

5.0 Key Objectives

IPM at Rochester Airport is a major redevelopment opportunity and has been on Medway Council's regeneration agenda for a significant period of time. It has a vital role to play in the area's economic future. Key objectives include:

The land take opportunity: Changes proposed as part of the Rochester Airport Masterplan (2014) will free up 18.54ha of land for employment-led development right next to the airport. This is the largest piece of land under Medway Council's and Tonbridge & Malling's joint ownership that could bring transformational change to the area. A total of £8.1m has been awarded from central government's Local Growth Fund through the South East Local Enterprise Partnership to help bring this site forward for development, creating a hub for knowledge-based employment and innovation.

Economic performance: The core ambition for Medway Council and Tonbridge & Malling Borough Council is to strengthen the performance of the local economy, to create jobs in order to secure growth and prosperity, to capitalise on the further and higher education offer and to realise the area's potential, which is the largest conurbation in Kent and benefits from a strategic location on the Thames Gateway.

Skills retention: People are Medway's greatest asset; to retain people and their skills we need to secure quality jobs by attracting the right businesses to the area. IPM presents a unique opportunity for both authorities to deliver upon their aspirations to create a flagship economic hub that generates significant investment and employment opportunities to the area. IPM also has the potential to build links with Universities and Further Education institutions to drive the development of skills. It can help change the public perception of Medway from a commuter belt to a place where people, businesses and ideas grow and flourish.

An innovation environment: IPM's core value is about creating a place that both fosters physical and entrepreneurial connectivity. IPM will build upon national and international best practice, it will focus on creating a place where people belong, a place to make connections, seek advice, test ideas and be inspired. The wider community of Medway will be encouraged to engage with IPM as a centre of excellence.

Lasting Sustainability: IPM will only be successful if it can achieve long-term economic sustainability. It needs to position itself for the local innovation environment and promote ambitious business outcomes. Creative in delivery, able to respond to market trends, achieving best value for the authority, enhancing marketability and commercial performance. There will be investment in residents to enhance skills by creating apprenticeships, post-graduate opportunities and training facilities.

Flexible and agile: All of these demand a robust development framework that is adaptive, allowing for a wide range of buildings and spaces that can be delivered when there is demand. The element that underpins it all is the public realm of IPM. Public realm will be the constant among all the variables, the setting for all ambitions and possibilities at IPM. It will be high quality, durable space that is both welcoming and flexible, allowing people to make connections, encourage the exchange of ideas, nourish growth and support a wide range of activities at IPM. These spaces for collaboration will create a campus feel and will become a key driver for long-term success of IPM.



Concept 1 - CLEAR IDENTITY & QUALITY ENVIRONMENT...A legacy landscape

IPM already benefits from a number of points of distinction which position it as an attractive proposition for investors. The local innovation network, enterprise zone status, and existing community all combined with excellent connectivity provides IPM with a solid launch pad. In order to put IPM on an exciting trajectory our concept is to provide a stunning piece of public realm that becomes the signature for IPM.

A key concept for IPM is to put in place a 'legacy landscape'. In order to avoid the creation of an 'anywhere place' IPM is underpinned by a compelling vision that focuses on defining the potential 'place' that could be created and the experiences that people could enjoy. This approach focuses on delivering a landscape that guides each phase of development, gives certainty to future investors and prioritises life, people and place before thinking about buildings.

Making a 'nod to the past' the idea of a 'Runway Park' would become a dynamic feature that would not only underpin phased delivery of plots, and a stage for staff and visitors to enjoy the lifestyles they now demand of employment sites. Crucially, in addition to all of this, 'The Runway Park' would become the feature that gives IPM a clear identity, it would become the physical manifestation of the IPM brand.

PLACEMAKING SIGNATURE

'THE RUNWAY PARK' A DYNAMIC PUBLIC REALM CELEBRATING THE ART OF FLIGHT



Inspired by the geometry of 'flight'



Bold and dynamic statement



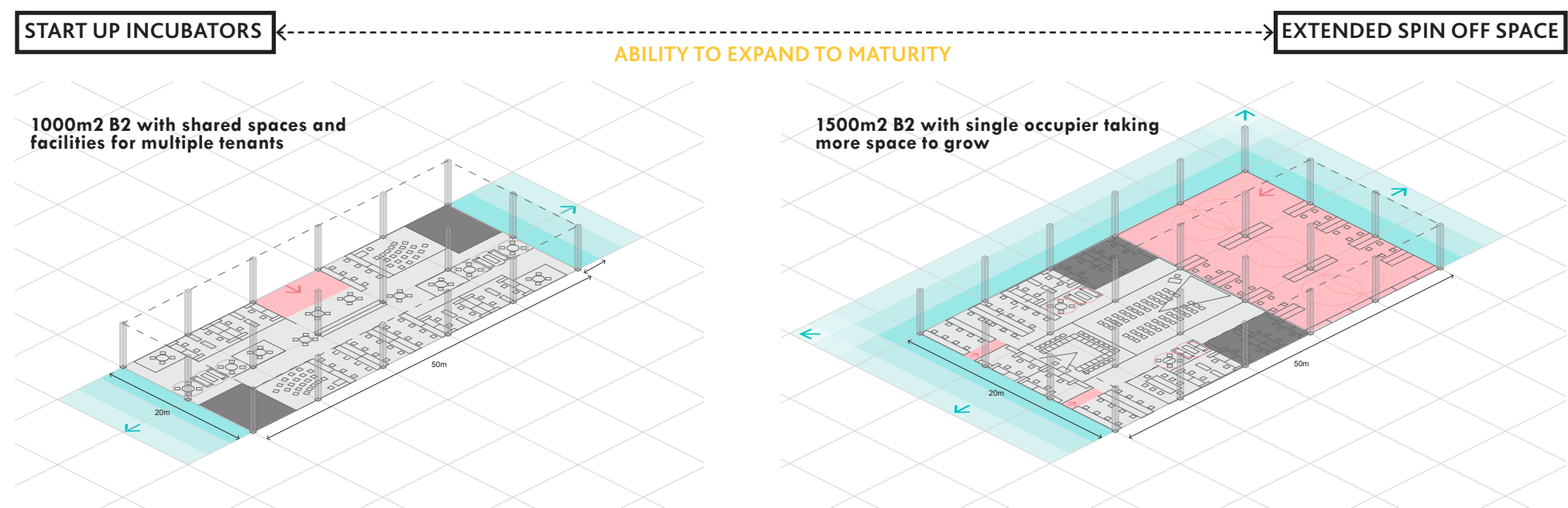
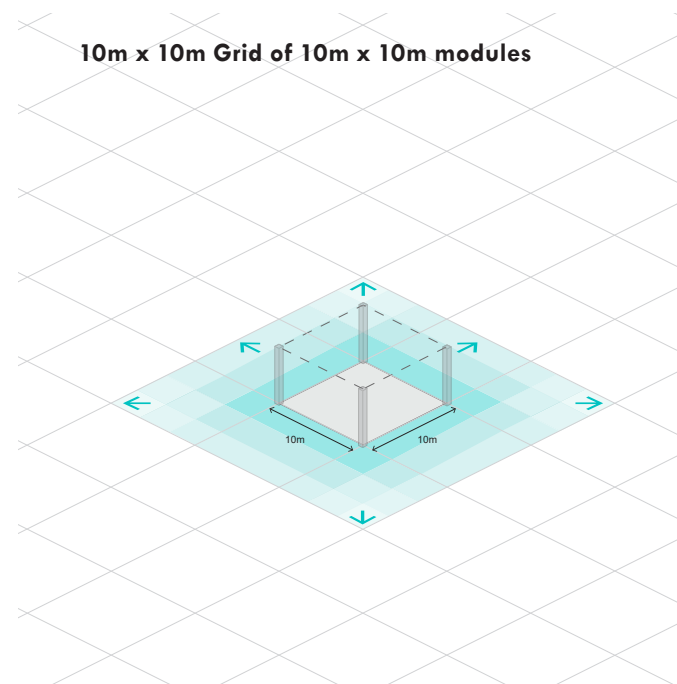
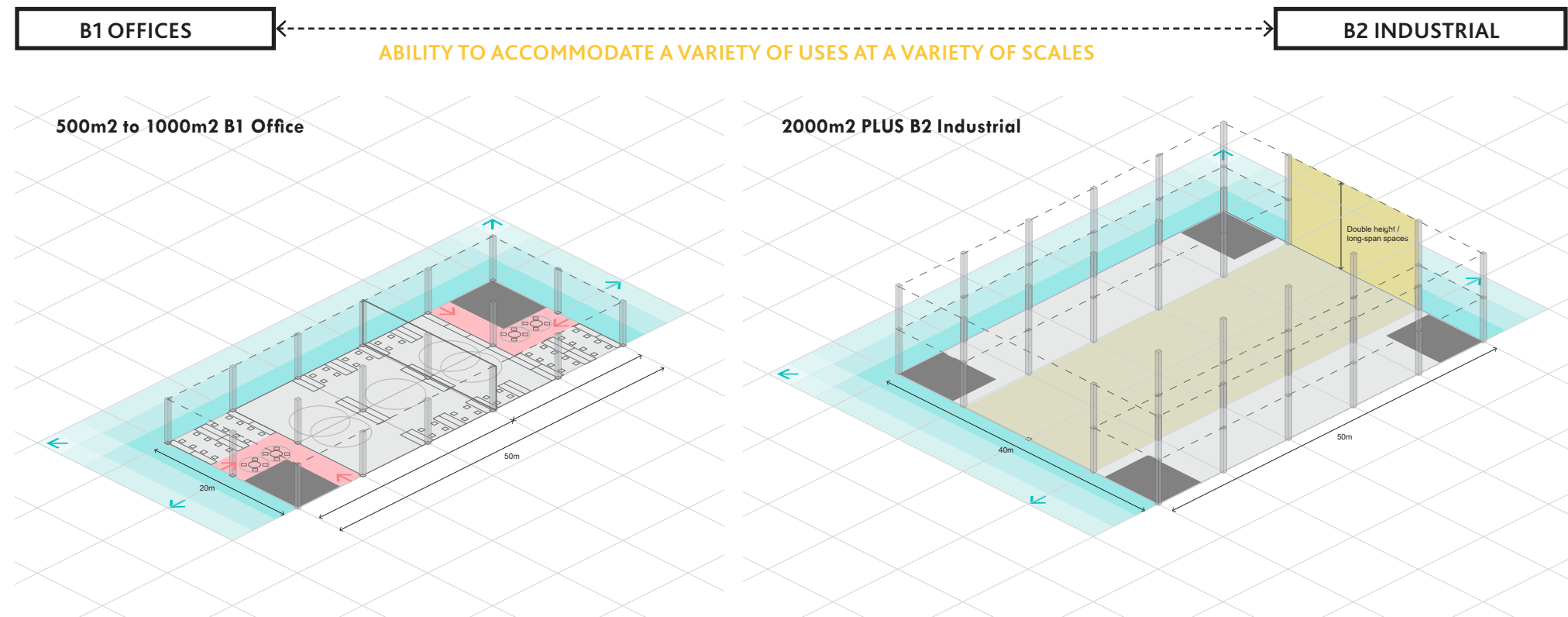
A legacy landscape to frame phases of development and provide a stage for interaction

Concept 2 - FLEXIBLE AND AGILE...Flexibility 'to the Power of 10'

Delivery of a robust masterplan for the IPM has substantial technical, legal, financial and creative challenges. Success will rely on the resolution of these challenges within a robust plan for the key structuring elements that define the fundamental infrastructure corridors and spaces that will not only facilitate the marketing of serviced plots but also, crucially, provide a signpost of the quality of place that will emerge.

Our masterplan will be underpinned by a robust framework of the key structuring elements whilst allowing plots to be designed and developed in a flexible manner. This bold move puts in place a simple, yet powerful landscape framework which will retain flexibility for plots whilst acting as a catalyst to attract market interest through promoting a confident brand that attracts the right profile of innovative businesses, plus attracts and retains the best staff.

In order to ensure the viability of plots, our masterplan has explored the concept of a very flexible 10m x 10m grid. This allows the larger development blocks that are underpinned by the robust landscape and access framework to be combined or subdivided in a very flexible manner with the knowledge that plots can accommodate a wide range of building footprints for a wide range of typologies. The plots, therefore, are readily scalable and saleable allowing IPM to respond to market interest in a very agile manner.



Concept 3 - ANCHOR INVESTORS AND NETWORKS & SKILLS... Breaking innovation out of silos

The investment landscape for innovative employment sites is becoming more and more competitive at a international, national and local level. In an era where disruptive technologies and changing patterns of work are redefining the role of employment sites, IPM must be at the leading edge of this movement in order to succeed.

A key pattern emerging in the market place, and supported in the precedent projects reviewed as part of the associated innovation studies that have informed this masterplan, is that the way that ideas are now exchanged is changing. Free flowing exchange of ideas and open collaboration is now at the core of innovation, allowing start-ups to build synergies and flourish; and mature companies to spin-off into new phases of growth. Innovation is no longer confined to desk spaces or lab spaces...it requires chance encounters, collaborative problem solving and is sparked by moments of inspiration

IPM will now be measuring itself against innovation parks and a new wave of employment campus that have delivered a quality environment early in their life cycle in order to attract further quality. The communities that have stemmed from these synergies are now meaningful, powerful and truly authentic 'places' rather than business parks.

A key concept for the IPM masterplan, therefore, is to break innovation out of traditional silos and foster a supportive community founded on principles of collaboration. The public realm and shared spaces provide a stage that promotes this exchange and at IPM this ethos will become the essence of innovation and the unique selling point for investors, staff and the wider community.

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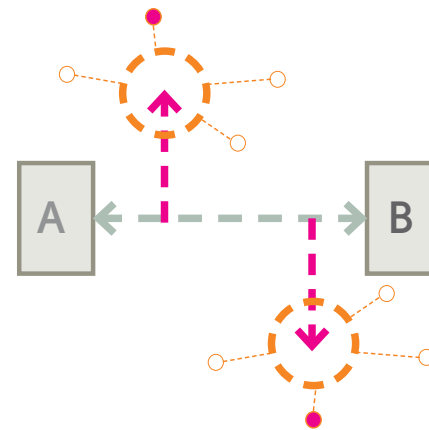
FACILITATE PLOTS TO ATTRACT EARLY OCCUPIERS



LINK THE EARLY PIONEERS TO BUILD SYNERGIES

②

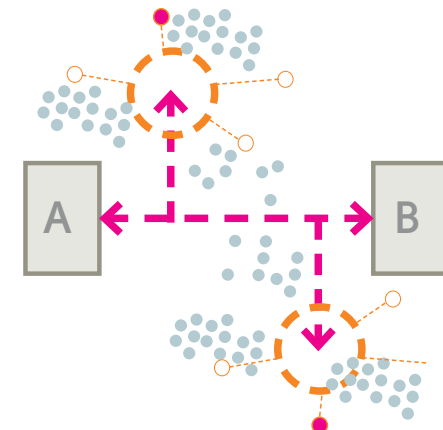
FACILITATE SPIN-OFF ACTIVITIES & ALLOW FOR GROWTH



DELIVER QUALITY TO ATTRACT QUALITY

③

COLLABORATIVE COMMUNITY AND INNOVATION EXCHANGE IN PUBLIC REALM



CREATE AN AUTHENTIC PLACE TO LEAVE
AN INNOVATION LEGACY

CASE STUDY: HERE EAST

Here East is a new digital quarter for East London which re-uses the former Press and Broadcast Centre for the London 2012 Olympic and Paralympic Games. This major development builds on the creative and entrepreneurial heritage of Hackney Wick to create a thriving commercial space providing more than 7,500 jobs on site and in the local community.

LDA Design used the public realm as an extension of the building functions and a canvas for innovation, interaction and events. Whilst it was considered important to complement and blur interfaces with the existing context, an honest reaction to the contemporary industrial architecture of the existing buildings became crucial to project a single, unique identity.

The layout of the development is influenced by the two large Games-mode sheds which resulted in five core areas: The Yard; Canal Park Frontage; Northern Plaza; Gantry and Southern Route. Each area has its own character, yet bound to the Here East identity through simple and robust surface finishes and a strong and bold planting design. The design ensures strong connections to both the Queen Elizabeth Olympic Park and the Canal Park.



Here East Digital Quarter, an example of innovative place creation through the organic growth of collaborative enterprises with public realm as a canvas for interaction and idea exchange

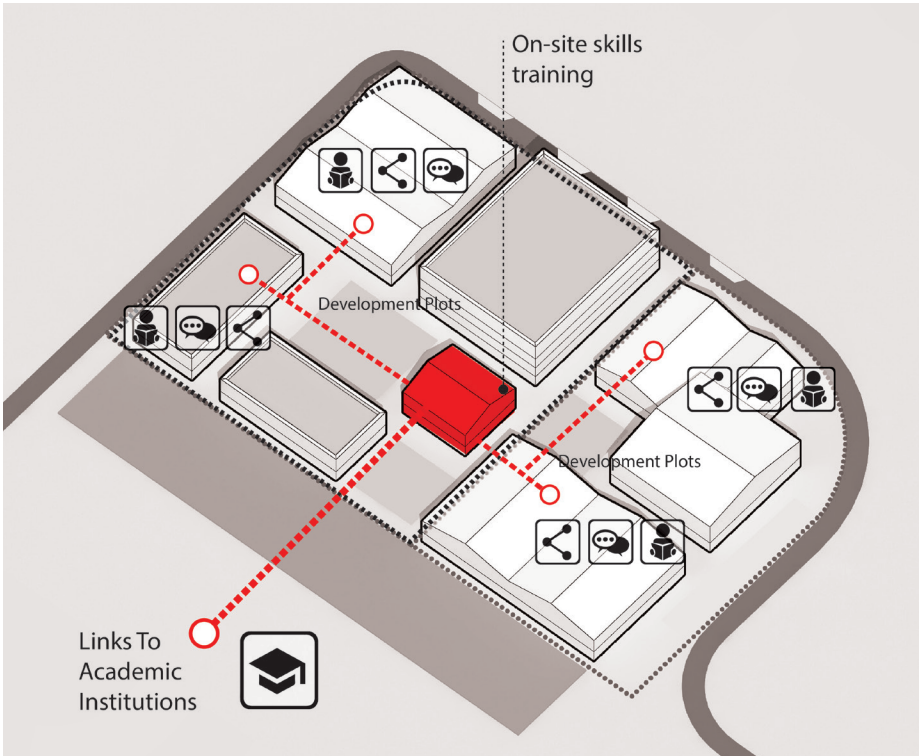


Concept 4 - BUILD NETWORKS AND SKILLS...Mixing up uses to encourage synergies

Delivering the ‘known quantities’ of an employment park such as IPM will not be enough to create an innovative employment site. Success will require more than delivery of floorspace, road infrastructure and parking bays. The masterplan will view IPM as a social endeavour rather than a purely spatial exercise, without creating additional expenditure which will also focus on delivery of access and utilities infrastructure to attract the initial occupiers to serviced plots.

Attracting investors requires the inherent benefits of this location to be capitalised upon, and new infrastructure being delivered to ensure IPM is a competitive investment proposition. Early occupiers will be able to benefit from a connected site with early infrastructure such as broadband available as part of the first plots released. Retaining the best staff in a competitive market place is a key concern for investors, and staff now demand a complex blend of ingredients when making decisions about where they want to work. The approach for IPM will be to take the core building blocks of an employment campus and blur boundaries of land uses with an exemplary public realm. The overlapping of uses with a strong public realm and landscape framework will engineer the desired moments of social interaction, build a shared community spirit, and spark moments of inspired innovation. These shared spaces will create a place of authenticity and sow the seeds of innovation at IPM.

If IPM is to become an authentic place where innovative investors look to invest in the knowledge that they can attract and retain the best talent, then the environment should be curated in such a way that moments of interaction occur intuitively. Crucially, this environment will also mean that IPM has the potential to build links with Universities and Further Education institutions to drive the development of skills.

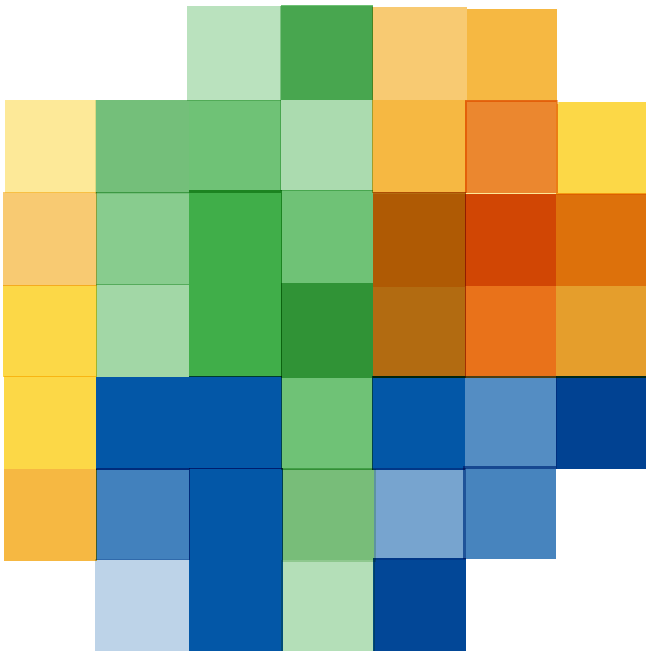


Concept to build links with Universities and Further Education Institutions through on-site skills training

STEP 1 MEASURE THE INGREDIENTS OF IPM

			Pu Public realm	Ro Rochester Airport	Nw Net-work-ing	Er Earth Bund	
Tl Transport link	Fd Food & Drinks	Cp Cycle parking	Le Leisure	Bu Buffer Zone	En Energy	Ba Batter-ies	
Sc Supply Chain	Ha Habitat	Ec Ecology	Os Open Space	Tr Training	Ap Appren-ticeships	Rg Regen-eration	
Fr Freight	Wi Wildlife	Pl Play Space	Ac Access Road	Ed Educa-tion	So Solar Energy	Ic Inno-Centre	
Di Distribu-tion	Rd Research & Dev	Tec Tech-nology	Dm Digital Manufctg	Pr Proto-typing	Sl Special Labs	Bi Big Data	
St Storage	In Incuba-tor	Col Col-labora-tion	Ou Outreach	Em Employ-ment	Le Learning		
	Wo Work hub	Io Innova-tion	Su Start-up	Su Support			

STEP 2 MIX UP AND BLEND USES TO CREATE A PLACE



THE OUTCOME

FOSTERING INNOVATION THROUGH MOMENTS OF INTERACTION



Concept 5 - LASTING SUSTAINABILITY...Futureproof and allow for organic growth

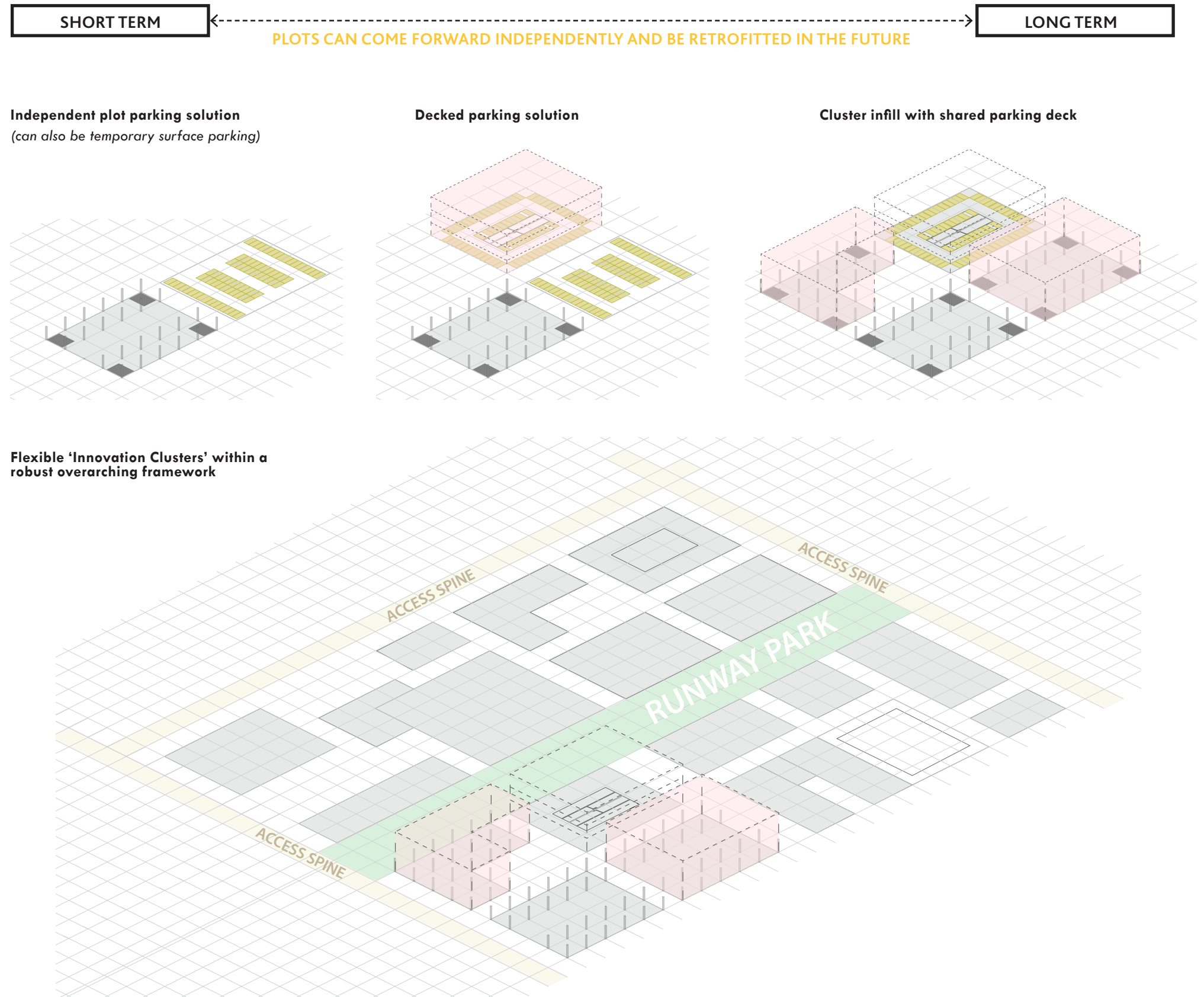
In an age where disruptive technologies are having profound influences on society IPM must allow its businesses and people to benefit from future innovations whilst ensuring that it can evolve organically to remain resilient as an investment proposition. Futureproofing for this and facilitating organic growth will allow IPM to remain competitive and this is the essence of an innovative, enterprising community.

Therefore, a core concept for all spatial tactics explored is to futureproof the masterplan as much as possible to provide a place where people and businesses can belong, flourish and innovate long term .

Although, the LDO will be reviewed at key milestones it is critical that the masterplan and planning consent is robust. In order to ensure that it is fit for purpose the flexible 10m x 10m grid will allow developer interest to be accommodated over many phases. Moreover, this approach allows plots to come forward in a variety of ways and for occupiers to expand within clusters as they reach maturity.

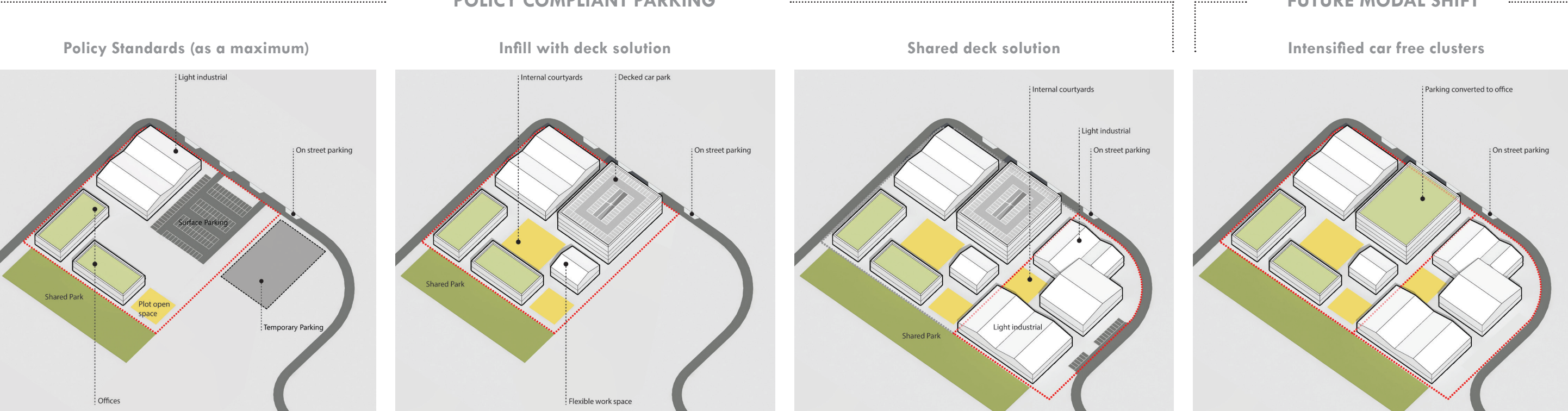
The concept of futureproofing extends to allowing for a variety of parking solutions to be accommodated which could unlock opportunities for intensification, particularly if a modal shift is achieved through successful delivery of more sustainable movement patterns. Whilst plots can come forward independently to be policy compliant with a surface parking solution and even temporary parking on adjacent vacant plots, the framework also allows the benefits of decked solutions to be explored which will maximise the potential to achieve placemaking objectives with strategic vehicle capture allowing for car free areas for collaboration. In time, shared deck parking solutions would allow for intensification of plots and the decked parking structures themselves could be future proofed to allow for conversion into additional employment spaces.

The consistency of the environmental quality and place brand will be secured by the over arching landscape and infrastructure framework acting as a constant cornerstone, but 'innovation clusters' will be able to adapt and thrive.



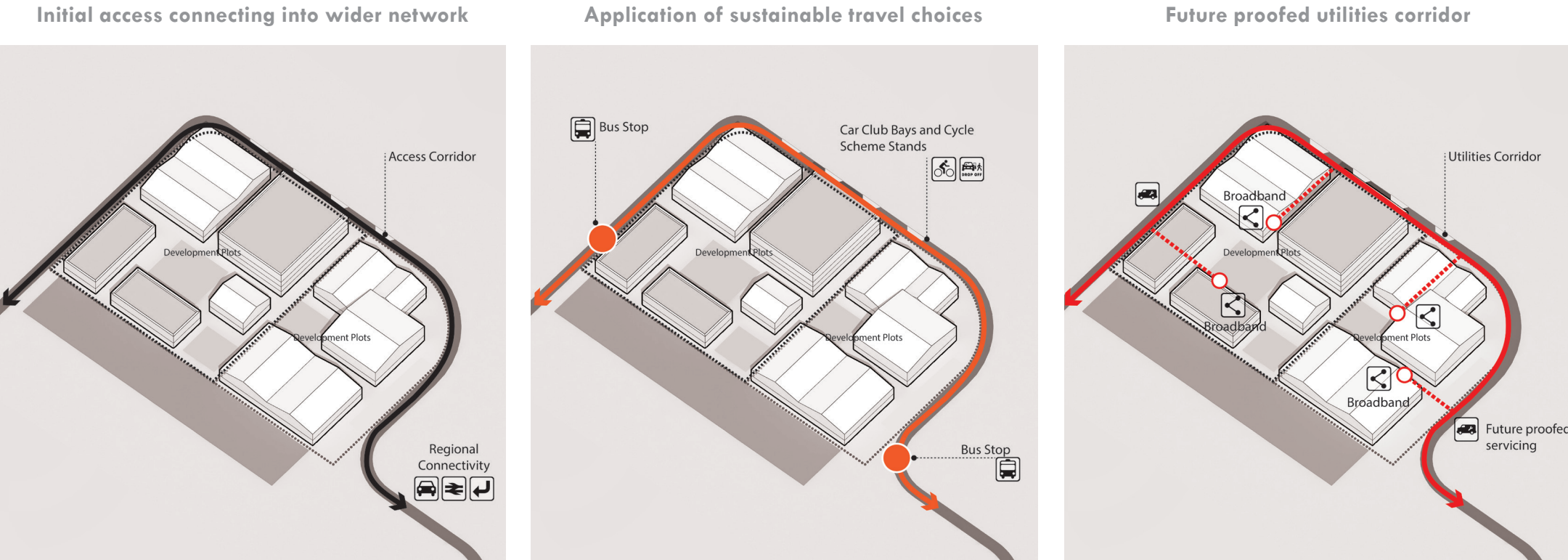


FUTURE PROOFING: PARKING



*Indicative concepts for illustrative purposes only. Interested parties who deliver plots will need to consider access for deliveries and parking, with the primary route available for additional bays if required and acceptable in planning and design terms

FUTURE PROOFING: PRIMARY INFRASTRUCTURE CORRIDORS



*Indicative concepts for illustrative purposes only

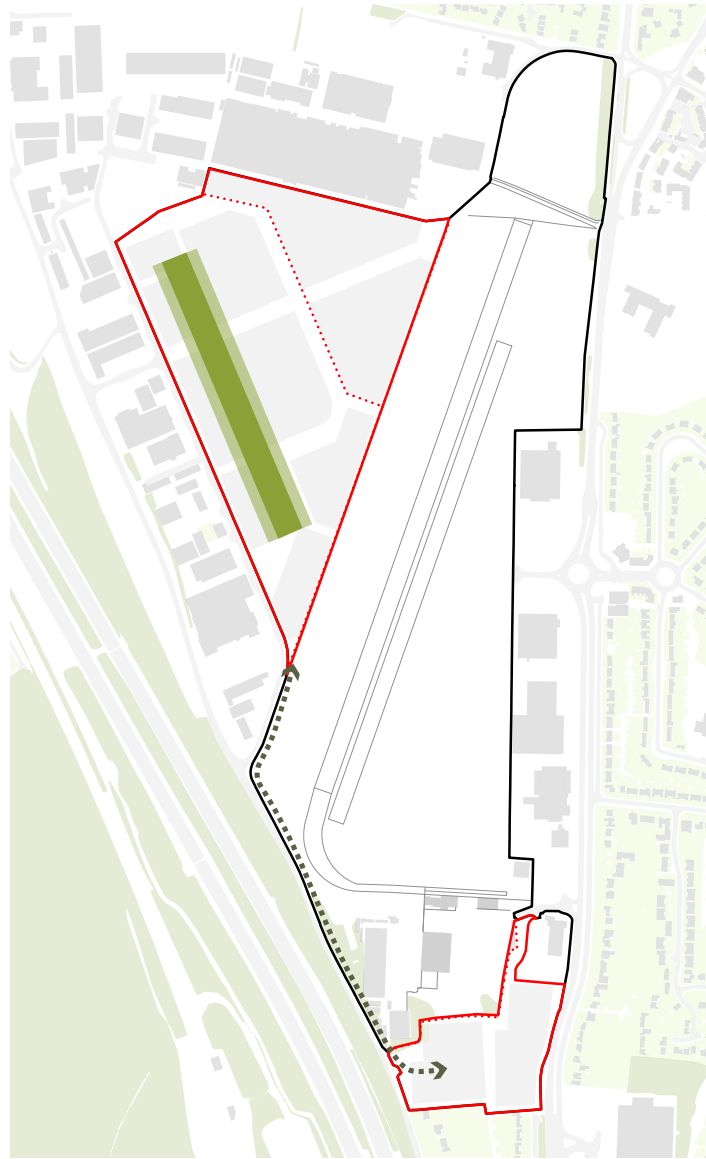




6.0

THE MASTERPLAN

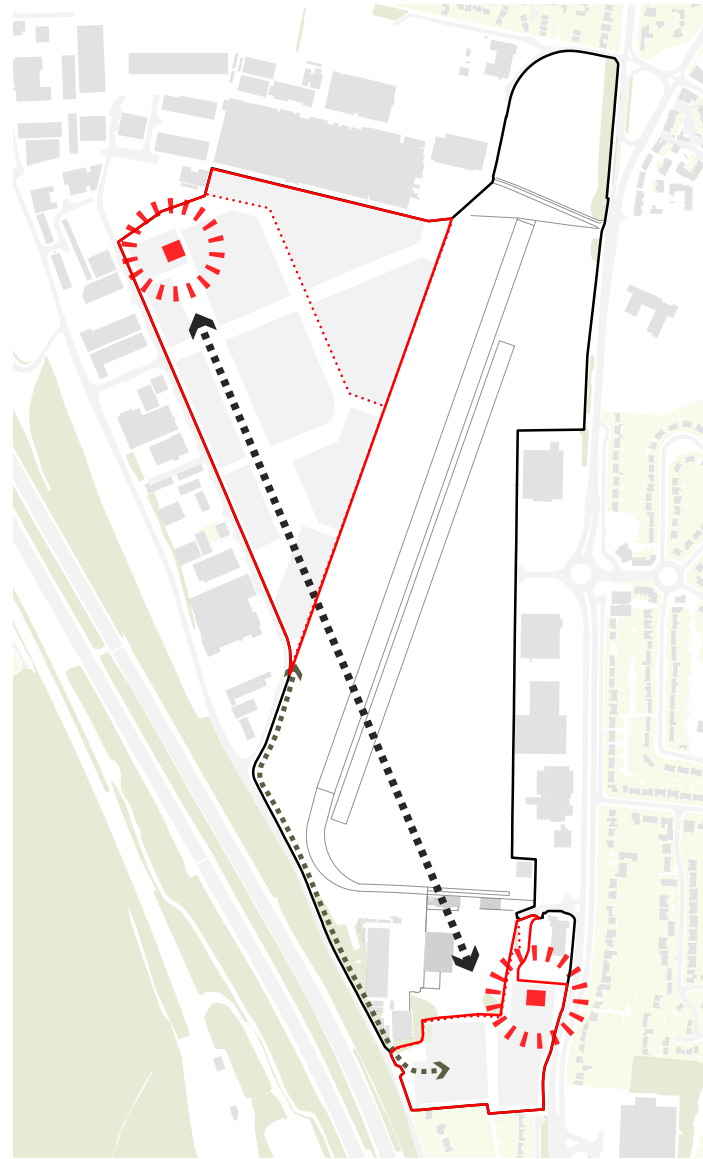
Key Design Moves



A RUNWAY PARK

The Runway Park is proposed as the fundamental structuring element of the masterplan. A simple, bold move which will create a clear identity and provide the high quality open space that investors demand of innovative employment sites AND is key to attract and retain skilled staff.

The Runway Park is a concept inspired by making a 'nod to the past' whilst setting out a confident new future for the site. The beauty of the concept is its ability to attract investors through the certainty that a quality feature will be committed to as the core element around which flexible plots will be built out over time.

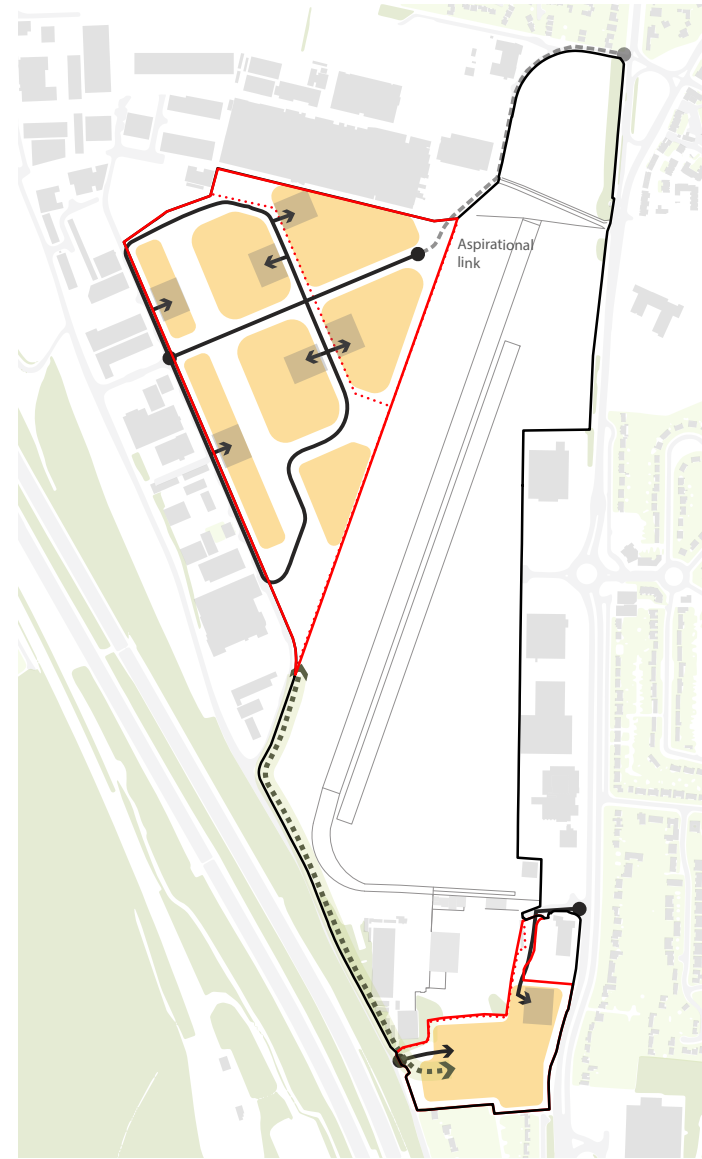


ICONIC BUILDINGS

In order to celebrate the heritage of the site, and make a perceptual link between the two development areas, the masterplan 'book ends' the linear park alignment with a plot that offers the opportunity for a land mark building to the north of the site. Frontages on Maidstone Road also have the potential to create a sense of arrival for the enterprise zone.

This sets up a 'conversation' with the control tower and perceptually links the two parts of the development area in spirit as one innovation park.

The two development areas also have the potential to be physically linked via a potential footpath that passes securely along the site boundary. This physical connection will promote interaction between the two sites and encourage shared use of facilities which, in turn, will assist objectives of reducing car trips.

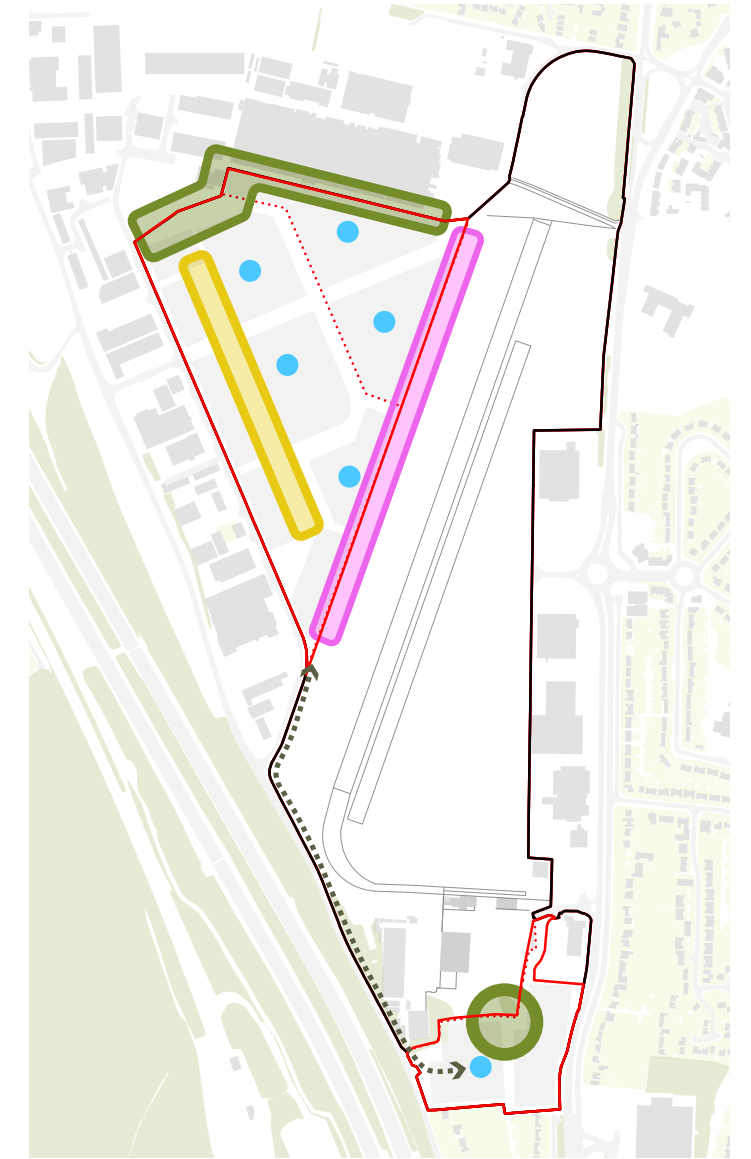


PEDESTRIAN FRIENDLY CLUSTERS

Successful interaction between organisations and individuals attracted to IPM can be amplified by a public realm that encourages innovation to be taken out of buildings into the public realm where collaboration and new ideas can be freely exchanged...this is the essence of innovation.

In order to achieve these qualities in the public realm, and deliver the environment that will attract and retain staff in a competitive market place, free flowing pedestrian movements must be prioritised.

The masterplan strategy seeks to capture vehicular movements with car parks located in strategic locations allowing pedestrian friendly clusters to surround the key open spaces such as the Runway Park.



LANDSCAPE CHARACTER AREAS

The fundamental framework put in place by the commitment to a Runway Park and primary access loop creates a framework within which plots can emerge over time. Development will come forward under the umbrella of one vision and the identity of one place but with the proposed landscape features influencing the identity of each zone of the IPM site. This includes:

- Park edge plots
- Outdoor collaboration 'rooms'
- Trees of character maintained to acceptable height
- Woodland clusters

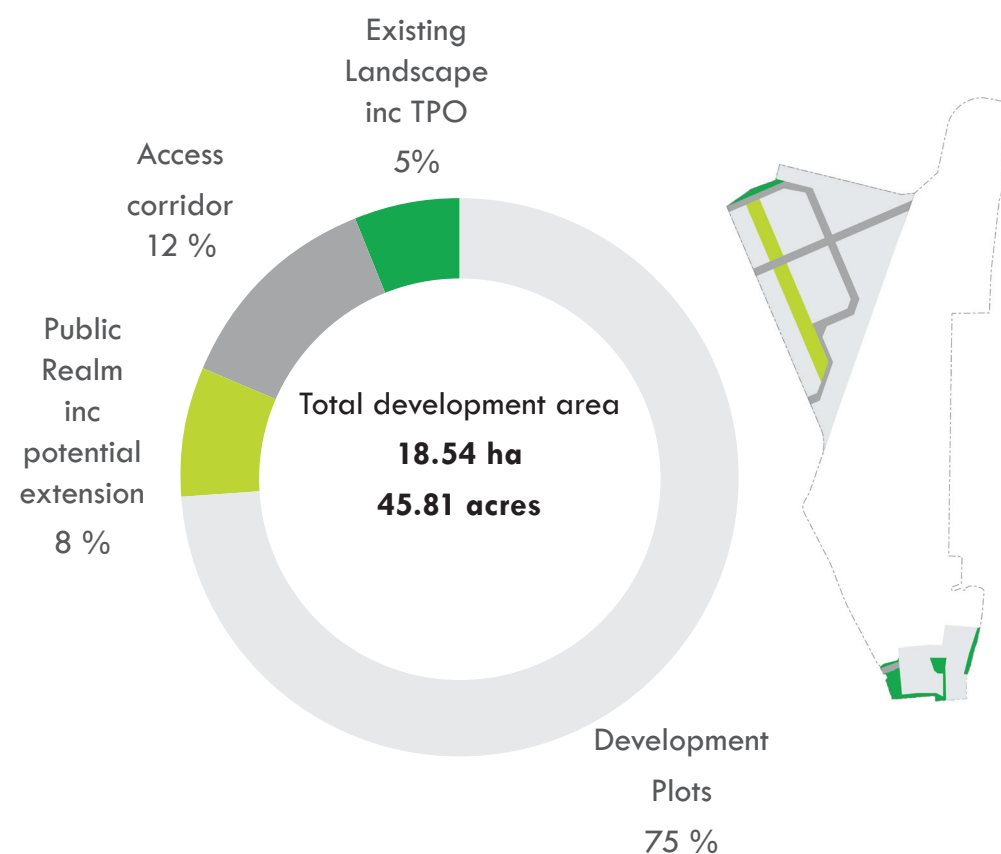
Illustrative Masterplan

The purpose of this section is to describe how the principles of the design rationale and vision could be manifested and delivered on site.

The IPM illustrative masterplan provides a spatial representation of the vision for IPM. The masterplan incorporates the key design moves which are underpinned by an understanding of the site opportunities and constraints whilst also exploring the creative opportunities to create a place of authenticity and a distinct investment proposition.

The illustrative masterplan and accompanying indicative land use and building heights strategies in this section have been used to determine the site capacity. The LDO seeks to retain a degree of flexibility and therefore a set of flexible parameter plans are required to provide maximum allowances, against which the LDO is determined and the EIA is undertaken.

The illustrative masterplan, therefore, retains flexibility for detailed development proposals to come forward for individual plots, with application parameters and accompanying design codes becoming a mechanism to control development proposals so that they accord with the vision and illustrative masterplan intentions.



All building locations for illustrative purposes and capacity testing only - see parameter plans

All building locations for illustrative purposes and capacity testing only - see parameter plans



- Aspiration for long term link
- Retained and enhanced tree planting to create new woodland character area
- Potential iconic building with design code to be developed to secure specific treatment for this plot
- Outdoor room for collaboration
- Runway Park - social track
- Runway Park - flexible lawn space
- Runway Park - gateway plaza
- Runway Park - meadows
- Runway Edge - with potential landscape treatment featuring trees of character
- Aspiration for a secure pedestrian link within site boundary to connect north and south sites



All building locations for illustrative purposes and capacity testing only - see parameter plans



Secure pedestrian link within site boundary to connect north and south sites

Vehicular access

Tree retention

Potential location for multi-deck car park with design code to be developed to deliver a high quality facade and or green screening

Woodland cluster with car free outdoor space for collaboration