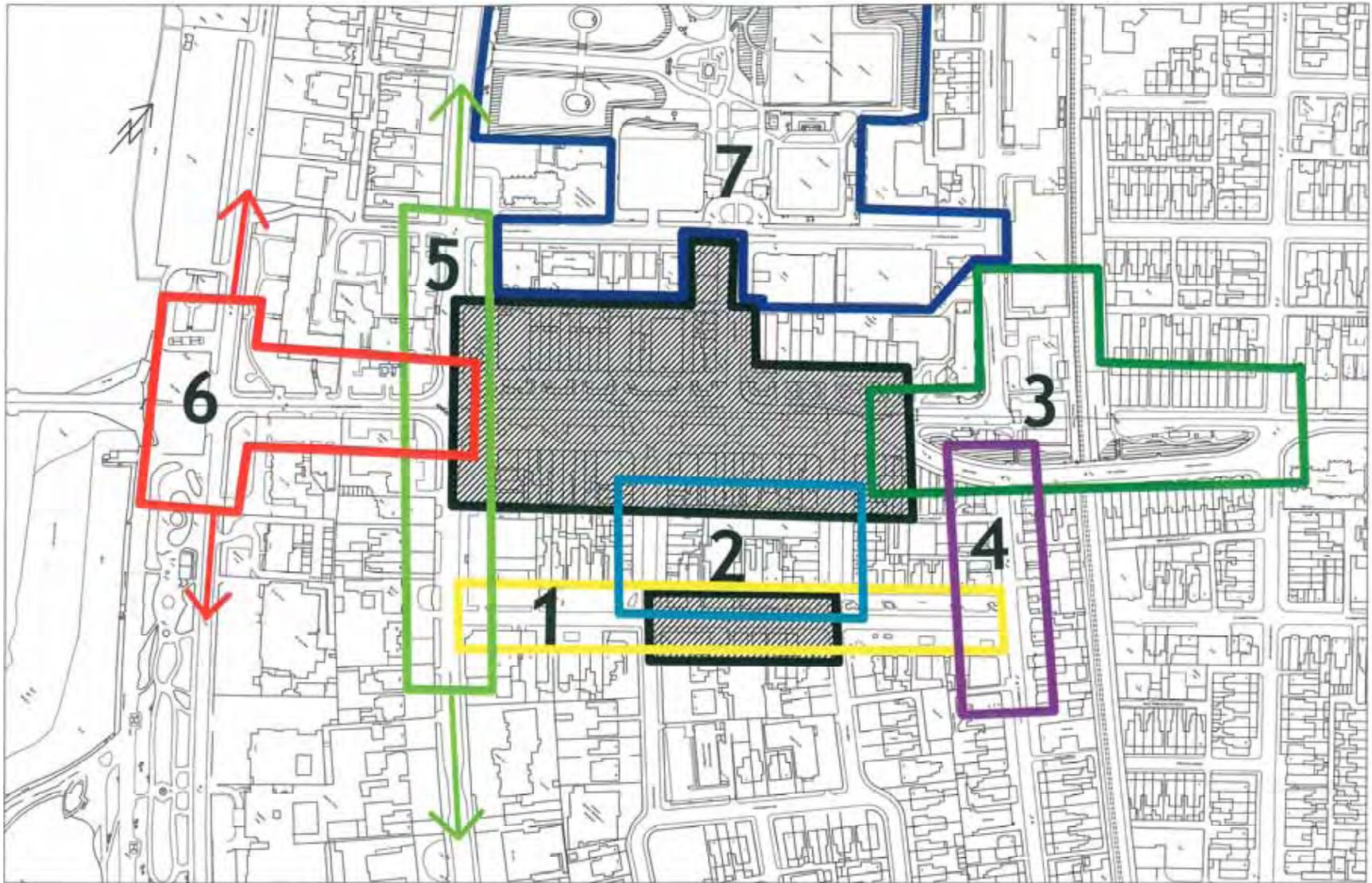
PROJECT 6 - *The Pier link. Enhance the key link between the town centre and the pier, with additional enhancement works to the Promenade.*

PROJECT 7 - *Ashton Gardens. Comprehensive regeneration of the town park. Upgrade of St. Georges Road.*

PROJECT 8 - *Ansdell. Small scale improvements around the station, which acts as an arrival point for the golf course.*

PROJECT 9 - *Lytham. Enhancements around Lytham Station and the linkage between the station, Lytham Hall and the town centre/green.*

PROJECT 10 - *Corridor/Approaches. Enhancements along key routes into the Fylde Coast.*



The St. Annes on Sea 'Design Mosaic' showing the locations of projects 1 - 7



Ansdell railway station and public realm improvement area



Lytham railway station and public realm improvement area

The following are public realm projects which cover important approaches or gateways into Lytham and St. Annes by road and rail and could be the subject of improvement and/or enhancement under this proposal.

South Fylde Rail line and the approaches to stations.

Progress Way.

Squires Gate Lane.

Queensway.

Clifton Drive.

A584 Warton to Lytham



2012 PUBLIC REALM PROJECTS

St. Annes on Sea Design Mosaic

Project 1 - Wood Street

Location

Wood Street is a key thoroughfare within St. Annes Town Centre, running parallel with 'The Square' and linked to it by Orchard Road and Park Road. It was originally laid out as a residential boulevard, lined with impressive villas within walled gardens and contained street trees.

Regeneration Background

Throughout the sharp decline of the centre of St. Annes during the 1990's and into the present decade, Wood Street, once a fashionable boulevard, was particularly badly hit by business closures and environmental deterioration. Public responses to consultation about future planning of the town centre identified the 'weak evening economy' as an issue to be addressed. In view of the importance of the visitor economy to the town, Wood Street was considered to have the underlying potential for its re-branding and development as a café style street.

Public and private funding combined to implement a first phase of a physical upgrading of the street and this was complemented by two significant private sector development's - underpinning the new role of the street.

The photographs on the opposite page illustrate how the public and private sector development has created a high quality destination,

albeit relating to the central section of the street. For additional examples of the refurbishment of Wood Street see Appendix Item B.

Proposals

The objective of this project is one of completing the refurbishment of the street to complement the first phase, thereby removing the distinction between the improved and non-improved sections. The completion of the refurbishment of the street would reinforce the 'café quarter' theme and add to the food and beverage offer of the town centre. The VEP notes how "a strong restaurant and bar cluster has already developed along Wood Street, but it is not dominated by branded 'vertical drinking' establishments giving it a distinctive positioning and the opportunity to become a significant destination in its own right". It is suggested that as part of the resort 'mosaic', a partnership with property owners and tenants should be established to create a highly attractive food orientated destination area, with its own identified branding, the enhancement of the public realm, creation of an al fresco character and promotion of a restaurant cluster. Wood Street will play an important role in enhancing the overall destination quality and experience.

Design Proposals

To create a distinctive, high quality destination the design proposals will follow those established in the first phase, which is now completed. Phases 2 and 3 would seek to build on the distinctive character of the street including gateway features, high quality paving, forecourt enhancement to strengthen the al fresco character, additional planting, street furniture and illumination of features.

Links to the 2012 'Open'

Wood Street occupies a prominent town centre role as the focus for restaurants and bars. It is a key element of the evening economy offer and is likely to be a highly significant location for visitors at the Open to congregate. Its refurbishment would, in the long term, become a major part of the resort offer and will enhance the quality, image and experience of the resort.

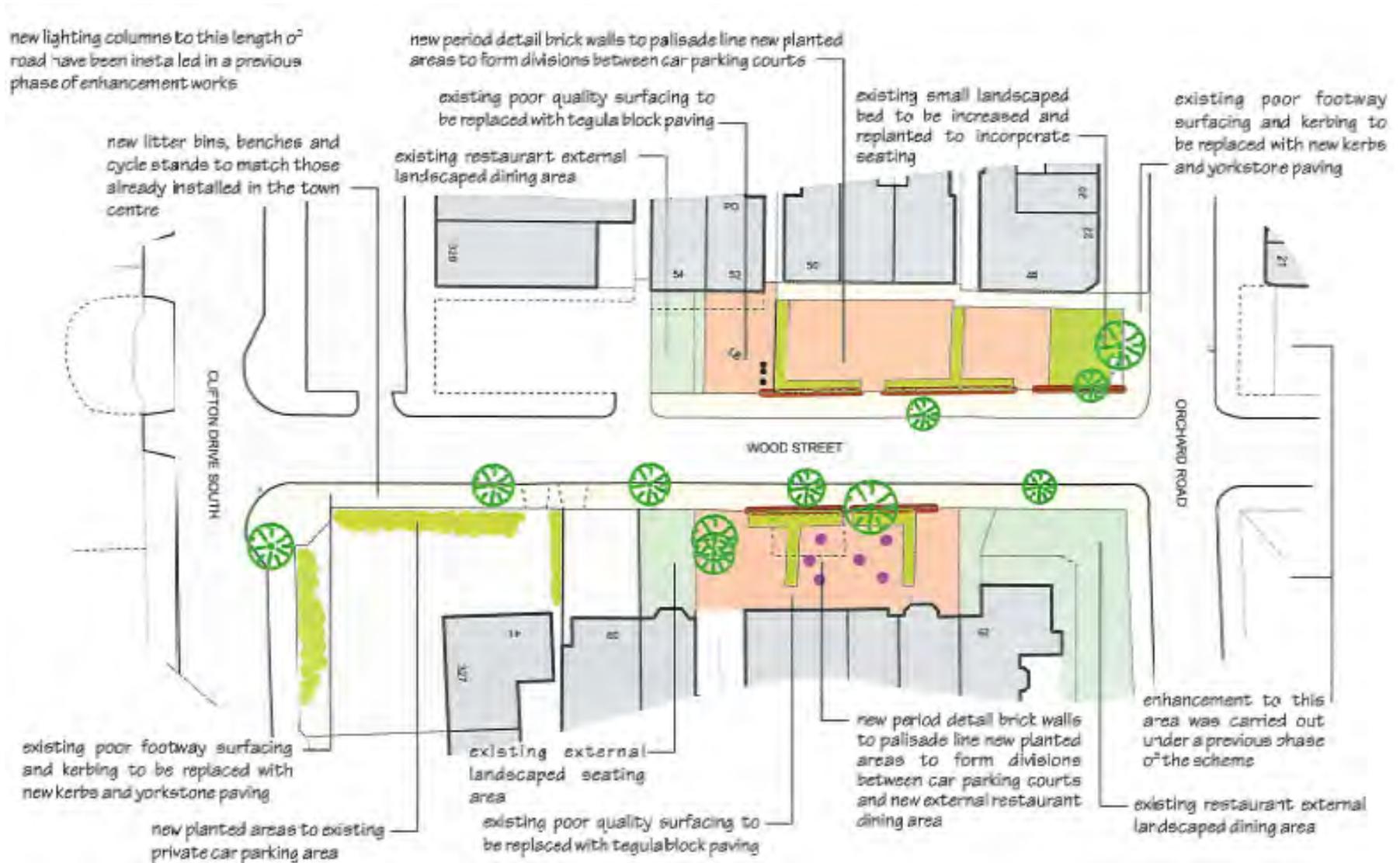


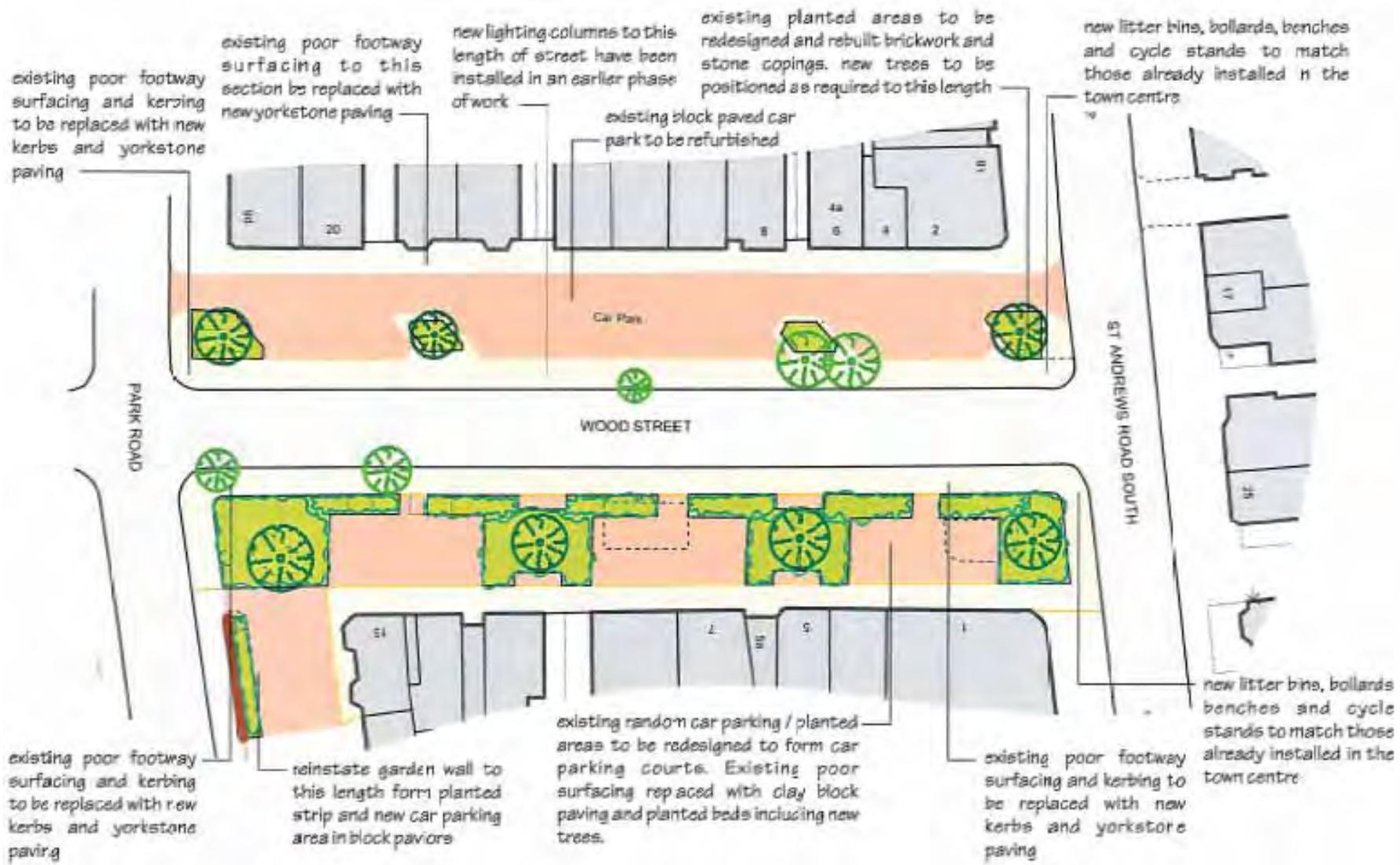
Private sector investment during Phase 1



Bringing activity to the forecourt a key aim for Wood Street

WOOD STREET





St. Annes on Sea Design Mosaic

Project 2 - Orchard Road & Park Road

Location

Orchard Road and Park Road are two important 'linking streets' between The Square and Wood Street. Both were originally laid out as residential streets, which were later converted to commercial uses as the town expanded. The streets are dominated by late Victorian terraces, with private forecourts and frontage pavements, with a centrally located carriageway.

Regeneration Background

During the economic decline of St. Annes Town Centre, both Orchard Road and Park Road witnessed widespread vacancies to both the ground and upper floors of buildings. Many of the buildings had been altered in an unsympathetic fashion and were encountering both structural and cosmetic deterioration. However, these thoroughfares had inherent architectural and historic qualities. As a result, many of the frontage buildings were the target of the extensive building refurbishment programme, known as the Heritage Economic Regeneration Scheme (later the Conservation Area Restoration Scheme). As a consequence, many of the frontage buildings have been tastefully restored and this in turn has led to a significant increase in business formation and reduced vacancy levels.

In respect of streetwork enhancements, short lengths have been upgraded with new, high quality paving and street lighting. However, sections remain in a poor visual condition.

Design Proposals

The Visitor Economy Pilot suggests that property owners and occupiers of Park Road (and Orchard Road) work with the Council to improve the public realm to give it an identity.

It is proposed, therefore, to provide these two 'linking streets' with a specific niche character, building on the specialist independent retail sector which predominates. To achieve this objective, proposals include the introduction of high quality paving, gateway markers and information panels to highlight the history and significance of the street's and their contemporary, specialist character. The potential for tree planting, building illumination and public art will be considered.

Links to the 2012 'Open'

The upgrading of these two streets would be a first priority. The specialist nature of their offer, set against the sympathetic restoration of frontage buildings, calls for improvement to the pavement and forecourt areas. The distinction between the improved and unimproved sections of the streets is particularly marked.

The two streets are particularly important as links between the rail station - The Square - Wood Street and the routes linking with the Golf course. As with other areas of the town these locations will have a high profile role and contribute to the overall visitor experience, image and perception of St. Annes as a high quality resort destination.



Refurbished buildings and poor quality public realm

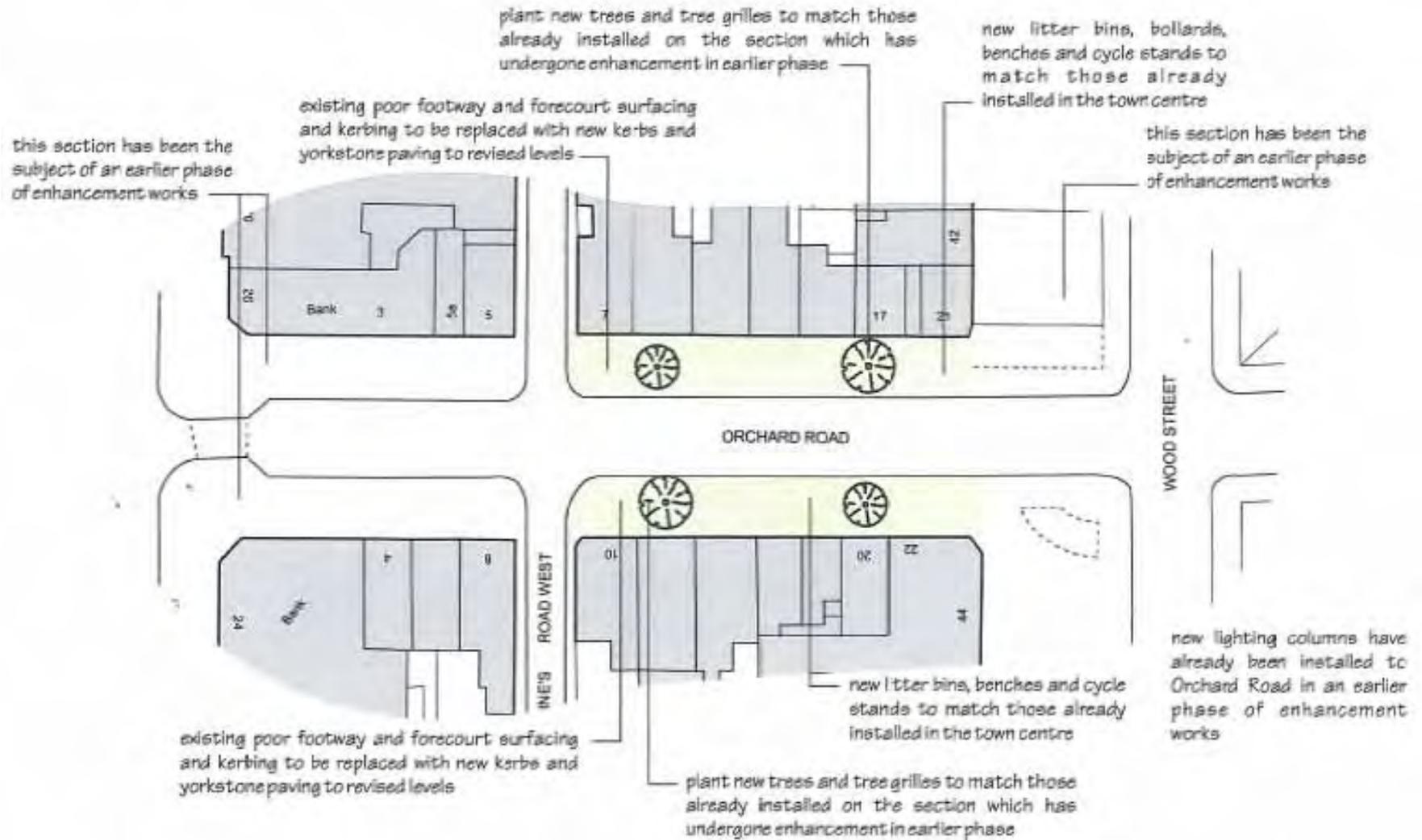


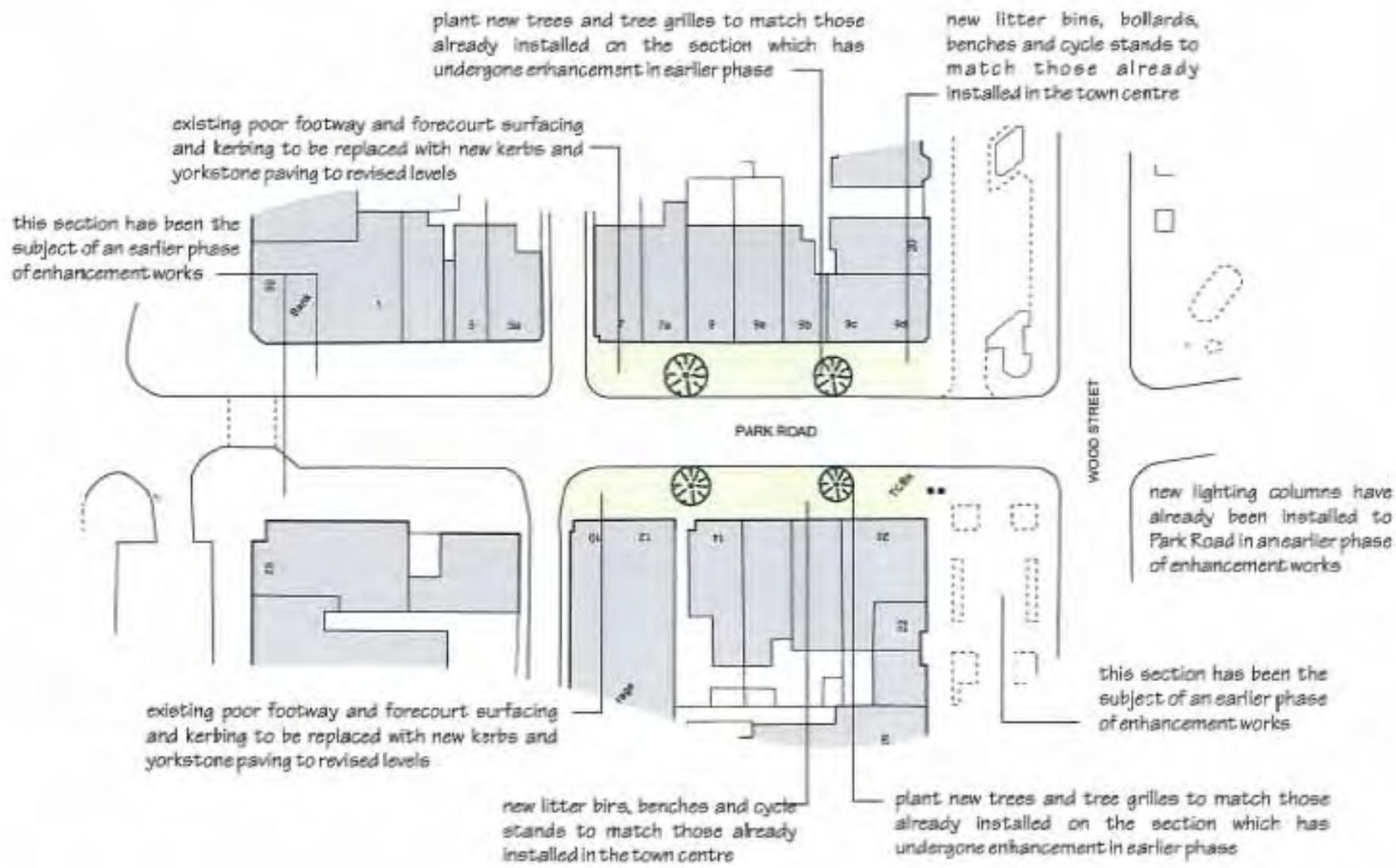
Junction of improved and unimproved public realm



Sketch showing proposed enhancement works to Orchard Road

ORCHARD ROAD





St. Annes on Sea Design Mosaic

Project 3 - The Station Approach & The Crescent

Location

The Crescent from the easterly gateway into the town centre and the adjoining rail station is a principal point of arrival. The quality of the local environment is important since, it will create an immediate impression of St. Annes and will therefore, be an integral part of the overall resort experience.

Regeneration Background

The Crescent, whilst being an important gateway into the town centre is considered to be somewhat peripheral to its principal commercial areas. As such, it has experienced extensive ground and upper floor vacancies and building deterioration. The public spaces are somewhat 'jaded' and would benefit, to a significant degree, from refurbishment. Some building refurbishment has taken place, but there remain examples of unimproved properties that detract from the general location.

In respect of the station, the former derelict railway platform significantly detracts from the visual character of the area and is immediately visible as a first impression for visitors arriving by train. It is, in a general sense, a visual blight on this part of the town centre.

Design Proposals

Being in such a prominent position as a key gateway and arrival point, this area requires visual upgrading. In respect of The Crescent, further building renovation would be appropriate with complementary enhancements to pavements, lighting and planting.

In respect of the station, the enhancement of the former platform is a priority. Improvements to the station, its forecourt and enhancements to the highway that link it to The Square, are also proposed. Information, signage and access to public transport would be a key element of these proposals. It will also be appropriate to seek environmental improvements along the rail corridor as it approaches St. Annes station, particularly from the easterly direction. Additional building refurbishment will be considered.

Links to the 2012 'Open'

As a key arrival 'area' within the town centre it is essential that visitors experience a high quality, welcoming introduction that sets the scene for the wider destination experience. These key locations will fulfil that objective and are a significant component of the St. Annes on Sea design mosaic.



Derelict eastern side platform at St. Annes railway station

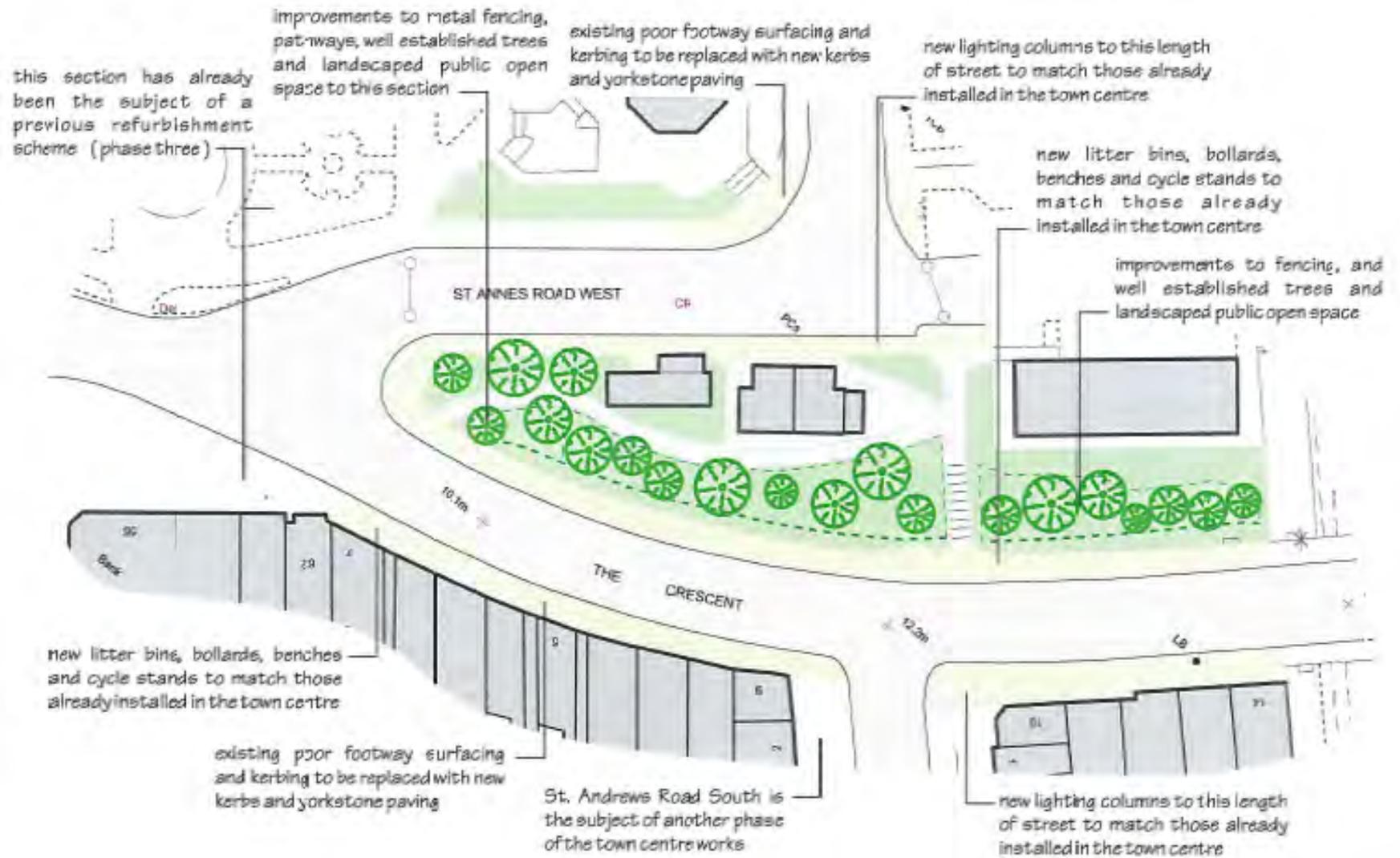


The Crescent view towards St. Davids Road from rail bridge

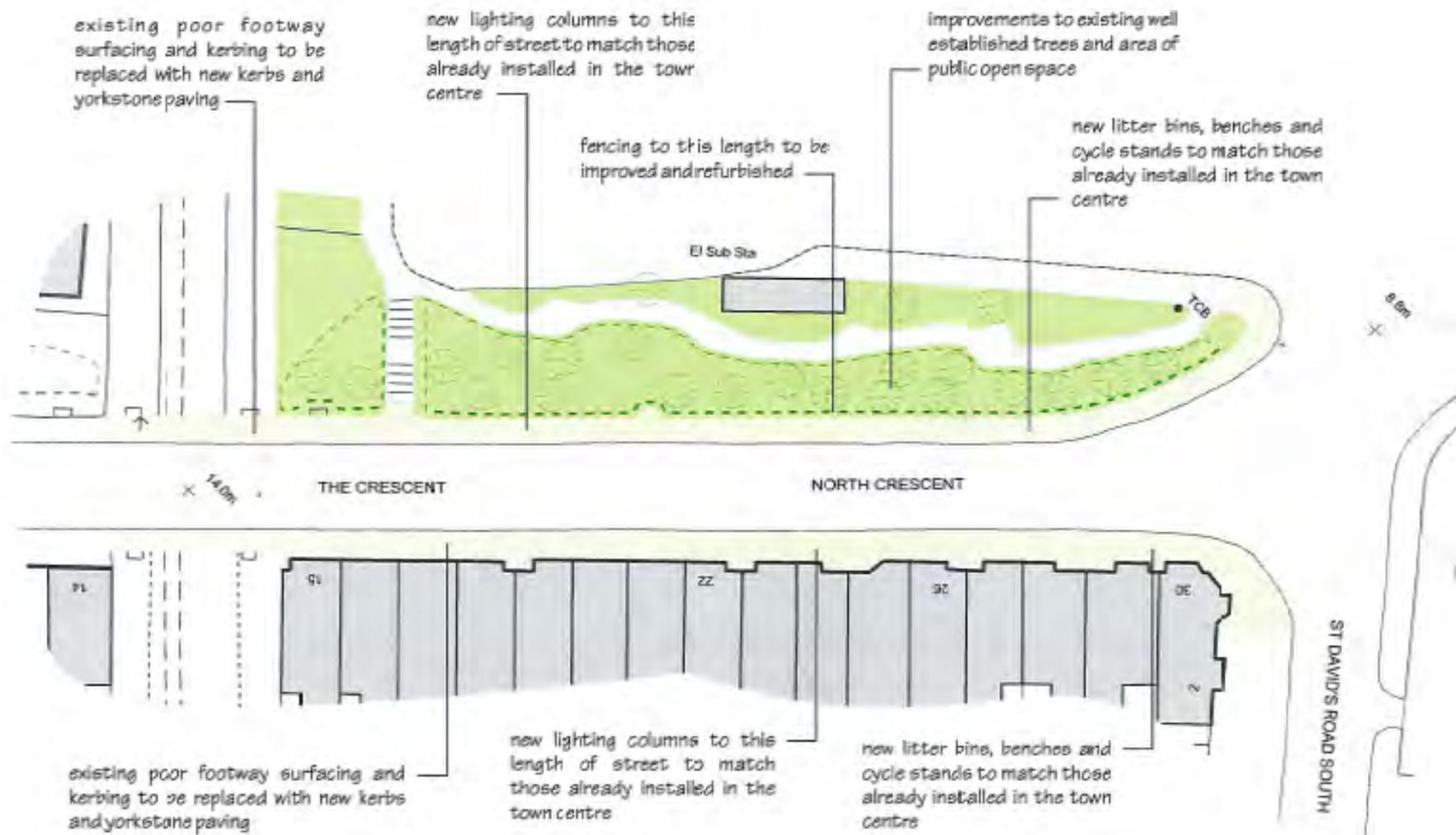


The Crescent view towards The Square from the rail bridge

THE CRESCENT



THE CRESCENT



St. Annes on Sea Design Mosaic

Project 4 - St. Andrews Road South

Location

This is a short length of road that links The Crescent with the upper end of Wood Street. It is primarily retail in character and forms part of the perimeter block layout of St. Annes on Sea.

Regeneration Background

Though contained within the St. Annes on Sea Resort Action Plan as a location that requires upgrading, there has not been a concerted effort to do so, since it has not been deemed an immediate priority. There are examples of building refurbishment, but as a more peripheral location, it is more prone to business closures. The Crescent suffers similar problems. As part of the defined town centre core area, it is considered important that it is refurbished to the standard to be expected elsewhere, which in turn will enhance its long term business prospects.

Design Proposals

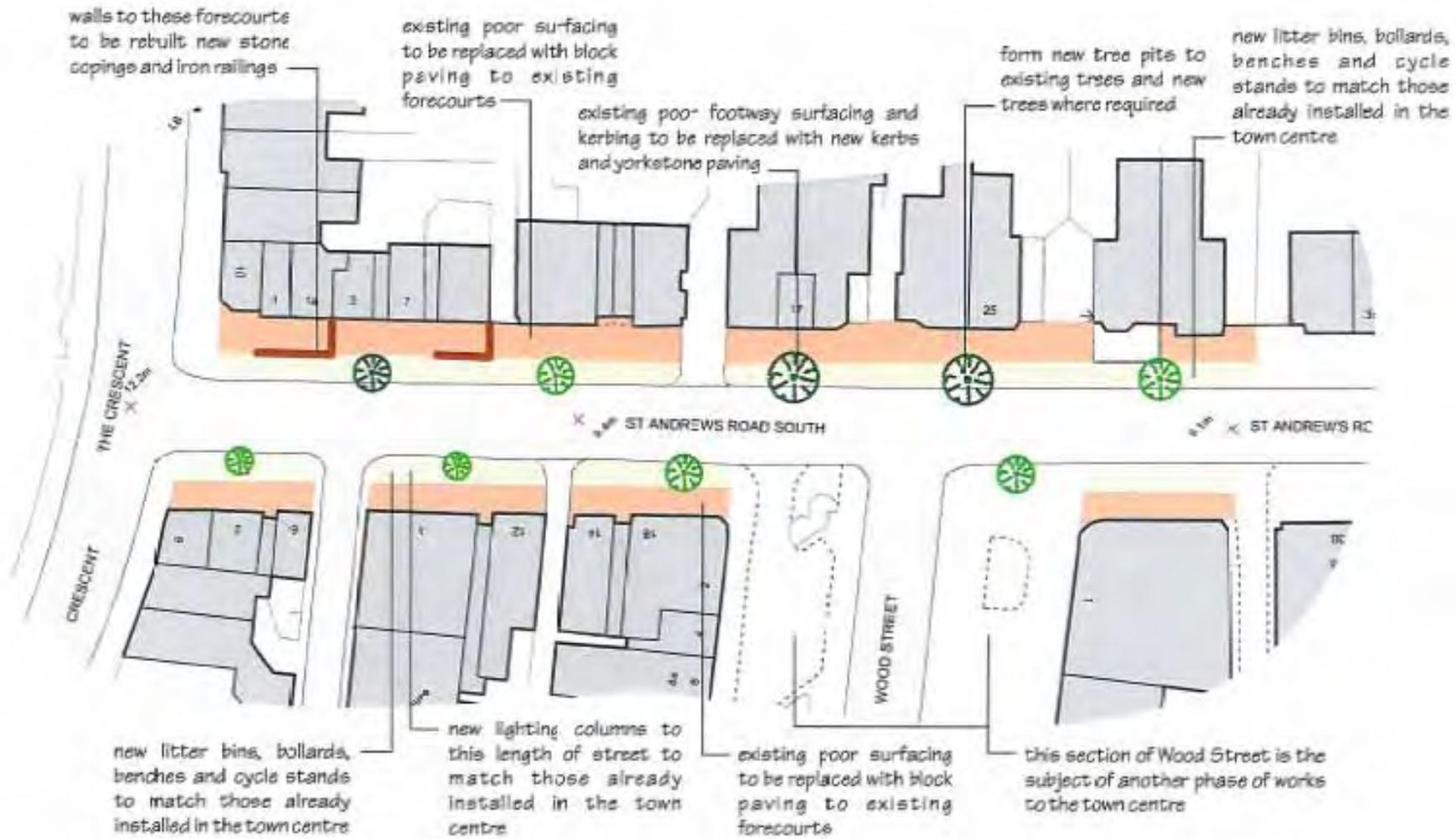
In common with other parts of the Town Centre, the location is prominent as an arrival point and offers a mix of retail and other commercial uses. It is proposed, therefore, to introduce street furniture, new lighting, new paving and soft landscaping, as an extension of proposals to enhance The Crescent.

Links to the 2012 'Open'

St. Andrews Road South, whilst somewhat peripheral to the town centre, is close to the rail station and The Crescent. It will form an important link to Wood Street and provides part of a direct link to Royal Lytham and St. Annes Golf Course. It has the potential, therefore, to enjoy significant 'footfall'.



Sketch showing enhancement works to St. Andrews Road South



St. Annes on Sea Design Mosaic

Project 5 - Clifton Drive - The Boulevard of Nations

Location

Clifton Drive is the main thoroughfare through Lytham and St. Annes, linking the two town's. It also forms a key nodal point being part of the link between The Square and the Promenade. As such a focus, its environmental quality is particularly important.

It is also significant in the context of the town centre, with its links to the golf course, primarily for pedestrians. It contains elements of commercial frontage and residential properties.

Regeneration Background

The St. Annes on Sea Resort Action Plan identifies Clifton Drive as an important key east/west road corridor, providing a clear sense of arrival at particular points. Its distinctive character is enhanced by the distinctive Victorian 'Porritt style' houses at one end and prominent public buildings at the other.

Apart from its intersection with The Square, Clifton Drive has not been the subject of any regeneration activity and/or refurbishment. It has the potential, however, to become an attractive boulevard through the centre of the resort and as a key route to Fairhaven and Lytham.

Design Proposals

As a key link between The Square and the Golf Course and being such an important corridor through the two towns, it is considered essential that Clifton Drive be the focus of a high quality scheme to create an attractive boulevard.

The idea is one of creating a tree-lined boulevard (with additional tree planting) to re-create its historic character. This would be supplemented by a new lighting scheme, which would not only enhance the look of the Drive, but offer the opportunity to add banner displays. These displays would be a celebration of the participating nations and also have regard to the 2012 Olympics. Such a colourful display would be particularly striking and would greatly enhance the visitor experience. Further enhancements would include, selective paving improvements, signage and working with property owners on building and forecourt enhancements.

Links to the 2012 'Open'

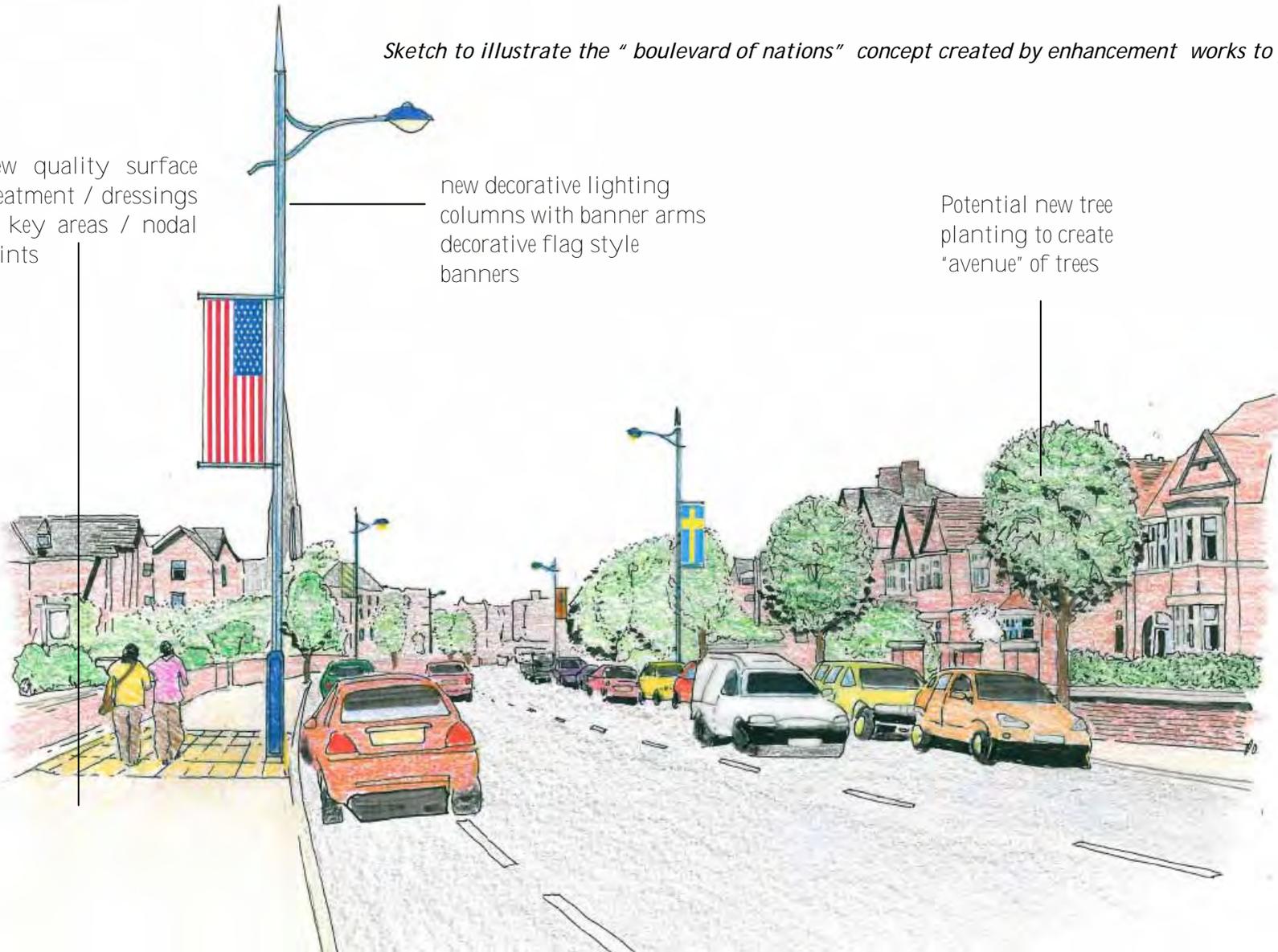
As a key pedestrian link between St. Annes Square and Royal Lytham and St. Annes Golf Club, the aim would be one of creating a link that would not only be attractive in its own right, but would significantly increase footfall between the golf course and the town centre. The Drive would also form a key link between the golf course, the Promenade and the hotels situated along it.

Sketch to illustrate the "boulevard of nations" concept created by enhancement works to public realm

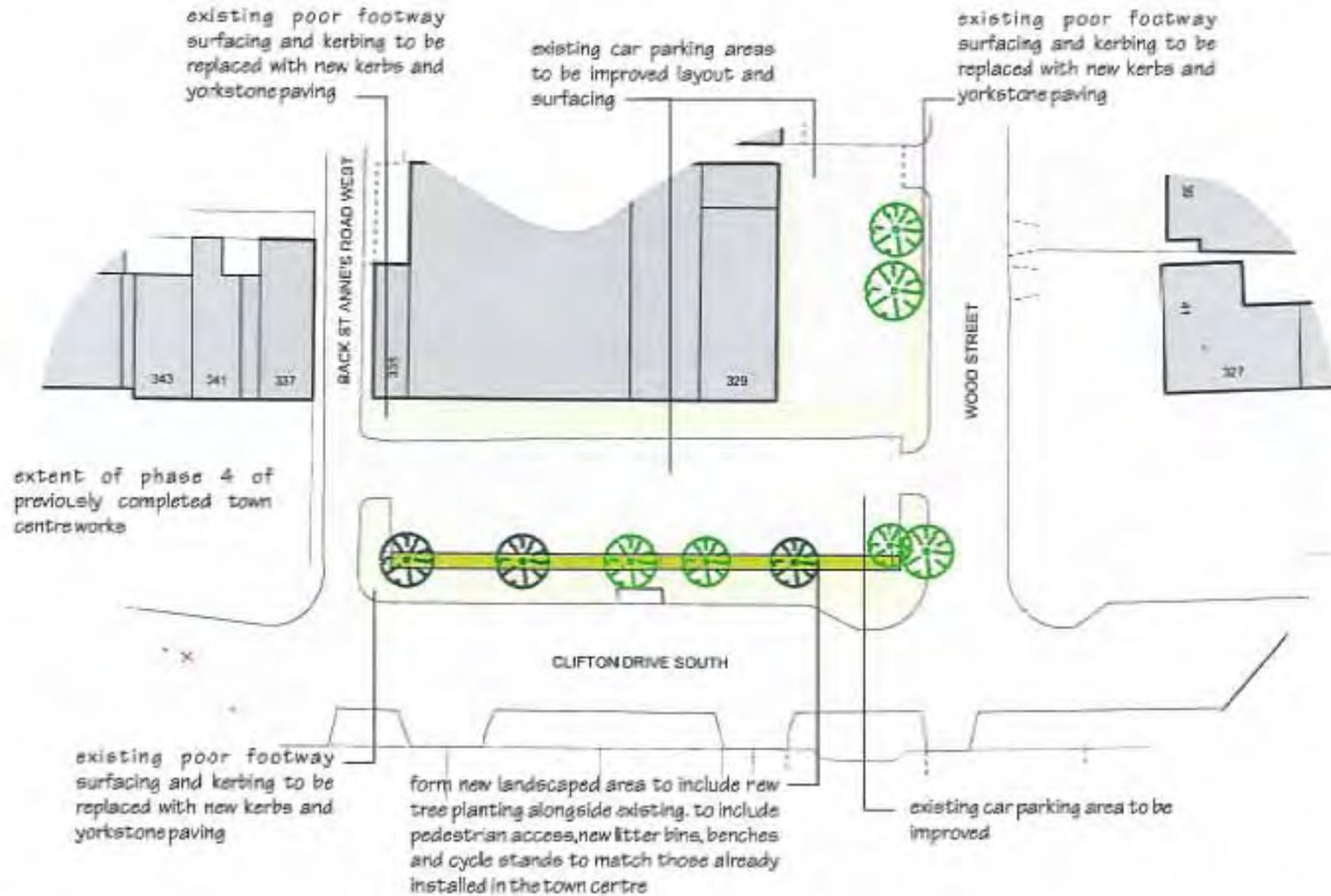
new quality surface treatment / dressings to key areas / nodal points

new decorative lighting columns with banner arms decorative flag style banners

Potential new tree planting to create "avenue" of trees



CLIFTON DRIVE



additional tree planting to this area new planted shrub beds with specimen plants and small element porous paving

new street furniture to this area to be of the same style as that already installed in the town centre

existing car parking areas to be the subject of revisions to the layout and surface treatment

new streetlighting to be installed to this section of Clifton Drive South



new high quality yorkstone paving to replace existing poor surfacing material

Sketch indicating possible enhancement works to this section of Clifton Drive South

St. Annes on Sea Design Mosaic

Project 6 - The Pier Link and Promenade

Location

This key link is part of St. Annes Road West (The Square) and occupies a prominent location within the resort of St. Annes. It forms part of the visual axis through The Square to the pier forecourt/pavilion and is therefore of historical significance in the development of the resort. This link is key to drawing pedestrian footfall between the Promenade and its hotels/leisure offer and the retail core of the town centre.

The Promenade is of strategic significance being the key focus for the visitor, containing a number of large hotels, leisure uses, the historic gardens and the 'town' beach.

Regeneration Background

The key highway of St. Annes Road West, as described, has been identified in a number of studies and reports as being the most important means of linking the Promenade and The Square. This is evidenced by the significant levels of footfall to be observed, particularly in high season. However, the road is 'highway dominated' as is the Promenade environment around the pier. The pier forecourt is bland and dominated by an extensive car park with unattractive enclosures and buildings surrounding it.

The Pier is a listed building as are some of the historic structures nearby. The 'listed' gardens require extensive refurbishment and have been the subject of an historic appraisal. The Promenade, when taken

as a whole, is part of a more extensive design review and refurbishment and should include key sites including the Island, lake, golf course and its environs, the gardens, the interface with the beach, car parks, the highway and the hotel forecourts.

Design Proposals

The 'redesign/refurbishment' of the Promenade is part of a longer term project. However, for 2012, it is proposed to undertake a number of smaller scale design enhancements to the physical environment which, whilst relatively modest, could make noticeable improvements.

These projects include the upgrading of the key link (St. Annes Road West) to emphasise pedestrian priority through pavement widening, ornamental street lighting - to help frame the axial view to the Pier - new surface materials, enhancements to walled enclosures and new street furniture.

In respect of the Promenade, enhancements include replanting small areas of the gardens, visual improvements to the pier forecourt, new street lighting, improved beach access, re-profiling the beach north of the pier, improvements to the car park and the provision of information and interpretative material.

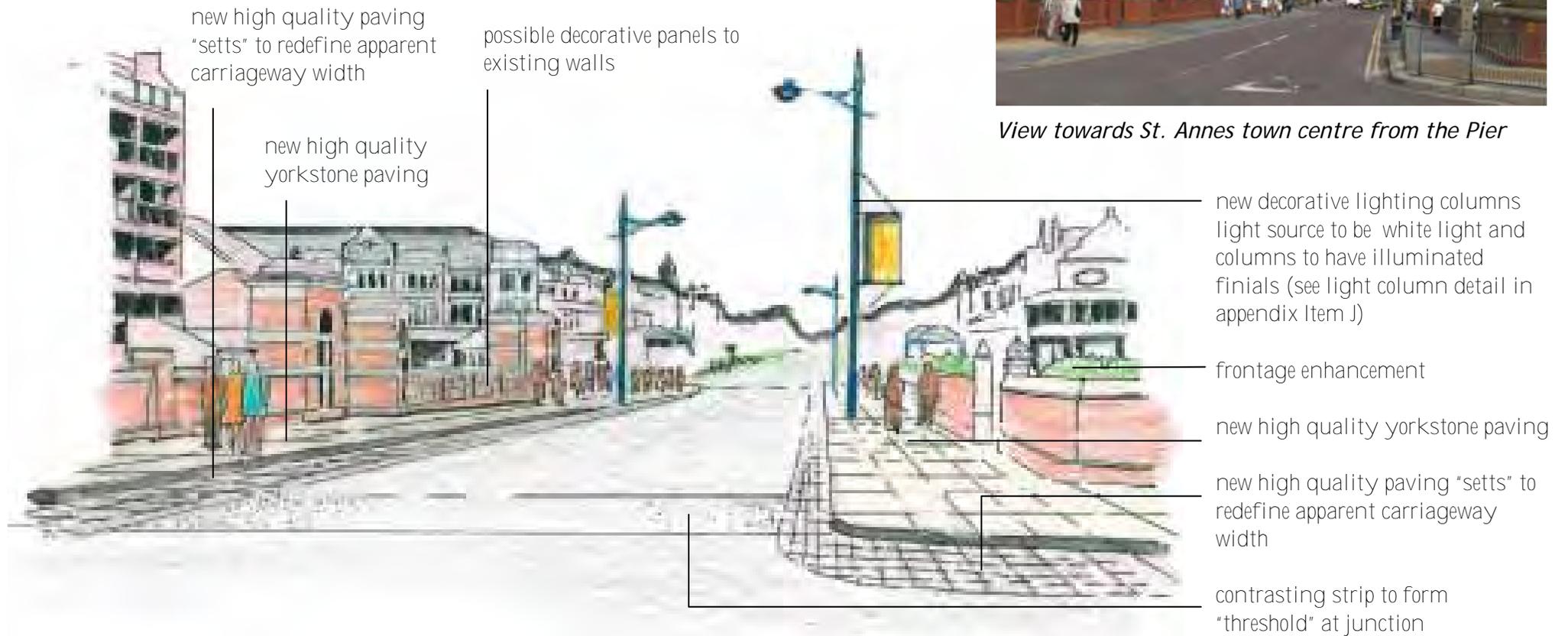
Links to the 2012 Open.

The Promenade lies close to the Royal Lytham and St. Annes Golf Course and the town centre, which is the focus for the retail offer and food and drink establishments. The principal hotels are located on the Promenade which will be fully patronised during the event. It is considered important, therefore, that the main promenade area

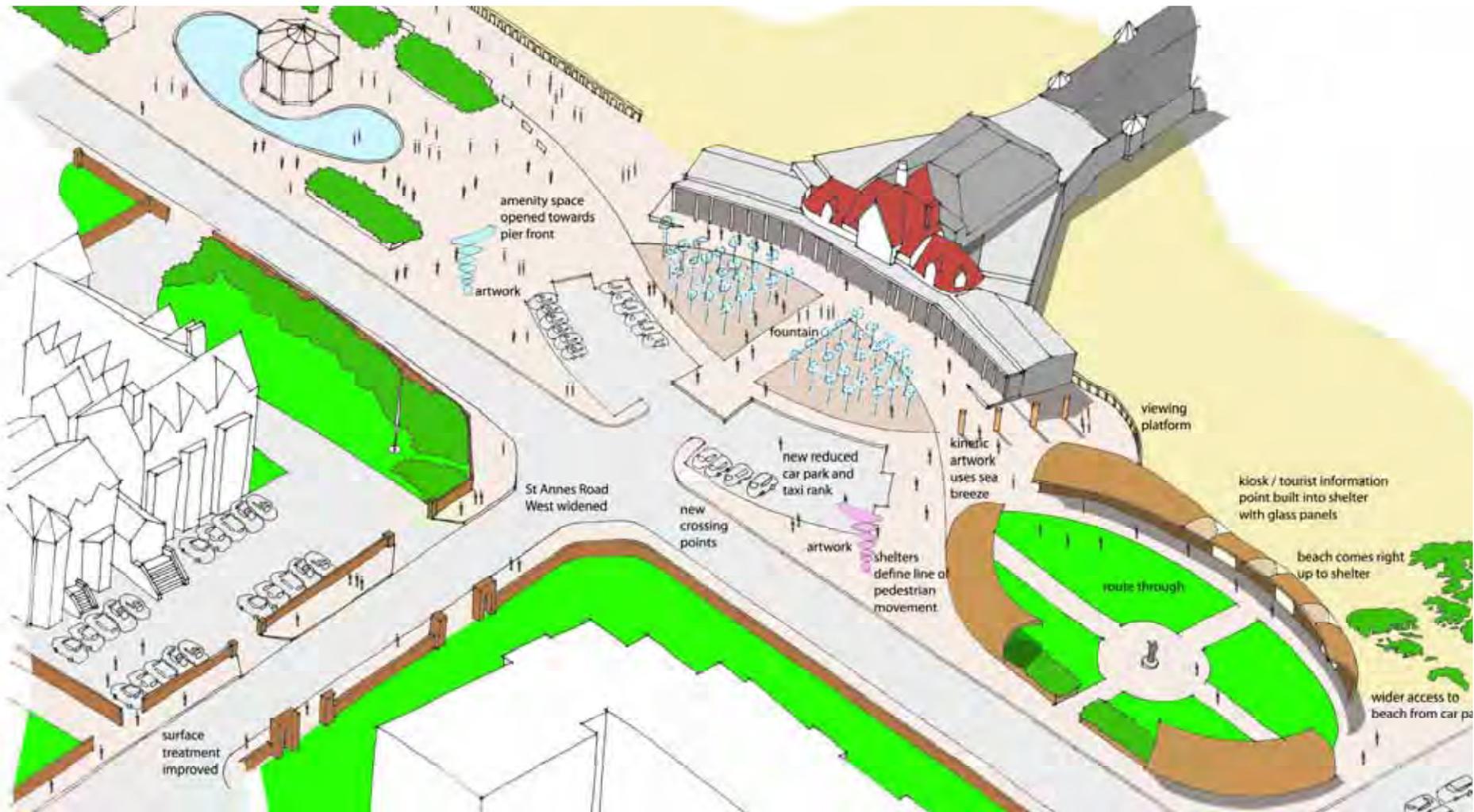
should be presented in the best possible light and as a forerunner to the longer term vision for this key area.



View towards St. Annes town centre from the Pier



Sketch showing proposed enhancement works to this important link between the town centre and the Promenade



An artists impression of the Promenade and Pier area showing potential long term development. For 2012 it is proposed to undertake a first phase of enhancements to this area as outlined in the text. (Sketch courtesy of Croft Goode)



St. Annes on Sea Design Mosaic

Project 7 - Ashton Gardens

Location

Ashton Gardens is the town park of St. Annes and is located to the north west of the town centre, linked to The Square by way of Garden Street. The park is laid out and surrounded, for the most part, by the stone fronted 'Porritt Villas', which were developed as an early phase in the creation of St. Annes as a fashionable resort town. The park and the surrounding villas follow the established principles of Victorian Park design.

The gardens are prominently located, fronting Clifton Drive North and Garden Street, the former being a principal approach into the centre of town.

Regeneration Background

In common with a number of Victorian Parks across the country, Ashton Gardens has suffered from deterioration in its infrastructure and fabric and requires, significant refurbishment. Over the years it has also experienced the introduction of inappropriate structures and buildings. Being an historic 'listed' park an historical appraisal was undertaken which subsequently prepared the way for a formal bid for Heritage Lottery Funding. This bid proved successful and the gardens are now the subject of a comprehensive restoration project with a value of £2.1m. The restoration of Ashton Gardens is a key part of the overall regeneration programme for St. Annes.

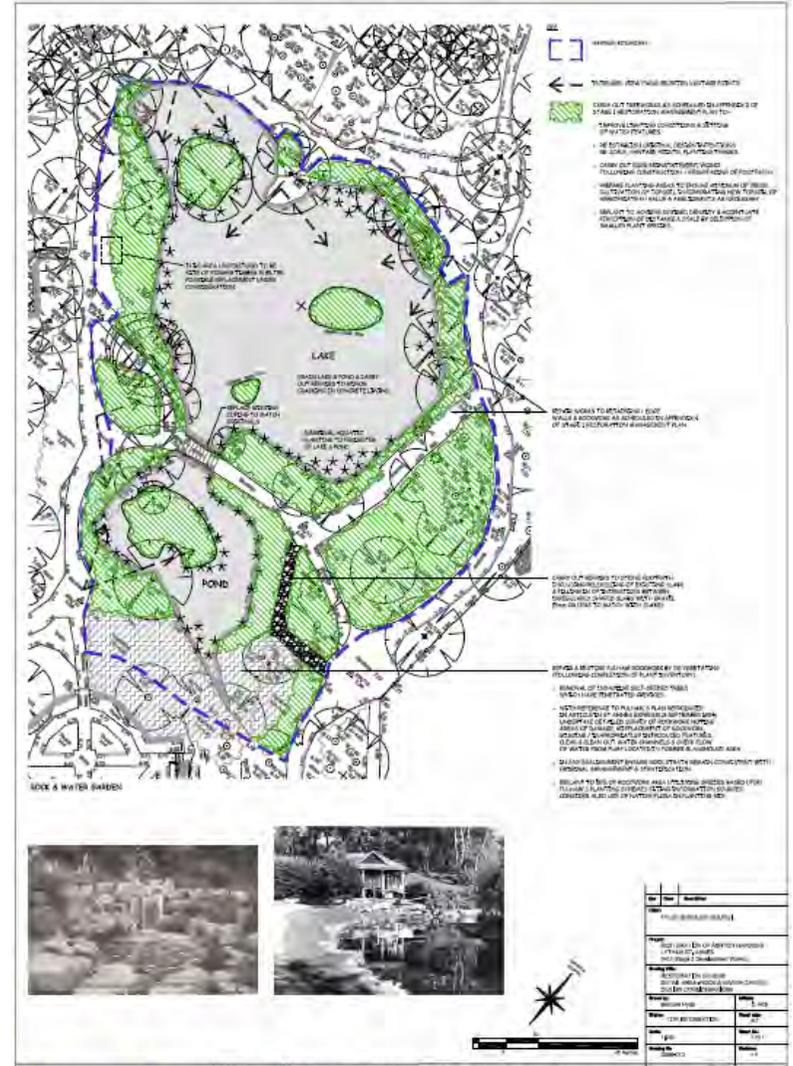
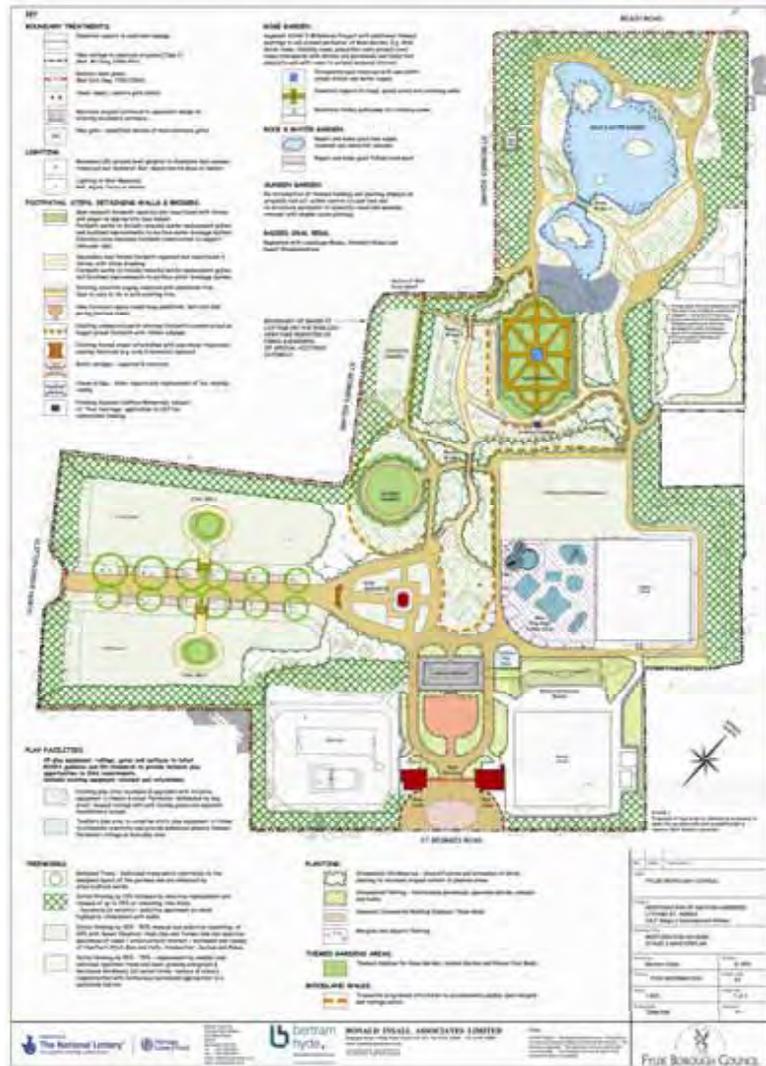
Design Proposals

The proposals for this major open space within St. Annes include the re-location of the former Ashton Institute (a colonial styled single storey building) to a prominent position, set between the gatehouses and on the visual axis of Garden Street. The building would be used as a community facility with tea room/catering facility and a landscaped forecourt. Other restoration includes the refurbishment of the gatehouses, the reintroduction of ornamental railings to perimeter walls, enhancements to the 'listed' war memorial, the play area, pathways and landscape/tree management.

The Gardens are a very important historical asset of the town and, along with the Promenade Gardens, form a key backdrop in creating the particular ambience of the town. The concept of creating a linear 'green flag' park between Ashton Gardens and The Promenade Gardens including St. Annes Square is a serious proposition and will require input from The Council, Town Council and the voluntary sector.

Links to the 2012 Open.

Ashton Gardens are close to the town centre, being a green oasis in a generally built up area of the town centre and are a vitally important aspect of the heritage offer. The overall resort experience of the town centre will be important in the context of the Open (and the subsequent legacy offer) and the Gardens add to that variety.



Examples of layout and detail plans indicating the major refurbishment works currently being undertaken to Ashton Gardens.



Artists impression of the re-sited and restored pavilion, this will have a café/restaurant, and community uses. Completion by the end of 2009.



Artists impression showing the restored and refurbished gate houses, wrought iron entrance gates and planted entrance area to Ashton Gardens

Project 8 - Ansdell Station

Location

Ansdell is an area of particular character centred on Woodlands Road and contains an interesting mixture of housing styles, including attractive Accrington brick fronted terraces. The locality is a candidate for conservation area status and enhancements to create an 'urban village' character. The area owes much of its early development to the siting of the rail station which helped create a demand for housing and subsequent commercial uses to service the residential suburb.

The station and its approach are located within the commercial (district) centre of Ansdell and lie at the south end of the Royal Lytham and St. Annes Golf Course.

Regeneration Background

The location has not been the subject of any regeneration activity to date although there have been some small scale visual improvements to the station platform. Visitors to the 'Open' will arrive by a variety of means of transport and the South Fylde Rail Line will be extensively used throughout the event. As such, the station and the local surrounding environment will act as a key arrival/departure point and its visual quality character and appearance, as part of the visitor experience, will be important.

Design Proposals

The proposals around the station will be relatively modest, but nonetheless important, as a point of arrival. Improvements would include visual enhancements to the station platform and surrounding landscaped areas, new lighting and street furniture at the station entrance, information panels, potential advertising opportunities and community art displays.

Links to the 2012 Open.

As on previous occasions Ansdell station has been used as an arrival / departure point for visitors accessing the event, since the southerly entrance to the course adjoins the station. If this scenario is to be repeated, which is likely, then the station should present a welcoming, high quality point of arrival, given the likely pedestrian volumes arriving by train.



View of Ansdell railway station from bridge



View of Ansdell railway station platform



Entrance to Ansdell railway station from bridge



Ansdell railway station access ramp looking towards the golf course

Project 9 - Lytham

Location

The 2020 Vision seeks to promote Lytham as a high quality destination, increasing its attractiveness as a visitor destination and acting as a hub for the Ribble Coast and Wetlands Regional Park. It will also be the home of key financial services companies, which are a major component of the employment base of the Borough.

In so far as public sector intervention is concerned, the 2020 proposals will focus primarily on the town centre so that it can fulfil its role as a specialist retail and commercial centre, in the light of competition from larger retail centres. Much of this 'development' will be one of creating a specialist niche for Lytham, building on its unique character, such that it will occupy a role as an attractive coastal destination for the Northwest and as a place for investment and business growth.

Regeneration Background

The centre of Lytham has been the subject of physical enhancements over a number of years that have included new paving, lighting, the creation of a public square, landscape improvements, restoration of verandah's and new street furniture. The quality of the public realm setting of Lytham is important for a small town that seeks to provide a niche offer and retain its vitality, in the light of competition from larger centres. In common with St. Annes, it would be appropriate to create a 'design mosaic', with themed zones, that would be supported by public realm proposals. These would be developed with the community.

Within Lytham there remains the scope for public realm improvements over the town centre and for 2012 one key area for improvement is suggested.

Design Proposals

The 2012 proposals revolve around the concept of creating a key design zone (as part of the mosaic principle) linking Lytham Green, Clifton Square, Park Street, The Station and Lytham Hall. This would be in the form of a boulevard to link these key elements of the town centre, notably to support the 'development' of Lytham Hall as a key visitor attraction and the proposed business opportunities it presents.

The proposals would include signage and interpretive material, new street lighting, paving improvements and landscaping. The existing pavements are in a poor condition from a visual perspective and this key route into Lytham would benefit from the proposed improvements.

Links to the 2012 Open

Both Lytham and St. Anne's town centres contain mixed uses including retail, accommodation and restaurant/café/bar uses that will attract visitors to the Open. The vitality of the centres will be integral to the long term vitality and attractiveness of the coastal resort towns.

In addition, Lytham Station will be an arrival/departure point and its links to the nearby town centre, via Park Street, will be a key route into the town centre. The longer term proposals for Lytham Hall to include general refurbishments, exhibition spaces and enhancements

to its gardens would hopefully see its significance to the town increased, thereby becoming a major attraction.

new decorative lighting scheme giving scale and quality to the Victorian setting of the town

new street furniture in the Lytham style determined as part of a "design code"



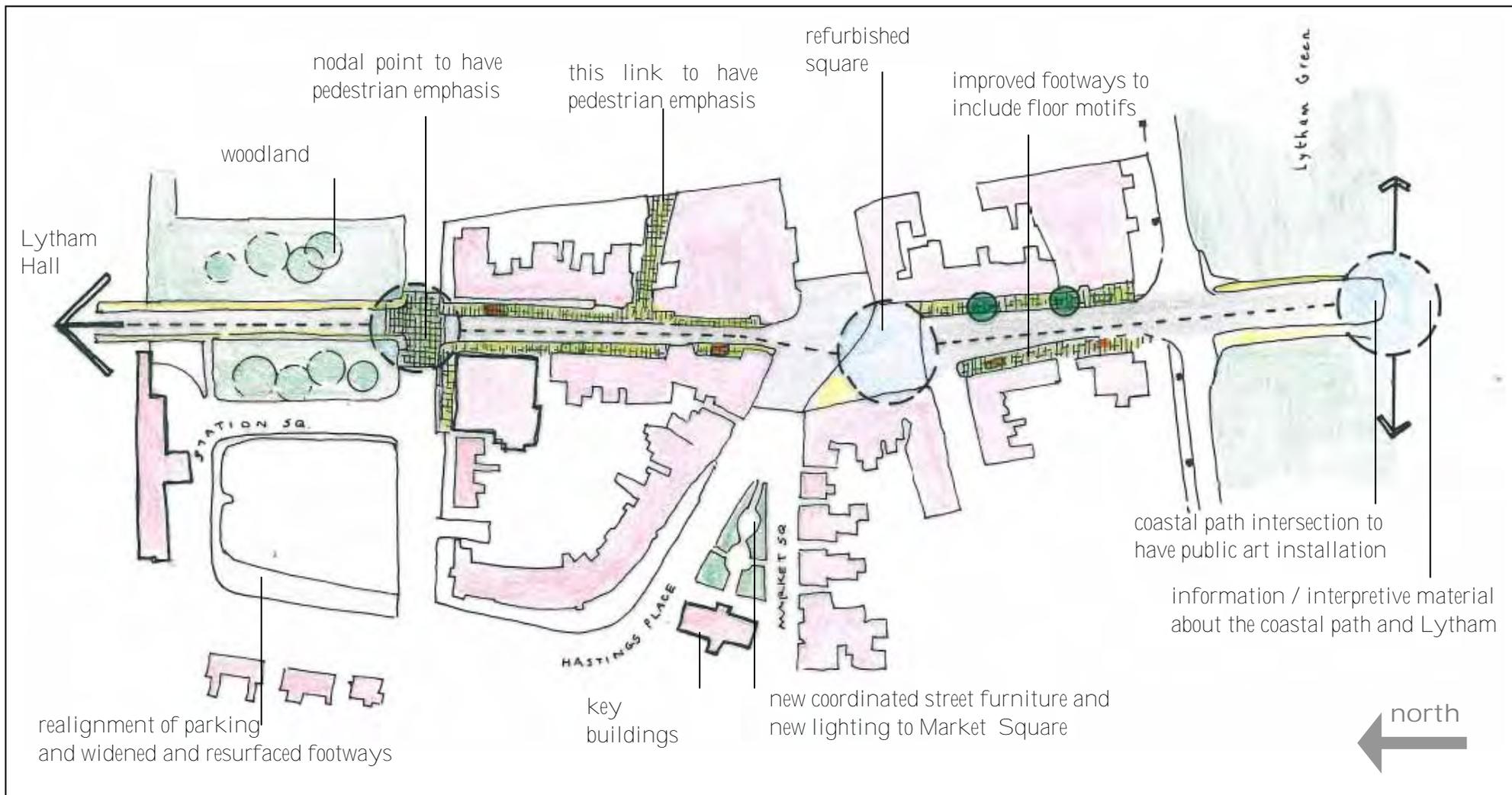
Sketch indicating proposed enhancements Central Beach Lytham



Lytham Hall a grade I listed building



Lytham windmill and the lifeboat station now a visitor centre



A concept plan of a key pedestrian link between The Green (Coastal Path) and Lytham Hall



The above plan shows Lytham: Design Mosaic

Project 10 - Design Corridors and Nodal Points

Location

The environmental quality of the Fylde Coast to the visitor will be tempered by the experience presented by key arrival points, gateways and through travel corridors linking the periphery of the area with key destinations within it. In the case of the 'Open' the key corridors and points of arrival include routes from the M55 - Yeadon Way, Progress Way, Queensway and Squires Gate Lane - and 'intra town' routes between specific localities and destinations. Rail corridors and stations - as discussed elsewhere - are also key arrival points.

Regeneration Background

The enhancement of 'design corridors' is a long established means of improving perception and image of particular places. Some of the key corridors into the Fylde Coast urban areas are poorly maintained and significant views and vistas could be significantly enhanced.

Design Proposals

The emphasis of the 2012 proposals will be one of undertaking improvements to key corridors and arrival points. These will include: improved landscape maintenance; introducing features (including banner displays and temporary artworks) on key nodal points - including roundabouts and junctions; landscaping; painting schemes to street furniture and suitable hoardings to screen unsightly features.

Links to the 2012 Open

Enhancing the principal corridors into the Fylde Coast urban areas will help to create a better quality impression for visitors at the point of arrival and within specific locations. A detailed identification and study of these corridors will point to priority locations and opportunities to enhance their environmental quality. It is envisaged that these projects will be determined through cross border working between Fylde and Blackpool Councils, Lancashire County Council, Re-Blackpool and its possible successor.



Recently completed road infrastructure improving access



Central reservation to be improved by the introduction of planting and new high quality small element paving

Improvements to airport perimeter treatment (walls fences etc) and general site appearance

Investigate existing signage and where possible improve this to create a co-ordinated scheme

new (or adapted existing) high quality streetlighting to include banner arms

This sketch indicates Squires Gate Lane which is an example of improvements to important travel corridors within the Borough.

6.7 Project Prioritisation

Overview

All of the ten projects outlined in this document are considered necessary by stakeholders if Lytham St. Annes is to fulfil its' Classic Resort ambitions and are also fundamental to the successful hosting of the Open Golf Championships of 2012, as each one enhances the setting during a period of international attention. Although each project is considered necessary, it is important to evaluate other options and contingencies, as many variables can change such as land assembly, availability of funds and time constraints. Each project can be seen on the table opposite along with the total projected cost. Full details can be found in the appendix (Item D).

In undertaking an appraisal of each project the economic, environmental and social sustainability must be fully considered. In addition, it is necessary to evaluate the potential risks that may affect the successful delivery of each project or any number of them. Initially, an assessment of each project will be undertaken, followed by an options appraisal which considers various scenarios in relation to funding of projects and the resulting consequences.

Appraisal Objectives & Issues

The first appraisal of the projects will be one of reaching a priority for each project relative to all the others. To do this, each project will be assessed against a criteria of objectives, each of which will result in a score. This score will then be used to order the projects. Each objective against which projects are to be measured can be found on page 113. This table lists each objective followed by sub objectives and a description of what has been assessed.

PROJECT NAME	PROJ. No	LOCATION	COSTINGS
WOOD STREET	1	CLIFTON DRIVE TO ST ANDREWS ROAD SOUTH	£842,842.82
ORCHARD & PARK ROAD	2	ORCHARD ROAD & PARK ROAD	£269,766.18
STATION APPROACH & THE CRESCENT	3	ST. ANNES SQUARE TO TRAFFIC LIGHTS	£318,947.70
ST. ANDREWS ROAD SOUTH	4	THE CRESCENT TO WOOD STREET	£264,924.27
CLIFTON DRIVE THE BOULEVARD OF NATIONS	5	ST. GEORGES ROAD TO WOOD STREET	£209,841.06
THE PIER LINK & PROMENADE	6	CLIFTON DRIVE TO PROMENADE & PIER	£210,397.17
ASHTON GARDENS	7	ASHTON GARDENS	£2,100,000.00
ANSDELL STATION	8	ANSDELL STATION	£65,000.00 (Estimated)
LYTHAM	9	LYTHAM TOWN CENTRE	£230,000.00 (Estimated)
DESIGN CORRIDORS & NODAL POINTS	10	VARIOUS ACROSS THE BOROUGH	£100,000.00 (Estimated)
TOTAL			£4,651,719.20

Objective	Issues	Description
Legacy	Ability to affect long term change Ability to influence return visitor Links to 2020 Vision Projects	Projects which provide more long term benefits both for the community and the visitor will score higher under this objective. The economic benefits of a quality public realm are well known and for Lytham St Annes this must be maximised for the visitor economy.
Deliverability	Land ownership Commercial/public disturbance	Projects that can be delivered with the least risk will score higher under this objective. Key risks in relation to the identified projects are the ease with which land ownership can be consolidated and the level of disturbance to commercial activity and the public from the construction/implementation phase of the projects.
Environmental Sustainability	BREEAM ratings for materials Sustainable Drainage Systems	Projects which include A or A+ rated materials will receive a higher score. This will be considered in relation to the materials that they are replacing (if applicable) and/or the materials that may be used in the future. In addition, given that most projects are public realm, drainage considerations will be important and a higher rating will be awarded to projects which improve the current drainage through use of a sustainable drainage system.
Linkage to 2012	Ability to change the visitor experience % of visitors experiencing project	Projects which have a greater impact upon the Open Golf Championship will receive the highest rating under this objective, with due consideration given to the ability of the project to improve the visitor experience.
Economic Change	Indices of deprivation for project location Proximity to employment sites/centres Proximity to previous investment	Projects which are located in the most deprived locations will receive a higher score under this objective. In addition, projects that are in close proximity to commercial and employment centres as well as previous public realm/private sector investment, will receive higher scores.
Conservation of Built Heritage	Proximity to Conservation Areas	Projects that contribute significantly to the preservation and conservation of the built environment will be given a higher score under this objective.
Accessibility and Inclusivity	DDA considerations Beneficiary monitoring	Projects which are more accessible or improve accessibility for all users will receive a higher rating under this objective. In addition, those projects which have the widest participation or provide the benefit to the widest audience will score higher under this objective.

Scoring

Each project will be assessed against each objective and given a score of -2, -1, 0, 1 or 2. Positive scores mean that the project makes a positive (1) or very positive (2) contribution to the achievement of that objective. A negative score means that the project would detract from the achievement of that objective in a major (-2) or minor (-1) way. A zero means that there is a neutral result, or that there is no clear relationship between the project and the objective. All projects are assessed in relation to each other, therefore the scores are relative.

Results

A full breakdown of the assessment for each project can be viewed in the appendix (Item E). The table opposite shows the resulting order of the projects after being assessed. The following section evaluates the options for implementation given this prioritisation. Project 7 (Ashton Gardens) has not been scored because this project is currently being delivered.

PROJECT No	PROJECT NAME	LOCATION	COSTINGS	SCORE
6	THE PIER LINK & PROMENADE	CLIFTON DRIVE TO PROMENADE & PIER	£210,397.17	13
1	WOOD STREET	CLIFTON DRIVE TO ST. ANDREWS ROAD SOUTH	£842,842.82	11
2	ORCHARD & PARK ROAD	ORCHARD & PARK ROAD	£269,766.18	10
5	CLIFTON DRIVE 'THE BOULEVARD OF NATIONS'	ST. GEORGES ROAD TO WOOD STREET	£209,841.06	10
3	STATION APPROACH & THE CRESCENT	ST. ANNES SQUARE TO TRAFFIC LIGHTS	£318,947.70	10
9	LYTHAM	LYTHAM TOWN CENTRE	£230,000.00	8
4	ST. ANDREWS ROAD SOUTH	THE CRESCENT TO WOOD STREET	£264,924.27	7
8	ANSDELL STATION	ANSDELL STATION	£65,000.00 (Estimated)	7
10	DESIGN CORRIDORS & NODAL POINTS	VARIOUS ACROSS THE BOROUGH	£100,000.00	5
7	ASHTON GARDENS	ASHTON GARDENS	£2,100,000.00	N/A

6.8 Options Appraisal

This document sets out an ambitious series of projects for the longer term development of the coastal town of Lytham St. Annes, which has the potential to become recognised, overall, as the coastal jewel of the Northwest. To achieve this objective the public realm projects and the development of the Classic Resort accreditation concept will be key projects.

The longer term 2020 Vision includes a series of large scale projects with the 2012 Open Golf event marking the completion of a first phase. The ten projects outlined would in effect complete the refurbishment of St. Annes Town Centre to the same high standard as previous phases, enhance key gateways, arrival points and make improvements within Lytham Town Centre. This document sets out a justification for these projects. However, it may well prove to be the case that it will not be feasible to complete all of these in time for 2012 for a variety of reasons and a more selective approach may be required, although it would remain an objective that in time all of these projects are justified and should be completed.

Below are a series of options in respect of further destination development identifying the key benefits and disadvantages of the particular option.

Option 1. No further action

This option would see no further intervention in the development of the resort offer from the point of view of physical enhancement or the development of the Classic Resort model. In effect, for the purposes of 2012, the destination would 'appear as it does at the present time' and rely on existing budgets to maintain the quality of the existing

public spaces. The existing service quality on offer would remain as it is and rely for the most part on the private sector to maintain and enhance quality standards as they see fit to meet the perceived quality aspirations of the market. In so far as the public realm is concerned the existing refurbished public spaces would be maintained but unimproved areas would remain in a poor visual condition.

Key benefits of the 'No further action' option

- No further additional costs, either capital or revenue
- No physical disruption during construction works
- Standards would be wholly driven by the business sector and could be seen as responding to perceived customer requirements

Key disadvantages of the 'No further action' option

- The public realm would appear 'half finished' detracting from the quality of the refurbished areas creating a dual standard
- The setting for the hosting of the 2012 Open Golf would be compromised in terms of its overall presentation and would not place the resort and the region in the best light
- There would be a loss of impetus following on from previous regeneration activity that could compromise the economic benefits delivered to date

- There would be no co-ordinated stakeholder vision or agreed action plan and the timely potential for the delivery of the Classic Resort accreditation concept missed

Option 2. Completion of all the Projects and the full development of the Classic Resort Accreditation concept and delivery of defined projects.

This option would see all of the ten public realm projects and the Classic Resort accreditation concept fully delivered by July 2012. This would see the centre of St. Annes fully refurbished and completed to a very high standard, comparable to those areas that have been completed to date. The high quality physical setting would be complemented by the development of the service actions to be developed as part of the Classic Resort accreditation concept.

Key benefits of the 'Completion of all the projects' option.

- The whole of the resort centre (and additional projects in key locations) would be completed thereby presenting a very high quality physical setting for the Open Golf Championship and ensuring the best possible legacy
- There could be economies of scale in the delivery of all the main projects and the baseline for benefitting from the legacy would be assured at an early date
- The public realm would increase investor confidence and present the town in the best possible light befitting the hosting of the international status of the 2012 event

- The development of the Classic Resort methodology into a stakeholder Action Plan would focus attention on delivering projects for achieving a total quality approach to destination development
- The development of the Classic Resort concept would be very timely and appropriate in the context of the 2012 Open Golf Championships.

Key disadvantages of the 'Completion of all the projects' option.

- The timescale for the completion of all the public realm projects might prove difficult to deliver for 2012 given the physical scale of them and the logistics of construction and development
- The development of all the projects would require funding commitment in the short term from strategic partners which may not be feasible
- The development of all the projects would rely on the ability of contractors to deliver the schemes
- The completion of the Classic Resort Action Plan would rely on the very early development of the full methodology and implementation of a series of projects and actions with commitment from strategic partners and local stakeholders

Option 3. A selected implementation of named Projects and the initiation and development of the Classic Resort accreditation concept.

The 2012 Action Plan identifies a series of ten projects that would be desirable to complete for the Open Golf Championships. Whilst it would be possible for this ambition to be achieved, it might prove difficult for the reasons set out within Option 2. This option would see a number of the projects delivered that would be based on what could definitely be delivered within the timescale (with the remaining projects completed beyond this immediate timeframe). The 'deliverable' projects would be based around guarantees that a particular element of funding could be guaranteed, land assembled - where appropriate - and contractual arrangements that could ensure delivery. The selected projects would be based on the priority evaluation methodology developed within this document and would, provide the greatest impact in respect of physical quality in the context of 2012.

In respect of the 2012 Open Golf Championships, this is, of course, a major event and it is considered that the quality of the destination offer, in the round, is particularly important. However, it is recognised that the subsequent legacy, with Lytham and St. Annes, making a long term contribution to the renaissance of the Fylde Coast including its visitor offer is equally important. This is the essence of the 2020 Vision which will see all of the projects fully developed by this date, if not sooner.

The 2012 projects would be a major element of the 2020 Vision but based on a realistic first phase. Within this option, the Classic Resort accreditation concept would be developed and an Action Plan devised in conjunction with stakeholders with many of the projects completed

for 2012, with those remaining completed as part of the agreed implementation plan.

Key benefits of the 'Selected Implementation' option.

- This option might be seen as more realistic in view of the 2012 timescale but would still aspire to the completion of all the projects as soon as possible thereafter
- The level of projects that could be delivered would make a significant addition to the physical quality of the destination for the hosting of the 2012 Open Golf Championships
- The selection option would call for a critical analysis of where the funding would best be used for the greatest effect
- The funding requirements of partners might be more achievable within the timescale involved
- The completion of projects would maintain the overall impetus of regeneration and add to the resort quality of the destination and the Fylde Coast offer
- This option would seek to develop the Classic Resort accreditation system as envisaged but would not be constrained by immediate timescales relating to 2012. This might allow for a more considered series of shorter and longer term projects

Key disadvantages of the 'Selected Implementation' option

- The whole of the resort centre and perhaps the additional projects will not be fully completed for 2012 and some of the areas for improvement will remain incomplete
- There could be a potential for a loss of impetus post 2012 and a lack of funding commitment
- The Classic Resort accreditation scheme may well not be completed for the 2012 Open
- There might be difficulties in selecting the appropriate projects through consensus

Option 4. A Selected Suite option.

This option would be similar to '3' but would select elements of some, if not all of the projects. In other words it may well prove appropriate to fully complete a selected number of some projects and partially complete some of the projects - with a view to completion at a later date - so as to achieve some benefit in the short term. As with Option 3, the Classic Resort Hallmark proposals would be developed.

The option 4 scenario could be based around the following physical projects.

The Completion of the following projects:

- Orchard Road and Park Road (Project 2)

- Wood Street Phase 2 (Project 1)
- Ashton Gardens - funding in place (Project 7)
- General signage and information within key locations

The selected suite approach to (full completion post 2012)

- Clifton Drive 'the Boulevard of Nations' (Project 5)
- Ansdell Station (Project 8)
- The Pier Link & Promenade (Project 6)
- The Station Approach & The Crescent (Project 3)
- The Boulevards and design corridors (Project 10)
- St. Andrews Road South (Project 4)

Projects subject largely to private sector contributions and/or post 2012 investment

- Lytham (Project 9)
- Wood Street Phase 3 (Project 1)
- Promenade Gardens (Project 6)
- St. Andrews Road South (Project 4)

A need to engage with partners and seek early implementation.

The development of the Classic Resort

- As set out in the document with strategic research and local stakeholder discussions
- Setting up of a Project Board to define projects and delivery/action plan

Conclusion to the Options Appraisal

As outlined, there are benefits and disadvantages to all of these options. It may be possible to complete all of the 2012 projects within this timeframe. Whatever scenario emerges it should be the ultimate aim to do so, so that the resort can become renowned as a high quality destination within the context of the Northwest. The public realm proposals should be supplemented by the development of the Classic Resort accreditation concept. The completion of all the 2012 projects would require funding commitment, assurances in respect of land assembly and taking account of the practicalities and logistics of construction, bearing in mind that work should be restrained within peak holiday times.

The report of the Visitor Economy Pilot and the MAA point to the need to undertake further public realm improvements in time for the hosting of the 2012 Open Golf Championships. Within the options considered it is desirable that the proposals be completed in full. However, in view of the timescales and funding requirements over the short term it is more likely that Option three or four be developed and, of the two, in order to maximise the visual impact commensurate with the funding available, the scenario within option 4.

The Classic Resort proposals should be supported and developed utilising the methodology set out in this document and delivered through strategic partners input and local delivery by way of an Action Plan managed by a Project Board.

6.9 The Project Board

The overall Vision as set out in this document will need implementation and as outlined, this will include support from strategic partners and local stakeholders.

Within the context of the St. Annes Regeneration Programme, which commenced in 2000, a successful Partnership of public, private and voluntary sector interests were brought together to devise and deliver an agreed Action Plan. The St. Annes Development Partnership delivered a diverse range of projects and had a chairman from the private sector. Indeed the success of the partnership was recognised through the English Partnership's award for successful partnership, in 2005 (now part of the Homes and Communities Agency). The St. Annes Partnership was brought to a conclusion in 2007 as it was considered to have fulfilled its brief.

For the purposes of the new 2020 Vision and certainly with the 2012 'Milestone' in mind, it is proposed to re constitute a partnership for the agreement of key projects, priority and delivery. This is considered essential since the implementation of the proposals in this document require input at a variety of sources.

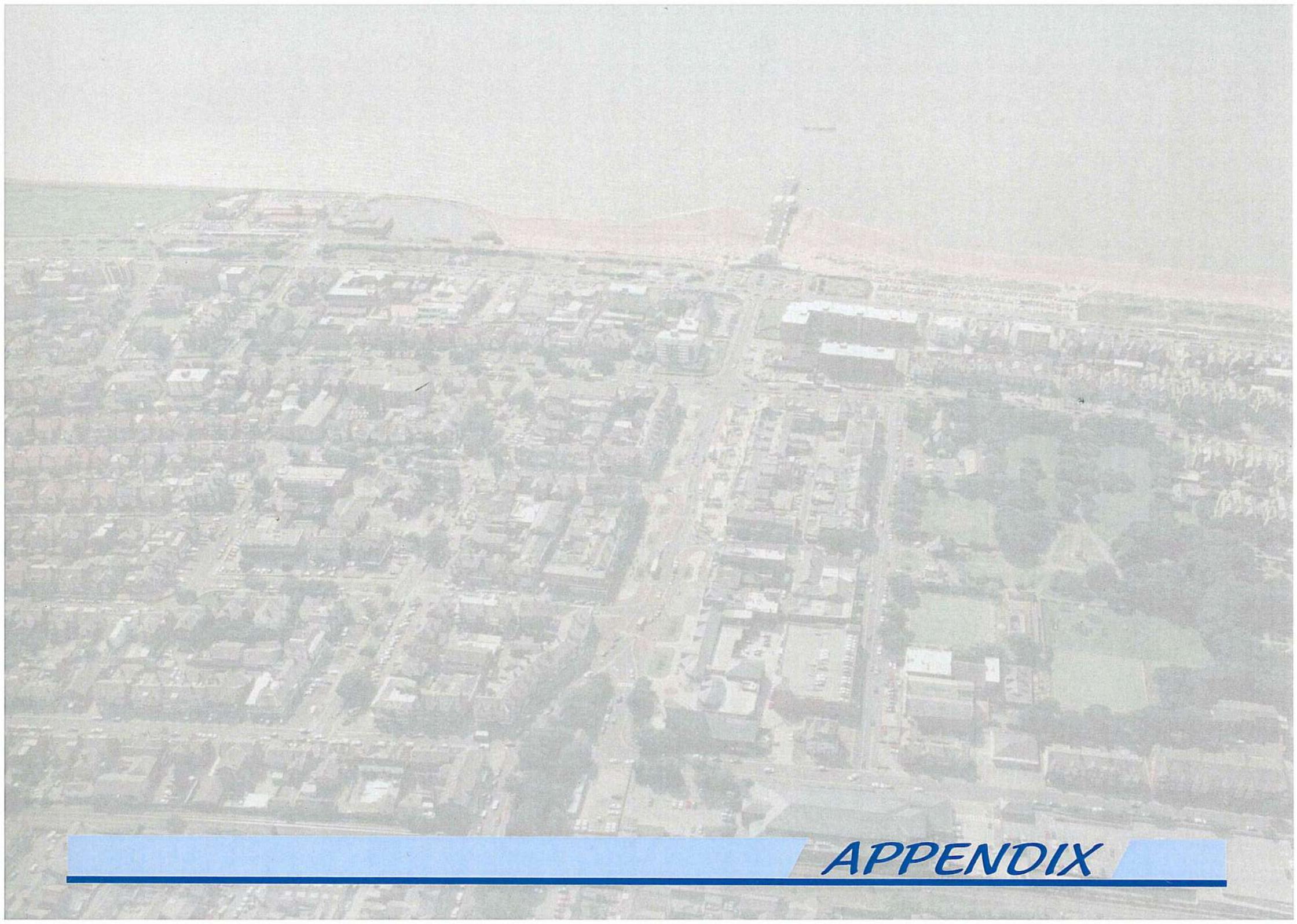
The Partnership Approach is considered essential for the following reasons:

-
- The Vision - and the projects contained within this document - will require input at a variety of levels including strategic funding support and local delivery. Funding partners will need assurances that the projects are achievable and partners, including the private sector, are an integral part of the process and its delivery.
 - The projects proposed will need the approval and agreement of private sector partners and other agencies.
 - The proposals will need to create the opportunity for public participation and a will to agree and achieve the stated Vision and the constituent projects contained within the Action/Delivery Plan
 - The Classic Resort accreditation system and the likely projects contained within it will require consensus and agreement over a wide range of partner organisations and local stakeholders for delivery
 - The projects would require the allocations of responsibility and agreement over delivery of key targets, outputs and outcomes
 - The Vision will require monitoring, management and revision

It is suggested, therefore, that the appropriate vehicle for the delivery of the Vision and associated Action Plan would best be delivered through a Project Board where a structure can be put in place to prepare the detailed Action Plan and identify how it will be delivered. The projects would include physical projects but also implementation of the Classic Resort accreditation projects when these are agreed

with strategic partners. It is envisaged that there will be a series of topic groups dealing with and delivering particular elements of the Action Plan as it emerges. The members of the Partnership will be agreed once the Vision document is agreed by The Council, the Local Strategic Partnership and other interested parties.

The Vision, terms of reference and the compilation of the Action Plan will require the input of a number of strategic and local stakeholders. This is considered an essential and an immediate task, particularly in view of the timescales involved for delivery.



APPENDIX

APPENDIX

Item A - NWDA/RENEW Northwest - Economic Value of Urban Design

Item B - BEFORE & AFTER IMAGES & OUTPUTS

Item C - CLASSIC RESORT METHODOLOGY

Item D - PROJECT COSTINGS

Item E - PROJECT EVALUATION

Item F - AWARDS

Item G - COPYRIGHT LICENCE

Item H - REFERENCE DOCUMENTS - WEB LINKS

Item I - LIST OF ACRONYMS

Item J - LAMP COLUMN DETAIL

Item K - ARTWORKS

Item L - COMMUNITY ENGAGEMENT

Item M - LYTHAM HALL

Item N - PONTINS & THE ISLAND SITE

ITEM A - NWDA / RENEW Northwest - Economic Value of Urban Design

5.7 St. Anne's on Sea, Town Centre

5.7.1 Description of case study

Project Name:	High Street / The Square – St. Annes on Sea
Project Type:	Public realm and landscape design / Improvements to shop fronts and historic buildings
Project Scope	The project was principally about the built environment and the quality of the town centre as a place to visit and, spend time and money. The links between the quality of the environment and economic fortunes of the town was recognized. Hence the project sought to create a quality place befitting of the town's history and its aspirations as a classic resort.
Lead Organisation / Partners:	Fylde Borough Council

Local Authority:	Fylde Borough Council
Design Approach:	<p>The design responded to the central challenge of creating a high quality town centre space within a wide, open and often windswept road, which also suffered from traffic severance.</p> <p>The design reconsidered the role, function and design of the street space and proposed a new type of street, based on a sequence of linked spaces and places. These were united by a strong maritime influenced landscape design and themed street furniture, lighting, and shelters which combine to add as sense of place.</p> <p>The improvements to shop fronts and historic buildings should not be understated.</p>
Reference case:	<p>With a lower specification of design it is not clear if the town would have turned the corner. The public realm works provided shelter and comfort for shoppers and have rekindled a sense of pride in the town. A more modest design would likely have failed to overcome the sheer width and exposure of the high street setting. The emphasis on art works would also have likely been lost.</p>



Images of the Square after regeneration

5.7.2 Assessment framework results

(i) Urban design assessment

The Vision for St. Anne's is for a thriving 'Classic Resort' that has all the qualities which make it attractive and appealing within a high quality tourism niche. To realise this vision the town has had to recreate its 'high street' and ensure it is fit for purpose and lives up to the

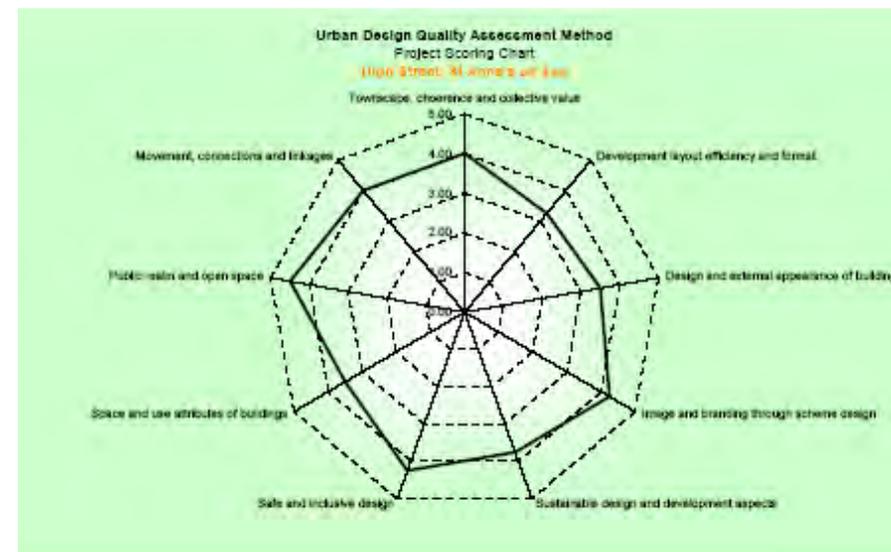
expectations of discerning visitors and local people whose own spend patterns have proven increasingly footloose over recent years.

The improved high street environment is based on a design which makes the most of the long and wide street space, with the vehicular carriageway narrowed towards the centre of the space and new wide pedestrian footways defined as closer to the building edge. These pedestrian spaces are defined as functional places for circulation,

contemplation spaces or as flexible space for performance or street markets. The street design defines, encloses and in places gives shelter to these spaces.

There is a rich landscape with a locally informed coastal planting regime, which is both attractive and hardy given the sea-side climate. Public art has featured highly and inspiration taken from the Art Nouveau style of the resort's heyday. Street furnishings are carefully located and have a clear function with shelter providing focal points along the street and respite from the elements. The night time environment is even more striking along the Square, with high level street lighting augmented by pedestrian scale up-lighters, and accent lighting to public art adds colour and interest. Sensitive conservation work to shop fronts and historic buildings has complemented the public realm initiative.

The project has helped to bring the town back to life and provided an appropriate setting for the tourism objectives which the town has targeted. However, there is still more to be done, in particular extending the completed public realm scheme to connect the town centre to the sea-front. This is a crucial phase of the works, which can unite the town and link the town centre experience to the experience of the sea front and the key contextual feature of the town.

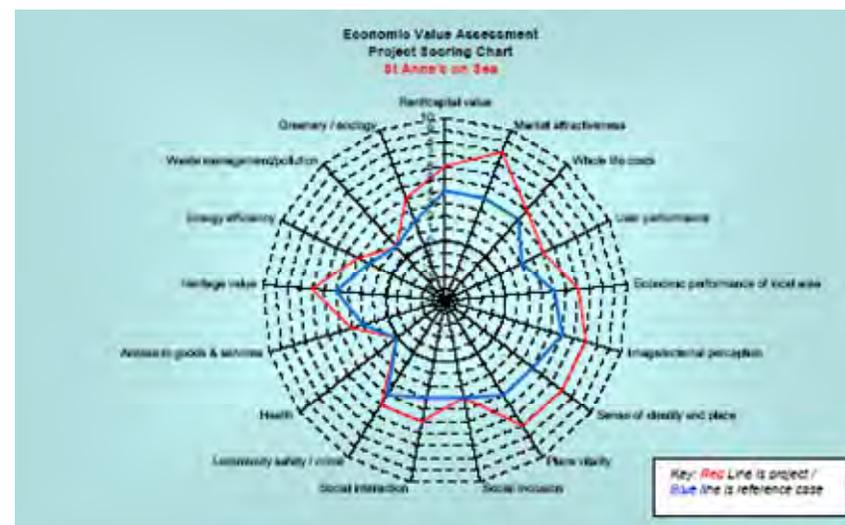


(ii) Economic value assessment

Before the implementation of the town centre regeneration programme, it was envisaged that the long-term trend was one of decline. The improved streetscape and town centre environment has now given the town a real boost and it is attracting high quality uses and some higher end 'high street named' shops and services. For example, Marks and Spencer Simply Food has opened in the town centre. It is estimated that the design of the scheme may have contributed to increasing rental values by up to 10%. The project has also helped reduce vacancy rates from 25% in 1998 to 4% in 2006. In addition, the vibrancy of the local area as a whole has increased as a result of the greater levels of activity drawn to the town centre, stimulating further regeneration.

The attraction of new investment, businesses and visitors to St Anne's on Sea, due to the enhanced image and external perceptions of the town, has had positive effects in terms of place vitality and the performance of the local economy. The confidence of the private sector has greatly improved and overall £4 million of regeneration works has attracted over £20 million of private sector investment within St Annes. Through an emphasis on high quality public realm and improvements to the physical appearance of the town's built development, a sense of place has also been created, with greater opportunities now available for social interaction and participation. Efforts have been made to increase perceptions of safety as well, with street lighting and CCTV used to help reduce the fear of crime.

Improvements to the town's streetscape have sought to be sensitive to the heritage of the town, including the adoption of original shop frontages and use of traditional colours. Moreover, measures have been undertaken to minimise the whole life costs associated with the scheme and the use of sustainable materials and local planting has been promoted. Furthermore, the design has sought to encourage environmentally friendly forms of transport, with cycle parking and pedestrian crossing encompassed within the design of the scheme.



ITEM B - BEFORE & AFTER IMAGES - BUILDINGS



The largest HERS project, costing over £300,000 to secure the future of Park Road:

- Complete re-roofing and replacement of all leadwork
- Structural repairs to building fabric
- Repairs to chimney stacks
- Repair of defective external brick, stone and plaster panels
- Refurbishment of original windows
- Replacement of 6 existing shopfronts with traditional Edwardian designs
- External colour scheme

REFURBISHMENT OF 10-20 PARK ROAD, ST. ANNES ON SEA



Funding partners for these projects include: English Heritage, Fylde Borough Council, Lancashire County Developments Limited and the Private Sector - Total value of the projects £1.2m

ITEM B - BEFORE & AFTER IMAGES - BUILDINGS

REFURBISHMENT OF 13-14 THE CRESCENT, ST. ANNES ON SEA



No. 13 Before Refurbishment



No. 13 After Refurbishment



No. 14 Before Refurbishment



No. 14 After Refurbishment

ITEM B - BEFORE & AFTER IMAGES - BUILDINGS

REFURBISHMENT OF 44-46 ST. ANNES ROAD WEST, ST. ANNES ON SEA

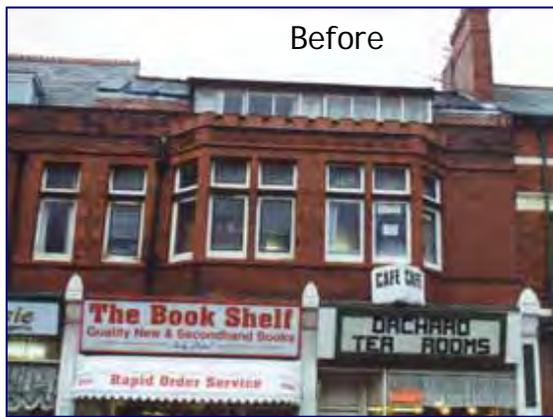


This prominent town centre property was vacant for nearly two years.

- Complete re-roofing with new slate and replacement of all leadwork
- Repairs to high level chimney stacks
- Repair and replacement of defective external brickwork and stone masonry
- Reinstatement of 1st floor bay window to original design, to match adjoining properties
- Refurbishment of original sliding sash windows
- Removal of inappropriate 1970's style aluminium shopfronts and replacement with authentic timber shopfront in a Victorian style sympathetic to this property.

ITEM B - BEFORE & AFTER IMAGES - BUILDINGS

REFURBISHMENT OF 16-24 ORCHARD ROAD, ST. ANNES ON SEA

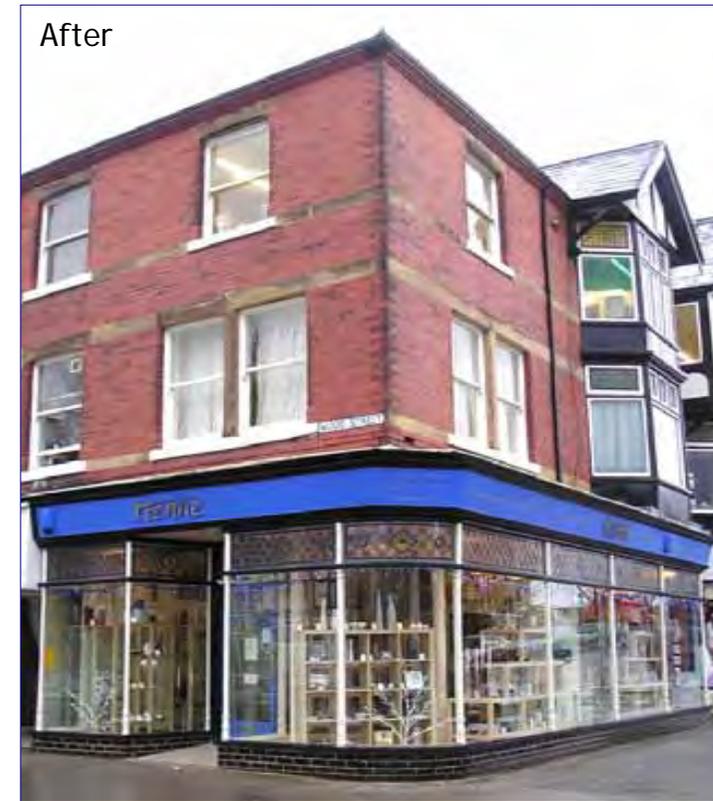


Unsympathetic 'modernisations' scarred this key corner property. The original Edwardian shopfronts were largely still in place behind the later signage which was removed to reveal the original design

- Complete re-roofing and replacement of all leadwork
- Repairs to high level chimney stacks
- Repair of defective external brickwork and terracotta
- Replacement of later-added dormer windows to a traditional design and reinstatement of the original roof ridge line
- Refurbishment of original windows
- Restoration of original shopfronts and new signage
- External redecoration and colour scheme

ITEM B - BEFORE & AFTER IMAGES - BUILDINGS

REFURBISHMENT OF 2 WOOD STREET, ST. ANNES ON SEA



No. 2 Wood Street is a prominent corner property that has been refurbished to a high standard. The key element was to reinstate the shopfront to an original design so as to restore this property to its true appearance, whilst still accommodating the needs of modern retailers. A new retailer stocking contemporary gifts and housewares was attracted to this refurbished property, and the photograph (shown above) demonstrates that modern interior design can still sit comfortably within a traditional-style Victorian shopfront.

ITEM B - BEFORE & AFTER IMAGES - BUILDINGS

REFURBISHMENT OF 2-8 ST. ANNES ROAD WEST, ST. ANNES ON SEA



Before Refurbishment



After Refurbishment

This property was vacant for over 2 years and was a major 'blot' on the landscape on a main approach into St. Annes.

The original building had been divided into 2 units. The Council worked very closely with the property owners to restore these back into a large single unit and recreate the original 1930s shop frontage.

The refurbishment included the reinstatement of all the feature curved glazing and polished granite.

This property is adjacent to the refurbished whole of St. Annes Square

ITEM B - BEFORE & AFTER IMAGES - PUBLIC SPACE

The redevelopment of St. Annes Square resulted in extensive new landscaping, tree planting and floral displays, all designed to re-capture the 'garden town by the sea' ambience of this planned Victorian seaside resort.



All the previous dilapidated and worn out street paving, street furniture and lighting were removed making way for new York stone and terracotta paving, bespoke patterns for street furniture and extensive public art, all designed after consultation with the community. The re-modeled public realm aimed to be distinctive, yet still sit comfortably adjacent to the period Victorian properties. The new street lighting, seating and ironwork have an 'organic' look, again specially chosen to relate to the gardenesque theme of the Art Nouveau period during which St. Annes on Sea was developed. Many buildings in the town still possess stylised decoration in the form of stained glass and wooden ornament. Bespoke 'garden temple' pavilions were a key design feature, intended to bring a variety of different activities to the wide forecourts, as well as providing a strong visual contribution to the street scene and providing smaller areas of containment within the broad expanse of St. Annes Square.

ITEM B - BEFORE & AFTER IMAGES - PUBLIC SPACE

PHASE 2

Before



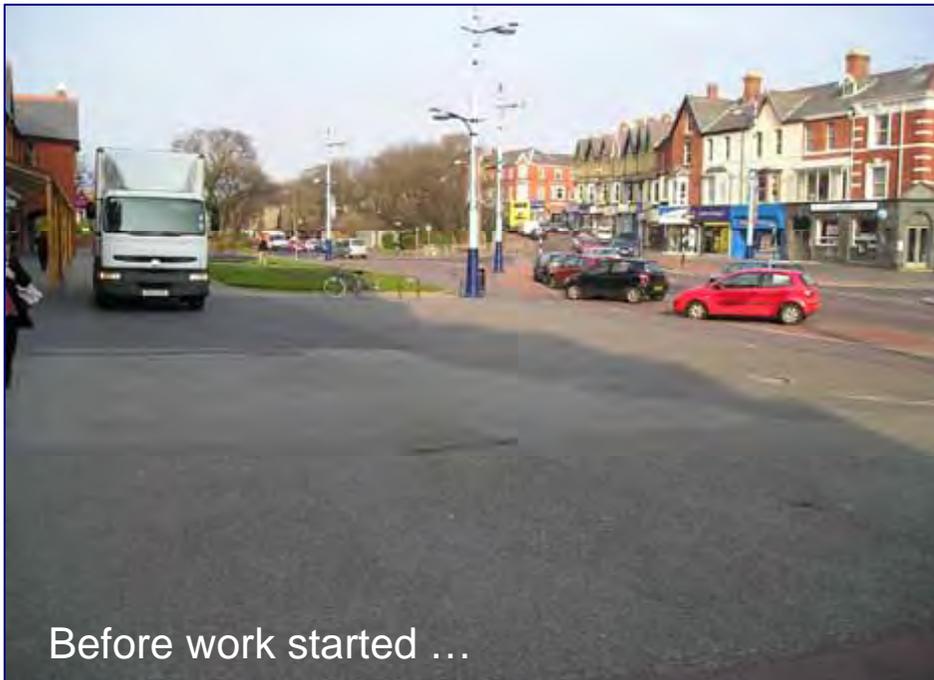
After

The redeveloped St. Annes Square has seen the creation of several works of public art, especially mosaics and metalwork sculpture. The Artworks were designed in collaboration with the local community and the two mosaics on this phase were designed by local schools, having a seaside theme with mermaids and sea horses.

Dilapidated and under used forecourts have been redeveloped into stylish, new landscaped car parking courts. The paving materials, colour, texture and landscaping were all chosen to emphasise a joint space for pedestrians and car parking. The objective being to provide necessary car parking in a high quality landscape setting.

The redevelopment of St. Annes Square has created the infrastructure which has helped the town centre become a focus for events like markets and promotional events.

ITEM B - BEFORE & AFTER IMAGES - PUBLIC SPACE



This section of St. Annes Square used to consist of bleak tarmac forecourts in front of the shops, often used as an illegal loading bay. This was not considered to be an attractive pedestrian environment and consequently footfall was lower and many shops were vacant.

The featureless open areas have now been replaced by a 'Continental' style piazza, whilst maintaining the overall spacious qualities on The Square. Bespoke lighting and artistic designs are completely surrounded by a vibrant floorscape of York stone and terracotta, which enhances the surrounding buildings.

The overall design takes its inspiration from the 'Arts & Crafts' philosophy of the late 19th Century when St. Annes on Sea was first developed and interprets this in a contemporary form. The design was implemented using long-lasting materials including York stone, terracotta and ceramic mosaics - all traditional to St. Annes on Sea. As with the surrounding redevelopment of St. Annes Square, this third phase of works saw the redevelopment of under utilised forecourts into new pedestrian-friendly spaces. St. Annes on Sea was renowned as the 'garden town by-the-sea'. Over the years, garden space has been lost, but has now been reinstated. Plants have been chosen to thrive in the harsh climate of a seaside town - cordelines and yukkas feature in many private gardens, and are used to add height, though most planting is low level to maintain the general spaciousness of The Square.

ITEM B - BEFORE & AFTER IMAGES - PUBLIC SPACE

This was a poor quality tarmac surfaced space which had become an unauthorised parking area and the existing benches were in poor condition and under used due to the vehicle parking. As can be seen following refurbishment it is now pleasant, well landscaped and includes a raised area for external dining. The space is now welcoming and pedestrian friendly.



This area was open and generally under used consisting of tarmac and concrete flagging with two small stone buildings. It has now been landscaped and yorkstone paved in a similar manner to that on the opposite side of the junction, with improved access to the buildings.



ITEM B - BEFORE & AFTER IMAGES - PUBLIC SPACE

GARDEN STREET



Funding support for this project includes Lancashire & Blackpool Tourist Board (LBTB), Northwest Regional Development Agency and Fylde Borough Council.

ITEM B - BEFORE & AFTER IMAGES - PUBLIC SPACE

WOOD STREET





**Attracting Private
Sector
Investment**

**£3.5 million
Tiggis Restaurant
Complex**

Attracting Private Sector Investment



The £225,000 investment has resulted in:
£4.5 million of private sector investment has been attracted into Wood Street as a result of the regeneration project.
46 new full-time jobs.

ITEM C - CLASSIC RESORT METHODOLOGY

The following process explains how the idea of the Classic Resort can be taken from a concept to a transferable workable model by way of a staged process.

Stage 1 - Identify Brand Values
Objective To agree the number and meaning of brand values used to define a Classic Resort.
Process Using the brand values proposed in 'A New Vision for Northwest Coastal Resorts' consider each one in turn and assess its appropriateness. It is important to consider the brand values from the perspective of the visitor because brand values should easily convey the richness of visitor experience. Brand values are short titles, followed by a sentence of explanation. e.g. Quality Shopping - 'a strong vibrant offer for all budgets' 'A New Vision for Northwest Coastal Resorts' proposed the following six brand values: Quality Shopping Quality Food & Beverage Quality Culture Pristine Natural & Built Environment Heritage Quality Accommodation
Outcome Several brand values agreed upon and a common understanding of each one reached.

Stage 2 - To Agree Component Parts of Brand Values

Objective

Identify the component parts for each of the brand values.

Process

Using agreed brand values (Stage 1) assess which component parts comprise each brand value.

It is necessary to have component parts for each brand value so that they can be evaluated.

Each brand value will have several elements which must be measurable, encapsulate quality and have value in the eyes of the visitor.

The component parts of each brand value may vary in size and scale and some may be more subjective items (i.e. judged by a panel) rather than definitive.

These should be agreed through appropriate 'industry consensus' or widespread consultation with stakeholders.

e.g. Quality Shopping

1. Strong Independent Retail Sector
2. Excellent Customer Service
3. Unique Experience

Outcome

Component parts of each brand value identified and agreed.

Stage 3 - To Agree Measures and Set Standards

Objective

To agree appropriate systems for measurement or assessment and set target standards of an appropriate high quality.

Process

For each component part of each brand value an assessment of all current measurement schemes should be done. This includes any hallmark, quality assurance scheme or nationally recognised standards of quality. Where these are appropriate they are adopted.

Where no existing assessment criteria can be applied or is not appropriate, a new means of assessing quality needs to be identified and appropriate standards agreed. It is recommended that this should be done through appropriate 'industry experts'.

One method of assessment, where there is no existing hallmark, would be to use expert panels to reach a subjective decision.

To have value these means of assessment must be impartial and nationally acceptable. If the Classic Resort hallmark is to be implemented on a national basis then it will be necessary to evaluate hallmarks and quality assessment schemes from resorts throughout the UK.

These standards should also be aspirational and give the resort a clear focus on the highest level of attainment.

e.g. Quality Shopping

1. Strong Independent Retail Sector

- Excellent (60% of retail businesses are Independent)
- Good (up to 50% of retail businesses are Independent)
- Below Standard (less than 25% of retail business are Independent)

Outcome

Measures and standards agreed for all brand values.

Stage 4 - Weighting of Component Parts

Objective

To set appropriate weighting for each component part within each brand value.

Process

To ensure that the significance of some component parts is taken into account it is necessary to weight each element.

This needs to be fair and reasonable to all possible applicant resorts. Therefore heavy weighting towards component parts that some resort might not have (such as a beach, promenade or parks) should be avoided.

Due weight should be given to the components parts that will most affect the experience of the visitor.

The weighting and scoring should ensure that it is still possible for resorts to be 'Below Standard' or 'Good' yet still be able to achieve Classic Resort status.

Each brand value will be given equal weighting.

e.g. Quality Shopping

1. Strong Independent Retail Sector (30%)
2. Excellent Customer Service (40%)
3. Unique Experience (30%)

Outcome

Appropriately weighted component parts

Stage 5 - Meeting the Classic Resort Standard

Objective

To agree a high Classic Resort standard

Process

Within each element there will be three standards; Excellent, Good and Below Standard. The appropriate thresholds for each component part will need to be agreed. The weighting and scoring system will allow for resorts to be Below Standard in some elements yet still be able to achieve Classic Resort status. This is considered necessary particularly where resorts may not possess certain aspects or facilities e.g. a beach.

Using the 'Below Standard', 'Good' or 'Excellent' rating system for each element or component part it will be necessary to establish what overall score it will be necessary to achieve in order to become a Classic Resort.

This score will be derived from the total points awarded from the attainment of 'Good', 'Below Standard' or Excellent' and adjusted using the weighting agreed at Stage 4.

It will not be possible to achieve 'Excellent' in all elements of all Brand Values for all possible Classic Resorts. Therefore a practical approach would be to set a score that is unique to each Brand Value. E.g. a score of 3.6 is Excellent for Quality Shopping but a score of 4.8 is required to be Excellent for Quality Accommodation.

This scoring approach is best illustrated in example tables, these can be found in the main body of the document.

Outcome

Scoring system agreed for each Brand Value and the Classic Resort hallmark.

Stage 6 - Launch and Application of the Classic Resort Hallmark

Objective

To Award Classic Resort Status

Process

Having completed the previous four stages the Classic Resort concept has now become a workable, transferable hallmark accreditation scheme.

To achieve the greatest value this must now be launched and all resorts achieving the desired standard invited to apply.

The launch of the Classic Resort Hallmark would require an awarding authority. Depending upon the scale this could be a Regional Development Agency (RDA), a Tourist Board or Visit Britain.

The support of numerous partner organisations would be needed throughout the development of the Classic Resort. This would include English Heritage, Encams, the British Resorts And Destination Association and many others.

The involvement of these partners would ensure that full consideration of all component parts and their relevant weight had taken place. It would also increase the credibility of the scheme and would be essential if the Classic Resort Hallmark were to be a national award.

Outcome

Classic Resorts Hallmark awarded.

ITEM D - PROJECT COSTINGS

PROJECT NAME	WOOD STREET	LOCATION	CLIFTON DR to ST ANDREWS RD STH	
DETAILS	TOTAL AREA	4098	m ²	1
	FOOTWAY	1618	m ²	
	PRIVATE FORECOURT	2365	m ²	

COST APPROXIMATION

BREAK UP & CART AWAY	4098	m ²	£5.00	£20,490.00
YORKSTONE TO FOOTWAY	1768	m ²	£105.00	£185,640.00
TEGULA/BRICK PAVIOUR/BOUND GRAVEL	1749	m ²	£80.00	£139,920.00
REKERB (ALLOW ALL)	511	linear	£20.00	£10,220.00
BINS	10		£750.00	£7,500.00
BOLLARDS	95		£200.00	£19,000.00
BIKE STANDS	10		£250.00	£2,500.00
BENCHES	10		£750.00	£7,500.00
TREE GRILLES	0		£750.00	£0.00
TREES	11		£200.00	£2,200.00
SOFT LANDSCAPE	505	m ²	£50.00	£25,250.00
EXCAVATION	505	m ²	£40.00	£20,200.00
BRICKWORK/FOOTINGS/COPING	172	linear	£500.00	£86,000.00

LAMP COLUMNS	INSTALLED	£3,000.00	£0.00
UU DISCONNECT/RECONNECT	INSTALLED	£900.00	£0.00

PRELIMINARIES	43	weeks	£3,000.00	£129,000.00
				£655,420.00

PROFIT & OVERHEADS	10%	£65,542.00	£65,542.00
CONTINGINCIES	-	£22,500.00	£22,500.00
			£743,462.00

FEES	11%	£81,780.82	£81,780.82
LEGAL COSTS	21	£600.00	£12,600.00

ARTWORK (e.g. TOTEM)			£5,000.00
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TOTAL £842,842.82

PROJECT NAME	ORCHARD & PARK ROAD	LOCATION	ORCHARD ROAD & PARK ROAD	
DETAILS	TOTAL AREA	1030	m ²	2
	FOOTWAY	463	m ²	
	PRIVATE FORECOURT	567	m ²	

COST APPROXIMATION

BREAK UP & CART AWAY	1030	m ²	£5.00	£5,150.00
YORKSTONE TO FOOTWAY	1030	m ²	£105.00	£108,150.00
TEGULA/BRICK PAVIOUR/BOUND GRAVEL	0	m ²	£80.00	£0.00
REKERB (ALLOW ALL)	197	linear	£20.00	£3,940.00
BINS	8		£750.00	£6,000.00
BOLLARDS	44		£200.00	£8,800.00
BIKE STANDS	8		£250.00	£2,000.00
BENCHES	6		£750.00	£4,500.00
TREE GRILLES	12		£750.00	£9,000.00
TREES	12		£200.00	£2,400.00
SOFT LANDSCAPE	0	m ²	£50.00	£0.00
EXCAVATION	16	m ²	£40.00	£640.00
BRICKWORK/FOOTINGS/COPING	0	linear	£500.00	£0.00

LAMP COLUMNS	INSTALLED	£3,000.00	£0.00
UU DISCONNECT/RECONNECT	INSTALLED	£900.00	£0.00

PRELIMINARIES	16	weeks	£3,000.00	£48,000.00
				£198,580.00

PROFIT & OVERHEADS	10%	£19,858.00	£19,858.00
CONTINGINCIES	-	£10,000.00	£10,000.00
			£228,438.00

FEES	11%	£25,128.18	£25,128.18
LEGAL COSTS	27	£600.00	£16,200.00

ARTWORK (e.g. TOTEM)			£0.00
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TOTAL £269,766.18

PROJECT NAME	THE CRESCENT	LOCATION	THE SQUARE to TRAFFIC LIGHTS	
DETAILS	TOTAL AREA	1227	m ²	3
	FOOTWAY	1005	m ²	
	PRIVATE FORECOURT	212	m ²	

PROJECT NAME	ST ANDREWS ROAD SOUTH	LOCATION	THE CRESCENT to WOOD STREET	
DETAILS	TOTAL AREA	1086	m ²	4
	FOOTWAY	486	m ²	
	PRIVATE FORECOURT	600	m ²	

COST APPROXIMATION

BREAK UP & CART AWAY	1227	m ²	£5.00	£6,135.00
YORKSTONE TO FOOTWAY	1227	m ²	£105.00	£128,835.00
TEGULA/BRICK PAVIOUR/BOUND GRAVEL	0	m ²	£80.00	£0.00
REKERB (ALLOW ALL)	444	linear	£20.00	£8,880.00
BINS	10		£750.00	£7,500.00
BOLLARDS	0		£200.00	£0.00
BIKE STANDS	4		£250.00	£1,000.00
BENCHES	7		£750.00	£5,250.00
TREE GRILLES	0		£750.00	£0.00
TREES	0		£200.00	£0.00
SOFT LANDSCAPE	0	m ²	£50.00	£0.00
EXCAVATION	0	m ²	£40.00	£0.00
BRICKWORK/FOOTINGS/COPING	0	linear	£500.00	£0.00

LAMP COLUMNS	9		£3,000.00	£27,000.00
UU				
DISCONNECT/RECONNECT	9		£900.00	£8,100.00

PRELIMINARIES	17	weeks	£3,000.00	<u>£51,000.00</u>
				£243,700.00

PROFIT & OVERHEADS	10%		£24,370.00	£24,370.00
CONTINGINCIES	-		£9,000.00	<u>£9,000.00</u>
				£277,070.00

FEES	11%		£30,477.70	£30,477.70
LEGAL COSTS	19		£600.00	£11,400.00

ARTWORK (e.g. TOTEM) £0.00

TOTAL **£318,947.70**

COST APPROXIMATION

BREAK UP & CART AWAY	1086	m ²	£5.00	£5,430.00
YORKSTONE TO FOOTWAY	486	m ²	£105.00	£51,030.00
TEGULA/BRICK PAVIOUR/BOUND GRAVEL	600	m ²	£80.00	£48,000.00
REKERB (ALLOW ALL)	242	linear	£20.00	£4,840.00
BINS	5		£750.00	£3,750.00
BOLLARDS	30		£200.00	£6,000.00
BIKE STANDS	4		£250.00	£1,000.00
BENCHES	4		£750.00	£3,000.00
TREE GRILLES	9		£750.00	£6,750.00
TREES	3		£200.00	£600.00
SOFT LANDSCAPE	0	m ²	£50.00	£0.00
EXCAVATION	3	m ²	£40.00	£120.00
BRICKWORK/FOOTINGS/COPING	39	linear	£250.00	£9,750.00

LAMP COLUMNS	4		£3,000.00	£12,000.00
UU				
DISCONNECT/RECONNECT	4		£900.00	£3,600.00

PRELIMINARIES	14	weeks	£3,000.00	<u>£42,000.00</u>
				£197,870.00

PROFIT & OVERHEADS	10%		£19,787.00	£19,787.00
CONTINGINCIES	-		£7,500.00	<u>£7,500.00</u>
				£225,157.00

FEES	11%		£24,767.27	£24,767.27
LEGAL COSTS	25		£600.00	£15,000.00

ARTWORK (e.g. TOTEM) £0.00

TOTAL **£264,924.27**

PROJECT NAME	CLIFTON DRIVE	LOCATION	ST. GEORGES to WOOD STREET
DETAILS	TOTAL AREA	805 m ²	5
	FOOTWAY	697 m ²	
	PRIVATE FORECOURT	108 m ²	

PROJECT NAME	ST. ANNES ROAD WEST	LOCATION	LINK TO PROMENADE
DETAILS	TOTAL AREA	1117 m ²	6
	FOOTWAY	1117 m ²	
	PRIVATE FORECOURT	0 m ²	

COST APPROXIMATION

BREAK UP & CART AWAY	805 m ²	£5.00	£4,025.00
YORKSTONE TO FOOTWAY	697 m ²	£105.00	£73,185.00
TEGULA/BRICK PAVIOUR/BOUND GRAVEL	0 m ²	£80.00	£0.00
REKERB (ALLOW ALL)	475 linear	£20.00	£9,500.00
BINS	4	£750.00	£3,000.00
BOLLARDS	46	£200.00	£9,200.00
BIKE STANDS	2	£250.00	£500.00
BENCHES	5	£750.00	£3,750.00
TREE GRILLES	0	£750.00	£0.00
TREES	2	£200.00	£400.00
SOFT LANDSCAPE	108 m ²	£50.00	£5,400.00
EXCAVATION	10 m ²	£40.00	£400.00
BRICKWORK/FOOTINGS/COPING	0 linear	£500.00	£0.00

LAMP COLUMNS	5	£3,000.00	£15,000.00
UU			
DISCONNECT/RECONNECT	5	£900.00	£4,500.00

PRELIMINARIES	11 weeks	£3,000.00	£33,000.00
			£161,860.00

PROFIT & OVERHEADS	10%	£16,186.00	£16,186.00
CONTINGENCIES	-	£11,000.00	£11,000.00
			£189,046.00

FEES	11%	£20,795.06	£20,795.06
LEGAL COSTS	0	£600.00	£0.00

ARTWORK (e.g. TOTEM) £0.00

TOTAL **£209,841.06**

COST APPROXIMATION

BREAK UP & CART AWAY	1117 m ²	£5.00	£5,585.00
YORKSTONE TO FOOTWAY	1117 m ²	£105.00	£117,285.00
TEGULA/BRICK PAVIOUR/BOUND GRAVEL	0 m ²	£80.00	£0.00
REKERB (ALLOW ALL)	380 linear	£20.00	£7,600.00
BINS	4	£750.00	£3,000.00
BOLLARDS	16	£200.00	£3,200.00
BIKE STANDS	0	£250.00	£0.00
BENCHES	2	£750.00	£1,500.00
TREE GRILLES	0	£750.00	£0.00
TREES	0	£200.00	£0.00
SOFT LANDSCAPE	0 m ²	£50.00	£0.00
EXCAVATION	0 m ²	£40.00	£0.00
BRICKWORK/FOOTINGS/COPING	0 linear	£500.00	£0.00

LAMP COLUMNS	4	INSTALLATION	£500.00	£2,000.00
UU				
DISCONNECT/RECONNECT	4	£900.00	£3,600.00	

PRELIMINARIES	8 weeks	£3,000.00	£24,000.00
			£167,770.00

PROFIT & OVERHEADS	10%	£16,777.00	£16,777.00
CONTINGENCIES	-	£5,000.00	£5,000.00
			£189,547.00

FEES	11%	£20,850.17	£20,850.17
LEGAL COSTS	0	£600.00	£0.00

ARTWORK (e.g. TOTEM) £0.00

TOTAL **£210,397.17**

ITEM E - PROJECT EVALUATION

<p>Project 1 – Wood Street</p> <p>Total Score 11</p>	Legacy	2	There is a very strong positive impact from the implementation of this project and the long term changes it will likely create. This project has a strong ability to influence visitors about making return journeys whilst also being a great benefit to the wider visitor economy.
	Deliverability	-1	This project covers a wide area of land which is owned by many property owners. This is considered more of a risk than other projects with less land owners. It is located in a secondary shopping area so disturbance will be a concern but less than other projects.
	Environmental Sustainability	2	This project includes only A or A+ rated materials. In addition it incorporates sustainable drainage systems. It replaces material of a lower rating and of poorer drainage quality.
	2012 Links	2	This project will have a very strong positive impact upon the experience of the visitor for 2012. This will be most strong for staying visitors.
	Economic Change	2	This project is located in Central Ward which is the most deprived Ward in Fylde. It is also in the town centre and adjacent to previous investment.
	Conservation of Built Heritage	2	This project is located within a Conservation Area and will have a strong positive impact upon this objective.
	Accessibility and Inclusivity	2	This project improves accessibility and participation is widespread.

<p>Project 2 – Orchard & Park Road</p> <p>Total Score 10</p>	Legacy	1	There is a strong positive impact from the implementation of this project and the long term changes it will likely create.
	Deliverability	-1	This project covers a wide area of land which is owner by many property owners. This is considered more of a risk than other projects with less land owners. Also disturbance will be a concern as this project is located in the secondary shopping area.
	Environmental Sustainability	2	This project includes only A or A+ rated materials. In addition it incorporates sustainable drainage systems. It replaces material of a lower rating and of poorer drainage quality.
	2012 Links	2	This project will have a very strong positive impact upon the experience of the visitor for 2012
	Economic Change	2	This project is located in Central Ward which is the most deprived Ward in Fylde. It is also in the town centre and adjacent to previous investment.
	Conservation of Built Heritage	2	This project is located within a Conservation Area and will have a strong positive impact upon this objective.
	Accessibility and Inclusivity	2	This project improves accessibility and participation is widespread.

<p>Project 3 – Station Approach & The Crescent</p> <p>Total Score 10</p>	Legacy	0	There is a positive impact from the implementation of this project and the long term changes it will likely create. However in relation to other projects the score is neutral.
	Deliverability	2	This project is mostly on highway land so land ownership is not considered an issue however disturbance will be an issue as this project covers heavy footfall areas of the town centre.
	Environmental Sustainability	2	This project includes only A or A+ rated materials. In addition it incorporates sustainable drainage systems. It replaces material of a lower rating and of poorer drainage quality.
	2012 Links	0	This project will have a positive impact upon the experience of the visitor for 2012 but in relation to other projects its impact will be less.
	Economic Change	2	This project is located in Central Ward which is the most deprived Ward in Fylde. It is also in the town centre and adjacent to previous investment.
	Conservation of Built Heritage	2	This project is located within a Conservation Area and will have a strong positive impact upon this objective.
	Accessibility and Inclusivity	2	This project improves accessibility and participation is widespread.

<p>Project 4 – St Andrews Road South</p> <p>Total Score 7</p>	Legacy	0	There is likely to be positive impact from the implementation of this project however this is not likely to a strong positive impact in comparison to other projects.
	Deliverability	-1	This project covers a wide area of land which is in mixed ownership. Disruption will also be an issue as this project is located in a secondary shopping area.
	Environmental Sustainability	2	This project includes only A or A+ rated materials. In addition it incorporates sustainable drainage systems. It replaces material of a lower rating and of poorer drainage quality.
	2012 Links	0	This project will have a positive impact upon the experience of the visitor for 2012.
	Economic Change	2	This project is located in Central Ward which is the most deprived Ward in Fylde. It is also in the town centre and adjacent to previous investment.
	Conservation of Built Heritage	2	This project is located within a Conservation Area and will have a strong positive impact upon this objective.
	Accessibility and Inclusivity	2	This project improves accessibility and participation is widespread.

Project 5 – Clifton Drive 'The Boulevard of Nations' Total Score 10	Legacy	1	There is a strong positive impact from the implementation of this project and the long term changes it will likely create.
	Deliverability	2	This project is mostly on highway land so land ownership is not considered an issue nor is disruption.
	Environmental Sustainability	2	This project includes only A or A+ rated materials. In addition it incorporates sustainable drainage systems. It replaces material of a lower rating and of poorer drainage quality.
	2012 Links	2	This project will have a very strong positive impact upon the experience of the visitor for 2012
	Economic Change	0	This project is located partly in Central Ward which is the most deprived Ward in Fylde. It is not located in the town centre, although it provides a link between the town centre and the golf course.
	Conservation of Built Heritage	1	This project is partly located in a Conservation Area.
	Accessibility and Inclusivity	2	This project improves accessibility and participation is widespread.

<p>Project 6 – The Pier Link & Promenade</p> <p>Total Score 13</p>	Legacy	2	There is a very strong positive impact from the implementation of this project and the long term changes it will likely create. This project has a strong ability to influence visitors about making return journeys whilst also being a great benefit to the wider visitor economy.
	Deliverability	2	This project is mostly on highway land so land ownership is not considered an issue nor is disruption.
	Environmental Sustainability	2	This project includes only A or A+ rated materials. In addition it incorporates sustainable drainage systems. It replaces material of a lower rating and of poorer drainage quality.
	2012 Links	2	This project will have a very strong positive impact upon the experience of the visitor for 2012. This will be most strong for staying visitors.
	Economic Change	1	This project is mostly located in Central Ward which is the most deprived Ward in Fylde. It is also a crucial link between the promenade and the town centre.
	Conservation of Built Heritage	2	This project is located within a Conservation Area and is adjacent to a listed Gardens. It will have a strong positive impact upon this objective.
	Accessibility and Inclusivity	2	This project improves accessibility and participation is widespread.

Project 8 – Ansdell Station Total Score 7	Legacy	0	There is a positive impact from the implementation of this project and the long term changes it will likely create but given the location the benefits are less than other projects.
	Deliverability	2	This project is mostly on highway land so land ownership is not considered an issue nor is disruption.
	Environmental Sustainability	2	This project includes only A or A+ rated materials. In addition it incorporates sustainable drainage systems. It replaces material of a lower rating and of poorer drainage quality.
	2012 Links	2	This project will have a positive impact upon the visitor to the Open Golf Championship as this project is located adjacent to an access point to the golf course. It will therefore impact upon the experience of a high number of visitors.
	Economic Change	-1	This project is not located in a deprived ward nor is it close to any employment centres or town centres. There is no previous investment in the surrounding areas.
	Conservation of Built Heritage	0	This project is not located in a Conservation Area. The impact of implementation is considered to be neutral.
	Accessibility and Inclusivity	2	This project improves accessibility and participation is widespread.

<p>Project 9 – Lytham</p> <p>Total Score 10</p>	Legacy	2	There is a very strong positive impact from the implementation of this project and the long term changes it will likely create. This project has a strong ability to influence visitors about making return journeys whilst also being a great benefit to the wider visitor economy.
	Deliverability	1	The land required for this project is in mixed public and private ownership. Disruption would also be minimal.
	Environmental Sustainability	2	This project includes only A or A+ rated materials. In addition it incorporates sustainable drainage systems. It replaces material of a lower rating and of poorer drainage quality.
	2012 Links	1	This project will have a positive impact upon the experience of the visitor for 2012.
	Economic Change	0	This project is not located in a deprived ward it is located close to employment centres and a town centres. There is no previous investment in the surrounding areas.
	Conservation of Built Heritage	1	This project is located within a Conservation Area and will have a positive impact upon this objective.
	Accessibility and Inclusivity	1	This project improves accessibility and participation is widespread. However this is less than other projects.

Project 10 – Design Corridors & Nodal Points Total Score 5	Legacy	0	There is a positive impact from the implementation of this project and the long term changes it will likely create but given the location the benefits are less than other projects.
	Deliverability	2	The land required for this project is mostly in the ownership of public sector organisations. Disruption would also be minimal.
	Environmental Sustainability	2	This project includes only A or A+ rated materials. In addition it incorporates sustainable drainage systems. It replaces material of a lower rating and of poorer drainage quality.
	2012 Links	1	This project will have a positive impact upon the experience of the visitor for 2012.
	Economic Change	0	This project is located across the Borough and the implementation of this project will have a neutral impact under this objective.
	Conservation of Built Heritage	0	This project is located across the Borough and the implementation of this project will have a neutral impact under this objective.
	Accessibility and Inclusivity	0	This project will have a neutral impact on this objective.

ITEM F - AWARDS

AWARDS FOR SCHEME

The scheme has been submitted for several prestigious regional and national awards in regeneration, and has had the following successes:-

1999 - Winner - "Best Plan, Research, Policy report". The Royal Town Planning Institute North West of England and Wales Branch awards for planning achievement.

2005 - Winner - "Best Practice in Regeneration". British Urban Regeneration Association.

2005 - Winner - "The English Partnerships Award for Partnership in Regeneration". English Partnerships The National Regeneration Agency.

2006 - Winner - "Award for Town Centre Regeneration". The Royal Town Planning Institute North West.

2006 - Finalist - "Sustainable Communities" The Royal Town Planning Institute National Awards.

2007 - Finalist - "Tourism Team of The Year" LETS Awards Lancashire and Blackpool Tourist Board.

2007 - Shortlisted - "Regeneration Award". L.G.C. Awards (the National Awards for Local Government).

2008 - Winner - "Street Design" (Pedestrian Environment Category)". Local Government News.

2008 - Winner - "Paviors Award for Excellence" The Worshipful Company of Paviors.

ITEM G - COPYRIGHT LICENCE

ORDNANCE SURVEY MAPS -

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ITEM H - REFERENCE DOCUMENTS, CONTACT DETAILS & WEB LINKS

CABE	www.cabe.org.uk
CLG	www.communities.gov.uk
DCMS	www.culture.gov.uk
ENGLISH PARTNERSHIPS	www.englishpartnerships.co.uk
FYLDE BOROUGH COUNCIL	www.fylde.gov.uk
FYLDE VISION	www.fylde.gov.uk
LBTB	www.lancashireandblackpool.com
LEP	www.lancashire-ep.org.uk
MERSEYSIDE PARTNERSHIP	www.merseyside.org.uk
NWDA	www.nwda.co.uk/publications
RIBBLE COAST & WETLANDS	www.ribblecoastandwetlands.com

ITEM I - LIST OF ACRONYMS

BAe	- British Aerospace
CARS	- Conservation Area Restoration Scheme
FCCS	- Fylde Coast Cultural Strategy
FEDS	- Fylde Economic Development Strategy
GVA	- Gross Value Added
HERS	- Heritage Economic Regeneration Scheme
LBTB	- Lancashire & Blackpool Tourist Board
LCDL	- Lancashire County Developments Ltd
LEP	- Lancashire Economic Partnership
LES	- Lancashire Economic Strategy
LSP	- Local Strategic Partnership
MAA	- Fylde Coast Multi Area Agreement
NWDA	- Northwest Regional Development Agency
RCW	- Ribble Coast & Wetlands
RES	- Regional Economic Strategy
RSPB	- Royal Society for the Protection of Birds
RTPI	- Royal Town Planning Institute
VEP	- Visitor Economy Pilot

ITEM J - LIGHT COLUMN DETAIL

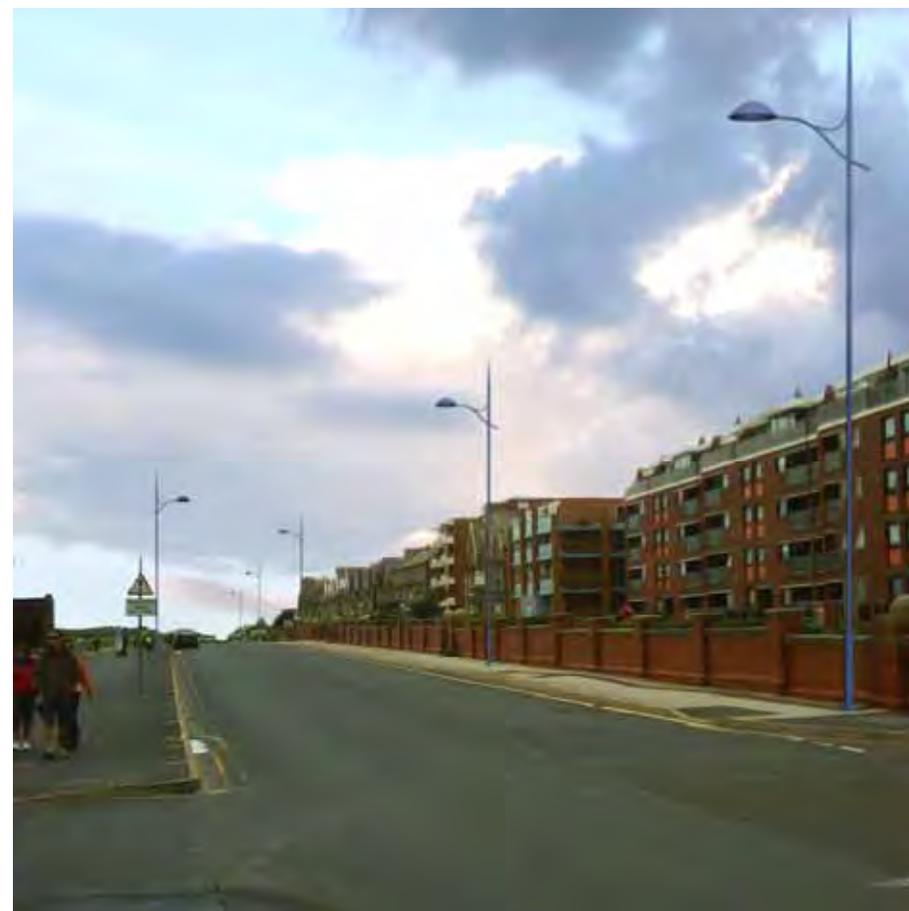
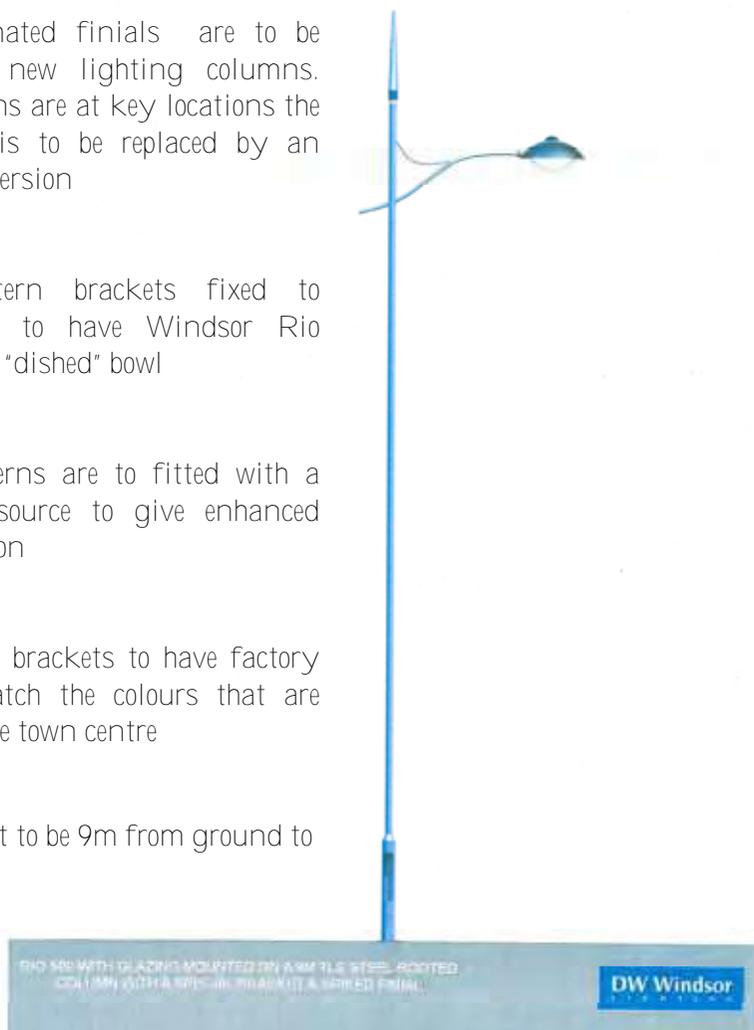
none illuminated finials are to be installed to new lighting columns. Where columns are at key locations the solid finial is to be replaced by an illuminated version

bespoke lantern brackets fixed to columns are to have Windsor Rio lanterns with "dished" bowl

the Rio lanterns are to be fitted with a white light source to give enhanced colour rendition

columns and brackets to have factory finish to match the colours that are throughout the town centre

column height to be 9m from ground to light source



visualisation from D W Windsor showing new lighting to Promenade

ITEM K - ARTWORKS



The picture above shows the 'Light Totems' with a floral design taken from designs in the Porritt Houses. Also shown is one of the four illuminated Urns which depict the four seasons. This area has been segmented into four and in the centre is the performing arts arena (shown to the right) with a mosaic representing the four arts.



ITEM K - ARTWORKS



This picture shows various elements of artwork in St. Annes Square:-

The two mosaics which were both designed by local school children.

The carefully selected street furniture which includes bespoke seating.

The partially glazed pavilions not only provide shelter from the wind and rain, but replicate the domed roofs on local buildings.

Secondary light columns provide illumination and the decorative columns depict species of trees grown in the area. These light columns are another bespoke feature to St. Annes.

ITEM K - ARTWORKS

Through a competitive process, a town centre lead artist was appointed, Ondre Nowakowski, who worked with the Council to produce briefs for other sub-artists to produce innovative designs.

This photograph taken in Wood Street shows a unique piece of art work 'The Palm Tree' made from stainless steel and designed by Ondre Nowakowski.

The metalwork canopy on the right delineates an al fresco dining area and also provides a framework for seasonal lights.

Shown here in the photograph is a case of old and new - if you look at the street lamp columns, the one to the left is the traditional column and the one shown behind the canopy is the replacement which will be introduced throughout the whole of the town centre.



ITEM K - ARTWORKS



These two pictures show original art features which are focal points to the axis gateways. These illuminated and decorative features incorporate 'the seagull' in the design which also reflects in the glazing of the pavilions.

Further information on the Art Strategy for St. Annes can be obtained from the Regeneration Section of The Council.



ITEM L- COMMUNITY ENGAGEMENT



The proposals for the town centre retail core refurbishment were the subject of an eleven day exhibition held in a vacant retail unit within the town centre. Over the period some 2600 people visited, survey questionnaires were undertaken taken, with over 90% being in agreement with the proposals. This was fully manned by members of the planning division in order to fully explain the proposals to the public. A model was commissioned and both this and the premises were at no cost to the Local Authority as they were funded by the business community.



Throughout the design stage careful consideration was given to ensure that all areas would be accessible to all users, taking account of the constraints of the existing levels. After the first phase was completed an audit was undertaken and concluded that this had been achieved, the same criteria was then continued through the remaining phases of work.

ITEM L- COMMUNITY ENGAGEMENT

Presentations were given by members of the Regeneration Section to local schools and to enable them to give feedback to assist in the overall process. One school, St. Bedes undertook projects which included three separate year groups (7, 8 and 9). A design competition was organised and the resulting work evaluated and at a presentation held in the school where the Mayor of Fylde gave the awards. The senior year group also undertook a survey of the completed regeneration works they gave a powerpoint presentation outlining their conclusions to members of the Regeneration Section. The photograph indicates examples of the high standard of work that was achieved.

In the formulation of proposals within this document, including the specific design projects, the business community and the public will be engaged at a variety of levels.



ITEM M - LYTHAM HALL

Lytham Hall is a prized asset of the Fylde Coast, being one of only two Grade 1 Listed Buildings, indicating its national significance.

The Hall is generally regarded as a Georgian masterpiece, its design being commissioned by the Clifton family from the eminent architect John Carr of York, with it being subsequently developed between 1751 and 1764.

The Hall is set within extensive parkland, now extending to 78 acres, which was laid out in the picturesque mode with impressive views to and from the Hall with tree plantations and shelter belts creating its distinctive character. In addition to the Hall itself, the site contains a further five listed buildings/structures to create an exemplary collection of built heritage. The development of the Hall is inextricably linked to the development of the coastal town of Lytham, being located very close to it.

Lytham Hall Park is registered as Grade II on the National Register of Historic Parks and Gardens thereby indicating its significance. The area includes elements of the original park that lie outside the present site of the Hall and the immediate landscape. However, from the historic and visual perspective these areas, including arable land and Fairhaven Golf Course, are nonetheless important. Elements of the Park date from the mid to late 18th century with the more recent additions of the mid to late 19th century. Of particular note is the main entrance to the site and the drive to the hall that was laid out by Edward Kemp, a notable landscape architect and a one time pupil of Joseph Paxton.

Over the years the Hall has experienced mixed fortunes which included a period of decline. However, more recently it has been the subject of renovation by its previous owners, Guardian Royal Exchange. Following a generous donation from British Aerospace Systems, the Hall was purchased - and is now owned by - Lytham Town Trust. The Heritage Trust for the Northwest and the Town Trust are now in the forefront of an ambitious project that would seek Heritage Lottery funding and other sources of financial support, for the 'development' of the Hall. The ambition is one of seeking to secure a long term future for the site as an historic asset based on its continuing financial viability.

The essence of the proposals is one of seeking to develop the site, in a subtle and wholly appropriate way and to promote it as a key visitor attraction for Lytham and the Fylde Coast. Specialist promotions and events that have been held so far have attracted significant public interest and point to the potential of this unique and historic site in successfully attracting specialist events, conferences and enterprises within a new country park setting. With the proximity of the Hall to Lytham and the proposed development of the Ribble Coast and Wetlands Regional Park, these amenities and attractions could have a major role to play in recreation and leisure provision and developing the visitor market, with the resulting economic benefits.

The project, outlined on pages 108/109 of the document, would form part of this broader project.

ITEM N - PONTINS & THE ISLAND SITE

Recent Announcements

Two recent announcements have occurred that are likely to have negative consequences for the visitor economy for the Fylde Coast and St. Annes in particular.

The first of these relates to the recent closure of the Pontins Holiday Camp. This large site has been part of the local holiday scene for some 40 years but closed in October as the operator deemed that it was no longer a viable business concern. With the closure - and as a direct consequence of it - some 74 jobs have been lost and there will no doubt be an impact on the extended local supply chain. Undoubtedly, the visitor numbers associated with the site will be permanently lost to the local visitor economy.

The second announcement is in relation to the Island Site, which is prominently located on the seafront at St. Annes. The former entertainment complex has closed with the loss of 24 jobs. Located in a prominent location and being the main under cover leisure facility in St. Annes, this is a serious loss to the resort and its visitor economy.

The long term future of the Island site has been under consideration for some time. In early 2008, RPS Planning were commissioned by Fylde Vision (Local Strategic Partnership) and Fylde Borough Council to undertake a comprehensive evaluation of the potential of the site. This included a market testing exercise to ascertain what interest there might be in a future redevelopment of the site from the national leisure sector. This exercise was a response to the owners of the site expressing a view that they would like to redevelop it at some stage and had carried out their own appraisal.

The resulting report highlighted that at that time (mid 2008) there was considerable interest from nationally renowned operators operating within the leisure industry who had a potential interest in the site. The specific recommendations of the report included:

- Appropriate uses could include a major hotel/spa, tourism related retail, leisure uses, a major leisure attraction, potential - albeit limited and wholly ancillary - residential development and a children's amusement area. It was recommended that building massing and orientation be considered.
- The production of a draft planning brief for the site.
- Discussions with the key leaseholders with a view to packaging the site and then testing it on the open market alongside the planning brief. A financial appraisal should be commissioned.
- The preparation of a master plan for the Promenade area.

Following the production of this report the Council resolved to move ahead with the next phase of work, as recommended, but on the basis that it could be supported through funding secured from the Governments Sea Change initiative. An application was made but was unsuccessful at the time.

With the recent closure of the Island site, in such a prominent location and a vacant/derelict site on the landward side of the promenade, it is considered imperative that this work progresses as soon as possible. In the light of the current recession it would seem a good time to prepare proposals that might come to fruition by stimulating private sector interest once the economy improves and investment decisions may be more favourable.

Within the context of this document, therefore, it is hoped that funding partners can help to support further feasibility work, perhaps including the hosting of an international design competition for the promenade area. As part of the exercise further feasibility work would be required from the commercial perspective to assess appropriate uses, design and financial considerations. It is hoped that an imaginative and appropriate proposal for the site could be achieved in the medium term that will support the future visitor economy of Lytham St. Annes and the Fylde Coast.

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