

Realising a New Potential: A City Centre Strategy for Exeter, 2007-2012

Section 1: Introduction

1. With a retail catchment¹ of approaching half a million people, Exeter is a regional capital and one of the fastest growing cities in England. It plays an important economic, social and civic role which is of regional and national significance. By 2016 for example, the South West Regional Development Agency predicts that total employment in the Exeter Principal Urban Area will match that of Plymouth, going on to exceed it in subsequent years; while economic productivity (Gross Value Added) levels are 20% higher than the national average². Exeter benefits from a unique combination of natural and historical resources, close proximity to beautiful countryside, a strategic location at the intersection of a major road and rail network, and a growing international airport. As an important visitor destination, the City Centre receives an estimated seasonal increase in retail trade of £48million linked to tourism.³ Its position in the UK retail hierarchy is already significant but is expected to climb five places to 34th once the Princesshay development is fully operational⁴. Our aim over the life time of this strategy will be to improve our ranking further.
2. The City Centre is a major focal point for many of the actors, interests and activities associated with Exeter. The coincidence of these presents both challenges and opportunities. A central purpose for this strategy, and the development work that underpins it, is to articulate a shared understanding, set of priorities and actions that the Exeter City Centre Management Partnership Board believes will be of benefit to Exeter City Centre and all its users.
3. This strategy sits within the context of a wider set of regional, sub-regional and Exeter-wide plans and policies. The Regional Economic and Spatial Strategies, the Devon Local Transport Plan, the Exeter and Heart of Devon Economic Strategy, the Exeter Visitor and Tourism Strategy, the Exeter Vision, a developing Climate Change Strategy for Exeter, Exeter Local Plan First Review and the emerging Exeter Local Development Framework are all significant in this respect. Our focus within this document is on the particular issues and priorities facing the economic, social, administrative and civic core of Exeter –its City Centre.
4. The development and growth of the City Centre will also be addressed through a City Centre Area Action Plan as part of Exeter City Council's Local Development Framework. This will consider proposals for spatial change in the City Centre up to 2021 and beyond. The City Centre Strategy and the City Centre Area Action Plan will be designed to complement each other.

¹ CBRE – evidence to support Princesshay inquiry

² Liverpool John Moores University (2006) *Analysis of the State of the Cities Database for Exeter*, LJMU, Liverpool

³ CACI Property Consulting (2005) *Analysis of Exeter for Land Securities*

⁴ CACI Property Consulting (2005) *Analysis of Exeter for Land Securities*

5. A comprehensive audit of the City Centre was undertaken by CB Richard Ellis in 2005. A 'brainstorming' session to identify and agree strategic priorities and actions was held in late 2005 involving key City Centre leaders. Consultation was also undertaken with business, with Members of Exeter City Council and Devon County Council and with other stakeholders. This strategy – the product of earlier consultation - was presented to and adopted by the City Centre Management Partnership Board whose membership includes representatives from public and business sectors, Police and Exeter Cathedral.
6. The document begins with a brief analysis of Exeter City Centre as it is today, before moving to set out a vision and set of strategic aims for the period 2007 – 2012. Under each aim, we describe a series of projects which we believe will help us realise our ambitions. We end with a short account of the methods that will be used to monitor implementation of the strategy and our performance in relation to it.

Section 2: Analysing where we are now

7. There is much to celebrate about Exeter City Centre.
 - The City Centre delivers a good mix of national names and an excellent range of unique and independent retailers.
 - The City Centre has undergone major redevelopment and retail growth recently and received significant private sector investment (e.g. Princesshay)
 - The City Centre built environment is generally good and is getting better, with the delivery of an on-going programme of high-quality public space improvement work.
 - The City and its centre have a strong and extensive catchment area, and are within close proximity to other significant tourist attractions (e.g. the Jurassic Coast; Dartmoor etc).
 - The Cathedral and its close are 'jewels in the crown' for Exeter, which together with Southernhay offer tranquillity within close proximity to the High Street
 - The rich historic fabric of the Cathedral and its Close, the wider City Centre and the Quayside provide a unique context for current and future regeneration work.
 - The City Centre boasts valuable green infrastructure (e.g. Southernhay and the historic parks) which are fundamental to overall well-being⁵
 - The City Centre can lay claim to 'safe city' status, with the recent achievement of the Safer Business Award representing another important step forward in cementing and building on that status.
 - The City Centre is compact and relatively easy to access, with rail services, bus provision and the Park and Ride facilities arguably the best of any major Centre in the South West peninsula.

⁵ c.f. Royal Commission on Environmental Pollution (2007) *The Urban Environment*, Stationary Office, London (CM7009)

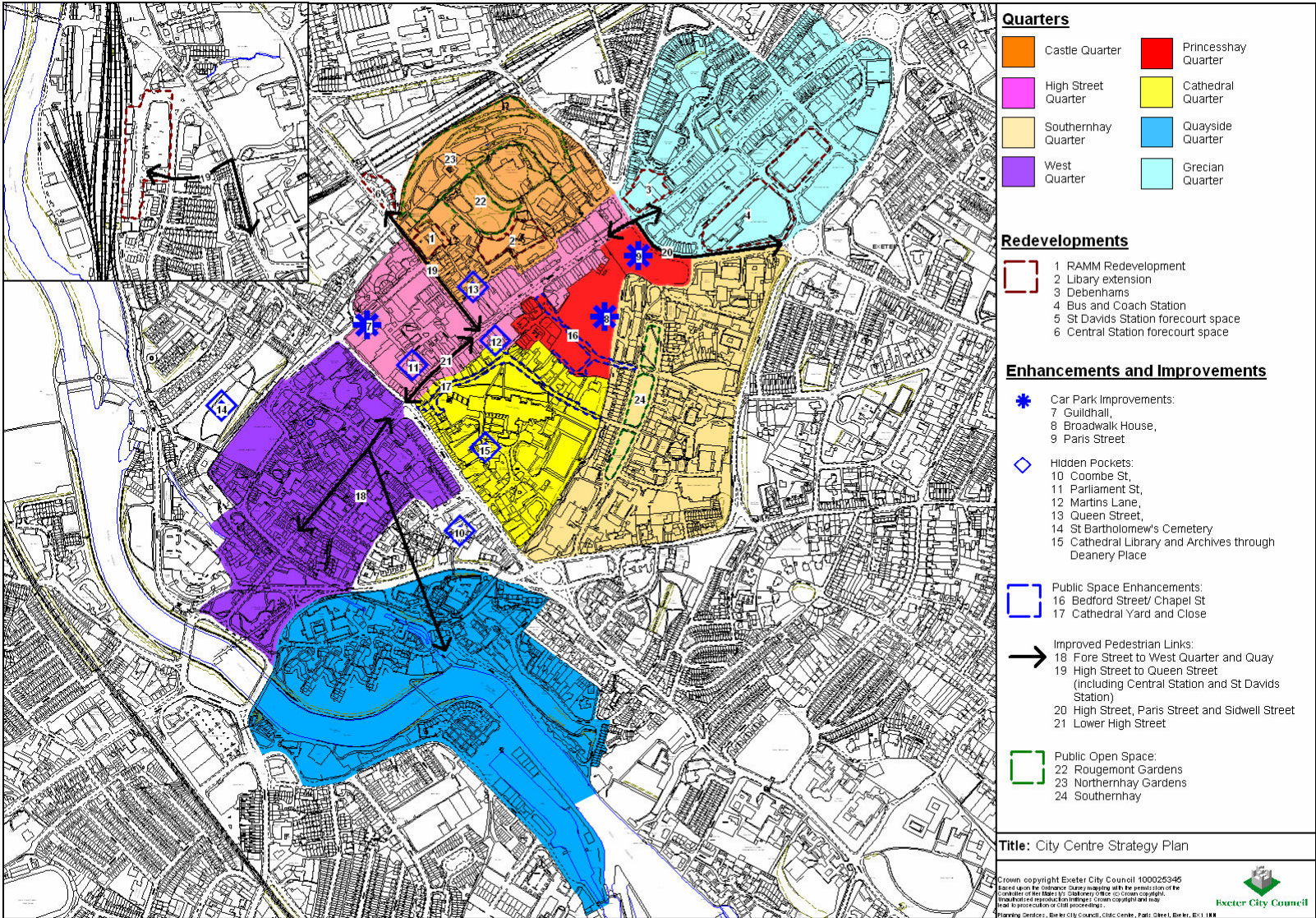
- The City Centre plays host to a unique mix of cultural activities, festivals and events (e.g. 'Animated Exeter', 'Vibrasonic', 'Summer Festival', 'Food and Drink' Festival etc), has experienced strong growth in its food and restaurant sector and, through the Royal Albert Memorial Museum, offers historical and contemporary collections of national significance.
8. Despite the many positives, the environment in which Exeter City Centre operates is an increasingly competitive one. It is clear that if it is to progress, a City Centre Strategy for Exeter must:
- Do more to ensure that external perceptions recognise the true retail individuality and character of Exeter City Centre.
 - As part of a wider transport and environmental strategy, reduce peak-hour congestion and address the resulting impact on air quality and the pedestrian environment.
 - Improve the quality and management of public space so that the City Centre becomes an *even more* friendly and *more* accessible place, acquires a greater sense of civic vibrancy, and at the same time, delivers more opportunities to enjoy 'quiet space' like the Cathedral Green.
 - Offer a greater diversity of activities and uses which go beyond traditional core hours and functions (given for example, the long-term challenge posed by the internet).
 - Do more to make people *feel* safe in the City Centre, 24 hours a day.
 - Maintain a momentum of change that builds on Princesshay and ensures the City Centre continues to strengthen its position in the retail hierarchy, particularly in the context of developments elsewhere in the region.

Section 3: Outlining our future: setting a vision, specifying strategic aims and delivering concrete actions

9. We begin this section by presenting a vision for Exeter City Centre and, flowing out of that vision, a set of strategic aims through to 2012. We then outline a plan of actions or 'projects', successful completion of which will help us achieve our strategic aims. Each project, referred to only very briefly in this document, is underpinned by cross-partner agreement, a clear rationale, programme objectives, an implementation plan and a process for monitoring and evaluating the contribution it makes. Our focus is on delivering a realistic and achievable programme of interventions, one that will require careful planning and commitment from all.
10. Our vision is for an Exeter City Centre which:
- builds on the things that make it distinctive and give it a competitive edge;
 - delivers a positive first impression, particularly in the quality, sustainability and accessibility of its built environment;
 - offers facilities and attractions that will enhance the vibrancy, diversity, status and prosperity of the City;
 - provides, as a matter of course, a safe environment for all who use it.

11. This vision is underpinned by a core concern to promote sustainable development and lifestyles. To that end it complements the ambitions set out in both County and City Council community strategies and developing regional, sub-regional and local work in relation to climate change. Relevant themes, amongst others, include:

- the promotion of city centre retailing as the most sustainable – because city centre shopping is more accessible by non car modes than is out of town shopping.
- the further introduction of demand management measures to encourage the shift to public transport, cycling and walking; and in particular the promotion of a high quality public transport system.
- the introduction of more effective control of vehicle emissions.
- the adoption of more demanding planning and construction standards to reduce energy consumption and CO₂ emissions.
- the reduction in the use of packaging and, in particular, non-recyclable packaging.



12. We have identified the following strategic aims to help us achieve the vision we describe:

Aim 1: Securing and Building on Exeter City Centre's competitive advantage

13. Our aim is to build on a shared understanding among stakeholders of what makes Exeter and its City Centre unique. The coincidence of a particular urban, civic and 'cathedral city' history and, a contemporary vibrancy and diversity are collectively what gives Exeter and its Centre a unique sense of place. Perceptions of a safe and accessible city, one benefiting from a moderate climate and close proximity to beautiful natural scenery, all serve to reinforce the quality of life in Exeter. We will draw on these qualities, and the advantages they confer, in promoting Exeter's competitive position in the hierarchy of regional and retail centres. A number of individual projects will be implemented in pursuit of this aim.

Action Plan: Securing and Building on Exeter City Centre's competitive advantage

Project – *Delivering a step-change in the breadth and depth of the retail offer by bringing forward proposals for the redevelopment of the bus station (also see Aim 2)*

Objectives and Desired Outcomes – specifically to attract the flagship retailer John Lewis, leading to increased visits and trade in Exeter and to long-term growth in the number and breadth of retailers operating in the City Centre.

Timescale – Planning approval for redevelopment of bus station by 2012 at the earliest with construction to take a minimum of three years.

Partners – Exeter City Council, Devon County Council, City Centre Management and Business

Resources – Funded through development

Project – *Building on the foundations laid by Princesshay, to produce and implement an Annual Marketing and Promotional Plan focused on widening Exeter's retail offer and relaying the vibrancy and attractions it offers to a wider audience (also see Aim 3)*

Objectives and Desired Outcomes – to provide effective communication of the Exeter City Centre 'offer' to shoppers and day visitors, leading to increased visits and trade, greater awareness of attractions on offer and long-term growth in the number and breadth of retailers operating in Exeter.

Timescale – Annual plan to be published, mid 2007

Partners – City Centre Management, Land Securities, Chamber of Commerce, City Council

Resources – For 2007/08: £40,000 (Exeter City Council) and significant business contributions.

Project – *City Centre Web Site (with good links to related webpages)*

Objectives and Desired Outcomes – to maintain a full and current list of ‘what’s on’ in Exeter City Centre (with links to other places/activities in the sub-region); to provide high quality images of the centre and to establish clarity over responsibilities for city centre issues which in turn, leads to increased visits and participation in events, increased trade and greater transparency for users of the City Centre. Website to adopt a quasi-independent and contemporary feel.

Timescale – by 2008/09

Partners - Exeter City Council, City Centre Management and business

Resources – For 2007/08: £10,000

Project – *‘Customer-convenient trading hours ’*

Objectives and Desired Outcomes – to improve the link between the day-time economy and evening economy and to broaden the character of the latter by developing and promoting the City Centre’s café culture and extending retail hours, in turn, leading to greater diversification in evening activities, improved ambience and at the same time, reducing the incidence of alcohol-related anti-social behaviour.

Timescale – Financial year 2007/08, linked to the opening of Princesshay

Partners – City Centre Management, Chamber of Commerce, Princesshay Centre Management, Guildhall Shopping Centre and leading retailers

Resources – Cost Neutral

Project – *City Centre Information Bulletins*

Objectives and Desired Outcomes – to ensure that City Centre retailers and businesses are fully aware of forthcoming City Centre developments, projects (e.g. Low Carbon Exeter Retail Award Scheme, amongst others) and City Centre Manager activities; in turn, contributing to a greater shared understanding of priorities and improved communication across agencies.

Timescale – to be produced three times a year, from Autumn 2007 onwards

Partners – City Centre Management

Resources – Minimal

Project – *Christmas Programme (special events centred around the Cathedral and elsewhere in the city centre and lights ‘Switch-On’)*

Objectives and Desired Outcomes – to ensure that the annual Christmas Programme regional media recognition; in turn, leading to increased visits and trade and contributing to a wider appreciation of the unique character of Exeter’s city centre.

Timescale – Annual event

Partners – City Centre Management, City Council, Chamber of Commerce, Cathedral, City Centre Business and business sponsors

Resources - £60,000+ annually

Aim 2: Giving a better first Impression

14. First impressions for City Centre visitors and shoppers are critical to the long-term achievement of our vision. High quality and accessible public spaces which allow a wide range of uses and activities are essential. Our objective is to create a people-friendly, visually impressive, and environmentally

sustainable place, giving priority to pedestrians but making sure that there is excellent access to public transport across the City Centre. Recent development and enhancements to Bedford Square, Chapel Street and Paris Street together with earlier work in the High Street are consistent with this overall approach. Similarly we will create a service delivery regime which is practical but which does not undermine our ambitions for a people-friendly environment. Significant and environmentally sensitive refurbishment of the old 'Debenhams' building and the careful redevelopment of the Bus Station and immediate areas will be critical to the realisation of our aims. A number of specific projects are detailed below.

Action Plan: Giving a better First Impression

Project – City 'Champions'

Objectives and Desired Outcomes – to strengthen knowledge and appreciation of Exeter City Centre (its facilities, attractions and history) and significant tourist sites in the sub-region (e.g. Dartmoor, Jurassic Coast) among key 'city gatekeepers'. Achieved through provision of targeted training and information to taxi drivers, retailers, hoteliers, bus drivers, 'red-coat' guides and other 'frontline' staff. In turn, increasing the capacity of these individuals to offer information, advice and guidance to City Centre visitors and shoppers, leading to improved perceptions of Exeter as 'friendly' and 'safe'; leading in turn, to increased return visits and trade. [See also 'Exeter Visitor/Tourism Strategy 2006-2010']

Timescale - Ongoing

Partners – City Council to co-ordinate on delivering training and information provision. Support from Exeter Tourism Forum and the Cathedral (latter also involved in training provision)

Resources – Minimal

Project – Pedestrian Signposting

Objectives and Desired Outcomes – to deliver clear, contemporary, consistent, themed and informative signing across the City Centre, leading to improved accessibility and in turn, increased return visits and trade.

Timescale – complete 08/09

Partners – Exeter City Council and Devon County Council

Resources – £380,000 over 3 financial years

Project – Station Gateways

Objectives and Desired Outcomes – to significantly improve the quality of forecourt space at Exeter's two principal rail stations, St David's and Central; leading to a step change in the pedestrian experience on arrival into Exeter; and in turn, increased return visits and trade.

Timescale – Central Station: 2008/09 and St David's: awaiting guidance from Network Rail

Partners – Exeter City Council, Devon County Council, Network Rail

Resources – Central Station: £281,521 (including Section 106 agreements)

Project – Park and Ride Gateways

Objectives and Desired Outcomes – to improve the quality and security of park and ride provision at existing locations; to improve the quality of associated facilities and information provided; to improve the frequency, speed and quality of buses serving park and ride sites (building on recent achievements) and the quality of City Centre passenger facilities for those services (for example, at the Paris Street stops). In the longer term, to identify additional and alternative sites at key road transport intersections on the perimeter of Exeter. Leading to an increased use of park and ride, reduced City Centre congestion and improved air quality; and in turn, to a better environment and to an increase in the number of return visits and trade.

Timescale –

1. Matford Park and Ride resurfacing, new information/security kiosk and new toilets.
2. Honiton Road – new toilets and kiosk (by end 2007/08)
3. New site identification as part of a Park and Ride Strategy for Exeter – in preparation

Partners – Devon County Council, Exeter City Council, Stagecoach and Cooks Coaches

Resources – 1) £220k. 2) c£150k and 3) Joint Park and Ride Strategy in preparation which will address the need for sites to serve the A30 Ide Junction (West of City) and Crediton/Tiverton areas (North of City). Such proposals are likely to be part-funded through the Transport Regional Funding Allowance, in due course)

Project - Principal City Centre Car Parks

Objectives and Desired Outcomes – to improve the quality and security of, and the signage, information and payment systems at City Centre car parks; leading to increased accessibility, improved perceptions of safety and ease of use; leading in turn, to an increase in the number of return visits and trade.

Timescale –

1. Guildhall Shopping Centre Car Park refurbishment and Mary Arches Car Park payment system improvements - by Summer 2007
2. Opening of Paris Street (Princesshay) Car Park - by Autumn 2007
3. Broadwalk House Car Park – lift installation and related enhancements – by Autumn 2007

Partners – Exeter City Council, Land Securities

Resources – £1.2million (Exeter City Council). Items 2 and 3 funded by Land Securities

Project – State of the Art Bus Station

Objectives and Desired Outcomes – to deliver a wholesale redevelopment of the city bus station which meets the needs of operators and the public, and which leads to improved accessibility and a perceived improvement in safety. In turn, leads to increased public transport use and reduced congestion and to an increase in the number of return visits and trade. [Also see Aim 1]

Timescale – Planning Approval by 2012

Partners – Exeter City Council, Devon County Council, bus operators and private developer.

Resources – To be determined but likely sources include Exeter City Council and Devon County Council, developer funding and Transport Regional Funding Allocation.

Project – *Lower High Street and Paris Street Enhancements*

Objectives and Desired Outcomes – to improve the physical and visual quality of the streetscape leading to an enhanced shopping and working experience (particularly in the vicinity of the Guildhall Shopping Centre and at London Inn Square), in turn leading to an increase in the number of return visits and trade.

Timescale – Lower High Street and the west side of Paris Street –by Autumn 2007. East side of Paris Street starting Jan 2008, to avoid Princesshay opening period/ pre-Christmas.

Partners – Devon County Council, Exeter City Council

Resources – £660,000 Lower High Street and £620,000 for Paris Street/Sidwell Street

Project – *Debenhams Building and immediate surrounds*

Objectives and Desired Outcomes – to transform the physical and visual quality of the building originally housing Debenhams and its surrounding streetscape, leading to an enhanced shopping and living experience, in turn leading to an increase in the number of return visits and trade.

Timescale – On site 2008, complete 2010

Partners – Land Securities, Exeter City Council and Devon County Council

Resources – To be determined –but largely developer funded with contributions from local authorities for public realm enhancements

Project – *City Centre ‘Hidden Pockets’*

Objectives and Desired Outcomes – to deliver targeted improvements and signage to the hidden pedestrian spaces of Exeter City Centre (Coombe Street, Parliament Street, Martins Lane, Little Queen Street and St Bartholomew’s Cemetery for example); leading to enhanced perceptions of the individuality and diversity of Exeter, and in turn, leading to an increase in the number of return visits and trade.

Timescale – Ongoing programme with annual progress reports.

Partners– City Centre Management, Devon County Council and Exeter City Council

Resources – Costed programme to be devised.

Project – *Queen Street Enhancement on approach to High Street*

Objectives and Desired Outcomes – to address the appearance of ‘blank’ frontages from High Street to Little Queen Street a) to strengthen the sense of arrival from Central Station and b) to offer a more reassuring ‘human feel’ which in turn, will lead to improved pedestrian perceptions of the quality of the built environment; and in due course, to an increase in the number of visitors and trade.

Timescale – Proposal produced by 2008

Partners – City Centre Management, Exeter City Council and local business

Resources – to be determined

Project – *Connecting Fore Street, the ‘West Quarter’ and the Quayside*

Objectives and Desired Outcomes – to deliver an improved pedestrian environment by increasing accessibility and minimising the impact of traffic movements in and through the West Quarter, leading in turn to improved perceptions of the quality of the built environment; and in due course, to an increase in the number of visitors and trade.

Timescale - Proposal produced by 2008

Partners – Devon County Council, Exeter City Council, and City Centre Management.

Resources –to be determined

Project – *Delivering effective floral displays, planting and management of green spaces across the City Centre*

Objectives and Desired Outcomes –targeted work to secure maximum visual impact in key City Centre locations (High Street, Northernhay Gardens and Southernhay for example) and routes into the City Centre, leading to an increase in the number of visitors and trade to Exeter

Timescale – ongoing with particular emphasis over summer months

Partners – City Centre Management, Exeter City Council and Business

Resources – £5,000 per annum for City Centre Floral Displays + ECC contributions/other sponsorship for planting and management of green spaces more generally.

Aim 3: Delivering a vibrant Centre which offers attractions for all

15. The numerous cultural events and facilities, historical resources, civic and religious festivals and activities, the generous array of restaurants, pubs and clubs, the University and its students, and the quality of green space all add to the uniquely vibrant feel of Exeter. But more needs to be done to secure and strengthen our position in the hierarchy of 21st century cities. To that end, we will undertake a number of projects which address the diversity of the City Centre economy, the character of the evening economy, the range of festivals and activities and, the nature and quality of public open spaces (and public art within them).

Action Plan: Delivering a vibrant Centre which offers attractions for all

Project – *Developing a Café Culture*

Objectives and Desired Outcomes – to promote, as part of the wider redevelopment of the City Centre, a range of pavement cafés which broaden the character of the day-time and evening economy and which deliver a relaxed and continental feel; leading to perceptions of a safer and more accessible City Centre and a more culturally vibrant and diverse place; leading in turn, to an increase in the number of visitors and trade to Exeter, and to a more interesting living environment.

Timescale – ongoing, but with major impetus once Princesshay opened and completion of public realm works around the Cathedral and Lower High Street.

Partners – City Centre Management, Devon County Council, Exeter City Council, Cathedral and Business

Resources – Minimal

Project – Castle Quarter

Objectives and Desired Outcomes – to build on the designation of a cultural quarter in the City Centre in large part, through major capital investment in the:

- Royal Albert Memorial Museum (£16m redevelopment of main building, a new collection store, new public space and improved access via Roman Wall);
- Northernhay Gardens (Improving the quality and accessibility of public space, restoring Gardens, increasing cultural and physical links to wider Castle Quarter and community, and improving facilities for children and young people)
- Central Library (Redevelopment and extension to provide a landmark building offering a library and resource centre, gallery, exhibition, meeting and performance space with improved links to Rougemont Gardens)

See **Annex A** for all project strands.

Such an approach will increase vibrancy, help to foster a unique Exeter brand, and in turn, will increase the number of visitors to and trade in the City Centre and, for City Centre residents, will create a more interesting place to live.

Timescale – Several strands – See Annex A for more detail

Partners – Heritage Lottery Fund, Exeter City Council, Devon County Council and others

Resources – See Annex A for more detail.

Project – Other Unique Quarters

Objectives and Desired Outcomes –to designate other ‘unique quarters’ within the City Centre a) to articulate the diverse character of the City Centre; and b) to promote uses of space and buildings that reinforce cultural diversity. Such an approach will increase vibrancy, help to foster a unique Exeter brand, and in turn, will increase the number of visitors to and trade in the City Centre and, for City Centre residents, will create a more interesting place to live.

Timescale – ongoing

Partners – City Centre Management, Exeter City Council, Devon County Council and Business

Resources – minimal in relation to initial designation.

Project – Year-Round Events for all

Objectives and Desired Outcomes – to support the development, marketing (including appropriate ‘banner’ advertising on key routes into City Centre) and management of a range of year round events and street entertainment, and to ensure that the City Centre (and the main shopping area) is fully utilised as a venue for such events; leading to increased visits and civic participation throughout the year, increased trade and a strengthened ‘Exeter’ brand.

Timescale – Plans in place for 2007/08; programme content subject to annual review

Partners – Land Securities, City Centre Management, Exeter City Council, Business and Third sectors

Resources – £15,000 plus Land Securities contribution

Project – Offering Quality Markets

Objectives and Desired Outcomes – to deliver a series of specialist and high-quality markets to the centre of Exeter, recognising their scope to increase the vibrancy, diversity and unique feel of the City Centre; in turn, leading to increased visits and increased trade.

Timescale – annual programme of specialist markets, subject to regular review.

Partners– Exeter City Council and Market Providers

Resources –From existing budgets

Aim 4: Achieving an even safer environment

16. Levels of crime and anti-social behaviour in Exeter are low compared with other similar cities.⁶ Nevertheless, a minority of Exeter residents do *feel* unsafe when in parts of the City Centre in the evening and at night. Typically those expressing concern reference drunks and drunken behaviour, anti-social behaviour and the congregation of large groups as reason for their unease⁷. Negative perceptions hinder the achievement of our long-term aims for Exeter City Centre. We will therefore prioritise projects which help us to achieve a quality and safe environment, one that is perceived as such by residents and visitors alike. We will build on achievements to date, in particular a 24hr City Centre CCTV monitoring operation, Car Park Safety and Safe Shopping Awards, the success of the ‘Exeter Businesses against Crime’ Initiative, and the deployment of additional Police Community Support Officers in the City Centre.

Action Plan: Achieving an even safer environment**Project – Expansion of the Exeter Businesses Against Crime (EBAC) Initiative****Objectives and Desired Outcomes** –

1. To expand the EBAC radio link and membership beyond the City Centre to cover the whole of Exeter, including more industrial areas .
2. To promote the benefits of the EBAC radio link system to all licensed premises across the city.
3. To build closer links with Devon & Cornwall Constabulary and Avon & Somerset Constabulary to allow the transfer of intelligence across police borders.
4. To introduce a weekly training programme for all new EBAC employees.
5. To take the lead with Government Office for the South West to co-ordinate resources and intelligence of all Devon Business Crime Partnerships.

Timescale – Annual Review

Partners – Exeter City Centre Management, Exeter City Council, Devon & Cornwall Constabulary and city businesses

Resources –To be determined – EBAC to be self-financing

⁶ Hutchins, M (2006) *Analysis of the State of the Cities Database* , EIUA, Liverpool John Moores University.

⁷ ECC (2004) Wavelength Survey Number 8, Exeter City Council.

Project – *Providing more dedicated Police Community Support Officers*
Objectives and Desired Outcomes – to address incidents of anti-social behaviour and enforce pedestrianisation measures leading to improved perceptions of the quality of the built environment and personal safety in the City Centre; and in due course, to an increase in the number of visitors and trade.
Timescale – From Spring 2007
Partners – Police, Business, Exeter City Council and Land Securities
Resources – £60,000 p.a.

Project – *Delivering a ‘Child-Safe Zone’*
Objectives and Desired Outcomes – to bring together a City Centre wide missing child procedure, under the banner of a nationally recognised initiative. To make a significant contribution to promoting Exeter as a family-friendly shopping and visitor destination.
Timescale – 2008/09
Partners – City Centre Management, Exeter Businesses Against Crime (EBAC), city centre businesses, Princesshay Centre Management, Guildhall Centre Management
Resources – to be determined

Project – *Review of CCTV needs and signing of service level agreement with Land Securities for Princesshay development*
Objectives and Desired Outcomes – to improve perceptions of safety in the City Centre leading to an increase in the number and variety of visitors and trade
Timescale – ongoing review of CCTV needs; Service Level Agreement operational from Spring 2007
Partners- Exeter City Council, City Centre Management and Land Securities
Resources – CCTV investment needs determined annually

Section 4: Implementation and resources, monitoring future performance

17. The day-to-day monitoring of particular projects and more generally, the review of performance in relation to strategic aims, will be led by the City Centre Manager who in turn, will report regularly on progress to the City Centre Management Partnership Board (CCMPB). Some elements of the strategy (proposals for the bus station in particular) will be brought forward through the City Centre Area Action Plan as part of Exeter City Council's Local Development Framework. Effective delivery of the strategy as a whole will however depend on strong partnership working across sectors, a shared commitment to tackle issues where responsibility cuts across a number of agencies and of course, significant financial investment.

18. In section 3, we outlined a range of public and private funding sources. However, if we are really to build on the foundation that Princesshay affords, and if we are really to exploit the opportunities for significant redevelopment,

such that there is a further step-change in Exeter's position in the City Centre hierarchy, more investment will be needed.

19. To that end, we will work with local business to refine and add to project plans, at the same time, seeking their vote in favour of the City Centre's designation as a 'Business Improvement District'. A formal business vote on designation is anticipated in late 2009. A successful outcome will allow a small, time-limited levy to be charged on local business which will then be earmarked for specified improvements, as part of the delivery of the overall strategy.
20. To support effective performance monitoring and evaluation of individual projects, a 'baselining' exercise will be conducted by late Summer 2007 using the following indicators:
 - Retail trade statistics, derived from regular anonymised/aggregated surveys of major retailers
 - Vacancy rates and rental data
 - Resident surveys (e.g. Wavelength)
 - City Centre Car Park usage and revenues
 - Pedestrian Footfall
 - City Centre arrivals by Bus
 - Tourism visitor volumes at key sites
21. Future monitoring of performance using these measures will be undertaken and reported to the CCMPB on a six monthly basis.
22. The strategic aims we have described and the projects we have outlined are ambitious. But by working together we are confident we can deliver, and in delivering we will make Exeter and its City Centre a better place to trade, shop, work, live, visit and participate for all. The commitment so far demonstrated in developing this strategy suggests a positive outlook for the realisation of ambitions within it.

Annex A: Project Strands for Castle Quarter

Project Strand	Activity	Timescale	Partners	Resources
Royal Albert Memorial Museum (RAMM)	Redevelopment of RAMM (and construction of Collections Store). Creating new public spaces, improving the setting of the rear of the building and improving access from the Roman Wall	Main RAMM site due to start in 2008. Project completed 2010.	Exeter CC Heritage Lottery Fund Other grants and Donation	£16m
Rougemont Castle and Grounds	Redevelopment of Site	Ongoing discussion with Developers	Developer Led	To be determined
Northernhay and Rougemont Gardens	Improving the quality and accessibility of Public Space Restoration and Conservation of Gardens Exploiting cultural links to wider Castle Quarter and community Improving opportunities for 'adventurous play' for children and young people	Stage 2 bid to Heritage Lottery Fund in 2009. A successful bid would allow work to start 2010.	Exeter CC Potentially, Heritage Lottery Fund	Initial estimate: £4.5m (Project dependent on successful bid to HLF)
Central Library (The 'Devon and Exeter Forum')	Redevelopment and extension to provide a landmark building offering a library and resource centre, gallery, exhibition, meeting and performance space. Link to Rougemont Gardens	Provisional Programme: Design and start construction in 2010	Devon CC Potentially: Big Lottery Fund	To be determined as part of project preparation and bid application
Improving access and 'connectivity' to and within the Castle Quarter	Various strands for example: Improving access between Northernhay Gardens, the Castle, the RAMM and Central Library Enhancements to key arterial routes from Queen Street and High Street (e.g. Gandy Street) to improve access to the Phoenix (using streetscape materials, signage and public art)	Ongoing work tied in to key developments described above	Devon CC Exeter CC	To be determined