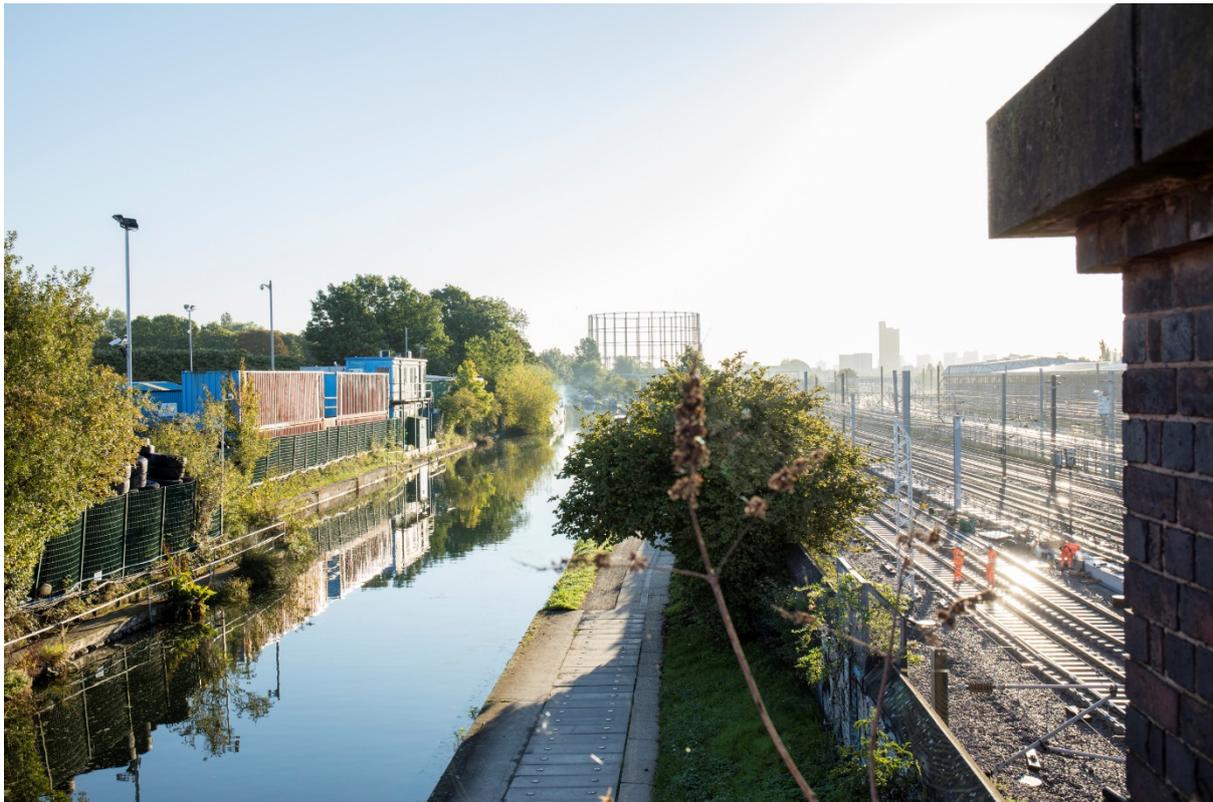


CANAL  
PLACEMAKING  
STUDY

SPECIFICATION BRIEF  
VERSION 26.10.2018



## **1- Objective**

The Old Oak and Park Royal Development Corporation (OPDC) is committed to developing a placemaking study for the Grand Union Canal crossing the OPDC area in north-west London. The study will set out a coordinated vision and approach to maximise the benefits of the Grand Union Canal and its setting across the OPDC area.

The principal objectives of the Canal Placemaking Study are:

1. Identifying a vision, set of objectives, principles and illustrative initiatives to support high quality place-making along the Grand Union Canal.
2. Providing guidance for future SPDs and projects to build upon and ensure a coherent approach to place-making along the Grand Union Canal throughout different types and stages of development and regeneration; and

3. Facilitating a coordinated 'big picture' approach to the Grand Union Canal in north-west London, to increase the Grand Union Canal's value as a connection between the OPDC area and its immediate surroundings.

OPDC would like to commission a landscape-led design team to support the OPDC with developing its Canal Placemaking Study (CPS).

## **2- Background & context**

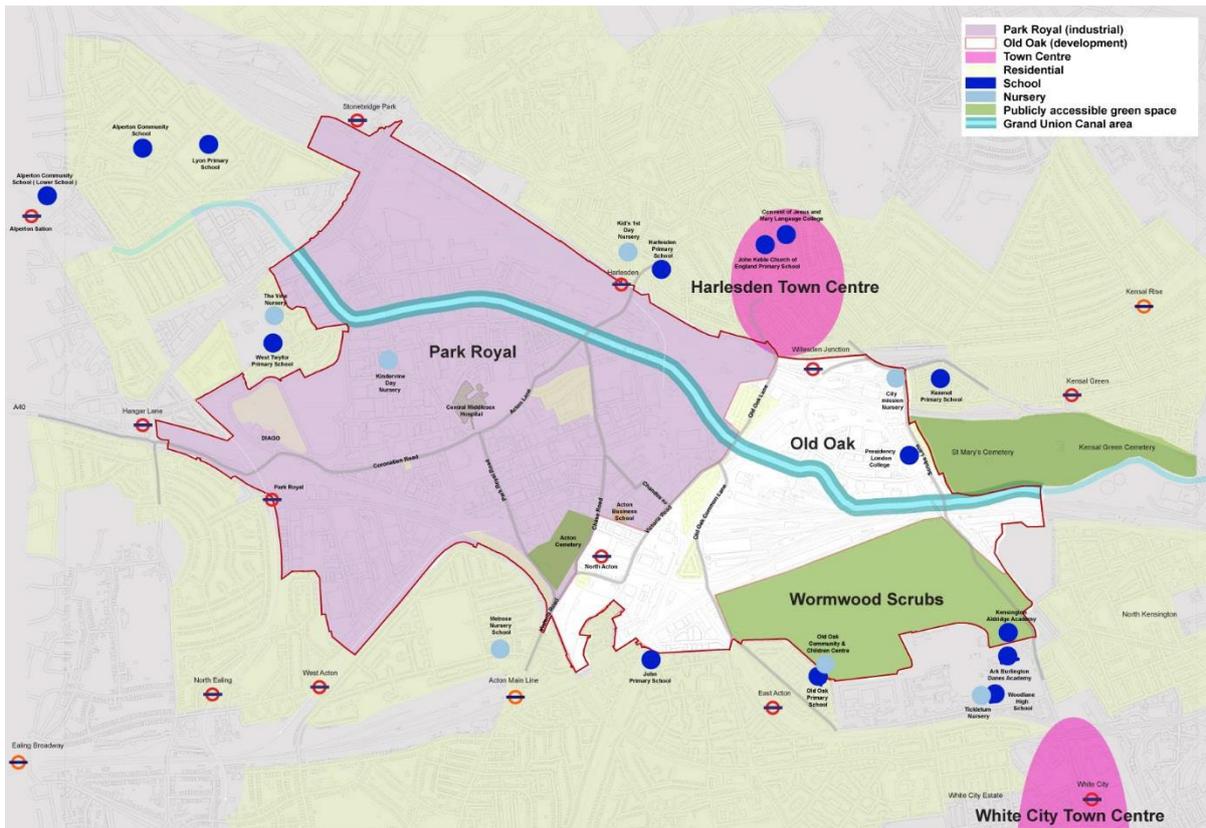
The Old Oak and Park Royal Development Corporation (OPDC) was established by the Mayor of London to oversee the development and regeneration of the Old Oak and Park Royal area. This is one of London's largest regeneration projects and is important for the future of London, providing many of the homes and jobs Londoners need. Over the next 30+ years, 25,500 new homes will be developed, and 65,000 new jobs will be generated. These developments are the result of significant investment in the area by the Elizabeth line (formerly Crossrail) and High Speed 2 (HS2), with the new Old Oak Common superhub station opening in 2026.



The wider OPDC area covers approximately 650 hectares in inner north-west London and is predominantly industrial in nature, with some small residential communities housing around 4,000 residents. It crosses the three London boroughs of Brent, Ealing and Hammersmith & Fulham. It has been an important centre for UK industry and manufacturing since the early 20th century, providing employment to many of the first-generation immigrant populations in the neighbouring areas.

Park Royal is the largest industrial area in London. It has been home to the design and manufacturing of some iconic products and brands: the Routemaster Bus, Brompton Bikes, McVitie's, Heinz and Rolls Royce to name but a few. An amazing one-third of all food consumed by Londoners still comes from Park Royal, supplying 3.1 million meals every year. Of the 2,300+ businesses in Park Royal, almost a third are in the creative industries. This little-known, highly-productive part of London is loyal to that heritage and continues to provide a home for new ideas, industry and products, as well as over 35,000 jobs. The area and its direct surroundings are home to a vibrant and diverse community, which is exemplified in the diversity of products produced, from Lebanese, Chinese, Japanese and Caribbean foods, to oriental carpets.

The total OPDC area has small pockets of active and engaged new and old residential areas, with around 4,000 residents. It has important ecological and heritage assets including the Grand Union Canal and Wormwood Scrubs.



The Old Oak area (depicted in white in the above map) will see significant changes over the coming decades. A new part of London will be in the making around a new major transportation hub at Old Oak Common, including HS2 and Elizabeth line services towards the North, Heathrow and into central London. Park Royal will remain a major industrial employment site, with investment focussing on providing better facilities for businesses and increase employment opportunities in the area.

### 3- The Grand Union Canal – introduction & context

The Grand Union Canal in Old Oak and Park Royal is one of the most valuable and underused assets in the OPDC area. It has all the characteristics to be a great place and a key ingredient of the future success of the OPDC area: considerable heritage value, boating community, its proximity/links to open space such as Wormwood Scrubs and the Birchwood Nature Reserve, connectivity, opportunities for leisure and characterful uses along its length. The canal also remains one of the few continuous and publicly accessible east-west routes through the otherwise very fragmented area.

The Local Plan for the OPDC area provides a series of policy hooks for the CPS, outlining three strategic functions for the canal which will be the guiding principles to be developed within the CPS:

- A functional canal corridor, providing transport functions and space for moorings across a variety of uses, amongst others its potential for freight transport uses;
- A leisure destination, with a focus on civic uses such as open space, permanent and temporary leisure uses, residential and community infrastructure, and a connector between different neighbourhoods;

- An environmental asset, in terms of its value as ecologic corridor between larger green spaces, its position within the Thames watershed, and as part of a network of ecosystem services.

Today there are a number of aspects of the canal environment which are not successful – there is limited access and wayfinding to the canal towpath; as a result it appears to be primarily used by commuter cyclists and suffers from a range of anti-social behaviour issues. There is almost no overlooking or interaction from adjacent uses along the canal. Its use by the boating community is increasing, but currently the moorings are not contributing to the quality and character of the place as much as they could due to the limited facilities or management arrangements in place to support them. There are no opportunities for the general public to utilise the canal for recreational activities. The public realm and landscape alongside the canal is very neglected and overgrown, with increasing issues with graffiti and litter.

With development now coming forward alongside to the canal, a coherent vision and organising principles for the Grand Union Canal are necessary to enable targeted investment and to ensure that projects deliver appropriate improvements which will optimise the canal and its unique surroundings as an asset for current and future residents and other users.

There have been extremely successful experiences of canal side development in London and many examples of conflicts and poorly planned canal stretches. With only part of the Grand Union Canal covered by the scope of the Old Oak North masterplan, there is an opportunity to set out a coordinated approach for the Grand Union Canal across the entire OPDC area, drawing on experiences in London and elsewhere, both good and bad.

#### **4- The Canal Placemaking study**

The CPS will first and foremost bring together and draw on the many existing strategies, planning and design studies already in place within OPDC, such as the Local Plan, the Old Oak North and Park Royal central masterplans, the Public Realm strategy, and the Early Activation Programme. It will fill the gaps where necessary, provide additional work and detail where useful and relevant, and provide a coherent vision for the role of the Grand Union Canal as a sustainable support for the redevelopment of the OPDC area. It will focus on three key aspects of the Grand Union Canal:

- The canal as a waterway: exploring opportunities for residential, visitor and commercial moorings, and in high level terms, providing principles for recreational boating and freight.
- The towpath and adjacent public realm: in terms of its landscaping, access and role as a pedestrian and cycle route, and wayfinding.
- Development alongside the canal: principles and best practice to ensure that the design of residential, mixed use and industrial developments overlooking the canal respond to and enhance its setting

With the support from the GLA, the CPS will also explore the strategic context of north-west London's waterway network considering the functional and economic opportunities. It will engage with relevant local authorities to learn from past experiences and encourage the development of canal placemaking strategies and projects for the waterways connecting to the OPDC area.

Strategic projects are needed to:

- create improved access, including DDA,
- enhanced public realm,
- help to relieve the conflicts between pedestrian and cyclists,
- deliver well managed moorings in the right locations,
- provide opportunities for activities which can help to improve the sense place and the safety along the canal
- offer amenities for the full range of local business and residential communities
- create opportunities for strategic connectivity via the waterway.

OPDC has recently submitted a bid for capital funding from the Good Growth Fund for funds to deliver a series of 'quick win' improvement and activation projects along the canal. The Canal Placemaking Study (CPS) will inform these projects if the bid is successful and will help support OPDC and partners, including CRT and TfL, with this and other potential future bids for projects along the canal. The OPDC's Great Place Scheme has committed to support a number of projects and initiatives along the canal, including community canoeing already underway, and one of the annual art commissions is envisaged to be focused on the canal.

Section 106 has already been collected for some projects, and the redevelopment of Old Oak North will transform that critical stretch of the Grand Union Canal.

The CPS will support the success and coordination of these initiatives and support future funding bids and investment by third parties.

## **5- Scope of requirements**

OPDC is looking to procure a landscape-led design team to develop a placemaking strategy for the Grand Union Canal. The team will draw on the many existing strategy, planning and design studies already in place within OPDC, and put in place a robust community and stakeholder engagement strategy throughout the commission.

The commission includes the following stages:

### STAGE 1: Asset & context mapping: uncovering the area's potentials and "lucky finds"

OPDC is currently preparing baseline research and context mapping with the aim to collect relevant information and pieces of work from within the OPDC, the CRT and the London Boroughs involved. Fieldwork aiming at filling the gaps in terms of qualitative understanding of the study area is currently being prepared. The consultants will assist OPDC in finalising the baseline work and set out a work programme for the following stages.

This stage in particular will aim at identifying the potential assets such as public land or opportunities for interfaces with planned or ongoing projects. This will involve factual as well as subjective data collection and mapping through desk research, interviews and stakeholder workshops covering the following topics.

Outputs of stage 1:

- reference document with quantitative and qualitative information about the canal and a description of its opportunity sites
- a list of planned and ongoing projects and initiatives that would interface with the CPS
- a SWOT analysis

## STAGE 2: Project scoping & thematic scenarios

Taking the baseline work as a starting point, the consultants will scope out potential projects, and which they will integrate in 3 thematic scenarios (see below). The goal is to explore - through design- the potential of the study area and identify preliminary spatial principles and synergies of uses, as well as and trade-offs in relation to each other.

The scenario's will be used to facilitate a series of community and stakeholder workshops which will help determine the priorities of the CPS and reflected in a consolidated draft scenario by the end of stage 2. The consolidated draft scenario will seek a balance between thematic objectives, policy, and ongoing projects, and will be reviewed by OPDC's Place Review Panel and Community Review Group.

The themes to be explored mirror the roles of the canal identified in the Local Plan:

- A functional canal corridor, providing transport functions and space for moorings across a variety of uses, amongst others its potential for freight transport uses;
- A leisure destination, with a focus on civic uses such as open space, permanent and temporary leisure uses, residential and community infrastructure, and a connector between different neighbourhoods;
- An environmental asset, in terms of its value as ecologic corridor between larger green spaces, its position within the Thames watershed, and as part of a network of ecosystem services.

Outputs of STAGE 2:

- 3 theme-based scenarios
- Analysis of trade-offs
- Draft principles and consolidated scenario
- Initial project list
- Preparation and participation the NW-London waterway seminar (2)
- Design review (Place Review Panel and Community Review Group)

## STAGE 3: Final report

The CPS will deliver a final report which integrates comments and recommendations from community and stakeholder workshops, as well as form the Place Review Panel and Community Review Group. The report will include a project delivery schedule.

The final report should be a high quality, accessible, concise and highly illustrated document structured as a practical document which can be used by OPDC to support bids for the funding of projects, support the production of future planning policy guidance, and in discussions with developers/landowners.

The final report should contribute to achieving measurable outcomes in terms of:

- Increased investment along the canal
- Improved the perception of the value of the canal
- Improved user satisfaction and overall footfall and waterborne uses
- Improved design quality, heritage assets, green infrastructure and wayfinding
- Empowered local residents and authorities

Outputs of STAGE 3:

- Final report
- Costed delivery schedule for priority projects

- Public launch event

### Special requirements

The OPDC is invested in building positive relationships with local communities through several community engagement workstreams. These include, but are not limited to, the Great Place Scheme, the Local Plan consultation, and the Community Review Group.

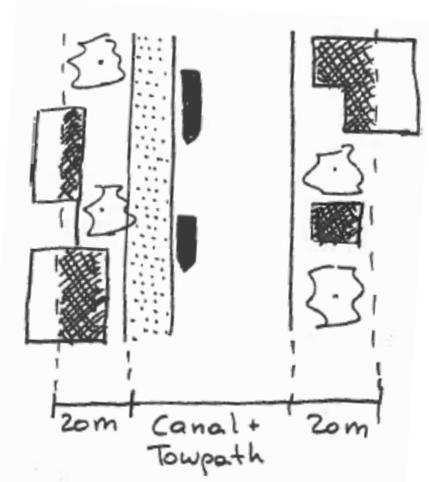
Throughout this commission the consultants are expected to engage positively with local community and stakeholders by means of:

- At least two community workshops: the first one during STAGE 1 aiming at identifying potential assets and “lucky finds” within the study area; the second one during STAGE 2 aiming at setting out the priorities for the CPS.  
The three thematic scenarios developed in STAGE 2 of this commission should be seen as a tool to engage with community, and help identifying priorities and trade-offs with local community. Ideally, these engagement moments aim at validating findings and proposals, and to create a sense of ownership of the work. This process can be facilitated by the OPDC.
- The Canal Placemaking Study is expected to be presented to the Community Review Group and Place Review Panel at an early stage, and before drawing up the draft report, to inform the final outcomes of the study.
- OPDC has recently procured a design team to develop a brand identity and design guide for all of OPDC’s outward facing projects. These will have to be incorporated into the outputs of the Canal Placemaking Study.

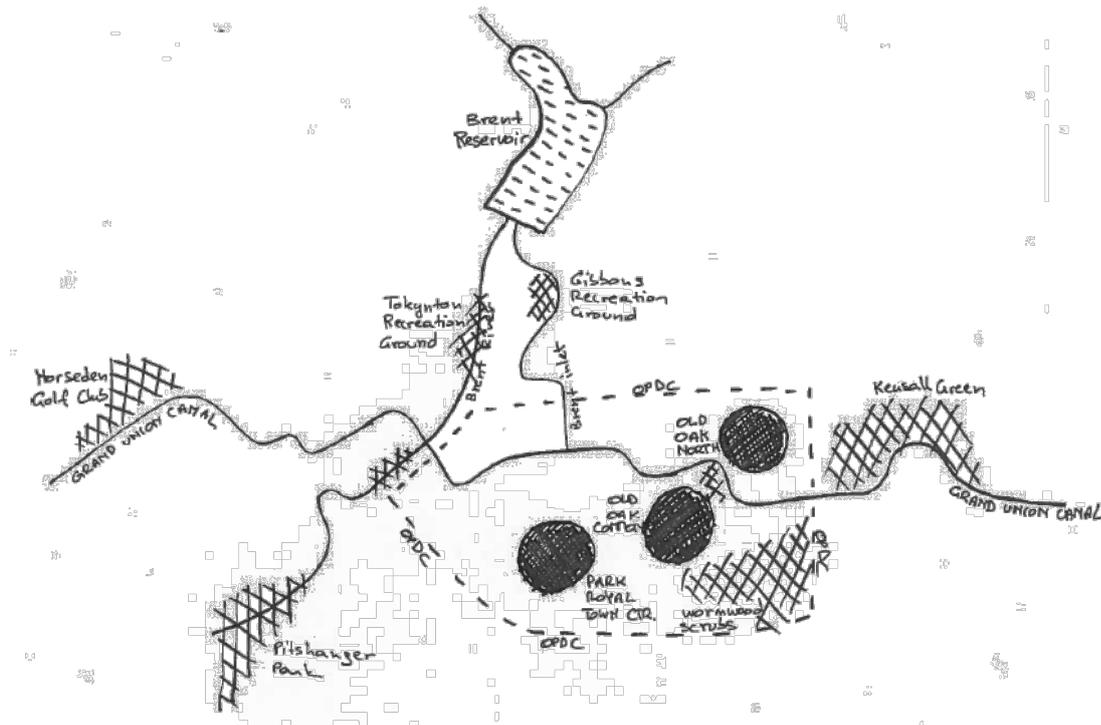
## **6- Study area**

Two boundaries will be taken into consideration for the CPS:

- A core area, roughly the Grand Union canal + towpath and a strip of 20m on either side, located exclusively within the OPDC area. It will also include the Brent feeder canal and a strip of approximately 20m on either side. This perimeter will be the focus area for the final outputs. The perimeter can vary depending on the opportunities that may be identified along the canal.



- An area of influence, stretching roughly from Brent Reservoir in the north to Pitshanger Park in the south, and from Kensal Green Cemetery in the east to Horseden Golf Club in the west. This perimeter will ensure the CPS’s wider context of north-west London’s green-blue framework is taken into consideration and allow to put in place the necessary interfaces with related projects outside of the OPDC area. It should support and encourage Local Authorities to come forward with a coherent vision and projects for the waterways leading into the OPDC area.



The overarching context of the Grand Union Canal in north-west London and its wider surroundings will also be taken into consideration, in particular in terms of the freight/functional/economic opportunities this context embodies for the two lower-level boundaries. Through the work on the wider context of north-west London's waterway network Local Authorities will hopefully develop their own waterway strategies and projects for the waterways leading into the OPDC area. Enabling coordinated projects and strategies.

## 7- Governance

The day-to-day progress of the CPS will be overseen by an OPDC project team:

- Lead: Principal Urban Designer
- Support: Senior Officer – Design and Graphics
- Oversight: Head of Design

The project team will coordinate with other OPDC teams and workstreams and ensure the necessary interfaces with policy, strategy and project delivery are in place. The consultants might be asked to report on the progress to an internal working group.

As needed, the project team might be assisted by the Canals and Rivers Trust (CRT), as well as the Greater London Authority (GLA).

A steering group will provide feedback and input. This would be made up of public bodies directly affected by the CPS. The steering group will involve:

- OPDC (Chair)
- CRT
- GLA Regeneration
- LB Brent
- LB Ealing
- LB H&F

## 8- Programme and milestones

Description	Start Date	End Date	Duration
<Project Start>	October 2018		
Procurement launch *	October 2018		
Consultants interviews *	November 2018		
NW London Seminar (1) **	November 2018		
Consultants inception	November 2018		
Baseline research	November 2018		
<STAGE 1 complete>		December 2018	6 weeks
Scenario development	December 2018		
Stakeholder workshops	January 2019		
Draft Scenario	February 2019		
Design Review	February 2019		
NW London Seminar (2)	February 2019		
<STAGE 2 complete>		February 2019	12 weeks
Final report draft	March 2019		
<STAGE 3 complete>		April 2019	6 weeks
Launch event	April 2019		

\* See section 2 of the Invitation to Tender document for a detailed procurement timetable.

\*\* The first NW-London seminar is currently scheduled to take place on Friday 23 November 2018 and includes case study presentations and a workshop with local authorities. The successful practice is expected to attend this event for the full day.

## 9- Relevant studies and background documents

- OPDC - [Good Growth Fund](#)
- OPDC - [Great Place Scheme](#)
- OPDC - [Local Plan](#)
- OPDC - [Local Plan supporting studies](#)

## **10- Procurement process and evaluation**

This is a competitive tender with a value between £34,000 and £44,000 + VAT.

OPDC will not pay any costs associated with producing a Tender or incurred in any subsequent discussions or clarifications, regardless of whether that Tender is successful or not.

### Submission requirements

A submission in response to this invitation shall be referred to hereafter as the 'Tender' and the organisation making such submission shall be referred to as the 'Tenderer'.

OPDC would welcome a proposal illustrating your approach to delivering the outputs outlined above.

The technical submission should not exceed 6 A4-pages (excluding CVs). This must include:

#### Technical Submission:

- Proposed methodology and approach
- A visual representation or moodboard of your reading of the area
- Evidence of relevant knowledge and experience

#### Supporting Information:

- An outline of the proposed work programme and milestones
- A commented reference guide of two previous projects relevant to the current tender.
- A commented reference of a project or "best practice" that is not your own.
- An overview of the project team, including each team member's relevant qualifications, role within the project team, and notable previous projects.
- A CV of each team member that will be involved in this commission (maximum 1 page per person)

#### Supporting information and commercial submission:

- Pricing Schedule
- Acceptance to Contract for Services Agreement and Contract Data Terms and Conditions

### Required disciplines

OPDC is seeking to appoint a landscape-led urban design team with relevant experience in the following disciplines:

- Landscape design
- Spatial strategy
- Public realm design
- Placemaking
- Community engagement

Tenderers are welcome to partner with other organisations if they feel that they can provide the expertise required to complete the project. Full details of how the partnership would work (governance etc.) should be provided in the Tender Submission.