Responses to questions on notice

Decay to Destination Report

The Hon. LYNDA VOLTZ: To whom did you provide that report in government?

1. I am advised a copy of this report was not provided by GPT to government. A copy of the report is attached.

Hunter Development Corporation cost benefit analysis

The Hon. LYNDA VOLTZ: Have you looked at the Hunter Development Corporation cost benefit analysis for the truncation of the rail line?

Mr GORDON: I have not done that, no.

The Hon. LYNDA VOLTZ: Is that set around the development of your site and the university. Did they ask you to provide any input to it?

2. I am advised The GPT Group did not provide input into the Hunter Development Corporation cost benefit analysis.

Master Planning Group Meetings

Mr DAVID SHOEBRIDGE: How many meetings of the master planning group did GPT go to?

3. With respect to Master Planning Group meetings, I am advised The GPT Group attended three meetings; one on 24 May 2013 and the two that I attended on 30 August 2013 and 23 October 2013.

Mr DAVID SHOEBRIDGE: Could you provide to the Committee all of the invitations and the agendas that were sent to GPT?

4. I am advised a formal agenda was not distributed for the 24 May 2013 meeting. Agendas are attached for the other two meetings.

CHAIR: Did they raise at those meetings their commitment to ensure that the rail line was truncated at Wickham? Is that something that was discussed?

Mr GORDON: No commitments around the truncation of the rail line were discussed at those meetings.

Mr DAVID SHOEBRIDGE: You were not at all of those meetings though, Mr Gordon?

Mr GORDON: Well, that was not discussed at the ones I was at.

CHAIR: You may have had other representatives from your company at the other meetings?

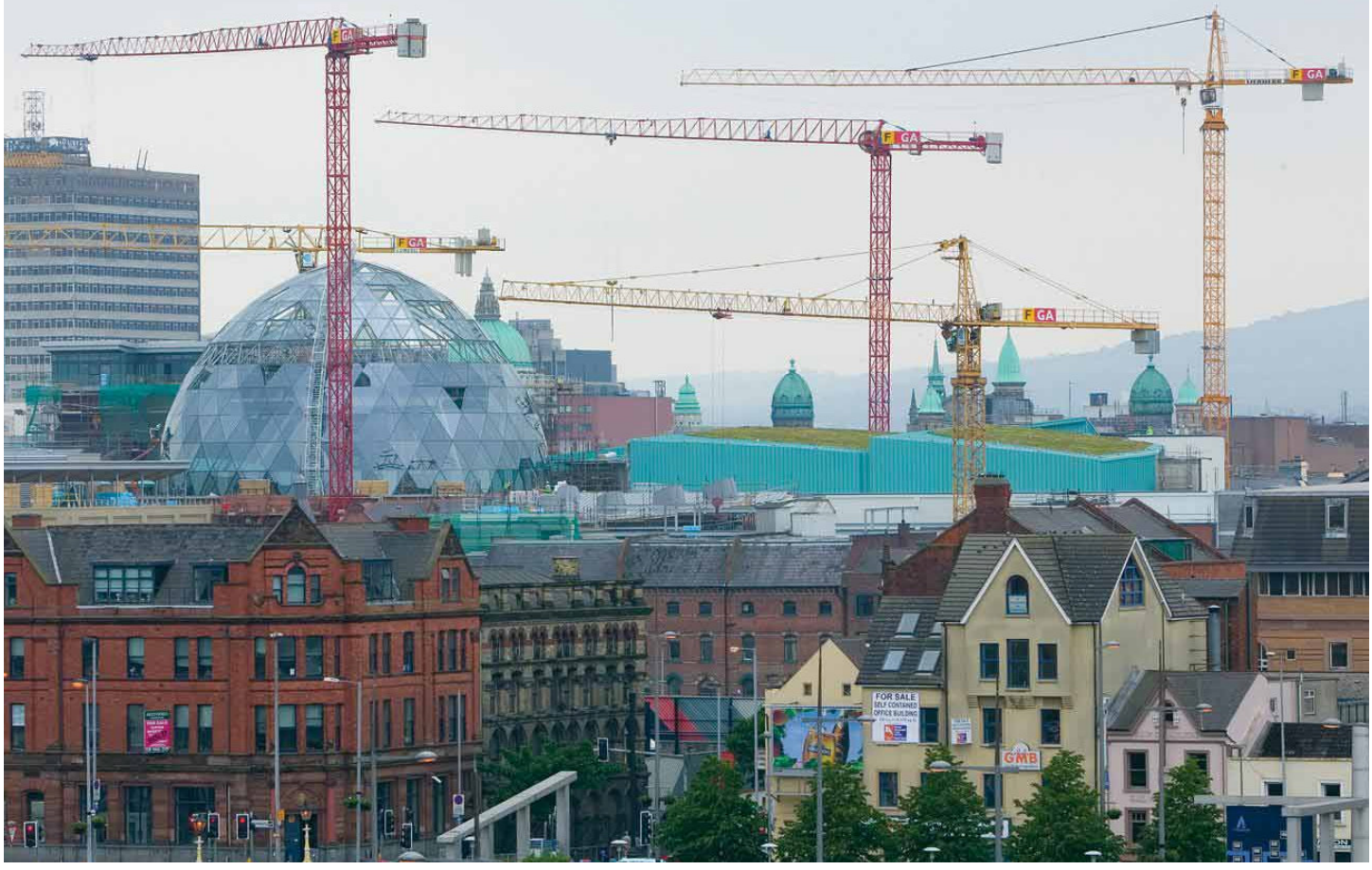
5. At the meetings I attended, there was no discussion about commitment to the truncation of the railway line at Wickham.

Purchase of Newcastle Site

The Hon. LYNDA VOLTZ: The Labor Government never announced they were going to truncate the rail line. Why did your company take the risk of purchasing the property based on the truncation of the rail line?

6. I am advised the decision was made after a thorough search for opportunities for retail development. This took place in 2007 and at that time Newcastle was identified as a good investment for retail development.

Decay to Destination



Case Studies in the Urban Regeneration of Inner City Waterfronts

Waiver and Disclaimer

This report has been prepared for the GPT by the Hornery Institute using publicly available materials and resources accessed from the internet, and sourced between October and December 2007. The Institute had made all reasonable endeavours to ensure that the information contained in this report is factually accurate, however it accepts no responsibility for factual errors. This report should not be relied on wholly or in part, when making decisions with financial or legal implications.

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1 Executive Summary

Background

Newcastle and the Lower Hunter is currently experiencing a prolonged pattern of economic and population growth. The changing demographic profile of the region and increasing urban proliferation are both an effect and the cause of a shift in its identity from industrial centre to lifestyle destination. In this context, GPT has assembled a significant landholding in the city centre around the Hunter Street Mall and is currently formulating concepts for its redevelopment as a mixed use retail, entertainment, commercial and residential scheme.

To optimise outcomes for the community, this project must be viewed in the wider context of Newcastle City Centre where it has the opportunity to be a powerful catalyst for regeneration, enhancing destination appeal and creating a new lifestyle precinct for residents and visitors of the Hunter Valley.

As cities are 'people place' it will be important to consider the socio-cultural and lifestyle needs, preferences and aspirations of the community. Deriving the optimal regeneration concept will therefore be assisted by considering:

- The *possibilities* - imagining what could the future of the city centre could look like;
- The *assets* - the socio cultural, recreational and lifestyle amenities and activities located there;
- The *demand* – the resident and visitor community and exploring what they want/need; and
- The *opportunities* – the gap between the current and desired status.

The Hornery Institute has been engaged to determine the community and cultural opportunities that the redevelopment of the Hunter Street Mall can bring to the regeneration of Newcastle City Centre. This volume presents the findings of a global benchmarking exercise undertaken to determine whether there are any common catalysts to regeneration or critical success factors, and what lessons can be learned from the experience of other cities.

The Characteristics of Great Cities

Great Cities are not necessarily the largest or most prestigious, they are generally considered to be those that are the most liveable and are *the best at what they can be* – they are true to themselves and go with the grain of their local culture. Great cities at a regional scale occur where value is created between the sum of the parts and the interaction of element creates appeal which translates into its desirability as a place to live, work or visit.

Increasingly global competitiveness depends on human ingenuity and creativity as much as location and natural resources and in this context inner city regeneration has emerged as a key strategy. The re-habilitation of decayed and derelict areas to create new lifestyle precincts can attract inward investment and deliver amenities and magnate infrastructure that will enable cities to distinguish themselves from their competitors and establish a recognisable city brand.

Contemporary thinking about city centres has clearly identified that to succeed they must first and foremost be people places. Creating more reasons to visit and ensuring a unique urban experience that encourages a longer stay and a desire to return has become the role of destinational planners and place managers. From the literature review, the following criteria have been identified as key generic drivers for successful cities:

— Investment in a vibrant down town area with a well defined identity and city centre atmosphere;
— Positioned as people places;
— Creating a variety of reasons to visit and a cluster of things to do;
— Preferably based around a magnate attractor or signature piece;
— Incuding a viable residential neighbourhood rich in housing diversity and choice;
— Focused around a compact and walkable urban core;
— Supported by a fantastic public realm which blends a network of built and open spaces; and
— Ultimately accessible – easy to get to, get around and get to know.

The Hornery Institute has created a *brandscape* model which seeks to identify in greater detail the assets, attributes and appeal which combine to create great regional cities, this model is presented in section 3 of this report.

The study also explored the modality of the city centre with its layering of residential, commercial, government, retail, education and entertainment uses, recognising that Newcastle city centre functions as a residential neighbourhood, a workplace and a day out destination at the heart of the Hunter. In this respect it concluded that many of the characteristics of livable neighbourhoods are also reflected in the ingredients that create successful destinations, and that visitors value authenticity and are looking for experiences based on the local character and appeal.

Regeneration of City Centres

The standard definition of regeneration describes it as the 'comprehensive and integrated vision and action which leads to the regeneration of urban problems and which seeks to bring about lasting improvements in the physical, social and environmental conditions of an area that has been subject to change'. In the last decade this concept has been widened to include consideration of culture, identity and appeal.

The culture of generation is also changing and the emphasis is clearly moving towards integration and collaboration between public, private and community sector organisations. Frameworks for participation and strategies for funding are seen as key tools for successful long term regeneration initiatives . The study recognise that there has been a different journey towards regeneration for cities in North America than their European counterparts and this has resulted in subtle differences in approach and the respective roles of the public and private sector .

The review of contemporary thinking indicated that there are some common principles that can be identified as driving successful regeneration projects irrespective of their locational context or catalysts to change:

— Clear integration between physical and economic outcomes;
— An integrated regional (or whole of city) approach;
— Sophisticated partnering arrangements;

— Short term outcomes that do not conflict with long term goals;

— A clear investment framework;

— Equal emphasis on the delivery of social and cultural outcomes;

— The need to build governance capacity and place leadership

The role or culture as a key regeneration theme as explored in the literature review and it was clear that the there is a strong intersect between the role of culture in supporting the competitiveness of cities and its significance as a major regeneration strategy. Culture is understood as a people driver, enhancing the character and appeal of city centre locations and providing a connection between their past and the vision for their future. Culture in this context must, however , be understood in the broadest sense of being everything that adds meaning to individuals and enriches the life of the community. Culture is therefore intrinsically connected with character of the local area and cultural strategies that work in one location cannot be guaranteed success elsewhere.

The literature review was complemented by a global benchmarking study which sought to identify critical success factors and lessons learned from regional cities which have undergone (or are underway) regeneration in the last decade. The cities selected for the study were Belfast, Glasgow, Halifax (Nova Scotia), Liverpool , Seattle and Wollongong. These comparators were selected against the criteria of size, presence of a significant docklands area, economic restructuring based on the decline of heavy industry and availability of information.

It was clear from the case studies that each city had made a positive commitment to the regeneration of its city centre area and that the approach had been driven by a vision and led by a comprehensive plan. The degree of cross sector collaboration varied between the exemplars with the greatest sustained evidence of public private partnership being achieved in Liverpool.

Each of the benchmark city had recognised the significance of integrating their city centres with the renewal of their dockland areas to ensure maximum synergy between the emerging residential and lifetyle precincts and the regenerating commercial districts. In some instances this had necessitated the removal of civil infrastructure to ensure improved connectivity and reduced fragmentation.

Cultural drivers and evening /weekend entertainment activities have emerged central to the social and cultural revitalistion of the city centres and work in parallel with the physical regeneration strategies to create an environment of investor and community confidence.

Finally, there was a recognition that regeneration takes time and requires the long term commitment of financial and resources commitment. Nonetheless, the significance of early wins and securing landmark projects was perceived as a critical success factor to inspiring hope and engendering support in the local community.

Further detailed information with respect to the case studies is presented in section 5, whilst section 6 captures the ten golden rules of regeneration that have been drawn from the combined findings of the literature review and benchmarking study.

From the outcomes of the literature review and benchmarking study, the following are recommended for consideration in evolving the optimal proposition for the redevelopment of Hunter Street Mall:

- The project should not be regarded as a stand alone scheme and should be seen as *integral to the regeneration of Newcastle City Centre* – this will maximise the outcomes to all stakeholders.
- The successful regeneration of Newcastle City Centre will rely on *creating destinational appeal* based on a *distinctive urban experience* – retail is only a part of the solution.
- Destinational appeal is predicated on *being the best at what you can be the best at*, this requires an understanding of the asset base of the City Centre and identification of the gaps in the current provision of infrastructure and amenity to the area.
- *Put people back into the City Centre* – strengthen the City Centre as a neighbourhood, include a significant residential component to the mix with diversity of housing type and increased density
- *Find a niche* –competing head on with existing successful sub regional centre in terms of a developing another high street retail experience or commercial address is unlikely to succeed – explore education and entertainment/recreation as headline uses.
- *Deliver reasons to visit* – and create an environment that entices people to stay and return more frequently, two key drivers underpin this strategy:
  - *A high quality public realm* that is interesting, appealing, walkable and safe. This should connect the elements of the City Centre offer and blend them into a cohesive destination.
  - *Secure a magnate attractor* or landmark catalyst project to reposition the city centre identity and brand, inspire confidence and leverage investor interest. This could be related to the niche role.
- *Reinforce connections with the waterfront* – leverage the public recreational and aesthetic amenity of the waterfront and foreshore areas – the City Centre is very disaggregated with topographical feature and civil infrastructure dividing the heritage precinct and Hunter Street Mall from the beaches and Honeysuckle development. Whilst it was not reflected in the case studies, a number of cities (including Seattle, San Francisco and Washington DC) have invested in removing major physical infrastructure which created a barrier to city life.
- *Lead with programme* – infrastructure and amenity are not the whole picture – a vibrant cultural life creating shared experiences for residents and visitors is important to identity and sense of place.

2 Project Establishment

Background

Newcastle and the Lower Hunter region has seen a significant restructuring of its economy resulting from the demise of the ship yards, closure of BHP and the emergence of employment opportunities in new sectors. Concomitantly the area has experienced an expansion of its population and official population projections from the Transport and Population Data Centre indicate that the region is anticipating an additional 120 to 230,000 residents over the first half of this century. With this growth will come a shift in the demographic profile and lifestyle requirements of the residents and workforce.

In his study 'Re-forging the Future (November 2005), Bernard Salt predicted that Newcastle will become 'the destination for metro refugees, liberated by technology, motivated by lifestyle'. Aligned with this forecast is the increasing trend towards telecommuting, baby boomers downsizing and looking for a tree or sea change and the growth in middle income families moving to the Lower Hunter to achieve better lifestyle outcomes for their money.

Newcastle City Council is currently contemplating the future of the city centre and considering its potential function and identity as the 'heart of the Hunter'. The current vision promotes:

"that as the regional capital, Newcastle will be a globally competitive and sustainable city serving the Lower and Upper Hunter and parts of the Central Coast, as well as the major city in the northern part of an integrated Greater Metropolitan Region."

"the regional city of the Hunter will be a place where people can meet and reflect on the region's rich heritage, diversity, and character while at the same time be enlivened by the mix and range of major civic and cultural events. The activation of its public spaces will be clean, safe, vibrant and accessible"

It is now commonly accepted that lifestyle opportunities such as proximity to the natural environment and access to water; a range of recreational amenity and depth of cultural infrastructure together with a active community life are as critical to the competitiveness of cities and regions as job opportunity and affordable housing. In this respect, rich cultural landscapes are a valuable asset, providing the platform for a unique community identity and strong sense of place as well as enabling the layers of activity and experience that drive destinational appeal.

Within this context of change and development, GPT has assembled a significant landholding in the city centre around the Hunter Street Mall and is currently formulating concepts for its redevelopment as a mixed use retail, entertainment, commercial and residential scheme. This project has the potential to be a powerful catalyst to the regeneration of Newcastle City Centre, enhancing its destinational appeal and creating a new lifestyle precinct for the residents and visitors of the Hunter Valley.

Objectives

That 'places are for people' is a central tenet of both sustainable development and successful destinations. To ensure the long term regeneration of Newcastle City Centre it is essential that the lifestyle needs, preferences and aspirations of the community are identified and understood. The optimal regeneration of Newcastle City Centre will therefore be determined through an understanding of:

— The *possibilities* - imagining what could the future of the city centre could look like;

— The *assets* - the socio cultural, recreational and lifestyle amenities and activities located there;

— The *demand* – the resident and visitor community and exploring what they want/need; and

— The *opportunities* – the gap between the current and desired status.

The Hornery Institute has been engaged to undertake a threefold study to determine the community and cultural opportunities that the redevelopment of the Hunter Street Mall can bring to the regeneration of Newcastle City Centre.

Specifically, the objectives of the exercise are:

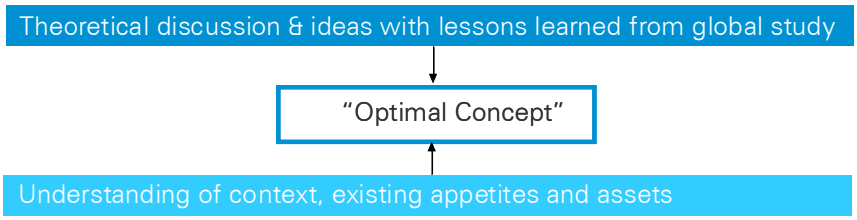
1. To explore the urban regeneration processes and outcomes that have been achieved globally through the appropriate case studies;
2. To identify lessons learned and determine critical success factors that could be applied to Newcastle City Centre;
3. To undertake a cultural landscape study to establish the socio-cultural, recreational and lifestyle assets that provide platforms for Newcastle's unique community identity and strong sense of place;
4. To develop a series of lifestyle lenses through which to explore the lifestyle needs and preferences, aspirations of the existing and emerging resident and visitor communities;
5. To undertake a cultural probe series to establish the extent of the connection between the community and the city centre; explore their current use of it and identify what they value and what is of little significance to them;
6. To establish the current health and wellbeing of the city centre community (as defined) through the development of a wellbeing index; and
7. To model scenarios that explore the impacts of regeneration strategies on this community and project outcomes based on specified interventions.

The outcomes from this scope of service will be used to scope the opportunity to establish a niche role for the City Centre and identify the ingredients that would be essential to delivering this successfully. It will also inform the concept for the redevelopment of Hunter Street Mall.

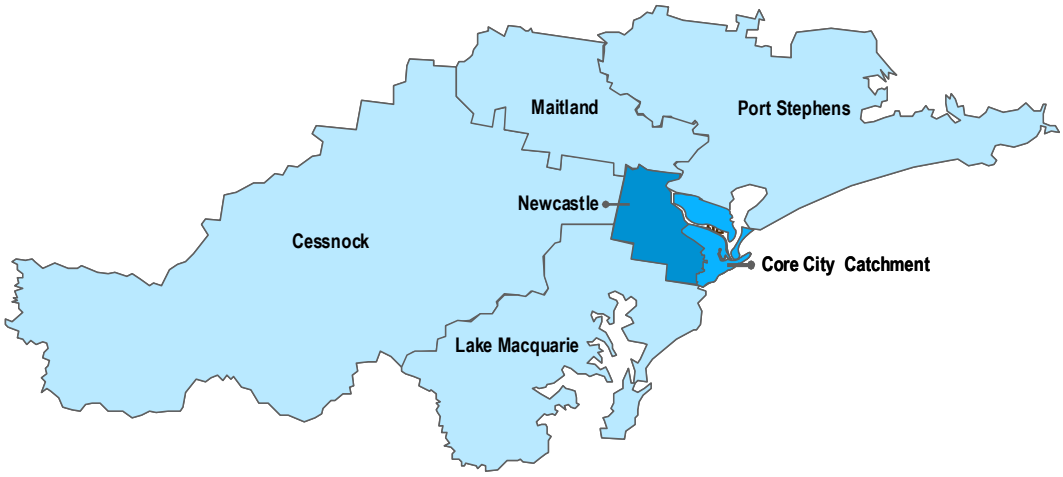
This volume 'From Decay to Destination' is a benchmarking study and responds to objectives 1 and 2.

Method Statement

This study seeks to create qualitative evidence to inform the redevelopment of Hunter Street Mall. It has combined the use of creative and enquiry based research techniques to establish an evidence base optimal redevelopment concept for Hunter Street Mall. A top down, bottom up approach has been taken to ensure that input was received from the analysis of international examples of best practice as well as the interpretation of local information.



The study area was defined in terms of the core catchment (essentially comprising Newcastle Centre, Newcastle East, Stockton, Cooks Hill, Mereweather, The Junction, Hamilton, Hamilton East and Honeysuckle), the primary (the rest of Newcastle Local Government Area) and the extended (balance of the Lower Hunter) catchments.



Competing Regional Locations

- Cessnock
- Maitland
- Raymond Terrace
- Glendale / Cardiff
- Charlestown
- Nelson Bay
- Wallsend
- Jesmond
- WarnersBay
- Belmont
- Swansea
- Glendale
- Upper Hunter Wine Region

Core City Catchments

- Bar Beach
- Carrington
- Cooks Hill
- Hamilton
- Hamilton East
- Hamilton North
- Hamilton South
- Newcastle
- Newcastle East
- Newcastle West
- Stockton
- The Hill
- Wickham
- Broadmeadow
- Merewether

Local Lifestyle Clusters & Newcastle LGA

- The Marina
- Stockton
- Hunter Street Mall & surrounding area
- Honeysuckle
- Civic Park
- Darby Street
- Beaumont Street
- Islington
- The Junction
- Carrington
- Westfield Kotara
- University of Newcastle
- John Hunter Regional Hospital

Overview of Approach

The study was undertaken in three stages:

Stage 1: The global benchmarking study used desk top sources to establish global best practice in the urban regeneration of small and medium sized cities. The short list corresponded to the selection criteria of relevance in terms of catchment size, economic restructuring, dockland area under renewal and the involvement of retail as a catalyst. From this short list the final selection was determined by the availability of information (in English) on the internet

A more detailed explanation of how the case studies were selected is presented in section 5.

Stage 2: A cultural landscape study is an evidence based exploration of how people experience place – it is a hearts and minds exercise. It analyses and interprets data collected from a wide range of primary and secondary sources in order to ascertain the existing and emerging tangible and intangible cultural asset base as well as an indication of the value placed on these assets, how they are used and by whom. Integrating cultural landscape strategies with spatial planning can promote positive outcomes in terms of enhanced social capital, community capacity and economic returns over time.

The cultural landscape audit and cultural probe, combined desk research with detailed fieldwork to establish a catalogue of socio cultural, lifestyle and recreational assets located in the core catchment as well as identifying the competing lifestyle precincts throughout the extended catchment area.

As the layers of meaning inherent in a cultural landscape can be understood and appreciated differently by different audiences, a series of lifestyle lenses were identified from the demographic data and population profiling, these will form the basis of the cultural probe exercise.

The cultural probe will explore the lifestyle preferences and behaviour patterns of the resident and visitor communities. This qualitative exercise makes explicit the socio cultural connections between people and place and adds the layer of personal experience to the identified asset base.

Combining the outcomes from the cultural landscape study with the appetites and behaviours established in the cultural probe will allow a gap/opportunity analysis to be undertaken.

Stage 3: The community wellbeing assessment recognises that wellbeing is an important driver of community strength and global evidence suggest that strong communities are those which are resilient to change and whose members are willing and able to participate in new opportunities.

The wellbeing assessment will be undertaken in accordance with both the OECD and Measurement of Australia's Progress standards and aims to create a model which can be interrogated to establish the effect of nominated outcomes or inventions on the community of the core catchment.

3 Characteristics of Great Cities

'After half a century of economic degeneration, inner city areas are coming back into fashion as places to live and work. With a combination of grant funding and private sector investment, some of the most deserted inner-city wastelands in Europe, the US and Asia are changing from no-go areas to must see destinations.'

Charles Piggott

Cities are high on the political agenda world wide. The traditional form and function of city centres has changed radically over the last fifty years. Industrial decline and economic restructuring led to the human and physical resources of many traditional centres being committed to the production of goods and services that were either no longer required or were being produced more cheaply elsewhere.

At the same time the trend towards suburbanisation and the growth in urban agglomerations or city regions – supported by transport and information technology revolutions, has meant that the city centre is no longer the automatic choice of location for institutions, investment, services, employment or power.

In today's world, cities need to deliver a quality of life that is attractive to people and companies – they need to compete regionally, nationally and even globally. Whilst the precise mix of ingredients that will enable a location to compete successfully will vary, there are some common principles that can be identified.

Successful cities must:

— Have an environment that attracts a high proportion of decision makers and entrepreneurs;
— Have the economic, physical and institutional characteristics that enable innovation, creativity and enterprise;
— Be places where people and businesses want to come to, stay and to leave reluctantly.

Increasingly, human capital, imagination and intelligence are the keys to success for cities regions and communities. Being globally competitive thereforedepends on human ingenuity and innovation as much as natural resources, labour or location. In this context, the regeneration of inner city areas has emerged as a key strategy, not only physically rehabilitating derelict land to create new lifestyle precincts but also delivering amenities and magnate attractors that enable cities to distinguish themselves from their competitors and establish a national or internationally recognisable city brand.

Ingredients for a Great City

Great cities are not necessarily the largest or the most prestigious, they are generally considered to be those that are most liveable and are *the best at what they can be best at* – they are true to themselves and go with the grain of their local culture. Great cities at a regional scale occur where value is created between the sum of the parts and which translates into its desirability as a place to live, work or visit.

Second, cities find it harder to make an impact on the global radar screen and often lack the range of employment, education, retail or human services opportunity available in state capitals; yet they are often more liveable than larger metropolitan areas. Smaller cities cannot achieve the instant "WOW" factor of larger places, but by following a strategy of finding their cultural niche they can support an active tourist market, particularly in short break, event and conferencing sectors.

Christopher Moran, writing in the Toronto Morning Star (July 2007) argued compellingly for the need to approach city centres first and foremost as 'people places' and encourage their ownership (and use) by residents throughout the region:

"We need to inhabit our city centres , they need to be the places where we eat, drink, sit outside, meet friends or simply watch the world go by."

A recent study undertaken by **Cornell University** (2005), investigated why the downtown areas of some second tier cities (ie non state capitals) succeed whilst others struggle, and questioned what characteristics are shared by outstanding downtowns. The selection of cities to study was based on their reputation and as having a great city centre; co-incidentally most of the exemplars had a university or college integrated into their downtown areas.

The findings concluded that each of the study cities had a *series of magnate attractors* in their down-town areas and these were often supplemented by the presence of a larger institution within a short walking distance. The most successful attractors tend to be cultural, recreational and lifestyle oriented and include museums, performing arts venues, libraries, regional parklands and sporting infrastructure – this finding is well aligned with the work of the **Project for Public Spaces** which advocates for clusters of activities within a walkable precinct – to create a diverse experience and maintain interest.

The study further noted that outstanding down town areas were those which were *walkable* and where the streets held sufficient interest and amenity that people expected and preferred to walk once they were there.

Secondly the study concluded that *entertainment and/or education had become the driving segment* for the area often replacing retail, this was predicated on the special character of the down town area and created a life after core hours. In many cases the study cities had university or college campuses integrated with the down town area, this produced positive benefits in terms of students, staff and visitors using the city centre, contributing jobs, cultural activities and infrastructure.

Other keys themes that emerged form the study were that the great city centres in the study had all overcome adversity and faced challenges from suburban growth; that they were well loved by their citizens; they had a commitment to mixed use; have leveraged public and private funding and that there was a commitment to providing housing choice in the inner and city centre areas.

This work was referenced and applied by the **Tulsa Taskforce**, which undertook a thorough review of contemporary best practice in the delivery and management of successful down town areas prior to establishing a master plan for the redevelopment of its own city centre area. It concluded that the redevelopment of the city centre should be undertaken in the *context of developing the broader regional area*, it also encouraged a long range and comprehensive approach to encouraging people to live, work and play in the city centre. Specifically it identified four critical success factors:

— Maintaining a mixed profile of land use and density in the downtown area;

— Cultivating a downtown atmosphere with a distinctive (and attractive) sense of place;

— Supporting a downtown development with a transportation network; and

— Building on the unique assets of the downtown.

In *Ten Steps to a Living Downtown*, Jennifer Moulton of the **Brookings Institute for Public Policy**, considered the key ingredients for inclusion in downtown (city centre) areas, suggesting two pre-requisites to a competitive city centre *"a physical environment of a character and quality that people will want to live there"* and a *"motive for downtown home ownership"*. Moulton also suggested the significance of *legibility and definition* – arguing that the city centre must have its own well defined sense of place; accessibility (easy to get to, get around and get to know); and takes advantage of its particular heritage. The findings of her study emphasised the need for housing diversity, magnate infrastructure to attract people from throughout the region and an holistic approach to place management.

The appearance of **Richard Florida's** "The Rise of Creative Class" in 2002 focused cities on the talent agenda. He introduced the idea of the creative class – knowledge based creative workers who translate ideas into jobs and GDP derived from the creative and knowledge based economy. He explores the conditions that need to be prevalent in cities in order to attract creative talent.

He concluded that creative people are attracted by *tangible and intangible lifestyle characteristics* including innovative cultural and educational infrastructure, fine grain urban design, active streets, events and activities, cultural diversity, high quality recreational amenities and other creative people. They prefer to live in neighbourhoods with a clear and authentic identity and a strong sense of place. They are therefore often attracted to inner city living and renewal areas.

It is clear from his work that Florida perceives two critical success factors that must be in place for a city to attract creative people:

— An interesting and safe public realm – well managed network of public space that blends the indoor and outdoor areas, including intimate and grand spaces, active places and areas for relaxation;

— Common life or layers of activity – things to do, a clustering of the attractors, the ancillary and the incidental - retail, regional services and cultural and lifestyle opportunity are core ingredients.

Conclusions

City Regions increasingly need to speak to people to compete and succeed regionally, nationally or in a global context, they need to attract and retain investment, talent, visitors and 'the media' through whom their image is portrayed the vitality of the city centre is a critical success factor. From the literature reviews a series of critical success factors can be identified

— *The vibrant CBD is a vital ingredient of a great city.*

— *City centres are People Places.* They need to be active and vibrant throughout the day and the week, attracting different audiences into the city in the evenings and at the weekend. They should be place of celebration and shared community life.

— *City centres need a well defined sense of identify,* sense of place and a distinctive atmosphere. They need to be seen to provide a differentiated experience, that is relevant to different audience groups and that may change throughout the day.

— *City centre need to operate on a 'one public realm' basis* providing a network of safe, high quality and interesting streets, public spaces and civic spaces. This encourages a walkability and a sense of connectedness.

— T*he city centre must host a cluster of things, preferably anchored by a magnate attractor.* The inclusion of retail, recreation culture and education creates reasons to visit.

— *The city centre requires a dynamic evening economy* supported by a range of indoor/outdoor entertainment infrastructure and an active events programme.

— *The city centre must have a viable residential community,* its housing stock must reflect choice and affordability.

— *The city centre works best when it is compact* and has a legible urban form with a walkable core.

— *The city centre must be accessible.* Easy to get to and from using a variety of transport options, easy to get around and easy to get to know.

— *The city centre is a window to the region.* It should be culturally and environmentally authentic and reflect the heritage, journey and current identity of the city and its surroundings.

The Hornery Institute recognises that great cities grow organically and over time and that there is no magic formula that can make mundane places magic overnight. However, a synthesis of academic sources has allowed us to create a model DNA for great cities – suggesting a range of ingredients that can combine to create and maintain "pulling power" – we have called our approach a 'brandscape' and it is summarised diagrammatically on the following page.

Place Keeper

- **Insert brandscape diagram as a folded A3**

The Role of the City Centre

If you make a city great for its citizens, people will want to come to visit it….everything that makes a city a great place to visit, will also be the things that make you want to live there.

Living is not just in the private realm that you own, it is in the public realm that you share – investment in the main streets, squares and community infrastructure enhances the quality of life for residents and makes the city more interesting for visitors

Mayor of Charleston, USA

Modern cities are both mixed use and multi modal, they are the location for an increasingly complex layering of residential, workplace, government, services, education, retail and entertainment uses. Further, they are perceived differently by their range of audiences depending on their life experiences and reasons for visiting.

It has been argued that what makes a place liveable for residents can also make it memorable for visitors, therefore our review of contemporary thinking around great cities has sought to identify the key characteristics of both successful neighbourhoods and 'day out destinations' to understand the potential areas of overlap and divergence.

Liveable Neighbourhoods

Together with the global trend towards urban renewal and regeneration, there has been a resurgence in the desire to live in city centres – and it is this reintroduction of people into the central areas that creates life and activity.

It is therefore important to consider the role of the city centre as a liveable neighbourhoods. Liveable Neighborhoods are those that people come to love, hate to leave and want to participate in. A review of contemporary thinking suggests the following key characteristics:

— Multi dimensional – with a range of users and functions ;
— Connected to the rest of the city offer;
— Compact and accessible – preferably with a walkable core;
— Reflect a clear identity and a strong sense of place;
— Are and feel safe and actively seek to be so;
— Meet immediate socio-cultural, recreational and human services needs;
— Are visually interesting;
— Have developed a network of community leaders;
— Have a range of community/open spaces that facilitate a shared life; and are
— Diverse and inclusive.

Day Out Destinations

Successful destinations are those places that resonate in our imagination and memory. They are distinctive and not imitative and have an offering that is hard to replicate, building on the authenticity of their local characteristics.

Urban destinations are usually represented through a place brand, which clearly communicates their advantages to potential audience groups. A comparison of successful destinations globally (undertaken prior to this exercise) suggested the following characteristics were common between them irrespective of their size or proposition:

- *They have multiple layers and retain the element of surprise and excitement*
    - Are, mixed use and multi functional
    - Often have a magnate attraction – or main reason to go
    - Active, with a wealth of places to go, things to do and experiences to engage with
- *They have created desire –or a force of attraction, common elements that have supported this are:*
    - A clear identity and a strong sense of place
    - An enviable public realm combining the grand with the intimate
    - Walkable – interesting, climatically responsive and safe
    - A cluster of attractors – recreational, cultural, lifestyle and higher order services
    - Operates extended hours and has a vibrant evening economy
- *Inspirational and consistent leadership*
    - Vision driven and plan led
    - Strategy for leveraging public and private partnerships
    - Place management team that involves all stakeholders
- *Has real people on the streets*
    - Range and choice of housing
    - Hotel accommodation across a range of price points
    - Tends to have a lively student sector

4 Contemporary Thinking About Regeneration

Background

The standard definition of regeneration is *'comprehensive and integrated vision and action which leads to the resolution of urban problems and which seeks to bring about a lasting improvement in the economic, physical, social and environmental condition of an area that has been subject to change' (*Lichfield 1992). This concept has been broadened in the last few years to consider culture, identity and appeal and the emphasis has moved towards joined up actions with collaboration and partnership between the pubic and private sectors.

Today the term has become almost ubiquitous in planning policy documents throughout the industrialised world, however it may be interrupted in a number of ways, depending on the level of development of the country and the precipitating factors initiating a regeneration response.

In Europe the decline of many city centres was prompted by the damage inflicted in the Second World War. Since 1945 they have experienced a profound restructuring of their economic and social fabric, further challenged by the decline of their industrial bases and suburbanisation of their population bases today. Since the mid 1990s the CBD (and fringe) areas of many European cities have been in transition – the focus of public policy intervention and private sector investment has been switched from greenfield development to the regeneration of the inner city.

Global markets, and specifically the advent of the European Union, has increasingly required cities to be able to compete – for talent, tourism, prestige and hallmark events, public funds, private investment and a multitude of other opportunities. The role of policy and the need for a co-ordinated and structured mechanism to secure long term, systemic and integrated regeneration have dominated recent academic and practitioner thinking.

In response, a number of influential networking or lobbying organisations have been formed in Europe including the European Union sponsored URBACT and the UK based British Urban Regeneration Association (BURA). Both of these organisations have private, public and community membership and have taken a leadership position in the development of policy as well as sharing best practice and stimulating debate.

North American cities however, did not suffer from bomb damage in the Second World War, their driver for regeneration has been precipitated by industrial decline and economic restructuring, as well as poor strategic planning throughout the 1970s – 80s which saw the unfettered emergence of out of town retail centres, business parks and urban sprawl.

In the USA the delivery of inner city regeneration has often been led by the private sector and this is reflected in the nature of the research into regeneration – much of which seeks to establish the optimal recipe or list of ingredients that will guarantee the success (and therefore a rapid and optimal return on investment) on downtown projects.

Identifying Critical Success Factors

Dr Peter Tyler from **Cambridge University** recently reviewed the experience of more than 1,000 regeneration partnerships in the UK since the 1980s. Tyler is emphatic about the need to take an holistic approach, ensuring that the physical, social and economic initiatives can come together to deliver the best outcomes. From his research he identified that the most successful projects are those that have:

— Enhanced the capacity of the area (and its residents) so that it is a relatively attractive place for businesses to want to invest in and people to live in;

— Brought together the relevant agents of change from across all sectors to work together to address the problems concerned; and

— Done so by adopting a strategic approach.

He identified that regeneration is best achieved through a partnership approach underpinned by a shared vision and a clearly articulated strategy. He stresses that a clear strategy can only be achieved if there is an adequate recognition of where the City is starting from. A baseline is required that should consider the nature of the economic, physical and social problems that the area faces, relative needs, priorities and objectives and the assets or competences that the regeneration partnership has to work with.

A recent study commissioned by the **British Urban Regeneration Agency**, focused on the challenges facing urban regeneration and identified the elements required to make regeneration strategies more sustainable over time. It concluded the need for:

— Clear linkages between physical and economic regeneration;

— A regional framework for connecting key policies to leverage maximum benefit from regeneration activities – a bridge between otherwise competing departments;

— Sophisticated partnering arrangements and dedication of resources over time;

— Integration between short term initiatives and long term vision;

— A clear investment framework to support the delivery of the vision; and

— Making physical regeneration activities work to deliver economic, social and cultural outcomes.

This study also identified the benefits of delivering non physical interventions to maintain momentum and diversify participation to include non land owing stakeholders. It stresses that loss of momentum was a key reason for failure of regeneration strategies and indicated that whilst flagship projects can act as a catalyst for urban change, they are not sufficient by themselves to deliver sustainable regeneration to a city centre.

The **Joseph Rowntree Foundation** has contributed to the debate through its Area Regeneration Programme, which was launched in 1996 and has included over 60 projects, covering most aspects of regeneration.

There have been over 60 research projects in the JRF's Area Regeneration Programme, based on field studies in Britain's cities and towns and the aggregated conclusions indicate that the following are critical success factors to long term regeneration:

Developing innovative partnerships – Partnership is the organisational mainstay of regeneration. Strong leadership is vital and regeneration should be driven by long- term strategy: this requires new skills in building up participation and consensus.

Enabling city-wide and regional strategies – In many city regions, urban development and regeneration are the same task.

Urban Regeneration Companies

In 1999, **Lord Rogers'** Urban Task Force Report recommended the creation of Urban Regeneration Companies (URCs) to champion and stimulate new investment into areas of economic decline and to co-ordinate plans for their regeneration and redevelopment. The first three pilot projects were launched in Liverpool, East Manchester and Sheffield.

URCs are established by the relevant Local Authority and Regional Development Agency, their principal aim is to engage the private sector in a sustainable regeneration strategy, working within the wider context, taking full account of the problems and opportunities for the whole area.

To date the Urban Regeneration Companies comprise 303,400 ha – an area almost twice the size of London, and more than **1.2 million** people live and work within their boundaries. They anticipate the creation of 150,000 jobs in their lifetime as well as 66,000 new housing units. Most significantly, they have identified that they have the potential to attract nearly £20 Billion of private sector investment.

The UK model of Urban Regeneration Companies has been replicated in many European countries and are being experimented within America, although institutional arrangements make it harder for them to be established or to succeed.

The Role of Culture and Retail

Culture

Charles Landry writing in the Art of City Making suggests that international competitiveness must increasingly be built upon knowledge, innovation and creativity. In this context, cultural infrastructure and activities represent a powerful engine for regeneration and through establishing a 'climate of creativity' cities can move towards economies based on knowledge and enterprise. In a study undertaken for URBACT in 2006, Landry states categorically that *'the cultural dimension is crucial to the effectiveness of urban regeneration initiatives and the competitiveness of cities as places to live, work and visit.'*

In the United States, examples of culture and the arts contributing informally to urban regeneration through the creation of studios and 'cultural quarters' in run-down central districts have been in existence since the late 1960s. This movement was formalised in Europe in the 1980s and 90s when cities like Bilbao, Barcelona, Glasgow and Genoa invested in iconic projects to kick start the renewal of parts of their urban fabric. More recently the emphasis has shifted to events and participatory programs which build the capacity of both local organisations and the community. The cultural assets that are the most powerful over time are those that are hard to dislodge (for example universities) should have an image or identity that can itself become an asset by association.

The drawbacks of using culture as a key strategy have gradually emerged, specifically the delivery of capital projects is often very costly and can have a long lead period. On completion, arts and cultural projects usually require very substantial ongoing public sector support and the fit between the development and its audiences cannot always be guaranteed.

Landry establishes that cultural infrastructure must respond to the local needs and preferences and that thoughtlessly transplanting a cultural solution will not necessarily deliver the silver bullet that is required. He suggests that smaller cities and regional centres may be better served through the delivery of a cluster of smaller experiences (sometimes referred to as the string of pearls).

Retail

Retail is often seen as a key use in the regeneration mix as shopping is a dominant leisure activity and perceived as a people attractor, however it can only be a part of the mix and not the total solution. Using retail as a regeneration strategy requires an understanding of how retail itself is changing as retail spaces are increasingly responding to the desire to be more than shops catering for whole of lifestyle experiences.

Charles Hazlett stipulates that *'The retail centre of the future – will be designed to resemble a community and not just a place to shop. That means environments that place as much emphasis on recreation as they do on consumption.'* In other words new retail anchors are emerging – culture, entertainment and community amenity all have a role to play.

5 Sharing Comparable Journeys

Selecting Benchmark Cities

This benchmarking study has been undertaken to identify critical success factors and lessons learned with respect to the sustainable and successful regeneration of inner city areas. Given the limited time available, the study was taken on a desktop basis using web based materials.

Given current global trends towards revitalising inner urban areas, there was a wide and diverse range of potential case studies. To ensure maximum relevance and possible application of findings, it was determined to restrict the selection of benchmark cities to those that shared a similar journey towards regeneration as Newcastle. A short list was therefore compiled based on the following selection criteria:

— Cities that are also (or have been) functioning ports;

— Cities that are currently (or have recently) undergoing economic structuring as a result of the declining significance of coalmining and/or heavy industry (ship-building, iron and steel);

— Cities that are (or have recently) undertaken the planned regeneration of its inner city infrastructure;

— Cities with a core and hinterland of similar scale to the projected size of Newcastle and the Hunter Valley in 2026; and

— Cities with an identifiable retail or cultural catalyst project in the inner city area.

Based on this frame of reference 14 cities emerged for consideration, these were largely located in Europe and North America as Asian examples were less relevant in terms of scale and cultural fit (and materials in English were less comprehensively available). The short list comprised:

Europe	**North America**	**Australasia**
Belfast	Corpus Christi	Christchurch
Bilbao	Halifax	Wollongong
Bristol	Hamilton	
Genoa	Portland	
Glasgow	Seattle	
Liverpool	Toledo	
Newcastle		

A high level scan of available materials identified that the maximum benefit could be derived from the case studies of the six cities that most exactly matched these criteria, namely Belfast, Glasgow, Halifax, Liverpool, Seattle and Wollongong and that for each of these cities there was a broad range of authoritative material freely available on the internet.

The case studies have been formulated to give a contextual understanding of the subject city, to consider its approach to regeneration, the use of retail and culture as strategies, its current identity and lessons learned.

Belfast's Journey

Context

Belfast is the largest city in the province of Northern Ireland and the eleventh largest conurbation in the UK. Although the area has been settled since the bronze age, it did not become constituted as a borough until 1613 and was only declared a city in 1888.

Belfast grew to be a thriving market town in the 18th century providing a commercial centre for the surrounding countryside as well as a trading port between northern Europe and the Americas. Following the Industrial revolution it expanded rapidly - and became Ireland's pre-eminent industrial city with an economy based on linen (at one point it was the largest linen producing area in the world), rope-making, tobacco, heavy engineering and shipbuilding.

After the harbour was dredged in 1845, the port was opened to larger ships enabling Harland and Wolff to become one of the pre-eminent shipbuilders in the world, employing up to 35,000 workers at its height - they famously built the Titanic at their Belfast shipyard in 1912. The city centre and docks were heavily bombed during World War II and apart from raids on London, experienced the greatest loss of life and destruction of property in a singe night during the Battle of Britain.

In 1920 Belfast it became the capital of Northern Ireland after its estabishment as a separate province, this foreshadowed its legacy of sectarian violence between Catholic and Protestant groups. The most recent and damaging period was known as the *'Troubles'*, a civil conflict that continued between 1969 and the Good Friday Agreement in 1998 – but was at its height in the 1970s

The city's industrial decline started with the rise of mass-produced cotton clothing and was confirmed by the decline of its heavy industry throughout the 1960s and 1970s and economic restructuring was hampered by the ongoing sectarian violence. This period was also characterised by a decline in residents living in the city centre and an increase in suburban population.

Vital Statistics

- **Belfast is located in Northern Ireland on the river Lagan and at the western end of Belfast Lough.**
- **The city council administrative area covers 115 sq km with an extended metropolitan area of 960 sq km.**
- **In 2004 the resident population of the city of Belfast was approaching 269,000 – with 650,000 people in the Metropolitan Area.**
- **The usual resident population is young with over 50 per cent under 35.**
- **Increasing level of educational attainment – twice as many degrees holders than 10 years ago.**
- **The city has 26,000 students attending two universities.**
- **A high degree of social deprivation and economic disengagement.**
- **In 2005 6.4 million visitors came to the city which hosted 83 conferences.**

In the period since 1998, Belfast began a social and cultural transformation resulting in a growing international cultural reputation – it bid unsuccessfully for the 2008 European Capital of Culture which was awarded to Glasgow. It is also experiencing increasing investor confidence which has led to a period of economic growth, facilitating the large-scale redevelopment of the city centre.

This regeneration has also coincided with an emerging demand for lifestyle and recreational infrastructure as residents and visitors explore and get to know the city again. New developments include:

— Victoria Square;
— The Cathedral Quarter which is undergoing redevelopment as the City's main tourist and cultural area; and
— The Laganside comprising the new Odyssey complex and the landmark Waterfront Hall.

Other major developments include the regeneration of the Titanic Quarter and the erection of the Obel Tower.

Other lifestyle precincts in the city centre area include the Gaeltract Quarter which celebrates the cultural heritage of being Irish and the Queens Quarter around which the main University precinct has been established and which hosts one of the City's major festivals.

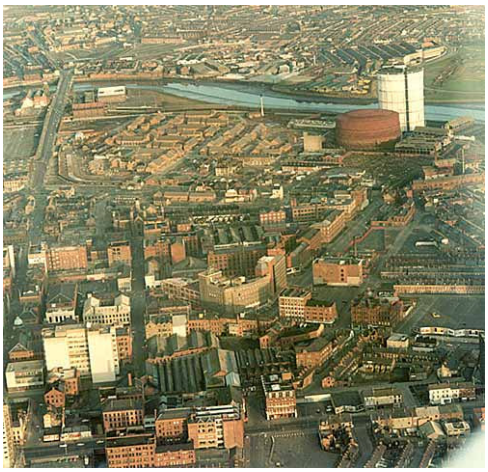
Belfast Today

Today, Belfast is Northern Ireland's educational and commercial hub. It has over 26,000 university students and more than 50,000 students enrolled in further and vocational education.

Over the past 10 years employment has grown by 16.4 per cent, compared with 9.2 per cent for the UK as a whole.

Northern Ireland's peace dividend has led to soaring property prices in the city. In 2007, Belfast saw house prices grow by 50%, the fastest rate of growth in the UK.

Most profoundly, the peace accord has enabled common life to flourish and community activities, events and festivals to activate the streets and public spaces. Renewed confidence in the life of the city has led to a cultural renaissance and development of a domestic tourism and international conferences market. There were 6.4 million visitors in 2005, resulting in a spend of over £285 million.



Approach to Renewal

The Department for Social Development manages a regeneration strategy for the renewal and development of the most deprived areas in and around Belfast. Within this context, the Belfast Laganside Corporation was established by the Government in 1989 with a remit of tackling the social and economic regeneration of 140 hectares of inner city land on both banks of the River Lagan. The redevelopment area was subsequently extended to 200 hectares including the historic Cathedral Quarter, one of the oldest parts of Belfast. The Corporation was wound up in 2007.

Using public investment as a catalyst to secure private development capital, Laganside's aim was to open the door for new investment, new jobs, new homes and a wide range of recreational and social opportunities. It received international recognition as a regeneration agency for its achievement in successfully turning the vision of the Laganside area as an exciting place to live, work and play into a reality. Its achievements included more than £900 million of investment to match European Union Funding, more than 14,000 jobs and the construction of 213,000 sqm of office space, 85,000 sqm of retail and leisure space and 700 apartments.

The Gasworks site has also undergone remediation and has been transformed into a business park with an emphasis on innovation and scientific technology. The 340 northern foreshore site is the next regeneration project to be commenced once the site has been remediated.

The experiences of the Laganside Corporation and the City Council in tackling urban renewal have led to the creation of **BERI (Brownfield European Regeneration Initiative)** a transnational network for the sharing of experiences on brownfield issues.

The current policy document driving the development of Belfast is its Capital City 2 (2006), which replaced the Belfast: Renaissance City strategy that was established in 2003. OUtcomes are monitored on a three yearly basis.

Retail Regeneration

Victoria Square was chosen by the Provincial Government as the site for a major redevelopment of the city centre and comprises a £300 million public private partnership to deliver a 50,000 sq m prime retail development anchored by a flagship department store. The development is complemented by the development of apartments, office space restaurant and cultural facilities.

Commenced in 2004 and completed in 2007, it has provided 3,000 permanent jobs and will strengthen Belfast's image as a premier retail destination and support its position as a major European city.

The regeneration of the waterfront areas has also included boutique lifestyle retail offerings together with restaurants and cafés to encourage a browsing and café culture in the revitalised streets and public spaces. Belfast has also developed a retail niche, supporting one of Europe's pre-eminent antique trade fairs and investing in its growing international trade in antiques.

Cultural Strategies

The cessation of sectarian violence has allowed the resurgence of community life and cultural activity. Renewal projects have focused on the creation of people places and cultural precincts throughout the city centre and waterfront areas.

The Titanic Quarter **is a 75 hectare site of reclaimed land in the area adjacent to Belfast harbour. Work has started to transform the former shipyard into one of Europe's most ambitious waterfront destinations comprising apartments, an entertainment district and a major museum themed on the Titanic.**

The regeneration of the *Cathedral Quarter, Victoria and Customs House Squares* as cultural precincts and the introduction of the *Celebrate Belfast* program are two key examples of early successes.

The city has a strong media presence and is a regional hub for broadcasting with a vibrant community events calendar and an emerging as reputation for major festivals exhibitions.

Lessons Learned

1 *Invest in leading edge thinking* and draw on the lessons learned from other cities before embarking on your own process of regeneration.

2 *Consider governance mechanisms before you start* - what is the best model for delivering regeneration, their conclusion was the single regeneration option.

3 *Create a comprehensive, integrated long term plan* – make clear the respective role of the public and private sector, do not allow projects to be ad hoc or market led.

4 *Mix vision with pragmatism* – ensure that the 'plan' establishes a series of essential to do activities.

5 *Invest in an educated workforce* - support university and vocational training infrastructure and integrate learning into the fabric of the city.

6 *Lead with housing* – put people back into the centre, this will drive the revitalisation of retail and increase safety and activity in the public realm.

7 *Create a niche* – Belfast selected antiques and is an international centre for their transaction

8 *Establish a city brand* - that is aligned with the city's strengths and vision for its future

9 *Invest in economic development* and recognise the need for integration between education and enterprise. Belfast favoured a clustering approach.

The City also identified that there were some critical DON'Ts in terms of city regeneration, these related to avoiding high levels of multi-factorial deprivation, low levels of workforce skill, over dependency on public sector employment and low level growth in the small and medium sized enterprise sector.

Glasgow's Journey

Context

Glasgow, with a population of around 580,000, is Scotland's largest city and is located on the river Clyde. The city was founded approximately 513 AD and its earliest function was religious with the establishment of a Cathedral and Bishops Market as early as the twelfth century. The fortunes of the city changed in 1451 when the University was founded and it became a prosperous if provincial market town.

The growth of the city resulted from its location on major transatlantic trade routes, expanding during the industrial revolution when it became one of the world's pre-eminent centres of engineering and shipbuilding and the heart of an industrial region based around coal, iron and textiles. By the outset of the Second World War, 25 per cent of all locomotives in use world-wide had been manufactured in Glasgow, whose shipyards were famous for building the Queen Mary, QE1 and QE2 for Cunard

The city experienced its peak in confidence during the Victorian era, fine civic buildings were constructed and urban design was expressed through the establishment of wide avenues and ceremonial spaces. During this time the city promoted a positive image as the Empire's second city based on its industrial strength and cultural infrastructure.

War, economic depression and social change characterised Glasgow between 1914 and 1950. The great depression caused a decline in ship building and this in turn affected the steel industry. Mass unemployment and the decline of living conditions between the wars resulted in widespread social problems and a radical change in the perception of Glasgow – known better for slum dwellings and disease.

Immediately after the Second World War, the need for the country to replace lost shipping vessels slowed the industrial slump, but, come the 1950s, the demand for merchant and navy ships had dwindled drastically. The heavy industries could no longer compete with much cheaper labour costs of emerging competitors overseas.

Vital Statistics

- **Located in the west of Scotland on the River Clyde, Glasgow is currently the third largest city in the UK.**
- **The population of the Glasgow Metropolitan area exceeds 580,000, although this is a reduction from its peak of 1.2 in 1950.**
- **Annually 4 million tourists visit the City for conferences and short breaks.**
- **Glasgow has the third largest GDP per capita in the UK and is Scotland's largest economy.**
- **153,000 jobs have been created in Glasgow since 2000 and its economic growth rate is second only to London.**
- **Since the 1990s it has seen significant growth in its financial services sector and 8 of the 10 largest insurance companies have their head office in the city.**

Glasgow's population peaked in the 1950s at 1,200,000 people when it was one of the most densely populated cities in the world. In the 1960s, the poverty-stricken inner city areas including the Gorbals were cleared and the population relocated to the new towns of East Kilbride and Cumbernauld – leaving the inner city largely derelict.

Describing Glasgow of the 1950s, Michael Mair commented: *"Glasgow in the days when I was a kid was a dirty place," he said. "The buildings were all black. I thought stone was black. It was actually dirt. George Square was black."*

The Clyde Valley Plan of 1946 reflected the goal of reducing overcrowding and increase standards of living in the city centre through the relocation of 25 per cent of the population to new towns and housing estates on the city fringe. In the 1950s the city centre was divided into 29 comprehensive development areas targeted for demolition and renewal. By the 1960s high rise public housing was replacing the tenement buildings but due to failure to provide the community and social infrastructure and community cohesion began to break down.

In 1971 Assist Architects first demonstrated the possibilities for rehabilitation of the stock of Victorian tenements. This led to a renewed appreciation for the traditional fabric of the city and in 1976 plans for further New Town were dropped and funds redirected into the Glasgow East Area Renewal (GEAR) programme.

Glasgow Today

The city has always been characterised by the resilience, pride and diversity of its residents. There are long traditions of sport and music both at a professional and community level - support for 'local bands' and football teams have characterised Glaswegians for a century.

In 2000, the journalist Ian Jack wrote in *The Sunday Times*:

"Some marvellous and intriguing things have been happening in the city. Old buildings have been burnished and refitted. Museums, delicatessens and wine-bars have opened and thrive. New theatres occupy old churches. There are business centres, sports centres, heritage centres, arts centres. There are film makers. There is even a nationally acknowledged novelist or two.

Its new appearance persuades that it may become Britain's first major post-industrial success."

In a short period of time a new economy based on service and knowledge sectors has emerged.

Approach to Renewal

The transformation of Glasgow and the gradual growth of its self-confidence began in 1983 with a national advertising campaign headed by the slogan 'Glasgow's Miles Better' (or as adapted by the community 'Glasgow Smiles Better') was launched and the city's image began to improve. International awards and events have been important in the repositioning the city brand:

1988 -Garden Festival, housed on the site of disused docks on the south bank of the River Clyde;

1990 - Designated European City of Culture – the first non capital city to win the award;

1999 - Held the European Festival of Architecture and Design;

2003 - European Capital of Sport and

2007 -Awarded the 2014 Commonwealth Games.

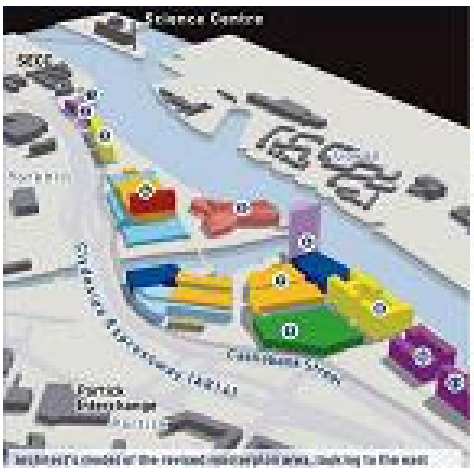
In 1998, *Glasgow A New Beginning* proposed a radical new approach to planning for the city, recently revised in May 2007. Driven by a vision for Glasgow that states "We want Glasgow to flourish as a modern, multi cultural, metropolitan city of opportunity, achievement, culture and sporting excellence where citizens and businesses thrive and visitors are always welcome". The further development of Glasgow is guided by its ten year economic development strategy – *A Step Change for Glasgow* (November 2006) which identifies three priorities to guide the economic development of the city:

Move up the 'value chain' - become more specialised, innovative and productive

Share prosperity - because growth should benefit all Glasgow's citizens

Provide an excellent economic environment - aligning the business, physical, cultural and social environment so that innovation and growth can be better supported.

The early redevelopment of the city centre as a retail destination (currently the UK's third most successful) city centre retail environment) was initiated by the St Enoch Centre and has been complemented by boutique and designer fashion precincts in laneways that connect the High Street with its flagship department stores – including a new format John Lewis (similar to David Jones) which opened in 1999. This city centre vitality has been leveraged in the redevelopment of the Glasgow waterfront precinct.



Waterfront Regeneration

Clyde Waterfront is Scotland's single most significant urban renewal project. With around £5.6bn of public and private sector investment committed, the 15 year Clyde Waterfront Strategy has the potential to deliver significant benefits for the entire economy.

The Glasgow Harbour regeneration project launched in 2001 is one component of the Clyde Waterfront project. This ten-year development is one of the largest waterfront regeneration projects in the UK with an end value of £500m. Sited on 120 acres of redundant shipyard and dockland, the project will create a new district, incorporating residential, commercial, retail and leisure space in one integrated location. It will also house the Council's new Riverside Museum, replacing the Museum of Transport, and linking in with the Tall Ship berthed at nearby Anderston Quay.

The Queen's Dock 2 project announced in 2003 continues the regeneration of the riverside with a £350m plan for the "redensification" of the existing Scottish Exhibition and Conference Centre site to include a purpose-built £50m entertainment arena to seat 12,500 people.

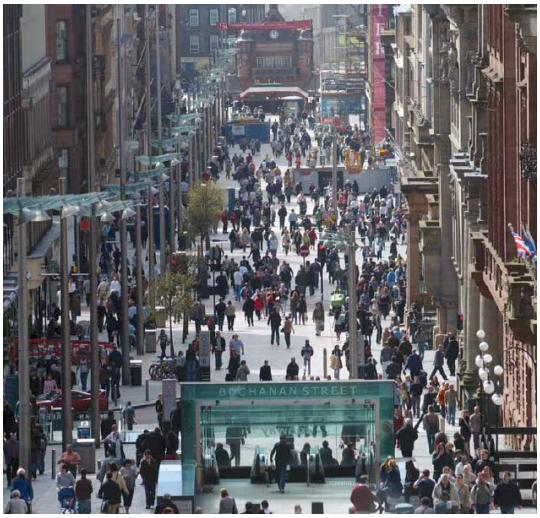
Cultural Strategies

Glasgow today is recognised as a cultural destination with an appeal based around creativity and the arts. This strategy commenced in the early 1980s leveraging the internationally famous Burrell Collection. Festivals and events are also a part of the city's appeal, building on its unique culture and heritage.

The city is home the Royal Scottish National Orchestra, Opera and Ballet companies as well as the Academy of Music and Drama. The impetus gained from its campaign to be a European City of Culture resulted in a new Gallery (GoMA), Royal Glasgow Concert Hall and Auditorium and the Scottish Conference and Exhibition Centre.

The most recent cultural initiative is the Easterhouse Cultural campus a locally oriented creative learning centre and library, with performance auditorium

The architectural legacy of Charles Rennie Mackintosh has recently been complemented by striking new developments such as the Lighthouse Centre for Design earning Glasgow the award of City of Architecture and Design.



GLASGOW2014
COMMONWEALTH GAMES
CANDIDATE CITY

project gorion characteristics of great regional cities

Lessons Learned

1 *Taking a comprehensive and long term view* marrying cultural and economic outcomes with spatial and social objectives.

2 *Strong local leadership* providing impetus for change and working proactively with the private sector.

3 *Building a place brand based on their distinctive culture* - and recognising the first step as changing the perception of the residents about their city.

4 *Strategic use of place marketing*, securing internationally recognised awards and events to leverage image, tourism and funding for infrastructure.

5 *The significance of connecting the regenerated docklands with the CBD* to create the maximum leverage and amenity value from the waterfront.

6 *Understanding that the city centre needs to be a people place* and re-introducing residents through the development of a diverse range of housing opportunities in new and adapted stock.

7 *Leveraging the University as a driver of innovation and enterprise* – connecting its presence in the city centre with economic regeneration.

Halifax's Journey

Context

Halifax, Nova Scotia located on the Atlantic Coast of Canada and claims to have the second largest natural harbour in the World. The area was original colonised by the Jipugtug Inuits and was the subject of early hostilities between the English and French – finally settled by the Treaty of Utrecht in 1713.

The city was founded by the British in 1749 and was declared a city in 1841. Its early role was military as it was established to counteract French supremacy in the province of Quebec. For much of its early history it was the North Atlantic Base for the British Royal Navy and as such it prospered in times of war and languished when peace came. The earliest community was comprised former naval personnel who found the climate and terrain harsh and inhospitable moving quickly to New York.

As a key naval base the city enjoyed early prosperity, however once the French had been defeated the British establishment rapidly lost interest in the naval base and despite its early promise, the city struggled to maintain its prosperity.

The American civil war prompted the next phase of growth with refugees and military personnel flooding the city. This was consolidated during the Napoleonic campaigns and the war of 1812 during which time the high volume of inward investment resulted in many of the Cities finest civic buildings including Halifax's largest Universities – Dalhouise and St Marys.

In the immediate aftermath of these campaigns the British moved their military might to the Bermuda and the city once again entered a recession. This time it was revitalised by local entrepreneurs (including Samuel Cunard and Enos Collins) who diversified the fledgling economy into the financial services and shipping sectors.

By the mid 1800s the Bank of Nova Scotia, the Union Banking Company and the Halifax banking Company had made the city the financial services capital of the North East Seaboard.

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Vital Statistics

- The Halifax Regional Municipality (HRM) covers 5,577 sq km, approximately 10 per cent of the province of Nova Scotia in Canada.
- The urban area of HRM had a resident population of 282,924 in 2006, with a further 90,000 in its rural hinterland.
- A high proportion of the resident population originates from Europe and the city benefits from intra-cultural exchange.
- HRM is the major industrial centre for eastern Canada, the local economy is predicated heavily on defense and port activities as well as mining, gas and forestry in the hinterland.
- The region hosts three universities and five college campuses and therefore has a significant youth cohort which influences its culture and identity.

During World War I, Halifax came of age as a world class port and naval facility. The strategic location of the port with its protective waters of Bedford Basin sheltered convoys from German U-boat and the railway connections combined its port facilities became vital to the British war effort as Canada's industrial centres manufactured supplies for the Western Front.

On December 6, 1917 is the Norwegian vessel SS *Imo*, carrying Belgian relief supplies, and the French freighter SS *Mont Blanc*, carrying munitions, collided in Halifax Harbour, causing destruction on a massive scale. The *Mont Blanc*, carrying 2500 tons of high explosives blew up, shattering the 3000-ton vessel and spewing destruction over 325 acres. The explosion killed more than 1600 people instantly and injured over 9000.

Halifax played an even bigger role in the Allied naval war effort of World War II. It became a lifeline for preserving Britain during both the Battle of Britain and the Battle of the Atlantic. The city's housing, retail and public transit infrastructure, small and neglected during 20 years of prewar economic stagnation was severely stressed. Severe housing and recreational problems simmered all through the war and culminated in a large-scale riot by military personnel on VE Day in 1945.

Since 1976, the HRM has enjoyed stable population growth and its urban expansion has been driven by reducing household sizes. Much of this new development occurred in the new suburban and rural residential areas commutable distances from the city centre, whilst the inner urban core experienced a residential decline. This trend has somewhat reversed since 2000 as the economy has continued to perform strongly based on its defense, education, health, regional administrationand finance sectors. Further population growth is anticipated through to 2026, significantly based around in-migration migration.

The city centre and waterfront areas underwent significant decline with the advent of containerized shipping and industrial restructuring. In parallel the growth of suburban areas and office parks shifted the commercial and recreational focus away from the city centre.

Halifax Today

Today Halifax, is regarded as a modern port city. Its diverse natural environment, varied architecture and rich culture Victorian heritage have led a burgeoning visitor market.

It is a city region comprising 188 individual communities each with a different identity and appeal – this range of lifestyle experiences is a key component of the city's overall identity. The dense urban core is located on the Halifax Peninsula.

The city centre describes itself as an exhilarating blend of lifestyle, recreational and cultural opportunity which reinforces its appeal as a residential and workplace precinct, it has an active evening economy and is understood as a 24/7 destination.

There is a strong tradition of community participation – events, festivals, activities. Intra culturalism is a key strategy and particularly focuses around food and music.

Approach to Regeneration

Halifax has suffered from an exodus from the old city core. After offices closed, the city became dead in the evening. This project (along with others) has brought people back to the downtown and made the place feel more alive again. **Paul Morgan, Planner, Halifax Regional Municipality**

The City has adopted a two pronged strategy to its revitalisation, using incremental change to its established CBD that introduces increased lifestyle amenity and residential offerings combined with an active city centre festival program – this approach has been driven through the established planning framework. Secondly it has recognised the significance of its decaying waterfront area as a potential recreational asset, to achieve this widespread urban change has necessitated a comprehensive approach through an urban development corporation.

In the early 1970s the Federal and Provincial Governments recognised the significance of the former dockland sites and established a program of land acquisition, when this was wound up in 1976 the Province established the the Waterfront Development Corporation Limited (WDCL), with the mandate of revitalising the waterfront and bringing it back into public use. The WDCL only has one share holder – the Province of Nova Scotia and is governed by a Board of Directors with nine volunteer members appointed by the Minister. The Corporation has powers to plan, acquire, manage and develop land and buildings within its realm, because it is a public agency it is not required to dispose of land for its highest and best use and is instead able to work with the private sector to ensure that each lot is developed to its maximum potential to contribute to the vision.

The WDCL had a troubled start and as a result very little was achieved until the mid 1990s and its land-bank was predominantly used for car parking and informal waterfront access/public space. As the residential market boomed, the opportunity for a waterfront precinct became more achievable. The first successful scheme, Bishops Landing, is located in the heart of the city centre and occupies some of the most significant historic waterfront land., It was developed in collaboration between the WCDL and Southwest Properties and comprises a 206-unit, mixed-use development featuring a range of apartments, retail and restaurants, adapted heritage buildings and a substantial public waterfront park and boardwalk. The project is regarded as a significant step forward in realizing the City's goal of increasing the residential population in the downtown core.

Lifestyle Strategies

Both the regeneration of the water front area and the broader revitalisation of the city centre have been driven by lifestyle and leisure – creating a distinctive urban experience has in turn stimulated residential and commercial development. Specific regeneration strategies have included:

— Leveraging the *synergy between the city centre core and the regenerating waterfront area*. This has given the city residents and workforce a recreational precinct within their neighbourhood and has extended the life of the city.

— *Creating reasons to visit* based around leisure, conferencing and convention markets – the compact scale of the CBD and waterfront area became significant points of difference for Halifax, allowing visitors to feel that they become part of the life of the city.

— The *eat street culture* has been a significant attractor to the city centre – it operates longer hours, has greater diversity and a more interesting environment than other dining areas across the city.

— *Walkability* – there is a strong one public realm approach with a dense network of walking routes to connect attractors or for casual exercise.

— *Clustering of cultural/entertainment activity* – leading with the magnate attractor of the Maritime Museum of the Atlantic.

— *Lead with program* – the City Council has understood the need to activate their public spaces and created a diverse events programme including the Tall Ships Festival

— *Leverage the youth population* – the presence of a significance student body and a cohort of young defense force personnel has been used to create a 'youth culture' around music and creative arts.

— *Celebrate cultural diversity* - the Celtic background of many residents has been constructed into a point of difference from Quebec with its French routes.

Lessons Learned

1. *A strong place brand* has been created for the city centre/waterfront area positioning it as a much loved lifestyle asset belonging to the whole region. In establishing this local appeal, the city centre has also been able to create a highly successful visitor market – particularly focused on short breaks.

2. The city centre has established a *niche role in lifestyle, culture and recreation* - it has not tried to compete 'head on' with other locations in the metro area, creating instead a distinctive urban experience.

3. The *relationship between the CBD and the waterfront has been consolidated* and has therefore created synergies between them. The revitalisation of both is strongly authentic and has leveraged its existing asset base and unique points of difference.

4. There is a *strong leadership model* in place that is transparent and easily understood by all stakeholders and the development has been undertaken in accordance with a *comprehensive plan* and is led by a clear vision of place (it was however very slow to establish traction!)

5. *Public sector funding* has created private sector interest and confidence

6. The *public realm has received a massive public investment*, with the creation of parks, squares and recreational open spaces, these have become the 'glue that binds' the other elements of the city into a place with a unique identity.

•Liverpool's Journey

•Context

•Liverpool is located in the North West of England within the metropolitan borough of Merseyside. There are currently 450,000 inhabitants in the city core and a total of 816,000 in the Liverpool urban area (2006).

•The city celebrated its 800th birthday in 2007, having been founded by King John in 1207 as a point of departure for Ireland. It remained a low key settlement with a primarily ecclesiastical and provincial trade role through to the early 1700s when its function as a port for trade with the West Indies resulted in shift in both scale and prominence.

•Liverpool has a tradition of industrial innovation and political influence. It pioneered dockside technology opening the first wet dock, the first non combustible warehouse and the first hydraulic hoist. The growth of neighbouring Manchester as a centre of the textile industry also supported the growing port of Liverpool and the significance of this relationship was confirmed when the UK's first inter city train service was introduced between the cities in 1830.

•Substantial profits from the slave trade helped the city to prosper and it grew rapidly such that by close of the century Liverpool controlled over 41% of European (and 80% of Britain's) slave trade and was the third largest port in the country behind London and Bristol. Liverpool's increasing affluence was marked by investment in grand civic buildings and cultural institutions that continued throughout the Victorian era.

•The population explosion continued between 1850 and 1939 fuelled by the mass immigration of Irish – joined in the build up to the second world war by an influx of refugees from Europe. By 1928, a survey showed that 14 per cent of the city's population lived in poverty and the inner city was synonymous with over crowding and disease.

Vital Statistics

- **Located in the North West of England**
- **The city covers an area of XXX hectares**
- **It has a unitary authority with a history of labour representation, locally and at national government**
- **The current resident population base of the city is XXX (2005)**
- **Average income per capita is XXX compared with a UK average of YYY**
- **Key performing industrial sectors areXXX**
- **The city receives XX domestic visitors annually**
- **XXX students attend Universities in the city**

•Between 1930 and 1939 there was some attempt at slum clearance and during the second world war heavy bombing resulted in the destruction of a further 10,000 houses. The old terraced houses and tenements were replaced in the immediate aftermath of the war by council housing in high rise blocks and housing estates in suburban areas and outlying new towns. The city experienced a profound and sustained loss of population falling from 855,700 in 1931 to less than 450,000 in 2001.

•For a time in the 1950s and 60s the economy boomed based on engineering, manufacturing, cement, sugar and flour. In the 70s and 80s however Liverpool's docks and manufacturing industries went into sharp decline. The advent of containerisation meant that the city's docks became largely obsolete.

•By the early 1980s unemployment rates in Liverpool were among the highest in the UK and its social problems led to the Toxteth riots.

•In recent years, Liverpool's economy has recovered and since the mid 1990s has outperformed the national average in terms of economic performance. This has been demonstrated by an 11.9 per cent growth in jobs between 1998 and 2005.

Liverpool Today

Today Liverpool has been repositioned as a successful lifestyle destination for residents and visitors; it is the top performing location for a day trip (National Trust 2006), has the fastest growing three day break market (English Tourism 2005).

The revitalisation of Liverpool's image started with the 1984 International Garden Festival – the first of its kind in Britain. It has since developed an international reputation for culture beyond the Mersey beat – known increasingly for its edgy contemporary music scene, poetry and youth culture.

The city is asset rich in terms of its heritage buildings and cultural institutions. Its waterfront skyline is famous all over the world, as is its architectural diversity, public art, Scouse accent and football team (statistically the most successful English team of all time).

The docks are central to the history of the city as well as its current identity – its best known component – the Albert Dock was the first area of Liverpool to be regenerated. Its collection of grade 1 listed buildings (the most significant in the UK) have been preserved and are central to the city's emerging identity as a cultural centre for the North West.

In 2004 the Liverpool Dock system was designated a UNESCO world heritage site reflecting the role of the city in developing the world's trading system.

•Approach to Renewal

•The Merseyside Development Corporation was established in 1981 and was active for seventeen years and was heavily funded from central government and the European Union. It was the second development corporation set up in the UK and during its term it reclaimed 944 acres of derelict land, leveraging £698 million of private funding to deliver 7.6 million square feet of commercial space and nearly 500 residential units. It was also responsible for the Liverpool Garden Festival, regenerating the Albert Dock and securing the Tate Gallery.

•The MDC was replaced by Liverpool Vision – an Urban Regeneration partnership – in 1999. The Liverpool Vision comprises representatives of the Council, public sector agencies and private entities as well as the community. It created a strategic plan for the city which identifies inner city living, public realm, culture and business development as key drivers for successful urban renewal.

•Liverpool Vision has been a highly successful governance mechanism promoting the physical, economic and social regeneration of the city centre. It has concentrated on leveraging private funding, promotional activities and enabling development in the inner city area.

Inner City Community

The housing market renewal strategy has restructured the residential areas ot the north and east of the redeveloping city centre.

In 1971, the city centre's resident population was 3,600 and it fell still further to 2,340 by 1991. As a result of the housing initiatives the current resident population has risen to 15,000 and it is anticipated that it will reach 20,000 by 2010.

Demand has been strongest from students and young professional couples particularly those re-locating to the city. The provision of affordable housing has also attracted a cohort of key workers.

Capital and rental values in the city centre have risen dramatically over the period since 1998.

•Retail Strategies

•*Liverpool 1*

•During the 1990s, Liverpool's pre-eminence as a retail destination declined as a result of competition from out of town retail developments such as the Trafford Centre.

•In 2004 Grosvenor Estate commenced the £920 million redevelopment of the Paradise Street precinct as a key component of the inner city regeneration strategy. The scheme has responded to the need to reactivate the inner city and reposition it within the regional area, it will also provide a further boost to the local economy – creating 4,000 long term jobs.

•The mixed use scheme is located on 42 acres and comprises 160,000 sqm of retail space, a gallery, bus station, hotel, public park, cinema, residential and commercial space. Once completed in 2008, it will create a new connection between the city and the Albert Dock cultural amenities.

•The design was founded on a series of principles established through a long term engagement process with all stakeholders and includes a buildings-in-the-city approach which will result in 40 individual buildings clustered into six precincts, to create a variety of retail, commercial and 'free time' environments.

Cultural Strategies

The regeneration of Liverpool has also involved cultural and destinational strategies aimed at improving the quality of life for residents and increasing appeal for visitors. Significant projects included:

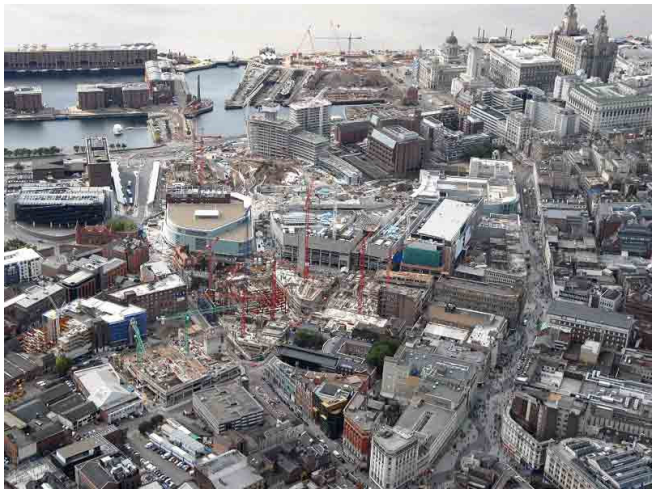
•The 1984 International Garden Festival;

•Hosting the iconic breakfast TV show – The Tate Liverpool; and

•The museum of Liverpool Life.

In December 2004, the Council gave permission for the redevelopment of King's Docks to include a 10,000 seat arena, convention centre and exhibition hall. This development will also include significant elements of public space, apartments and retail/leisure uses.

The repositioning of Liverpool will reach a significant milestone in 2008 when it becomes European Capital of Culture and hosts a comprehensive showcase of events and activities citywide.



- **Lessons Learned**

- ***Deep regeneration takes time*** **and must be comprehensively addressed. It requires more than spatial remedies and must address culture, community and economic futures.**

- ***A strategic partnership framework*** **is the best vehicle for securing public/private sector collaboration and leveraging funding.**

- ***Deliver iconic catalyst projects*** **– recreational, cultural or community infrastructure, to stimulate interest in private sector investment and create community confidence.**

- ***Funding must be addressed holistically and strategically,*** **not just in the context of isolated projects.**

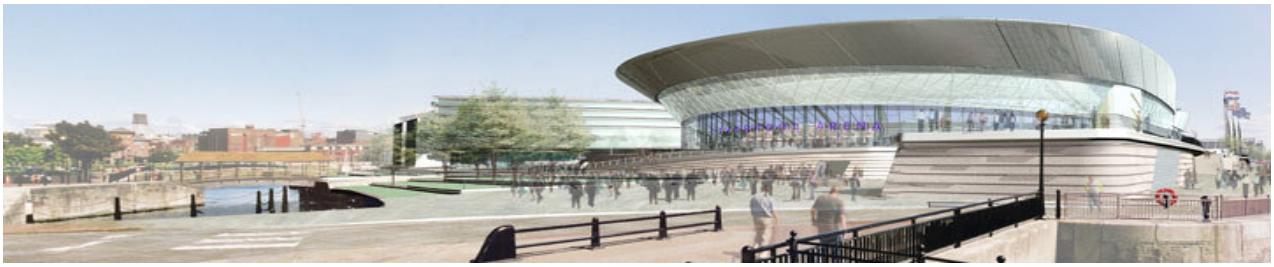
- ***Leverage the waterfront*** **into the city centre to increase its public and aesthetic amenity.**

- ***Lead with retail and residential, create a reason to visit and the opportunity to stay. The city centre should be a people place and needs to be active especially beyond core hours.***

- ***Create a unique cultural brand and capitalise on it*** **– Liverpool has built a reputation for short breaks and conferencing based on its unique heritage.**

- ***Use a place marketing approach*** **and strategically secure awards and events to reposition the brand internally and externally.**

- ***Leverage the University*** **– create a link between enterprise, innovation and education and create clusters that reinforce the strengths of the university.**



•Seattle's Journey

•Context

•Seattle is a major coastal port in America's pacific north-west region, located in Washington State approximately 150km from the Canadian border. The area had been inhabited for more than 4,000 years but was only colonised by European settlers in the 1850s and formally incorporated as a city in 1869.

•Seattle's growth has been short but colourful and has included a major fire that burned down its first city centre in 1889; it became the transport hub for the Klondike gold rush in the late 1890s and hosted the Alaska – Yukon Pacific exposition in 1909 which led to the development of the University of Washington campus. It has also hosted the World Fair and Goodwill Game.

•Seattle has a history of boom and bust cycles, common in cities of its size. Several times it has risen as a company town or through economic specialization, before going into precipitous decline. Its inate resilience which distinguishes it from other cities with similar economic characterisitcs, meant that these periods of downturn were typically used successfully to rebuild infrastructure.

•The first boom, in the early years of the city, was fueled by the lumber industry and the discovery of coal and resulted in the construction of a major park system, the destruction of the early city centre resulted in the founding of the finance company Washington Mutual in 1889.

•The second and most dramatic boom was the direct result of the Klondike Gold Rush of 1896, which ended the national depression. On July 14 1897, the *S.S. Portland* docked with its famed "ton of gold", and Seattle became the main transport and supply point for those heading north to Alaska. The boom lasted until the First World War and funded many new Seattle companies and products. Examples include UPS, Nordstrom (originally known as the American Messaneger Nordstrom) and Eddie Bauer.

Vital Statistics

- In 2006 the city of Seattle had an estimated population of 582,147 with 3.3 people living in the region.
- The population is workforce oriented with an average age of 35.
- It is highly educated with 72 per cent of people (over 25) having been to college or University.
- There is a high proportion of lone person households.
- Mostly American born – but strong Asian and Irish influence.
- Economy has a significant knowledge based sector.
- Has the highest per capita attendance at music and dance events in America.

•The next major boom was in shipbuilding between the World wars and Seattle was one of the major points of embarkation for troops leaving for the North pacific. At this time Boeing established a bomber manufacturing plant in the city which later grew into a major civil aviation cluster. Boeing retained its corporate headquarters in Seattle until 2001 and still retains its credit union and Renton narrow body plant in the city.

•When ship building and civil aviation went into decline in the late 60s and 70s there was widescale migration out of the city to areas including the Silicon Valley and at one point it was so pronounced that it caused two local estate agents to erect a billboard stating "Will the last person leaving Seattle – Turn out the lights."

•The city experienced another upswing in the 1990s when technology companies including Microsoft, AT&T and Amazon.com made it their home – this resulted in an additional 50,000 residents moving in to the city centre. Today five companies in the Fortune 500 list are headquatered in Seattle – as well as a number on the fringe including Nintendo (America).

•Seattle has grown through its amalgamation with surrounding settlements and has retained a rich diversity in the character of its neighbourhoods. The city centre comprises a dense financial district, residential areas and a panoramic waterfront which has recently undergone a process of renewal. One of the cities most loved and recognised landmarks is the Space Needle which was a legacy of the 1962 Century 21 Exhibition and the accompanying monorail infrastructure.

•The new city icons are being developed around the regenerated waterfront.

Seattle Today

Seattle has been variously nicknamed the rainy city and the emerald city in acknowledgement of its wet climate and its lush vegetation. The natural environment and access to water and mountains are key to the city's appeal and the City Council has taken a proactive stance on the environment, ensuring that positive environmental outcomes are delivered across all policy areas and are key drivers of the city's image and brand.

There are more than 150 listings of Seattle buildings on the national heritage centre and it is building an international reputation for modern architecture based on new buildings such as the Seattle Central Library.

Seattle is a city of neighbourhoods and at a local level there is a rich cultural life with strong community participation. It has a reputation as a centre for grunge, fringe and emerging music, as well as poetry and contemporary drama.

The city's identity is synonymous with coffee based on Starbucks which was founded in the Pike Place Market in 1971. It has also had opportunities to showcase its appeal through films and television including Sleepless in Seattle, Frasier and Grey's Anatomy.

•Approach to Renewal

•Seattle's central waterfront is part of the Puget Sound shoreline that extends through four counties and plays a significant role in the culture, economy, and transportation network of the region and state. As a vital waterborne transportation hub for the region, the waterfront is home to Colman Dock, a major terminal for the Washington State Ferry system that links the Olympic Peninsula with Seattle and the rest of the state east of Puget Sound. It is also a key regional road and rail corridor. The site was initially diversified from its port functions in the late 1970s and has been released for public recreational use in stages since then. Its complete redevelopment and integration with the rest of the city has been precluded by the presence of the elevated section of Route 99 known as the Alaskan Way Viaduct.

•Following an earthquake, the viaduct and part of the seawall required renewal and a tunnel was seen as the preferred option. The Mayor recognised the opportunity to complete the regeneration of the waterfront with the aim of creating a front porch to the city. The waterfront planning process started in 2003 and was the largest and most comprehensive program of its kind ever undertaken by the City - involving input from community stakeholders as well as 22 design companies. To maximise the value and public benefit to be derived from the site as well as ensure coherence, a conceptual master-plan was prepared to guide the future development of the site.

•The waterfront is already a key destination and accommodates the Seattle Aquarium, Odyssey Maritime Discovery Centre, and the Pike Place market. The removal of the viaduct enables further development of the precinct and the opportunity to create more public realm, expand existing facilities and accommodate a range of new attractors. The master plan identifies key major projects for delivery in conjunction with private sector partners; a public realm plan to connect the major projects into a destination has also been prepared.

•The new master plan extended its reach beyond the immediate shoreline and explicitly considered the relationship of the waterfront with the city upland area. It also included the surrounding neighbourhoods of Pioneer Square, Bell Town as well as the Commercial Core as these areas were the most likely to be influenced or impacted by the redevelopment of the waterfront area.

•Waterfront Redevelopment

•The vision for the current redevelopment of the waterfront area is '*an opportunity to develop a new "Front Porch" that welcomes all, that will celebrate our diverse culture and heritage, that will define the city in its unique location within its incredible natural resources, and that represents an opportunity for economic growth for the city and the region. It is a project that will define the city for the next 100 years and one by which it will be measured in history.'*

•Waterfront Concept Plan is driven by the themes of imagination, memory and movement and it has been intended that all public and built spaces should stimulate the imagination and trigger memories of the former uses of the site.

•Key elements include the refurbished Pike Place Market, the Olympic Sculpture Park, the foreshore walk, a major civic square for public events and gatherings and a series of cultural and recreational opportunities. The waterfront redevelopment is also providing opportunities for indigenous cultural activity and gatherings.

Cultural Strategies

Seattle is a regional centre for the performing arts and is the home to the Seattle Symphony and opera, the Pacific Northwest Ballet, which is one of America's top three training institutions for classical dance. It is also the home to the Youth Symphony Orchestra.

Popular music has strong roots in Seattle which is home to Nirvana and Pearl Jam, and Jimmy Hendrix and Quincy Jones also spent their formative years in the city. It has the highest per capita attendance at music and dance events The city has an active culture of film, theatre (particularly fringe) and poetry and hosts the biennial poetry festival as well as the annual Seattle International Film festival. There are 29 theatres and 56 fringe theatres across the city.

The Seattle Centre which includes the Experience Music project, and the award winning Seattle Central Library are recent cultural assets providing activation in the downtown and appealing to visitors and local residents alike.

Contnuing support to Pike Place as Americas's largest farmers market provides a connection between old and new Seattle as well as its resident and visitor audiences.

- **Lessons Learned**

- ***Identifying and leveraging the strengths of the city to build future success*** – Seattle's vision embraces its cultural authenticity and natural environment to build appeal based on lifestyle.

- ***Find a niche and use it to create a brand*** – Seattle embraced 'clean and green' in terms of climate initiatives, sustainable buildings and infrastructure and healthy communities.

- ***Strong civic leadership (over time) is required to maintain momentum and actively manage a city brand*** - the clear articulation of the vision and outcomes and a framework for their delivery is essential. Seattle committed to a proactive Comprehensive Plan embracing an integrated approach to urban sustainability and the development of the city.

- ***Widespread regeneration requires at least the co-operation (optimally partnership) of the public and private sector and the involvement of the community.*** Broad based and cross - sectoral involvement releases a broader spectrum of ideas and expertise.

- ***Maximising public access to water enhances the amenity of the city centre*** and invites residents from throughout the city region to visit their city centre and enjoy a day out experience.

- From its research the City established that critical success factors for leading edge urban transformation included a comprehensive approach, collaborative partnerships, stakeholder involvement with extensive community involvement, a tangible vision and breakthrough goals.

- They also identified the need to nurture public private partnerships, balance vision with action, respect design, create hope and explore challenge and creativity through the exchange of ideas locally, nationally and internationally.

•Wollongong's Journey

•Context

•Wollongong is currently ranked Australia's ninth largest city with a resident population of around 200,000, and is the regional capital of the Illawara region. The region has a rich indigenous heritage with documented settlement by aboriginal peoples spanning 60,000 years. Coal was first documented by George Bass in 179, but the early pioneer settlement was established largely around timber, agriculture and pasture grazing. The export of coal became the key regional driver after the construction of harbour facilities in 1868.

•The regions resource based industry achieved notoriety in 1902 when the Mount Kembla mine explosion killed 96 colliers – it is still considered one of the worst industrial accidents in Australian history. *"The small communities of Mount Kembla and Kembla Heights has shown, in the dark yeas immediately after the disaster, that the resilience of the human spirit is indomitable."* It is well documented that resilience in the face of unprecedented incidents can promote growth and expansion in communities and foster a strong determination to endure.

•The industrial base of the area developed around iron and steel - in 1928 Hoskins, later Australian Iron & Steel, started a steelworks at Port Kembla, a few kilometres south of Wollongong. The former Broken Hill Proprietary Company (now BHP Billiton after merging with Billiton) acquired AI&S in 1935, This has since divided to form its own steel division as a separate company known as BlueScope Steel.

•The economic restructuring of the inter war years saw the declining significance of agricultural activity and confirmation of the regional role of primary and heavy industry. In the post war period, acute labour shortages throughout the Illawara region resulted in an increase of immigrants to the area- enabling the growth of Wollongong, Port Kembla and facilitating the development of companies such as BHP resulting in a high degree of multi culturalism.

Vital Statistics

- **Located in the Illawarra Region, 80km south of Sydney.**
- **The current population of the city region is 263,525 spanning 714 sq km.**
- **The median age of the population is 37, aligned with that of Australian.**
- **The population is relatively multi cultural with large Greek, Macedonian, Italian and English born residents.**
- **The median individual and household incomes are lower than the relevant Australian averages.**
- **The city receives XX domestic visitors annually.**
- **21,000 students attend University in the city.**
- **Port Kembla is one of the largest concentrations of heavy industry in Australia.**

•When the steel manufacturing industry underwent significa
the magnitude of the changes experienced in Illaware were

•During the 1990s however, the Illawara region moved tow
transitioning from reliance on steel production and basic m
employment and lifestyle opportunity were both perceived
sustainability for Wollongong as a regional city.

•Today Port Kembla represents the largest concentration c
integrated steel plant in the southern hemisphere.

Wollongong Today

Available destinational information describes Wollongong as a vibrant and diverse area renowned for innovation, culture and education. The Lord Mayor describes it as a proud city with an historic past.

Today, Wollongong is the self-styled 'city of innovation' and it is slowly establishing a reputation as a city which encourages the development of advanced technologies and supports research in a range of key areas.

This claim is supported by the presence of the University of Wollongong that is internationally recognized as a centre of excellence in advanced technology and research and has twice been the Australian University of the year and was the first Australian University to open a campus in Dubai.

The City council believes that cultural development is vital to the future of the city and is taking a place making approach through policy, to work with communities to stimulate new skills and local infrastructure.

Food is increasingly a point of difference for the Wollongong community and the city builds on its Italian, Greek and Middle Eastern communities to provide an extensive and diverse range of restaurants and cafes.

The area benefits from its natural setting and proximity to a dramatic coastline and pristine beaches.

Cities Taskforce

The Cities Taskforce was announced in February 2006 with a view to boosting jobs, housing and lifestyle opportunities in regional cities.

The City Taskforce work with the City Council individually to develop a vision and City Plan.

The visioning process extended beyond spatial strategies to consider the delivery of public realm, community and civic infrastructure.

The provision of strategic and creative advice in establishing the vision and framework has enabled a more integrated and comprehensive approach to revitalisation and has enabled the sharing of best practice.

Extensive community consultation was involved at every stage.

•Approach to Renewal

•Wollongong City Council has identified that the future vit
beauty and industrial function – and seeks to establish a
opportunity to confirm the role of the city centre as the he

•The vision for the city centre provides a framework to se
residents together with retail and cultural facilities. It spe
issues in attempt to create a place that people want to be
attempting to connect elements of the city centre togethe

•The Cities taskforce...The Wollongong CIty Centre Plan
Regional plan and will drive the future spatial developme

•*"As the regional city for the Illawarra Region, Wollongon
services, cultural activity, entertainment and tourism. Job
the city's strengths in business services, health, educatio*

project gorion characteristics of great regional cities

•Retail Strategies

•The economic growth of Wollongong as a major industrial location was not accompanied by its emergence as a retail centre and its comparative proximity to Sydney has resulted in an unremarkable shopping environment, albeit one anchored by two department stores and with a regular market function.

•Crown Street is the main street in the City, it was created in the early 1800s from a cattle track and quickly became the "main" street of the then town. Its redevelopment is a key component of the regeneration of Wollongong.

•The future of Crown Street (which includes the Crown Central or Wollongong Mall) is not yet clear, however discussion involves the creation of an evening economy; the role of vehicles in the city centre, the inclusion of more than just shopping and creating more engagement in the streetscape.

•It is intended that height and density will also be increased, specifically in the area that surrounds the railway station and introducing more floor space for commercial activity. The reintroduction of dwellings into and around the retail precinct is a key outcome and will be used to create linkages between Crown Street and surrounding neighbourhoods.

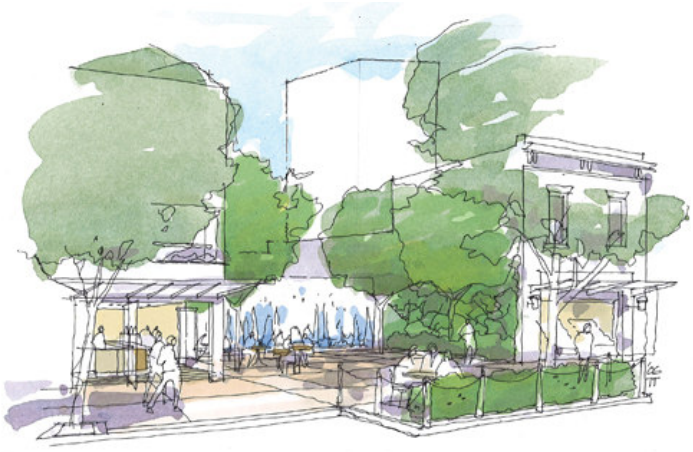
Cultural Strategies

The Council has had a comprehensive cultural policy including a five year cultural plan, from the mid 1990s. However there had been little political action around integrating that policy and research work into visions for the city's future, particularly its economic future, and no significant cultural infrastructure investment since the *Illawarra* Performing Arts Centre in 1988.

The role of independent cultural broker was established to connect the city's cultural assets and multi cultural community into more than the sum of its parts.

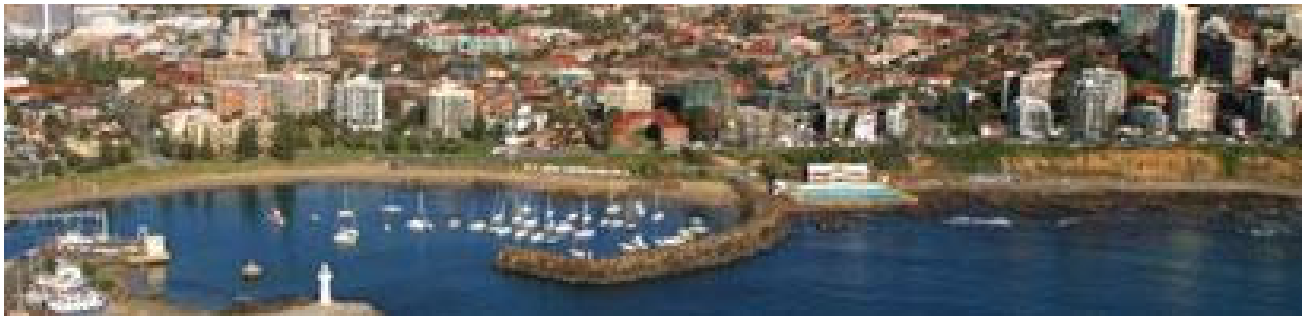
Plans include turning Burelli Street into a cultural precinct to include a cultural incubator; a civic plaza and a cultural cluster combining many of the city's existing assets into a recognisable precinct.

A master plan is under development.



- **Lessons Learned**

- *The city has evolved a vision for its future that is economic development and enterprise driven* and is actively seeking to attract knowledge based and leading edge (R+D) businesses.
- *Leverage the reputation of the University* and its international connections to support the city brand and stimulate economic development.
- *Is attempting to take a place marketing approach* – capturing the lifestyle attributes to attract sea change workforce and domestic visitor market.
- *Be careful not to over promise and under deliver in terms of branding* – Wollongong is branding itself as 'City of Innovation ; a city on the move'– which may be somewhat premature.
- *Do not be afraid to admit your constraints* – Wollongong has openly acknowledged its need for strong and united leadership, the lack of infrastructure, limited hotel and conferencing facilities, a degraded city centre and a poor image in the external market place.
- This is a work in progress for Wollongong and many of their strategies have not yet been enacted.



Lessons Learned

From the outcomes of the literature review and benchmarking study, the following are recommended for consideration in evolving the optimal proposition for the redevelopment of Hunter Street Mall:

- The project should not be regarded as a stand alone scheme and should be seen as *integral to the regeneration of Newcastle City Centre* – this will maximise the outcomes to all stakeholders.

- The successful regeneration of Newcastle City Centre will rely on *creating destinational appeal* based on a *distinctive urban experience* – retail is only a part of the solution.

- Destinational appeal is predicated on *being the best at what you can be the best at*, this requires an understanding of the asset base of the City Centre and identification of the gaps in the current provision of infrastructure and amenity to the area.

- *Put people back into the City Centre* – strengthen the City Centre as a neighbourhood, include a significant residential component to the mix with diversity of housing type and increased density

- *Find a niche* –competing head on with existing successful sub regional centre in terms of a developing another high street retail experience or commercial address is unlikely to succeed – explore education and entertainment/recreation as headline uses.

- *Deliver reasons to visit* – and create an environment that entices people to stay and return more frequently, two key drivers underpin this strategy:

  - *A high quality public realm* that is interesting, appealing, walkable and safe. This should connect the elements of the City Centre offer and blend them into a cohesive destination.
  - *Secure a magnate attractor* or landmark catalyst project to reposition the city centre identity and brand, inspire confidence and leverage investor interest. This could be related to the niche role.

- *Reinforce connections with the waterfront* – leverage the public recreational and aesthetic amenity of the waterfront and foreshore areas – the City Centre is very disaggregated with topographical feature and civil infrastructure dividing the heritage precinct and Hunter Street Mall from the beaches and Honeysuckle development. Whilst it was not reflected in the case studies, a number of cities (including Seattle, San Francisco and Washington DC) have invested in removing major physical infrastructure which created a barrier to city life.

- *Lead with programme* – infrastructure and amenity are not the whole picture – a vibrant cultural life creating shared experiences for residents and visitors is important to identity and sense of place.

- **Place keeper 2 – golden rules of regeneration**

AGENDA

NEWCASTLE CITY MASTER PLAN

Date | Time: **WEDNESDAY 23 OCTOBER 2013 – 9.30 to 11.30am**

Venue: **Lord Mayor's Reception Room**
Level 2, City Hall - Newcastle

Invitees:
Paul Broad (PB) – Infrastructure NSW
Steve Edmonds (SE) – City of Newcastle
Ken Gouldthorp (KG) – City of Newcastle
Julie Rich (JR) – UrbanGrowth
Angus Gordon (AG) – GPT
Judy Jaeger (JJ) – City of Newcastle
Bob Hawes (BH) – Hunter Development Corporation
David Antcliff (DA) – Hunter Development Corporation

Apologies:
David Pitchford (DP) – UrbanGrowth
Greg South (GS) – UrbanGrowth
Jeff McCloy (JM) – Lord Mayor, City of Newcastle

ITEMS	
1. Welcome and introductions	
2. Newcastle Urban Renewal Strategy update	B Hawes
3. Light Rail progress and discussion	All
4. Travel Data & Surveying	BH/DA
5. Next steps	All
6. Other business	All

AGENDA

NEWCASTLE CITY MASTER PLAN

Date | Time: **FRIDAY 30 AUGUST 2013 – 9.30 to 11.00am**

Venue: **Lord Mayor's Reception Room**
Level 2, City Hall - Newcastle

Invitees: Paul Broad – Infrastructure NSW
Jeff McCloy – Lord Mayor, City of Newcastle
Steve Edmonds – City of Newcastle
Ken Gouldthorp – City of Newcastle
Greg South - UrbanGrowth
Julie Rich – UrbanGrowth
Steve McGillivray - GPT
Bob Hawes – Hunter Development Corporation
David Antcliff – Hunter Development Corporation

Apologies: Judy Jaeger – City of Newcastle
Sean O'Toole – UrbanGrowth

ITEMS	
1. Welcome and introductions	
2. Newcastle Urban Renewal Strategy update	B Hawes
3. Commuter Survey Report (see attachment 3.1)	BH/DA
4. Light Rail progress and discussion	All
5. Consolidated GIS Data Centre	KG
6. Urban Master Planning	All
7. Other business	All