



## Notice of meeting of

### "Cultural Quarter" Ad Hoc Scrutiny Committee

**To:** Councillors Taylor (Chair), Crisp, Funnell, Galvin, Hogg and Hyman

**Date:** Wednesday, 29 October 2008

**Time:** 5.00 pm

**Venue:** The Guildhall

## AGENDA

### 1. **Declarations of Interest**

At this point Members are asked to declare any personal or prejudicial interests they may have in the business on this agenda.

### 2. **Public Participation**

At this point in the meeting members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Committees remit can do so. Anyone who wishes to register or requires further information is requested to contact the Democracy Officer on the contact details listed at the foot of this agenda. The deadline for registering is Tuesday 28 October 2008 at 5.00pm.

### 3. **Minutes**

(Pages 3 - 10)

To approve and sign the minutes of the last meeting of the Committee held on 17 September 2008.

- 4. "Cultural Quarter" - Interim Report** (Pages 11 - 60)  
This "Cultural Quarter" Interim Report details the consultation undertaken and the information gathered to date on this review and asks the Committee whether they require any further information/evidence and whether they would like to invite a representative of another Local Authority to address them on this issue.
- 5. Any other business which the Chair considers urgent under the Local Government Act 1972**

Democracy Officer:

Name: Jill Pickering

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For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

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### **Scrutiny Committees**

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- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

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City of York Council

Committee Minutes

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MEETING	"CULTURAL QUARTER" AD HOC SCRUTINY COMMITTEE
DATE	17 SEPTEMBER 2008
PRESENT	COUNCILLORS TAYLOR (CHAIR), CRISP, FUNNELL, GALVIN AND HYMAN
APOLOGIES	COUNCILLOR HOGG

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#### 4. DECLARATIONS OF INTEREST

Members were invited to declare at this point in the meeting any personal or prejudicial interests they might have in the business on the agenda.

Councillor Taylor declared a personal non prejudicial interest in agenda item 4 (Cultural Quarter – Interim Report) as he was due to start a new job as Marketing Manager for City Screen in York.

Councillor Crisp declared a personal non prejudicial interest in agenda item 4 (Cultural Quarter – Interim Report) as a member of the York Theatre Royal Board.

#### 5. PUBLIC PARTICIPATION

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme on general issues within the remit of the Committee.

#### 6. MINUTES

RESOLVED: That the minutes of the "Cultural Quarter" Ad Hoc Scrutiny Committee held on 21 July 2008 be approved and signed by the Chair as a correct record subject to the wording in Minute 3 – "Cultural Quarter" Scrutiny Review – Scoping Report – being amended as follows:

List of bullet points on 4<sup>th</sup> page of minutes under wording "Members Made the following points":

First bullet point should read "*A cultural quarter **should not be a re-branding exercise but the chance to regenerate an area and an opportunity for York to attract finance to support it;***"

Third to last bullet point should read "*Getting the **transport hierarchy correct, ie with pedestrians at the top of that hierarchy***"

## 7. CULTURAL QUARTER - INTERIM REPORT

Consideration was given to an interim report and timetable of events for the Cultural Quarter Scrutiny Review. The review aimed to contribute towards achieving a long-term direction for the area between the National Railway Museum, York Railway Station and the Minster and to consider any positive and/ or adverse effects on the city.

Officers advised the Committee that Sir Ron Cooke, former Vice Chancellor of the University of York, had now been formally co-opted onto the Cultural Quarter Ad Hoc Scrutiny Committee for the duration of the review. The Chairman formally welcomed him to the Committee.

Officers updated that they were still trying to source copies of the book "Cultural Quarter" – Principles and Practice' by Simon Roodhouse.

### **Public Drop In session**

- Arrangements for a public drop in session to take place on 4<sup>th</sup> November 2008 were underway.
- Members discussed possible venues, costs and timings.
- Members discussed the format for the session including possible use of visual aids, questionnaires etc.
- Officers agreed to arrange a press release closer to the date of the session.<sup>3</sup>
- The aims of the session were to engage the public, disseminate factual information on the proposals and encourage discussion on the vision.
- Members raised the point that care should be taken not to raise public expectations unduly over what could be taken forward.
- Concerns were raised over the use of the term "cultural" and how it could be perceived and stressed the need to explain it properly.

### **Visit to Newcastle/Gateshead**

Officers had arranged for Members to visit Newcastle City Council and Gateshead Council on 23<sup>rd</sup> September 2008. The visit would include tours of the Sage Gateshead (live music venue), the Baltic Centre for Contemporary Art, the Gateshead Quays and Newcastle City Centre. Members would also have the opportunity to see how the Cultural Quarter has expanded from the original area and meet with Council Officers and Members who had been involved in the process of creating the Quarter.

### **Investigations into other cities.**

At the last meeting of the Committee, Members had agreed to investigate other cultural quarters and provide feedback on their findings at this meeting. The findings are reported below:-

### Belfast

Celebrate Belfast was launched in October 2005 and was a 15 month programme of events and activities centred on the programme themes “City Hall Centenary”, Festivals, Cultural Quarters and Sporting Activities. The aim of the Celebrate Belfast Programme was to help stimulate economic activity and contribute to the cultural life in Belfast through increased arts activity, increased tourism and economic activity, increased community activity and a change in the perception of Belfast as a place to live and visit.

Belfast City Council commissioned an independent evaluation of the programme and the report entitled Belfast City Council Evaluation of Celebrate Belfast 2006 Final Report – Draft Version 2 – April 2007” was produced. This outlined the key achievements, additional outcomes, legacy, and future focus. The Executive Summary to the report was appended to the agenda as Annex C. The full report can be accessed through Belfast City Council’s website.

The drivers behind the projects were the promotion of the festivals and drawing attention to different areas of the city. Lessons to be learnt included having a robust plan and robust and certain funding.

### Wolverhampton

Members reported that Wolverhampton had decided to locate their Cultural Quarter in an area which already held most of the city’s existing cultural assets including the Art Gallery, Arena Theatre, Light House Media Centre and Grand Theatre and which had a number of vacant premises which would be suitable for conversion into cultural uses.

Wolverhampton had a vibrant night time economy based predominantly around bars and clubs appealing mainly to the 18-30 age group and one of the key objectives was to broaden the appeal to families and other age groups.

Consultation with residents had taken place and there was a Local Area and Neighbourhood Arrangements (LANA) Coordinator co-ordinator who liaised directly with city centre residents. The creation of a Cultural Quarter had had no significant effect on areas outside it.

When asked if they were to start again, what would they do differently, representatives from Wolverhampton stated “Probably try to secure longer term funding. Our biggest issue had been the predominance of brewery owned and run premise in the area which had somewhat diluted the impact we wanted to achieve. We are in the process of looking more broadly at this area particularly in terms of diversifying its current function and to this end a number of studies are being undertaken to assess how we can achieve this”.

The results of investigations into Wolverhampton were attached to the agenda as Annex D.

## Bolton

A handout was circulated in respect of Bolton. Bolton does not have a Cultural Quarter but does have a 5 year Tourism Development Plan. This plan sets out the vision for tourism in Bolton which Bolton Council aims to achieve by working with, advising and influencing key strategic partners who impact on tourism. The Tourism Development Plan can be accessed online through Bolton Council's website.

Bolton promoted the fact that it was part of Greater Manchester with good transport links and good access to the countryside. Drivers behind the developments were economic.

## Leicester

The results of investigations into the Leicester Cultural Quarter were attached to the agenda as Annex B.

The Cultural Quarter in Leicester is currently being developed as part of the regeneration of the St Georges Area of the city and major cultural projects include a performing arts centre (due to open in December 2008), a three-screen digital media centre (construction scheduled to be completed by July 2009) and a depot providing workspace for the city's designers, artists and other creative businesses (now operational).

Members who had recently visited Leicester had reported that the city had improved visually with the introduction of pedestrian streets with angled seating improving views and providing a pleasant environment to sit in. Leicester also had some very interesting public realm works. They confirmed that building work was still taking place with many of the projects still in progress and therefore it was too early to measure any success factors.

## Doncaster

The Chairman reported that he had visited Doncaster to see the cultural quarter at first hand and had been shown around by Doncaster's Heritage Champion and met some of the officers who were involved.

A copy of his findings and a document entitled Doncaster's Civic and Cultural Quarter were circulated to Members.

He reported that plans for a Cultural and Civic Quarter had originally been drawn up in the 1950s and had been recently resurrected as part of the town's urban renaissance master plan. The objectives behind it were to diversify the economy promoting cultural industries initiatives, create a tourism interest, reduce reliance on drinking culture, and promote better urban design with new housing, by providing new performance spaces, a new cinema, swimming pool and new council offices. The developments involved selling council buildings for other uses and providing new public buildings.



As developments were still in the planning stage, results of the proposals were not yet known. The Chairman advised Members that when Doncaster had been asked what they would do differently if they were to start again, they had said that the competitive dialogue tendering process had been too unfamiliar and they had also learnt the importance of defining better and earlier the specification to give to the private sector.

### **General Discussion**

Members discussed the issues in depth and raised the following points:

- Members discussed the use of the term “cultural” and the need to differentiate between the concept itself and how to refer to it.
- Members understood that the term “Cultural Quarter” was used because it was a term people were familiar with.
- The External Relations Manager from Visit York, reported that the Board had met recently to discuss aspects of Visit York’s work programme. The Board had discussed the use of the term “Cultural Quarter” and not all members had been happy it. However the strength of the concept in order to attract funding was recognised as being important.
- Discussion also raised possible problems with branding part of the City as a Cultural Quarter due to concerns that York was not large enough to have areas designated for specific uses ie cultural, retail, business etc.
- Members noted that Glasgow had put itself on the Map with the Garden Festival in 1998, European City of Culture status in 1990 and the annual Merchant City Festival. Belfast was also moving forward and changing. Brighton was recognised as having a captive tourist market similar to York.
- Most of cities investigated had been hit by economic decline and the creation of a cultural quarter had in most cases been part of a greater regeneration project.
- It was too early to draw conclusions from most of the cities investigated as their Cultural Quarters had not been in existence for long enough.
- York’s challenge was not just one of regeneration but of preservation of its heritage and finding ways of promoting and sharing this heritage.
- Members raised the point that some events in York do not get sufficient publicity.
- Funding was of utmost importance.
- Stakeholder institutions had major development plans and funding needed to be requested within the proper context.
- City of York Council must play an important part in the process and has to work as a partner and co-ordinator to attract private finance.

- The fact that York had a reasonably thriving and stable economy may be a negative factor in terms of attracting funding.
- The fact that part of the York Central site was within the boundaries of the Cultural Quarter should be a strong factor in attracting funding.
- It was important to involve the people in the creative industries in York in the planning process and execution of ideas as well as specialist industries including stonemasons and glaziers rather than hiring in people from outside the area.
- The Head of Arts and Culture had received the planning brief and marketing pack for the York Central Site. This document is available online at [www.yorkcentralopportunity.com](http://www.yorkcentralopportunity.com)
- There was a need for a clear, aspirational plan to develop the business case for funders.
- Within this plane it was important to be clear on cost and how the proposals will be funded.
- There was a requirement to undertake a scoping exercise prior to applying for funding.
- It was important to examine the Cultural Quarter proposals in the context of the City Centre Area Action Plan (CCAAP) and World Heritage Site.
- There was a need to involve the City of York Heritage Champion in all stages of the process.

- RESOLVED:
- (i) That the fact-finding timetable as set out in paragraph 9 in the report be approved.
  - (ii) That the invitation of a representative from another Local Authority be further deferred.

REASON: To ensure the progression of this review and compliance with scrutiny procedures, protocols and work plans.

CLLR D TAYLOR, Chair

[The meeting started at 5.00 pm and finished at 6.30 pm].

## Cultural Quarter Questions – investigation of Doncaster

How did you decide which area to designate as a cultural quarter?

Original plans for a Cultural and Civic Quarter hark back to 1950s.

More recently resurrected as part of the Town Masterplan.

Compact town centre. Fuzzy boundaries to CCQ. Focus on Council-owned land and buildings.

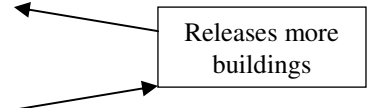
What were your objectives in establishing a cultural quarter?

Diversifying economy – cultural *industries* initiatives (though not based in 'Quarter').

Create tourism/visitor interest. Reduce reliance on drinking culture.

Promote better urban design.

New housing. New performance spaces. New cinema. New swimming pool(!) New Council offices(!!)



Has designating the areas a Cultural Quarter had any effect on those cultural institutions outside the designated area?

No. Too early to say.

However, development of 'Frenchgate' Shopping Mall had an immediate detrimental impact on local shops.

Which partners are involved in developing the area?

Muse/AMEC, College, Arts Council, Yorkshire Forward, Temple, PCT, Courts, Police, Landowners in area.

NB: "Competitive Dialogue" tender process means developers invest and put forward plans saying how to finance.

How did you engage local residents in the process of establishing a cultural quarter?

Part of urban renaissance master plan, so consultation included in that. This defined CCQ and scrutinised by Members. NB: "Competitive Dialogue" means developers in competition so this denies public involvement. Consulted thereafter on 'look and feel'.

What have been the successes of the cultural quarter initiatives?

Business and public enthusiasm. Appetite for quality change. Civic pride. Kudos in developer community.

What are the key factors in gaining that success?

Have your visitor numbers increased as a result of establishing a cultural quarter?

No. Too early to measure.

What have been the problems of the cultural quarter initiative?

Finance. Priority/opportunity cost. 'Selling the family silver'.

How were these issues overcome?

Yorkshire Forward had to intervene to bridge funding gap.

If you were to start it again today what would you do differently?

Definition of CCQ would remain the same.

The "competitive dialogue" tendering process was too unfamiliar; only 2<sup>nd</sup> authority to use this.

Learnt the need to define better and earlier the specification to give to the private sector.

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**‘Cultural Quarter’ Ad Hoc Scrutiny Committee**29<sup>th</sup> October 2008**‘Cultural Quarter’ – Interim Report****Background**

1. This topic was originally registered in early 2008 by Councillor Hogg to examine the ‘Vision’ developed in 2007 for a Cultural Quarter for York, linking the city centre with development sites in York North West. He suggested using the 2007 ‘Vision’ document to explore the relationship between the six areas of the quarter (area 1 to include the Railway Station), including pedestrian and vehicular movement, design, open spaces, a river crossing, performance areas, lighting, landscaping, cultural production, promotion and public art.
2. The aim of the vision is to generate substantially more external funding than that which is currently being achieved through an ad-hoc approach. The ‘Vision’ recognises that getting the link between the city centre and York North West right, will support and guide future city centre development.
3. In coming to a decision to review this topic, the Scrutiny Management Team recognised certain key objectives and the following remit was agreed:

**Aim**

4. To contribute towards achieving a long-term direction for the area between the National Railway Museum (NRM), York Railway Station and the Minster, and to consider any positive and/or adverse effects on the city in doing so.

**Objectives**

- i. To understand the Council’s strategic approach, and that of its key partners, to the cultural design for the area.
- ii. To contribute to a business plan for achieving the required funding for developing the area into a ‘Cultural Quarter’
- iii. To develop and establish some key principles for guiding a collaborative approach to cultural development in the future, including connectivity to other areas of the city
- iv. To understand the implications for the whole city in terms of retail, its economy and other cultural or leisure based events within the city.

## Consultation

5. This review, has so far, been carried out in consultation with the following:
  - Head of Arts and Culture at City of York Council
  - External Relations Manager at Visit York
  - The Chief Executive and the Director of Finance and Business Development at the York Museums Trust
  - Officers and Elected Members at Gateshead Council
  - Officers at Newcastle City Council
  - York Theatre Royal
  - Head of Libraries & Heritage – City of York Council
  - Representatives of the National Railway Museum
  - Dean of York Minster
  - Representatives of York St John University
  - Representative of Rushbond PLC

## Information Gathered

6. At the last formal meeting Members agreed to investigate some other Cultural Quarters and provide feedback on their findings. Each Member researched a different city and reported back to the Committee. The findings are set out below:

7. Belfast

- Celebrate Belfast was launched in October 2005 and was a 15 month programme of events and activities centred on the 4 programme themes namely City Hall Centenary, Festivals, Cultural Quarters and Sporting Activities. The aim of the Celebrate Belfast Programme was to help stimulate economic activity and contribute to the cultural life in Belfast through increased arts activity, increased tourism and economic activity, increased community activity and a change in the perception of Belfast as a place to live and visit. Belfast City Council commissioned an independent evaluation of the programme and the report leading from this outlined the key achievements, additional outcomes, legacy and future focus. (The Executive Summary of this report was attached as annex C to the agenda for the last formal meeting on 17.09.2008)

8. Analysis

- The drivers behind the projects in Belfast were the promotion of festivals and drawing attention to different areas of the city.
- The need for a robust plan & agreed funding sources.
- Glasgow had put itself on the map with the Garden Festival in 1998, European City of Culture Status in 1990 and the annual Merchant City Festival.

9. Wolverhampton

- Wolverhampton's Cultural Quarter was located in an area that already held most of the city's existing cultural assets including the Art Gallery, Arena

Theatre, Light House Media Centre and Grand Theatre. There were also a number of vacant premises suitable for conversion to cultural usage.

- Wolverhampton appeared to have a vibrant night time economy based predominantly around bars and clubs appealing mainly to the 18-30 age group

### 10. Analysis

- In light of the comment above a key objective for the city had been to broaden the appeal of the facilities for other age groups.
- Consultation had taken place with residents and there was a Local area and Neighbourhood Arrangements (LANA) Coordinator who liaised directly with city centre residents.
- When asked if they would do anything differently should they have the chance to start again they responded that they would secure longer term funding.

### 11. Bolton

- Bolton did not had a defined Cultural Quarter but had a 5 year tourism development plan which sets out the vision for tourism in the area. In order to be effective and successful Bolton Council would be working with key strategic partners who impact on tourism.

### 12. Analysis

- Bolton promoted itself as being part of Greater Manchester with good transport links and good access to the countryside.
- Members thought that the drivers behind the development plan were economic.

### 13. Leicester

- The Cultural Quarter in Leicester was still being developed and was part of the regeneration of the St George's Area of the city. Major cultural projects included a performing arts centre (due to open in December 2008), a three screen digital media centre (construction scheduled to be completed by July 2009) and a depot providing workspace for the city's designers, artists and other creative businesses (now operational).

### 14. Analysis

- It was too early to measure any success factors as most of the projects were still in progress.
- An elected Member who had recently visited the city reported that it had improved both visually and with the introduction of pedestrian streets with strategically angled seating providing vistas along the streets.

15. Doncaster

- Plans for a Cultural & Civic Quarter had originally been drawn up in the 1950's and had recently been resurrected as part of the town's urban renaissance master plan. The objectives behind it were to diversify the economy promoting cultural industries initiatives, creating a tourism interest, reducing reliance on drinking culture, promote better urban design with new housing, build new performance spaces, a new cinema, swimming pool and council offices and releasing existing council buildings for other uses.

16. Analysis

- Representatives of Doncaster Council had initially been unfamiliar with the tendering process and the competitive dialogue that ensued. They had since learned the importance of defining better and earlier the specification to give to the private sector.

17. General Analysis arising from the discussions of the above

- Most of the cities investigated had been hit by economic decline and the creation of a 'Cultural Quarter' had, in most cases, been part of greater regeneration project.
- It was too early to draw conclusions from most of the cities investigated, as their 'Cultural Quarter' had not been in existence for long enough.
- Was York's challenge one of regeneration or preservation of its existing heritage?

**Issues Arising**

18. Following on from the above discussions Members highlighted the following issues arising in relation to the 'Cultural Quarter' in York:

- There were many events in York that did not get publicised.
- Funding was of the utmost importance.
- Stakeholder institutions in York had major development plans and funding would need to be requested in the proper context.
- There was a possibility that because York had a reasonably thriving and stable economy there may be problems in terms of attracting funding.
- The fact that 'York Central' site was within the boundaries of the Cultural Quarter could be a strong factor in attracting funding.
- Those involved in the creative industries in York should be involved in the planning process and execution of ideas rather than bringing in people from outside. Examples of this would be the use of the specialist creative industries such as stonemasons and glaziers.
- Members recognised there could be potential problems with branding part of the City as a 'Cultural Quarter.'
- Discussions were had regarding the use of the term 'cultural' and the need to differentiate between the concept of the Cultural Quarter and how to refer to it generally. In this context 'cultural' was used as a term people were familiar with.



- The External Relations Manger from Visit York reported that the Board had met recently to discuss aspects of Visit York's work programme and had discussed the Cultural Quarter. He said that not all Board Members had been happy with the term. However the strength of the concept of a 'Cultural Quarter' in order to attract funding was recognised as being important.

19. The following issues were raised at a previous formal meeting and are included here for reference:

- A Cultural Quarter was not a re-branding exercise but the chance to regenerate an area and an opportunity for York to attract finance to support it
- There may be difficulties sustaining the evening economy around the NRM area
- If the proposals went ahead the evening culture in York may shift
- The Authority would need to have a leadership role to provide links between the areas and partners to ensure funding was sought for the benefit of the Cultural Quarter as a whole
- There was a need to encourage visitors to return to the city and stay longer and get the correct balance between residents and visitors
- There was a need to be sensitive to other strong cultural offers<sup>1</sup> outside the proposed Cultural Quarter i.e. Castle Museum, Micklegate, Gillygate, Clifford's Tower, Walmgate
- Poor use of the river frontage (for example: lack of access to the river from Museum Gardens, lack of seating, lack of events and activities using the river or river front)
- Improvements to connectivity between NRM and Minster
- Air Quality issues in Museum Street and Exhibition Square from queuing traffic and bus manoeuvres.
- It was important to source trees, cycle racks, seats etc suitable to the conditions
- Any works on the river frontage should take account of flooding e.g. easily washed down seating.
- There was a need to tackle the problem with geese along the river corridor
- It was important to get the pedestrian hierarchy correct
- Connections between all the areas of the proposed Cultural Quarter needed to be reinforced
- It was important to make the most of York's stunning buildings
- Members should walk around the study areas [paragraphs 24 – 27 of this report refer]
- A public drop in session should be arranged to gauge public views [paragraph 29 & the fact finding timetable refer]

## **Committee Visit to Gateshead Council and Newcastle City Council**

20. On Tuesday 23<sup>rd</sup> September 2008 Members of the Committee visited both Gateshead Council and Newcastle City Council. Officers and Elected Members

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<sup>1</sup> Other cultural offers being defined, in this context, as being museums, galleries, theatres, historic sites and cultural events outside of the boundary of the proposed Cultural Quarter.

at Gateshead showed the Committee the regeneration work that had been undertaken at Gateshead Quays including the BALTIC Centre for Contemporary Art, the Millennium Bridge and the Sage Gateshead. The tour of Newcastle included visits to the 'Heart of the City', Grainger Town, Waygood Galleries, Theatre Royal and Old Eldon Square.

21. Members were given a copy of the final report for the 'Review of Physical Regeneration - Impact of the Regeneration of Gateshead Quays and links to Gateshead Town Centre'. The report sets out the findings of the Overview and Scrutiny Committee at Gateshead Council on the regeneration of Gateshead Quays and Town Centre including the impact that the physical regeneration has had on Gateshead, the vision for the future role of Gateshead Town Centre, Separation & Connectivity issues, Transport & Accessibility and Engaging & Connecting with Local Communities. The report is attached as Annex A.
22. A schedule of best practice examples and some conclusions drawn from Gateshead Council are attached at Annex B and Annex C respectively. These are drawn directly from a document circulated to Members of the Committee entitled 'Passionate about Gateshead Quays: The Transformation'.

### **Issues arising from this visit**

23. During the visit the following issues and points were raised:

- The drivers for both Gateshead Council and Newcastle City Council were very different from those in York.
- The main aim in Gateshead was felt to be regeneration of the riverside to form Gateshead Quays and apart from the York Central Site there was little regeneration land within the proposed boundaries of the 'Cultural Quarter' in York.
- It was important to have a solid plan before applying and sourcing funding.
- Gateshead now has one new iconic building (Sage Gateshead) and another iconic building in the conversion of an old flour mill into the BALTIC Centre for Contemporary Art. York already has several iconic buildings.
- Neither Council called the areas 'Cultural Quarters'. Members visited areas named Gateshead Quays and Grainger Town.
- Both Gateshead and Newcastle were part of a coherent plan of development and were not a re-branding exercise.
- It was an Arts and Culture led regeneration and the substantial public investment had drawn in substantial private investment.
- Newcastle City Council wished to enhance heritage features to introduce buffers between nighttime drinking areas of the city.
- Some of the drivers were similar to York's and some were different:

#### Similar

- Building a nighttime economy not based on drinking.
- To improve connectivity, reducing the reliance on motor vehicles.
- Opening cultural aspects of the Universities to the public.

Different

- New sporting facilities for Gateshead
  - New cultural icons: Angel of the North, BALTIC Centre for Contemporary Art, Sage Gateshead.
  - To improve Gateshead's town centre which was mainly owned by a private pensions trust.
  - To increase city centre housing in Newcastle via 'Living over the Shop'.
  - To create a new business area in Gateshead
- Citizens were engaged via residents' panels, business panels and by representation of the Board of the company set up by the two Councils to deliver the regeneration.
  - The regeneration is deemed to be hugely successful in raising the profile of Gateshead, improving quality of life in both areas, drawing in private investment, raising visitor numbers & spending and in job creation.
  - Work was ongoing in relation to tackling the traffic problems, signage and policing and stewarding of drinkers.

**Committee visit to Stakeholders**

24. Members visited stakeholders in York on 15<sup>th</sup> October 2008 to discuss their part in the proposals for the Cultural Quarter. Representatives of the York Museums Trust, York Theatre Royal, York Library, Rushbond PLC, the National Railway Museum (NRM), York Minster and York St John University shared their plans for the future with Members. A summary of timings and costs for their future plans are attached at Annex D to this report.
25. York St John University does not currently lie within the boundary of the proposed Cultural Quarter. Discussions were had with the University regarding whether the boundaries could be changed to include them. A summary of timings and costs for their future plans is attached at Annex E to this report.
26. Several of the stakeholders have submitted further information stemming from the discussions had during Members' visit on 15<sup>th</sup> October 2008. The additional information is included at Annex F to this report.

**Issues arising from this visit**

27. During this visit the following issues were raised:
  - How the various organisations would source their funding
  - The importance of all organisations speaking with one voice
  - The idea for a pedestrianised Leeman Road and a bridge over the river are key to the re-invention of York in the 21st century as part of a city-centre wide offer that sweeps across from the Minster, through Exhibition Square to Museum Gardens, across the river and up through York North West.
  - As with other elements of the Cultural Quarter, NRM's institutional vision can only contribute to an holistic re-development of York if all

those elements of the public realm, which currently lie with the City Council, join them together.

- More information was needed in relation to the re-routing of traffic away from Leeman Road and the form of public transport to be offered.
- Whether the present Cultural Quarter boundaries should be expanded to include York St John University.

### **Draft Business Plan**

28. During this meeting Members will be presented with a draft business plan for consideration. The plan looks at the fact that while the cultural institutions within the proposed area are nationally and internationally renowned they are also characterised by under investment in the estate. All of the institutions within the proposed Cultural Quarter are in the process of embarking upon major redevelopments and it is important that these have reference to the overall context of the city centre and its connectivity with the York North West developments. The draft business plan is attached as Annex G to this report.

### **Fact Finding Timetable**

29. In order to assist Members of the Committee with their understanding of the 'Vision' document and proposed Cultural Quarter, and to progress the review, Members have agreed the following fact finding timetable. Amendments have been made to the venue of the planned public drop in session on 4<sup>th</sup> November 2008 and dates to consider the draft final report and submit the final report to the Scrutiny Management Committee (SMC) have been added.

Date	Event	Findings
21.07.2008 to 17.09.2008  <b>[Complete]</b>	Members to individually look at specified Cultural Quarters.	The findings of this exercise were presented at the formal meeting held on 17.09.2008. A summary of these and the issues arising are set out in paragraphs 6-18 of this report.
15.08.2008  <b>[Complete]</b>	Visit to St Mary's Precinct, the Museum Gardens and City Art Gallery.	Members of the Committee were given a guided tour of this area. The Chief Executive and the Director of Finance & Business Development of the York Museums Trust informed Members of some of the future plans for the area. The Master Plan for this area will be presented as part of the Council's Draft Business Plan at the meeting scheduled for 29.10.2008.

23.09.2008 <b>[Complete]</b>	Visit to Newcastle/Gateshead	A summary of the findings of this visit and the issues arising are set out in paragraphs 20-23 of this report
15.10.2008 <b>[Complete]</b>	All day tour of the Study Area(s) with stakeholders	A summary of the findings of this visit and the issues arising are set out in paragraphs 24-27 of this report
29.10.2008 <b>[Outstanding]</b>	Formal meeting to receive the Council's Draft Business Plan and discuss this in relation to key objectives (ii) and (iv)	The Draft Business Plan is attached at Annex G to this report
04.11.2008 <b>[Outstanding]</b>	Public drop in session	This event will now be held in York Minster between 4pm and 7pm  Stakeholders will be invited to attend and provide plans/models of their proposals. Officers will also be available to answer questions.

### **Timetable for preparation of the draft final report**

30. After the public drop in session Members may decide that they wish to meet again to discuss the findings from the drop in session and also, if they feel they have gathered enough evidence, to formulate some appropriate recommendations for inclusion in the draft final report. The following timetable is suggested.

Date	Event
TBC	Consider the evidence gathered at the public drop in session and to formulate recommendations for the draft final report
16.12.2008	Consider Draft Final Report
January 2009	Submit the final report to SMC

### **Other**

31. At the meeting on 17.09.2008 Members also agreed to defer inviting a representative from another Local Authority to speak to them until after they had visited Newcastle/Gateshead.

32. Members have now received copies of Simon Roodhouse's book 'Cultural Quarters – Practices & Principles'.

### **Options**

33. Having regard to the aims and objectives of this topic remit, and having considered the information provided in this report Members may chose to:

- i. Agree the fact-finding timetable as set out in paragraph 29 of this report or amend it if further information is required.
- ii. If Members feel that they have enough evidence then to agree and/or amend the timetable for the preparation of the draft final report (paragraph 30 of this report refers)
- iii. Arrange a date for inviting a representative from another Local Authority to speak to them.

### **Implications**

34. **Human Resources (HR)** – The Head of Arts & Culture is already leading on this within her service and has indicated that this review would only incur minimal additional admin work, which could be retained within her team.

35. **Legal** – There are no legal implications associated with the recommendations within this report.

36. **Financial** – There are minimal funds available within the scrutiny budget for research relating to ongoing reviews, therefore there are no financial implications associated with the recommendations within this report.

37. There are no Equalities, Property, Crime & Disorder, or other implications associated with the recommendations within this report.

### **Corporate Strategy – Priorities & Direction**

38. This review relates to the following corporate priority for improvement of this Council:

'Improve the actual and perceived condition and appearance of the City's streets, housing estates and publicly accessible spaces.'

### **Risk Management**

39. In compliance with the Council's risk management strategy, there are no known risks associated with the recommendations of this report other than the focus of the review and the progress of the Scrutiny work plan would be adversely affected if the review did not keep within the agreed timescale.

## Recommendations

40. It is recommended that Members consider:

- i. Whether they require further information and if so to amend the fact finding timetable as set out in paragraph 29 of this report
- ii. If Members decide that they have all the evidence they need then to approve the timetable for preparing the draft final report as set out in paragraph 30 of this report.
- iii. Whether they would like to invite a representative of another Local Authority to address them and if so from which Local Authority.

Reason: To ensure the progression of this review and compliance with scrutiny procedures, protocols and work plans.

### Contact Details

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**Interim Report  
Approved**

**Date** 20.10.08

**Wards Affected:** Guildhall, Holgate & Micklegate

**All**

**For further information please contact the author of the report**

### Background Papers:

- Belfast City Council Evaluation of Celebrate Belfast 2006 – Final Report – Draft Version 2 – April 2007. The full document is available at [www.belfastcity.gov.uk/events/docs/CelebrateBelfastReport.doc](http://www.belfastcity.gov.uk/events/docs/CelebrateBelfastReport.doc)
- Passionate about Gateshead Quays: The Transformation (Gateshead Council 2006)

### Annexes

**Annex A** – Report of the Sustainable Communities – Place Overview & Scrutiny Committee at Gateshead Council

**Annex B** – Schedule of best Practice Examples (Extract from Passionate about Gateshead Quays: The Transformation’.)

**Annex C** – Conclusions (Extract from Passionate about Gateshead Quays: The Transformation’.)

**Annex D** – Timescales and Costs for organisations within the Cultural Quarter

**Annex E** – Timescales and Costs for York St John University (for possible inclusion in the Cultural Quarter)

**Annex F** – Further comments from organisations within the Cultural Quarter

**Annex G** – Draft Business Plan

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**SUSTAINABLE COMMUNITIES – PLACE  
OVERVIEW AND SCRUTINY COMMITTEE  
23 April 2007**

**TITLE OF REPORT:**           **Review of Physical Regeneration Impact of the  
Regeneration of Gateshead Quays and links to  
Gateshead Town Centre – Final Report**

**REPORT OF:**               **Roger Kelly, Chief Executive  
Derek Quinn, Group Director, Development and  
Enterprise**

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**SUMMARY**

This report sets out the findings of the Overview and Scrutiny Committee on the physical regeneration of Gateshead Quays and links to Gateshead Town Centre. It sets out a number of recommendations from the Committee on how the Council can focus its own actions, and also work with partners, to make the most of the developments of the Quays and improve the links to Gateshead Town Centre. These recommendations have been developed from evidence provided by officers both within Gateshead Council and from other local authorities, residents, local businesses and transport operators.

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**Report structure**

1. This report sets out the findings of the Overview and Scrutiny Committee on the impact of the regeneration of Gateshead Quays and links to the Town Centre.
2. The report includes details of:-
  - The aims of the review
  - How the review was carried out
  - Issues emerging from the review
  - Recommendations

**The aims of the review**

3. The Review focused around three key points:
  - The direct impact that the physical regeneration of Gateshead Quays has made on the borough - and the Town Centre in particular;
  - The effect any planned or proposed future Gateshead Quays developments may have on the borough – and the town centre in particular;
  - The physical links between Gateshead Quays and Gateshead Town Centre and how these can be improved.

### How the review was carried out

4. This report is the result of three evidence gathering sessions of the Overview and Scrutiny Committee between September 2006 and February 2007, notes of the sessions are set out in Appendix 1
5. During these three sessions the Committee considered and analysed evidence from:
  - Officers from Development and Enterprise
  - The Sage Gateshead
  - Hull City Council
  - City and Northern Development Company
  - La Riviera Restaurant (Gateshead Quays)
  - Nexus (PTE)
  - Gateshead Community Network
  - Gateshead Youth Assembly
  - Manchester City Council
6. Members of the Committee also visited Manchester City Centre to assess the impact of successful regeneration and identify good practice that Gateshead could learn from. In addition members also visited the Gateshead and Scotswood Road riverside area to identify ways to make the most of future regeneration.

### Summary and analysis of evidence

#### Impact of the Physical Regeneration of Gateshead Quays

7. The transformation of Gateshead Quays has had an enormous positive effect on Gateshead. More people are visiting Gateshead, more businesses are relocating to Gateshead, there has been more inward investment and both national and international recognition. The Sage Gateshead for example has made a significant impact in terms of numbers of visitors, cultural opportunities and the wide range of audiences it caters for from local communities to international visitors.
8. Gateshead has proven, with the Angel, the Gateshead Millennium Bridge, Baltic and The Sage Gateshead, that it can develop and deliver high profile projects of international significance. The Committee felt that it was important that the Council recognised the positive impact that the regeneration of the Quays has made and celebrated the achievements.
9. Evidence was presented estimating that The Sage Gateshead has created up to 564 jobs in the area and in total The Sage Gateshead has generated an impact of around £14m to the North East economy during its first year. This makes the Sage Gateshead the most significant arts venue in England in terms of its GVA impact outside London and in relative terms more important to the economy of Tyne and Wear than the London Philharmonic Orchestra,

Royal Opera House, English National Ballet, English National Opera, National Portrait Gallery and South Bank Centre combined are to London.

10. The economic impact of the regeneration of the Quays is one of the key drivers for Gateshead's future development. Unemployed residents in Gateshead have been supported through training opportunities to gain employment in high profile developments including Baltic and The Hilton Hotel. Many other local people have been able to find employment opportunities in a range of areas on Gateshead Quays itself from development work to maintenance and customer services. In total it is estimated that the regeneration of the Quays has helped to support around 38,000 jobs (4.4% of employment) in the area.
11. The physical regeneration of the Quays means more people are working and living in this part of Gateshead. The new developments including GQ2 will build on this aiming to ensure that the prosperity and economic impact will continue to improve. The Committee agreed that Gateshead should make the most of the potential impact by connecting Gateshead Quays to the Town Centre in a more effective way. The Committee also agreed that developments around the Quays should build on the excellent quality and design already at Gateshead Quays thereby setting a high standard for future development.
12. The regeneration has increased aspirations and expectations amongst residents, businesses and visitors about the potential Gateshead has. The Gateshead Community Network presented evidence that suggested that local people want a Town Centre for the future that matches the impressive look and feel and impact of Gateshead Quays.
13. Building on this the Committee identified a number of key issues and developed recommendations for consideration by the Council and partners.

### **Issues emerging from the review**

#### Vision for the future role of Gateshead Town Centre

14. Evidence suggested that the Town Centre and Gateshead Quays are not currently connected or related in any way. This could mean that many of the people visiting the Quays do not also consider visiting the Town Centre at the same time. Evidence suggested that the two areas are separated not only by the traffic routes but separate in design, offer and experience.
15. The evidence presented during this Review reinforced the importance of regenerating the Town Centre to the Committee. A significant investment plan is a priority for Gateshead Council to address this. Built into this is the importance of an excellent neighbourhood offer for the people living around the Quays and Town Centre area. It is especially important in attracting the investment needed to ensure the sustainability of Gateshead. In addition evidence suggested that new and developing communities might need

infrastructure such as community centres, educational and health provision if population levels are to grow to a sustainable level.

16. The Committee agreed that as the area developed it was important that good landscaping was considered and that any demolished areas should be cleared. In addition the Committee agreed that protected walk in areas such as covered markets would help to increase the numbers of people visiting the area.
17. Encouraging people to visit both Gateshead Quays and the Town Centre is vitally important. By enabling more people to visit the area it will help to ensure that both are sustainable in the long term. This will enhance Gateshead's standing both locally, nationally and internationally.

#### Separation and Connectivity

18. Evidence suggested that there are a number of barriers between the Quays and the Town Centre that make it difficult for people to travel between the two areas. These barriers include the topography, the rail viaduct, the trunk roads, the flyover and poor signage. The current traffic and pedestrian routes are not clear or attractive and discourage people from visiting both areas. Evidence was presented by businesses, the Community Network and Gateshead Youth Assembly that these issues should be considered and resolved in the Town Centre redevelopment.
19. The volume of traffic in the area separates the Quays from the rest of Gateshead. The viaduct and flyover also serve as a barrier between the Town Centre and the Quays. A number of ways of overcoming this problem, such as through the use of tunnelling, are being implemented elsewhere in Europe. The riverside route and access from the East of the borough could also be improved.
20. The Committee agreed that innovative connections would be a useful way to overcome separation problems although such solutions would need to be carefully considered. It was felt that something special was needed to match the impressive look and feel of Gateshead Quays.

#### Transport and Accessibility

21. Evidence was presented suggesting that some Gateshead residents find it difficult to visit the Quays area using public transport. Issues included public transport timetables and changing modes of transport. The Committee agreed that public transport could be better at linking up to some areas of the Borough.
22. The Committee also heard evidence from residents and young people about the cost of using public transport. This is perceived as a barrier that may prevent local people from using public transport. In particular people on low incomes and families may find the cost to be an issue.

23. The Committee heard evidence suggesting that improvements to street lighting and signage at the Quays area may be helpful to visitors.
24. Evidence was presented by The Sage Gateshead about congestion problems on the roads leading out of the Quays area following performances and events. The evidence suggested that the road layout could perhaps be improved to help to resolve this issue.

#### Engaging and connecting with local communities

25. There is a need to encourage responsible behaviour as a core value. The Council and its partners should investigate ways to adopt this core principle consistently across all areas of work.
26. Future developments would need to be accessible to everyone whilst creating opportunities and increasing the aspirations of local people. Local people need to feel ownership of the Quays and future regeneration work.
27. The Gateshead Youth Assembly presented evidence suggesting that conventional methods of communicating with young people do not always work. The Committee agreed that improvements in the ways in which we communicate with young people should be made.
28. The Community Network presented evidence suggesting that local people do not identify with developments at the Quayside. In order to enjoy the area and appreciate it people need to be able to understand it. Some local people need support e.g. transport, guidance to enable them to go to the Quays and to understand what is there.
29. Examples of what needs to be done in the future included:

#### Vision for the future role of Gateshead Town Centre

- Capitalise on opportunities to present and promote the successes of Gateshead Quays to partners. Involve partners and explore opportunities for private investment identifying common goals and objectives that could enhance Gateshead's standing further.
- Investigate how to improve high quality public spaces through the Town Centre Strategy that people can enjoy and make use of.
- Create a safe environment for children and young people at the Quays and within the Town Centre. There should be areas that attract children, young people and families. Suggestions included a cinema, play area, public square with green spaces and family friendly establishments.
- Develop a clear neighbourhood 'offer' with communities. There is a clear need to develop a mix of tenure in terms of housing provision to appeal to a wide range of people of all ages and background to improve sustainability of Gateshead. Following from this the Quays and Town Centre 'offer' should appeal to a wide range of groups and suit different tastes e.g. young people, families, couples, older people and people from different ethnic backgrounds.

- Investigate the benefits of developing a role for a Gateshead Town Centre Manager to oversee the development of the Town Centre and the links to Gateshead Quays as well as other areas of the borough.
- The Committee agreed that it was important that the Town Centre should retain and develop its own identity and make more of its past. A greater range of shops would attract more people to the area recognising the need to cater for a wide variety of groups of people and individuals.
- The Committee felt that the possibility of developing a market culture in the area could be investigated. Examples included attracting the French, German and other international markets.

### Separation and Connectivity

- Different road design and access routes may help to encourage residents and visitors to move between the Town Centre and the Quayside.
- Promote the use of the bridges across the Tyne as a link for pedestrians between Newcastle and Gateshead.
- The Committee agreed that pedestrian routes around the Quays are important, as people need to be able to move freely around the area. Such routes play a large role in helping to improve connectivity and safety perception as well as increasing the sense of ownership. There are a range of ways that this could be achieved although they would need to be thoroughly investigated as part of a wider review into transport routes which would also look at making the routes between the Quays and Gateshead Town Centre easier to negotiate. Investigate possible solutions to the separation problems and identify funding for further detailed studies where appropriate.
- Open and green spaces and squares are important for communities and could form an important feature of regeneration. They can be used creatively and suit a range of functions such as markets, music and arts displays. Meeting areas where people can sit outside and have lunch. The Committee agreed that these could help to connect different areas together so that they have a common feel.
- Continue to work with the public and private sectors to set common objectives and identify funding for improvements.

### Transport and Accessibility

- The Committee agreed that an integrated public transport system is an important factor in enabling people to visit the Quays and the redeveloped Town Centre. There is a need to ensure that transport connections are carefully considered, are appropriately linked and that effective communication takes place with potential passengers as early as possible in development schemes.
- The Committee agreed that public transport to the Quays area is important. A number of new ideas were suggested to improve this. These include encouraging transport providers to set up family travel ticket schemes and schemes for people travelling to events. Investigate the scope of extending the concept of a free bus service to build on the free Quayslink service that has been used successfully in the past. It was also suggested that potential

public transport opportunities on the river Tyne could be explored. Funding would need to be identified by working with public and private partners.

- It was suggested that the Council, working with transport providers, explore the possibility of expanding the Quayslink bus route into other areas of Gateshead such as The Shipley Art Gallery and Saltwell Park or down the west of the Quays.
- Continue to work in partnership with neighbouring authorities where appropriate to develop solutions to common traffic problems.
- Evidence presented from businesses suggested that the Council could establish closer links with established and new local businesses and identify ways in which they can work together to overcome issues such as signage and lighting problems.

#### Engaging and connecting with local communities

- Work with Quayside businesses on how we can enable local communities to visit and experience the Quays.
- Explore opportunities to hold meetings of the Youth Assembly at the Quays or invite members of the Youth Assembly to meetings at venues such as Baltic or The Sage Gateshead.
- Make better use of communication forums with children and young people to publicise events at the Quays.
- Explore further opportunities for local people to exhibit their work in venues such as Baltic.
- Further promotion of the core principle of encouraging responsible behaviour in the Council and partner's work across Gateshead and linking this more closely to the RESPECT agenda. This principle is important for sustainability of neighbourhoods as well as wider public areas.
- The Committee agreed that a developed role for frontline employees to help visitors to the Quays would be a good way of addressing a range of accessibility issues. Concepts included Street Rangers, Ambassadors and Taxi Sergeants. These initiatives would aim to help more people to understand the Quays area and opportunities it offers as well as ensuring that visitors felt welcome and safer in the area.

#### Recommendations

30. This report aims to summarise the key findings arising from the OSC's review of the Physical Regeneration of Gateshead Quays and Links to the Town Centre. Some of these recommendations are short terms aims whilst some are longer term.
31. Specifically, the Committee recommends that the Council, with full involvement of the relevant partners, should:
  - i. Recognise how far Gateshead has come in the past 20 years and highlight the work that has transformed Gateshead including the successful major projects that have helped to regenerate the Quays.

- ii. Explore the opportunity to use innovative connections to overcome separation between Gateshead Quays and the Town Centre. Suggestions included a Cable Car, travelator and pedestrian tunnels.
  - iii. Commission a study to investigate ways to overcome the separation issues caused by road traffic around the Quays and the Town Centre including an audit of best practice, cost, funding and potential impact.
  - iv. Explore opportunities to maximise pedestrian areas in the Town Centre and surrounding vicinity and minimise vehicle access where appropriate.
  - v. Continue to develop partnership working and engagement with the public, private and voluntary sector and with residents to identify solutions to both short term and long term problems.
  - vi. Consider the possibility of introducing additional lighting improvements at the Quays that is artistic and is jointly funded by different sectors.
  - vii. Investigate the feasibility of developing a free bus service connecting people from community centre hubs to Gateshead Quays as part of the Community Centre Review.
  - viii. Establish a programme of engagement events between local community centres and Gateshead Quays.
  - ix. Increase capacity of frontline workers to support local people to visit, understand and enjoy Gateshead Quays.
  - x. Review communication channels with children and young people and identify opportunities to enable more people to visit attractions at the Quays by working with youth engagement forums and schools.
  - xi. Investigate feasibility of locating a railway station at Coulthards Lane to improve access to the Gateshead College site and Baltic Business Quarter.
  - xii. Identify ways to open up and improve the approach by road to the Quays from East Gateshead to improve accessibility and address traffic problems.
  - xiii. Improve the central highway route in the Quays area to encourage people to visit the Quays including investigating the feasibility and impact of removing the flyover.
  - xiv. The recommendations from this review will inform part of the ongoing development of the Town Centre Strategy.
32. These actions should be met within existing budgets however the Council will seek to maximise resources by looking to identify future funding from both the public and private sectors.
33. It is recommended that the Sustainable Communities (Place) Overview and Scrutiny Committee agree that the Chairman of this Committee present this report to Cabinet as representing the Committee's findings and recommendations of the review.

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**Contact:** Lindsay Kirkley, Director of Policy and Improvement, **Ext 2794**  
Sheila Johnston, Director, Development and Enterprise, **Ext 3880**

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## Schedule of best practice examples

- It is easier to regenerate off the back of a destination located nearby that is experiencing a surge in investor confidence. It is therefore important to make a connection with that place either physically or through distinctive marketing practices
- Have the confidence to make your own future. What works for one place may not for another
- Complementary regeneration can create more overall added value for a given place than competitive regeneration where substitution will always be your enemy. Grow the size of the cake rather than cutting yourselves smaller slices
- Sometimes a regeneration problem can be addressed tangentially rather than directly
- Strategies not only allow for forward planning but set the tone for the ambition of an organisation's future intent
- Provide ready access to a site and investors' confidence will grow
- Concentrate development solutions into a smaller area and don't spread regeneration solutions too thinly
- Creating a reputation for excellence in a given area creates opportunities
- When a regeneration opportunity presents itself, act quickly and decisively – the competition is never far behind. Sometimes it's not the big that beats the small, it's the fast that beats the slow
- Convert the local people and the communities in which they live into being evangelists for change. Bring them with you, engender civic pride and they will help spread the word
- Strong unwavering leadership creates a clear direction and focus for regeneration achievement; complemented with dedicated professional officers working to a robust project methodology and you have a winning combination

*Ref. Passionate about gateshead quays: The transformation 2006  
[www.gateshead.gov.uk](http://www.gateshead.gov.uk)*

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## Conclusion

- Get the basics right first before trying to deliver more ambitious projects. Build trust and establish a reputation
- Build a robust case for regeneration intervention – the reasoning behind what needs to be done
- Political will is shaped over time and with it comes confidence to try something more ambitious
- Sometimes a catalyst is required to convince doubters that something later down the line can be achieved
- Active Partnerships bring with them critical mass of joint understanding and delivery potential
- Just because something is not planned does not mean that it can't take place – being flexible to allows opportunities to be grasped
- When challenged about the direction chosen, stick to your guns – you made the decision for a reason
- Flagship projects can provide the turning point that changes attitudes and the ripples of that impact can spread far and wide
- Anticipate the consequences of your actions. Success quickly turns into rising land prices and the private sector will fill the previous vacuum. To maintain direction, control land acquisition and assembly
- The market is susceptible to marketing and investor messages – this is why Hilton chose the Gateshead Quays Bottle Bank site as opposed to other UK sites
- Robust project management mechanisms increase the likelihood of regeneration success and minimise potential risk and failure
- Relationship management between client and contractors should not be overlooked. A positive and constructive relationship can resolve development problems quickly and keep the project on track
- Use material that will minimise long-term liabilities, even if they cost more in the short-term
- Aim to become a self-learning organisation – the more you learn the better your decision-making becomes
- Work well with a few contractors rather than trying to manage many
- Ensure that demands of contractors are channelled through one point contact – for consistency and clarity
- Projects of this size are as much about people as they are about engineering excellence. Adopt the role of shepherd to herd everyone down the same path
- The spaces between buildings can be just as significant as the buildings themselves
- These spaces need to have services properly provided for them if they are to be used to host events
- Draw up an events protocol so that all parties understand responsibilities and liabilities and so that the events themselves can be run in a consistently safe and enjoyable manner. Complement this with a “safety advisory group” the ensures a full service approach to facilitation

- Community-oriented events give life to spaces and involve local people interacting within and between buildings
- To maximise the return from an event, work in partnership with the organiser to ensure maximum economic impact and post-event research opportunities
- Beware, too many events can alienate visitors away from the spaces
- Art can carry many functions, from anchoring a regeneration site, to making a political statement to being an expression of a community's aspirations
- Outreach work can extend the programme of regeneration into schools and communities and create an impact for another generation
- Successful regeneration requires hard capital projects to be complemented with softer revenue measures such as marketing and promotion if the full value of the investment is to be realised
- The value of the investment made through regeneration can be embedded through local procurement and employment initiatives. These initiatives can be written into the development contracts before they are awarded
- Phasing regeneration developments allows for continuous press coverage giving greater media impact
- Pace yourself – Be pro-active at planned times along the development schedule and be re-active at other times
- If a story is running out of control, stick to a script – tell the same fact-based story again and again and brief everyone on the line to be taken
- Understand the total impact of the regeneration scheme, both on an individual site basis and collectively across the whole development site

*Ref. Passionate about gateshead quays: The transformation 2006  
[www.gateshead.gov.uk](http://www.gateshead.gov.uk)*

York Cultural Quarter								
Development Plans	2008	2009	2010	2011	2012	2013	2014	2015
<b>York Minster</b>	Completion of the Development Stage of the Minster Master Programme. Construction of the masons' lodge.	Conservation of stone and glass in East Front together with work on the quires and clerestories. Construction of the Chapter House Yard temporary buildings. Development of interpretation scheme - manf 3D stations and AV programmes.	Conservation of stone and glass in East Front together with work on the quires and clerestories. Development of the Undercroft and South Transept Approach Improvements. Improvements to the Chapter House Yard buildings. Interpretation development and installation within the Minster	Conservation of stone and glass in East Front together with work on the quires and clerestories.	Conservation of stone and glass in East Front together with work on the quires and clerestories.	Conservation of stone and glass in East Front together with work on the quires and clerestories.	Conservation of stone and glass in East Front together with work on the quires and clerestories.	Complete
<b>York Theatre Royal</b>	Discussions with key partners, initial discussions with lead funders. Public consultation commissioned.	Appointment of Design Team, Public Consultation on design proposals. Detailed design proposals and planning applications. Submission of detailed funding applications.	Site works begin.	Handover of finished development, testing and full public launch	Complete	Complete	Complete	Complete
<b>York Art Gallery</b>	Development of the capital scheme to enhance facilities at the Gallery with a range of funders including Arts Council England together with applications for funding.		Secure funding for the capital scheme		Expansion of the Art Gallery into the current City Archives space and create a new mezzanine gallery above the main gallery. A desire to create a rear entrance into the Gallery, linking into the Gardens - new pathways and a 'green' route.	Capital project completes with improved facilities - exhibition space, café, shop, learning suite, storage, art library and toilets.	Complete	Complete
<b>The King's Manor</b>	No significant developments planned over the immediate or medium-term at the King's Manor							
<b>1-9 St Leonard's Place (Rushbond plc)</b>	All timescales are indicative. Submission of plans to seek Planning Permission. Mixed Use development to include luxury hotel, restaurants, retail, office and residential (Town houses and apartment) uses.				St Leonard's Place development project starts	St Leonard's Place development project completes.		
<b>St. Mary's Abbey Precinct</b>	Improved facilities at the Hospitium 2007-2008. Complete and open.	Yorkshire Museum closes for refurbishment - the objective is to realise its full potential in showing the Museum's collections of scientific specimens and archaeological artefacts in ways to challenge, excite and inspire.	Yorkshire Museum re-opens with four new galleries covering Roman, Medieval and Prehistoric York together with an audio-visual history of the city.	The Museum Gardens capital project begins - to create a botanical garden which offers opportunities for learning, enjoyment and involvement for people in a safe and beautiful space in the heart of the city.	York Art Gallery Capital Project begins	York Art Gallery Capital Project begins		
<b>York Central Library</b>	(Indicative) Development of plans and discussions with key stakeholders	(Indicative) Finalising of plans, consultation and planning applications. Transformations of the ground floor and creation of learning rooms.	Further building work dependent on funding.					
<b>National Railway Museum</b>	Phase 1, 2008-2012: Change perceptions of the NRM and develop brand image, move into new audience markets. Complete Phase 1 of the rebuild on-site to create a dynamic new visitor experience within the Great Hall of the Museum. Preparing to welcome 1 million visitors to the NRM from 2012, remodelling the Great Hall and creating new, hands-on exhibitions keyed to provide learning opportunities for local students to become a key learning resource for all schools in the region, change people's perception of the Museum and develop a brand that articulates the Museum's ambitions, grow the proportion of visitors to York whose prime reason to visit the city is to come to NRM, be a place of pride and instil a sense of ambition in York for local residents, position the Museum in readiness to progress to Phases 2 and 3 aligned to York North West and York's Cultural Gateway.				Phase 2, 2012 - 2020: Dependent on the development of York North-West. Creation of a pedestrianised public realm with outdoor activities; A new Museum entrance within a Museum Plaza linked to the rear entrance of the railway station; Development of high-quality eating and shopping experiences that become a destination in themselves.		Phase 3, 2012-2020: Dependent on the development of York North-West. Internal re-development of the visitor experience; A physical link, via a new bridge, over the East Coast Main line and the River Ouse to York's Cultural Gateway; New partnerships with hotel, conference and commercial exhibition space; develop high-quality eating and shopping experiences that become an individual destination.	

Resources	2008	2009	2010	2011	2012	2013	2014	2015	
<b>York Minster</b>	Total development cost £1.4m								
	Total for implementation cost £17.5m - including East Front stonework £5.5m, Undercroft improvements £750k, Great East Window £1.75m South Transept approach £1m and Chapter House Yard works £650k								
<b>York Theatre Royal</b>	Improvements to existing theatre £1.2m	Link extension building £1.9m	Works to de Grey Rooms, professional fees, staff and other costs £1.9m			Complete	Complete	Complete	Complete
<b>York Art Gallery</b>	Significant costs - scaleable from £2m - £10m dependent on the size and features of the extension to the rear of the building. Ambitions lie at the upper end of this range however as this presents a rare opportunity to create a new, high-quality and unique public building for 21st Century York								
<b>The King's Manor</b>	No resources required as no developments planned for the building								
<b>St. Leonard's Place</b>	Significant investment - exact costings not available								
<b>St. Mary's Abbey Precinct; Hospitium, Yorkshire Museum and Gardens</b>	Phase I: Hospitium development cost £450k. Complete	Phase II: Development of the Yorkshire Museum £2m	Phase III: Development of the Museum Gardens £1m	Phase IV: Development of York Art Gallery £2m - £10m depending on scale					
<b>York Central Library</b>	Initial development £100k, further funding will be required dependent on plans/ambitions for the building and service. External funding secured - but currently confidential.								
<b>National Railway Museum</b>	Overall cost of the project estimated to be £20m.								
Sources	2008	2009	2010	2011	2012	2013	2014	2015	
<b>York Minster</b>	Heritage Lottery Fund, York Minster resources, City of York Council and private donations.				Heritage Lottery Fund, York Minster resources, City of York Council and private donations.				
<b>York Theatre Royal</b>	No information available at this stage								
<b>York Art Gallery</b>	Range of funders including Arts Council England				Range of funders including Arts Council England				
<b>The King's Manor</b>	None required								
<b>St. Leonard's Place</b>	Private investment - undisclosed sources.								
<b>St. Mary's Abbey Precinct; Hospitium, Yorkshire Museum and Gardens</b>	Phase I: Complete	Phase II: £1m has been secured to date. Other funding is being sought from; Yorkshire Forward, Monument Trust and Renaissance in the Regions.	Phase III: £300k secured for the development of the Museum Gardens, £1m required in total	Phase IV: Development of York Art Gallery £2m - £10m depending on scale. Funding from a number of funders including Arts Council England.					
<b>York Central Library</b>	£100k sourced initially, however, current budget constraints mean that development may be delayed until sources of funding can be secured								
<b>National Railway Museum</b>	The NRM are fundraising from a mix of public and private sources toward £20m cost; including £7m bid to the HLF and discussions with Yorkshire Forward.								
Overall Development	2008	2009	2010	2011	2012	2013	2014	2015	
<b>All dates indicative.</b>	Largely a development phase for the Cultural Quarter - with the Minster development stage of their Programme complete, discussions underway within a number of stakeholders; York Theatre Royal, York Art Gallery and York Central Library. However, work has been completed on the Hospitium and the building is open, construction of the masons' lodge at the Minster is due to start and work begins to develop the range of facilities and exhibitions within existing buildings at the NRM.	Over the next nine years, work will continue at York St. John University (on the periphery of the Cultural Quarter as currently defined) to develop new space, adapt existing space and develop new courses and programmes to provide trained and educated people who will provide a key human element for the Cultural Quarter. At the Minster, while work continues to conserve the stonework and glass, temporary buildings are constructed in Chapter House Yard together with work beginning on the interpretative facilities. At York Theatre Royal, with a design team in place, consultation begins on proposals while planning and funding applications are drawn up. Similar work will be taking place across the road in St Leonard's Place as Rushbond plc make their plans for 1-9 St Leonard's known in detail. Work to finalise designs for work at the Central Library take place together with consultation on proposals. The Yorkshire Museum closes for refurbishment while work continues on the first phase of developing exhibits and themes at the National Railway Museum.	Work takes place at the Minster to improve access to both the South Transept and the Undercroft while the Chapter House Yard buildings are completed together with that of interpretive work inside the cathedral. Funding is expected to be secured for developments of the capital scheme at York Art Gallery while on the opposite side of the road at 1-9 St Leonard's Place developments should be settled and planning permission obtained for work to begin in 2012. The Yorkshire Museum re-opens with four new galleries on York's history and way of life.	Work continues at the Minster in conserving glass and stonework on the East Front as well as surrounding quire areas. Work is expected to be completed at the Theatre Royal together with testing and launch. York Art Gallery is expected to secure funding for their capital scheme and the development work on the Museum Gardens begins to restore the botanical gardens, secure volunteer and community participation, open up old vistas and new green routes.	Work begins at York Art Gallery to expand into the City Archives space and to create new galleries both there and above the existing main gallery. Developments begin too at the rear of the building to create a new entrance, improve public space and access together with facilities like additional space and a cafe. The work at 1-9 St. Leonard's Place begins to create a key, mixed-use building at the heart of the Quarter - with a boutique hotel, restaurants, retail and residential space. Work on Phase 2 of the NRM development work begins, the creation of a new pedestrianised public realm, new museum entrance and the development of eating and shopping destinations set within a new plaza.	While work continues on stone and glass conservation at the Minster, the work on York Art Gallery completes to improve facilities within the building; more galleries and exhibition space, a new café, shop, learning suite and art library. Work continues at 1-9 St Leonard's Place to develop a key, mixed-use building at the heart of the Cultural Quarter.	Work begins to near completion on the East Front of the Minster while work is complete at York Theatre Royal and York Art Gallery. No. 1-9 St Leonard's Place development completes - providing a boutique hotel, retailing, restaurants and residential space (both apartments and town houses) - giving a major new facility at the heart of the Cultural Quarter. Phase 3 of work at the NRM, dependent on the development of York North-West, begins. This work will link both the NRM and York North-West with the heart of the city via a new pedestrian bridge, create new partnerships with hotel, conference and exhibition spaces and place the NRM and neighbouring restaurants and shops on the map as destination in their own right.	The Minster Quarter is now largely complete in physical terms: it presents an entirely new perspective for the resident and visitor alike - a cultural and historical space, centred around St Mary's Abbey Precinct and the Abbey, stretching from NRM in the West to the Minster and York St John University to the North-East with key buildings and facilities facing into it and linked by paths and green routes. With greatly improved facilities for both residents and visitors alike to enjoy the rich variety of culture that York is able to offer in improved and dedicated surroundings.	

## York Minster

The Dean and Chapter see the planned improvements to access at the South Transept as improving the Minster's links and attachment to the city - essentially as a Gateway linking the church to the urban landscape. Moreover they see the Minster as providing not merely an important attraction but having a pivotal role in the economy of York - providing jobs and the opportunity for the development of important skills in many areas of preservation, development, interpretation and culture.

There are a number of improvements to the access planned at the Minster as part of their new South entrance. The most obvious of these are the new set of steps with improved access for wheelchair users; in a vesica shape - steps encircled on two sides by a ramp in stone. The ticket desks will move out of the Minster's South Transept into two shops in Minster Gates as the public approach the cathedral and the ticket will then be checked in the Minster itself. There will also be a box-office facility available at the Minster too.

There will be a temporary entrance at the West end of the Minster during construction in 2009 - seen as less efficient but essential if works are to be progress to schedule. Part of this work will be to improve disabled access to the Undercroft - the area below the central crossing created by the programme to stabilise the central tower in the late 1960s and providing public access to the Treasury, and the foundations of the present building and earlier cathedral too.

The present programme of work to restore the glass and stone of the East Window is progressing and while the glass is out for repair a colour representation printed by Hewlett Packard will be hung in its place. While the window is being worked upon by the Glaziers' Trust there will be an opportunity to see the glaziers at work in Bedern via live screens in the Minster. A similar facility will explain the role of the masons and stonecarvers who work in the Minster Stoneyard in preserving the 800-year old cathedral.

The detail of the Minster's development programme is contained in a six-volume bid to the Heritage National Lottery Fund which centres on the themes of tourism enhancement through improved communication and interpretation and improved access to the building - particularly for those with a mobility disability.

## The King's Manor

The King's Manor has a large and growing archaeological department and a medieval studies department – thus there is a footfall of some 400-500 students, academic and other staff in the building. There is no major expenditure or change of occupancy planned at the King's Manor in the immediate or medium-term future (i.e. to 2015) so therefore no significant costs over and above maintenance and some internal changes of use.

There is sympathy from the King's Manor users for a throughway that is tempered by anxieties on the part of their Security Dept about safety of users and property: petty theft is a significant problem, as is small-scale vandalism and occasionally other crimes. While security is an issue – e.g. the lane between King's Manor and the 1-9 St Leonard's Place building – this is an important opportunity for a more visible through-route to the Museum Gardens and the city centre and the idea of a mutual security operation with all interested parties (City of York Council, York Museums' Trust, York Theatre Royal and Rushbond) about the security implications of opening up routes in the St. Mary's Abbey Precinct is being discussed. There is a need to balance security with the long-standing desire for through-routes and with an assumption that satisfactory solutions can be found to secure them.



## York Museums' Trust - York Art Gallery

The overall objective which York Museums' Trust has set for the Art Gallery is to realise the potential of unused spaces in the building and improve access to the collection of Designated fine and decorative art collections that are currently not on public display. The plan is to open more of it to view, involvement and enjoyment and physically connect the Gallery with the Abbey Precinct.

The project is to expand the Art Gallery into the space currently occupied by the City Archives, provide space for new galleries and particularly create a new mezzanine gallery above the existing main gallery. At the rear of the building there is a desire to extend the Gallery into the gardens and create a new entrance, provide a new entrance to the Precinct, linking with new pathways and a 'green' route. The extended space will provide accommodation for more displays and exhibitions including a contemporary programme as well as an improved cafe, shop, learning suite, storage, art library and toilets.

York Art Gallery, with a new rear entrance, will therefore become an integral part of St. Mary's Abbey Precinct with Exhibition Square being developed as an event space for the city.

In terms of timescale, the Museums' Trust will seek funding to develop the plan for York Art Gallery from a range of possible funders including Arts Council England in 2008-9 and secure funding from 2010. Arts Council England, for example, is committed to increasing funding to the visual arts across the country. The plan is to start the capital project in 2012 and complete in 2013.

## York Theatre Royal

York Theatre Royal is working with York Conservation Trust on extensive plans for the development and expansion not only of its existing premises, but also into de Grey House and the de Grey Rooms - while they are already using the building to some extent, more space will become available when the relocation of the Visitor Information Centre (VIC) takes place in 2009.

It is proposed that there should be a connecting building between the Theatre and de Grey House which will need to pay due respect to the importance of the existing theatre foyer. To make this connection possible, discussions are underway with NEDL to explore some of the difficulties presented by the electricity substation in the basement of de Grey House and the proposed relocation and upgrade.

York Theatre Royal has continuously evolved in response to the changing needs of audiences and the community with developments in recent years focussing increasingly on children, families and young people. Within the last 8 years the Theatre Royal has developed a new studio space to accommodate youth and community productions, created a vibrant youth theatre group for young people from 5 to 25, introduced a programme of theatre productions aimed specifically at children, and have initiated an extensive partnership with schools to support creative learning across all areas of the curriculum.

A good example of the Theatre working in collaboration with York's many cultural attractions and communities was the highly-acclaimed production of The Railway Children, staged at the National Railway Museum which played to over 20,000 people in the summer of 2008.

In addition to a striking new link building providing a single entrance to the theatre complex, the development will refurbish the de Grey Rooms (currently inaccessible to the public), creating new flexible rehearsal and performance space. This will provide facilities for better programme of activity with schools, enlarge the foyer to bring significant improvements for audiences front-of-house and allow the cafe bar area to move forward and providing the possible opportunity to glaze in the colonnade and move out on to the pavement should changes to the current level of vehicle traffic use take place.

## **Rushbond plc: 1-9 St. Leonard's Place**

Rushbond plc acquired 1-9 St Leonard's Place and 2 / 4 Museum Street from the City of York Council, who continue to occupy the premises pending relocation.

Architects have been instructed to produce an initial scheme design. The scheme concept involves the reconfiguration and re-use of the existing buildings, the clearance of the low quality extension buildings and the development of a new building alongside. The new building element would offer an opportunity for an exciting new contemporary form of architecture to complement the refurbished historic buildings.

A mixed use development is envisaged to include a high-quality luxury hotel together with restaurant, retail and office space as well as residential (town houses and apartments) uses with associated car parking. This would be a significant development which would represent a major private-sector led investment into the Cultural Quarter. It would add to the diversity of uses in this area and extend the hours of operation of the buildings into the evening times. A high-quality luxury boutique style hotel would expand the range of hotel accommodation available within the City Walls. Additional restaurants would support and complement nearby attractions including the Art Gallery and Theatre Royal. There is an opportunity to provide space for retailers, particular seeking high-quality and unique accommodation, as well as for office users, seeking a flagship office location. Residential uses can support the overall mix, add to the diversity of the total offer, and provide an appropriate use for this superb array of historic buildings.

A planning application is expected to be submitted in 2009 / 2010 with redevelopment proposed for 2012 onwards.

## York Central Library

The ambition is to transform York Central Library into an Explore Centre in partnership with Adult and Community Education in line with the Library Strategy (as detailed in 21st Century Learning : 21st Century Libraries). The plan is to provide 6 Explore Centres across the city - the first opened in Acomb in February 2008 and the second in New Earswick in July 2008.

The transformation is planned in 3 phases:

1. Creation of a suite of learning rooms and transforming the layout of the ground floor including a new cafe. The Library are currently working with the conservation officer and an architect to create a plan for this - taking into account the listed nature of the building. The aim is to demonstrate how the change will increase visitors and issues. Adult and Community Education are planning a series of learning programmes which includes ESOL and Skills for Life. This phase will also include a project with an external funder (which will last for 3 years) - so there will be additional funding coming in. Details of this are currently confidential.

2. A report will go to the Executive by the end of the year with recommendations for the future of the City Archive. One possibility is for a move into the library although this would be dependent on capital investment and possibly a bid to the Heritage Lottery Fund.

3. Major building work to increase space - possibly through the addition of another wing upstairs - and complete the transformation. This phase would need approx £3m-£5m.

## York Museums' Trust: Museum Gardens, the Hospitium, St Mary's Abbey Precinct, York Art Gallery

At present the buildings in St Mary's Abbey Precinct are disconnected, standing in isolation from one another with little interpretation of the buildings, landscape, trees and plants. Physical access to the site is limited and impossible in part for people with mobility difficulties and visitor facilities are poor or non-existent. A large section of land behind York Art Gallery is physically inaccessible. The connection with the river is restricted owing to heavy tree canopy growth and large parts of the gardens are underused.

Visitors are currently unable to appreciate the 2000 years of history that is represented in the Precinct, its importance to the history of the city nor the role that it plays in the history of the country. There are many themes that could be developed that are currently unrealised - the Roman period, the mediaeval abbey and its community, the history of York, plants and trees, garden design and architecture are some of the themes which can be explored and interpreted.

In a wider context, the Precinct sits at the very heart of the city, including the National Railway Museum, the King's Manor, St Leonard's Place and Exhibition Square leading through to Dean's Park and York Minster. Within the Precinct itself the Yorkshire Museum is ideally placed to interpret the city's history as well as that of the region and the country through the collections and the built environment around it. While on a map the area of the Precinct can be clearly defined, on the ground form does not follow function and the various cultural institutions are seen as remote from one another - the meaning of the landscape is hard to understand and while there are fine views to be glimpsed, there is currently no overall sense of meaning to the landscape.

The ambition for the Precinct is to improve the urban realm and establish its identity and connectivity. This has evolved and developed through discussions within the Steering Group which include York Museums Trust, the University of York, St. Olave's Church, City of York Council and English Heritage with the two main stakeholders being the University and the Council. The involvement and support of the University of York is especially important because the King's Manor is situated within the Abbey Precinct.

The development of St Mary's Abbey Precinct is planned to take place in Four Phases:

Phase 1 - The Hospitium

Phase 2 - Reinventing the Yorkshire Museum

Phase 3 - The Museum Gardens

Phase 4 - York Art Gallery

These will need to develop concurrently between 2007 and 2013.

The work to develop the Hospitium is already complete - it is the centre for York Museum Trust's Conference and Corporate Business. The income it provides will help towards the economic sustainability of the Trust and future investment in the development of St Mary's Abbey Precinct. Development of the building included installing a lift and internal stairs to the first floor, soundproofing, toilets, kitchens and offices. The project was completed in April 2008 and on budget of £450k.

Phase 2, work to refurbish the Yorkshire Museum is scheduled to take place between 2009 and 2010 and aims to realise the museum's full potential from its collections of scientific specimens and archaeological artefacts in a manner which will challenge, excite and inspire with a special focus on the Roman and Mediaeval periods. The Museum was established in 1830 and attracts 180,000 local residents each year as well as 70,000 visitors to the city. The ambition is to attract 200,000 visitors from a range of audiences to explore new galleries covering the city's Roman, Mediaeval and Pre-historic periods and an audio-visual presentation on the History of York in the Tempest Anderson Hall.

The development of the Museum Gardens in Phase 3 will seek to create a botanical garden offering opportunities for learning, enjoyment and involvement in a safe and attractive space in the heart of the city. The project will develop the garden which will extend from the historic Museum Gardens through to land behind York Art Gallery providing new gardens and public spaces. New pathways and green spaces and routes will be created with the gardens enhanced with new planting and interpretation with views re-established. An events programme will involve local people through an active volunteers scheme while events in the gardens will engage new audiences. The volunteers programme will be established in 2008 and consult local people in order to develop ideas and aspirations for the garden. A gardens manager has already been appointed to lead the project. Resources will be sought in 2009-2010 and the capital project is scheduled to begin in 2011.

Phase 4 seeks to develop the Art Gallery (more detail under the separate Art Gallery section) in such a way as to realise the potential of unused spaces and the Designated fine and decorative art collections that are not currently on display within York Art Gallery. The objective is to open more up for public display, involvement and enjoyment and physically connect the gallery with the Precinct. There are plans to expand the Gallery into the space currently occupied by the City Archives, creating a new mezzanine gallery above the existing main gallery. There are plans to extend the Gallery into the gardens, create a new rear entrance linked to pathways and a new green route. This extra space will provide more displays and exhibitions including an improved cafe, shop, learning suite, art library and toilets. Exhibition Square is to be developed as an event space.

Resources will be sought from the Arts Council England amongst others in 2008-9 and secured from 2010. The capital project is planned to start in 2012 and be completed in 2013.

**On the periphery of the Cultural Quarter as currently defined:**

<i>Development Plans</i>	2008	2009	2010	2011	2012	2013	2014	2015
<b>York St John University</b>	Between 2000 and 2008 the University has invested between £60m-£70m in the Lord Mayor's Walk site of which some £47m has been directly or indirectly invested in Arts and Creative Media	Significant investment planned over a nine-year period of which a major proportion will underpin investment in Arts/Creative Media - Performance activities. This has been informed by a detailed Faculty of Arts development plan which includes the creation of Postgraduate space and Business incubation space. The Buildings will be: Wilmot Building (space adaptation and new build) - Digital Technologies; Design and Technology Building (space adaptation and refurbishment) - CPD - Local creative industries; Learning Centre -(Space adaptation and refurbishment) - Creation of a Mac suite - dual platform fine art based media - still & video. Fine Art Building (space adaptation, refurbishment and new build) - creation of Mac Suite. Quad - (space adaptation and refurbishment) - music technology.						
<i>Resources</i>	2008	2009	2010	2011	2012	2013	2014	2015
<b>York St John University</b>	Total development cost £60m - £70m	Further development investment of between £7m and £10m with an active strategy to increase in partnership with external resource stakeholders.						
<i>Sources</i>	2008	2009	2010	2011	2012	2013	2014	2015
<b>York St John University</b>	University's own funds plus Hefce funding	University funds, Hefce funding with enhancement from RDA and regional/national based resource holders with a commitment to the professional development of arts, heritage, tourism, culture and technology. In addition the University Directorate for Institutional Advancement will also be engaged in raising funding through sponsorship initiatives and other forms of voluntary donations.						

## York St.John's University

York St John University has invested between £60m-£70m between 2000-2008 in the Lord Mayor's Walk site of which nearly £47m has been directly or indirectly invested in Arts and Creative Media. Most of this has been sourced via the University's own funds or the Higher Education Funding Council for England (Hefce).

In terms of investment in the Arts and Creative Media between the period 2009-2015, the University anticipate;

- investing between £7m -£10m over this nine-year period, the source of these funds being either self-generated or Hefce funding which will of course be subject to future Government policies and economic pressures. Investment will be supplemented through development funding via voluntary donations.

- It is highly likely that a significant proportion of the £7m - £10m will underpin investment in Arts/Creative Media - Performance activities.

- It is hoped that that the YSJU anticipated investment figure will be enhanced as a consequence of RDA and Arts Council funding.

- The Estate Strategy III 2008-2018 document has been informed by a very detailed, exciting and ambitious Faculty of Arts development plan which includes the creation of Postgraduate / Business Incubation space.

Currently there are some 1,820 students in the Arts/Creative Faculty at the University and there are aspirations to introduce a number of courses - underpinned by the Faculty of Arts development plan - which relate to the Cultural Quarter;

- Creative Writing
- Further Community Arts courses
- More Design options - furniture, textiles, interior and multimedia
- Growth in the number of Dance places
- More Modern Languages provision
- Tourism Management course
- Cultural History course
- Peace Studies

There are associated developments in terms of new build, space adaptation or refurbishment of buildings over the period 2009-2018 to provide facilities for these courses as well as postgraduate and business incubation space. These buildings will be the Wilmot Building (digital technologies), a Design and Technology Building, developments at the Fountains Learning Centre for creation of a Mac Suite amongst others - including space for the development of music technology facilities.



## Further Comments from The National Railway Museum (NRM)

NRM is a very successful facility for York residents and visitors alike.

- The most visited museum outside of London, over 800,000 visitors per annum
- 50% of our visitors cite the NRM as their main reason for coming to York
- 200 staff, over 200 volunteers
- Puts £23 million per annum into local economy

Like all successful organisations we need to change to survive and our long term vision is to be a world class attraction for York which encompasses a learning, leisure and business campus. To do this we must overcome the many shortcoming of our split site and poor quality public realm: areas which are not in NRM's control

Elements of our vision include:

- A new visitor experience, (including a first phase redevelopment of the Great Hall for 2012)
- A new signature entrance building
- Public plaza
- High quality eating and shopping
- Links to the centre of York across the river
- Business development
- Hotel/ conference facilities
- Parkland Green spaces

We see ourselves as the western anchor of a new axis linking the Minster, Museum Gardens and Railway Museum across the railway and river – part of an extension of York's city centre made possible by York Central.

This long term vision is intimately connected to York Central development, which would deliver many elements of the plan, but has even more resonance in a city wide development of the Cultural Quarter and York's re-focus on its river environment.

York Central, through its comprehensive re-development incorporating a new approach to land traffic in the area, provides the opportunity to pedestrianise Leeman Road where it bi-sects the museum.

The ideas of a pedestrianised Leeman Road and a bridge over the river are key to the re-invention of York in the 21st century as part of a city-centre wide offer that sweeps across from the Minster, through Exhibition Square to Museum Gardens, across the river and up through York North West.

These elements have been enthusiastically received by other Cultural Quarter stakeholders, the York Central group and by Yorkshire Forward, but only York City Council can make these elements a reality through the planning and development process.

Two areas of discussion followed:

1. As with other elements of the Cultural Quarter, NRM's institutional vision can only contribute to an holistic re-development of York if all those elements of the public realm which currently lie with the City Council join them together.
2. The issues around the re-routing of traffic away from Leeman Road and the form of the public transport offer is something which Scrutiny group felt they need to apprise themselves of.

Note: it will be a requirement on the Developer appointed to develop the York central site to come up with a proposal that meets the requirements of York City Council.

## Further Comments from York St John University

Cultural Quarter Ad Hoc Scrutiny Committee Visit – York St John University, 15 October 2008.

The Dean of Arts and the Head of Regional Partnership Strategy, welcomed members of the City Council to York St John University to discuss the current exploration of developing a cultural quarter for the City of York. The following key points were noted:

- That the University had strategically placed itself over the past 6 years to respond actively and with great energy to the Creative Britain: New Talents for a New Economy agenda driven by the Department for Culture, Media and Sport.
- That the cultural assets of York St University as a city centre University – its physical estate developments particularly in the Arts faculty, its academic teaching and research staff and students and the presence of the Yorkshire Film Archive and the Theatre Royal archives and a £4.6 million educational arts centre focussing on national excellence in learning and teaching in collaborative creative practice, should be included as a key participating institution in the development of a cultural quarter for York.
- That the University commitment in all 4 Faculties to connecting cultures and communities in and across the City and region to engage in new learning opportunities to train and up-skill existing and future workforce in the City and region, makes the university an important catalyst for change, development and prosperity in the City and beyond.
- That the University's current partnerships with a range of cultural institutions in the City, region and internationally bring additional focus, opportunity and value to support the City to achieve its future ambitions by providing and sharing expertise in arts, heritage, tourism, culture, health and sport developments – product, event/festivals and business expertise – in collaboration with the newly established York St John Business School.
- That the University's SPACE (Sustainable Partnerships and Community Engagement) project to be located in the listed buildings at 56-58 Lord Mayor's Walk, in the new contemporary De Grey Court Complex, would be a major portal to develop, deliver and sustain a wide range of educational, culturally relevant and business focussed initiatives contributing to the future success of York's tourism, heritage, leisure and cultural industries.

Dean of Arts  
York St John University

## **Further Comments from Rushbond plc**

Rushbond plc acquired 1-9 St Leonard's Place and 2 / 4 Museum Street from the City of York Council, who continue to occupy the premises pending relocation to new offices.

Rushbond have instructed architects to produce an initial masterplan / scheme concept design for the property. The scheme concept involves the reconfiguration and re-use of the existing buildings, the clearance of the low quality extension buildings and the development of a new building alongside. The new building element would offer an opportunity for an exciting new contemporary form of architecture to complement the refurbished historic buildings as well as enhancing the level of activity in the street to the rear of St Leonard's Place.

A mixed use development is envisaged to include a high quality luxury hotel together with restaurant, retail and office space as well as residential (town houses and apartments) uses with associated car parking. This would be a significant development which would represent a major private sector led investment into the Cultural Quarter. It would add to the diversity of uses in this area and extend the hours of operation of the buildings into the evening times. A high quality luxury boutique style hotel would expand the range of hotel accommodation available within the City Walls. Additional restaurants would support and complement nearby attractions including the Art Gallery and Theatre Royal. There is an opportunity to provide space for retailers, particular seeking high quality and unique accommodation, as well as for office users, seeking a flagship office location. Residential uses can support the overall mix, add to the diversity of the total offer, and provide an appropriate use for this superb array of historic buildings.

A planning application is expected to be submitted in 2009 / 2010 with redevelopment proposed for 2012 onwards. Extensive consultation on the proposals is planned prior to the submission of any planning application.

## Towards a CULTURAL QUARTER Business Plan

### 1 Introduction

#### 1.1

The impetus towards a Cultural Quarter in York developed through a series of open workshops held by [York@Large](#) to consider the cultural partnership's strategic contribution to the Sustainable Community Strategy (SCS). It was clear that within the area between the National Railway Museum and York Minster, and anchored around the Museum Gardens, York possessed one of the most unique cultural landscapes in Europe. It contains grade 1 and grade 2\* listed buildings from every major building epochs since Roman times and provides the green heart of the city centre. But it is an underutilised resource, poorly served by through navigation routes and making an insufficient contribution to the evening economy of the city. The area in question runs from the National Railway Museum and Railway Station end of the York North West development area, across the river Ouse, through Museum Gardens (incorporating the Yorkshire Museums, Kings Manor, the Library, St Mary's Abbey and the Hospitium and Observatory, into Exhibition Square (incorporating the York Art Gallery, Theatre Royal and St Leonard's Place) and running up to the Minster and its environs, including Deans Park.

#### 1.2

While the cultural institutions this area encompasses are nationally and internationally renowned they are also characterised by underinvestment in the estate and all of them were in the process of embarking upon major redevelopments without reference to the overall context of the city centre and its connectivity with the York North West developments. It was clear that without a more in depth look at this particular area of the city that the City would be in danger of missing opportunities to connect, improve and expand on the individually held ambitions for the area. It was also clear that without some prioritisation of the competing demands that there was a very realistic possibility that each development would be approaching funders, investors and audiences without a clear sense of overall place and purpose and thus collaborative opportunities would be missed. To this end Austin Smith Lord, previously working with the Yorkshire Museums Trust on the Yorkshire Museum HLF bid, was asked to consider the vision for a cultural quarter for York and identify the areas where investment and direction could make the most impact.

The scrutiny panel has already had the report from Austin Smith Lord but in essence it acknowledged the complex cluster of activities that are embedded in this particular geographic space and identified 5 different focus areas that would require investments in the public realm to create that physical sense of place so inherent in a Cultural Quarter concept. What the report did not do was provide us with an overwhelming vision of what the reinvestment in this part of the city could do to retain the standards of a premier European visitor destination and provide the highest quality urban cultural landscape for the everyday enjoyment of the citizens of York. In short it did not paint a picture for us of how best this area could contribute to the vibrancy and sustainability of the city as a whole.

## 1.3

Our research has shown us that investment in the cultural economy of a city, quite often through the designation of a Cultural Quarter, can have a major positive impact on the economic, cultural and social sustainability of a city. It is important to acknowledge the current economic, cultural and social benefits that arise from York's distinctive cultural offer. This includes the city's theatres and cinemas, as well as some 50 attractions and museums and over 1000 listed buildings, as well as conservation areas, areas of archaeological significance, the city walls, parks, gardens and rivers - and a litany of events, festivals and more informal activities that take place within and between.

This cultural economy encompasses much of the city centre, with outstanding examples on both sides of the river, and inside and outside the Bar Walls. Indeed York's cultural offer covers areas like the Yorkshire Air Museum and the Yorkshire Museum of Farming, which are beyond the Outer Ring Road. This all adds to the richness and quality of the York cultural offer.

Nonetheless the area currently designated as the 'Cultural Quarter' does have some distinctive properties:

- It forms a compact area including York's two most visited visitor attractions (the NRM and the Minster) along with three other destinations that are among the city's most popular cultural services – The York Art Gallery, Yorkshire Museum and Theatre Royal.
- Within the city centre it provides the largest area of green open space covering the riverbank walks, Museum Gardens and Deans Park, and the proposed green area for the York Northwest site
- The area encompasses in a compact area an especially high number of Grade 1 and 2\* listed buildings
- The area forms a clear opportunity to link the city centre with York Northwest, one of the key development areas in the whole of the region over the next few years. The Cultural Quarter forms a pivotal node in the relationship between this major 21<sup>st</sup> century development area and the traditional city centre.
- The St Leonard's Place / Exhibition Square axis has the potential for a large civic outdoor performance space and city centre private redevelopment.

Many of the businesses and organisations in the area are producing significant investment plans at the moment – some of which (York Minster Revealed and the National Railway Museums plans) are already in the public domain. Given the level of ambition and leadership which is being demonstrated by these organisations, there is value in working with them on initiatives that will improve connectivity and the public realm within the Cultural Quarter – in particular as placemaking exemplars that can be rolled out to the public realm elsewhere in the city.

## 1.4

The area is identified in the City Centre Area Action Plan Issues and Options Paper as an Opportunity Area, one of five that will help the city address key themes of economic vitality, the historic environment and community life.

The Issues and Options Report highlights the Cultural Quarter as a project that will:

- Provide a focus for enhancements to the public realm along a network of routeways through the Quarter
- Develop opportunities to open up the cultural attractions within this area so residents and visitors can “fully access and appreciate the quality of this area of rich cultural and historic heritage”

## 2 **Why do something? Strategic context** – a sense of ambition

### 2.1 York’s Sustainable Community Strategy.

The recently published Sustainable Community Strategy “York – A City Making History 2008 - 2020” has high ambitions for York, which includes: -

- **Building confident, creative and inclusive communities**
- **Being a leading environmentally-friendly city**
- **Being at the forefront of innovation and change with a prosperous and thriving economy**
- **Being a world class centre for education and learning for all**
- **Celebrating our historic past whilst creating a successful and thriving future**

The Cultural Quarter offers opportunities to achieve this both through the direct investment of the organisations, attractions and companies based within its boundaries, and through appropriate treatment of the public open space, link routes and channels that run to and through the Quarter. The specific theme of “York – A City of Culture” includes such strategic aims as: -

- to be recognised internationally as a cultural city
- to be a city of high quality spaces
- to be a diverse, inclusive and cosmopolitan city
- to be an active and participative city and
- to be a creative city.

Again all of these ambitions can be met in the Cultural Quarter with every chance of rolling them out into the rest of the city. The city, therefore, has high ambitions that can be met in many different ways by investment in the Cultural Quarter.

## 2.2 Future York Group Report

This report by senior businessmen has been very influential in helping to guide the Thriving City agenda within the Sustainable Communities Strategy. One of the specific references to tourism is especially appropriate regarding the visitor economy.

“If York is to see its market position maintained, and we regard this as essential to the health of the economy overall, then innovation and investment to enhance the visitor offer is required. City of York Council should give priority to improving the quality of the public realm across the historic city, including paving, lighting, signage and public spaces. A higher quality of interpretation is necessary if visitors are to experience the full quality and range of the heritage offer”

## 2.3 York Northwest and City Centre Area Action Plans

The Cultural Quarter is identified as an “Opportunity Area” in the City Centre Action Plan Issues and Options Paper. These are areas of the city centre, which have been identified as having a specific need or good opportunities in the area for development, which will address the key themes of Economic Vitality, Historic Environment and Community Life. The Quarter will address these themes:

- Economic vitality: growing the evening economy; improving York’s visitor experience and exceeding expectations; attracting overnight, higher value visitors; pedestrian and cycle routes into the city centre.
- Historic Environment: Managing the historic environment; designing in the city centre; improving pedestrian routes around the city centre; improving the appearance of public spaces; addresses green spaces and riversides; increasing opportunities for greening the city centre
- Community life: Community services and facilities, cultural activity, evening activity

## 2.4 Regional Tourism Strategy

The Regional Tourism Strategy is the Visitor Economy Strategy, which confirms that “Great places lie at the heart of the Regional Economic Strategy for Yorkshire and Humber” and the Strategy is keen to celebrate “exciting new opportunities both for the development of the visitor economy product and the promotion of our region in a more contemporary manner”.

The Strategy recommends that “local authorities and local businesses can help to support local identity by celebrating local history and events, using local food and drink, arts and crafts. All of these give the visitor a sense of place and lead to sustainability”.

Finally the Visitor Economy Strategy confirms that “Yorkshire Forward has clearly stated its intention to work towards modernising the regional image. This does not mean abandoning our heritage and tradition; it means representing this heritage to new audiences and in new ways”



The Cultural Quarter offers excellent scope for doing just that, through the individual proposals for the main players, and through appropriate investment in the public realm and infrastructure.

## 2.5 Visit York business plan

Visit York, the Single Tourism Organisation, is still finalising its business plan and ambition document. Nevertheless it is likely to commend support and endorsement for investment projects that will help York meet its 5% per annum growth target. Visit York will seek to make York's public realm the most special in England – creating a physical welcome to encourage the visitor to stay longer and return. The Cultural Quarter offers a great opportunity as a test bed for investment in public realm (e.g. planting, open space, signage (including interactive), lighting, space for events and activities and free of clutter, litter and traffic that will be able to be rolled out across the whole of the city as the investment in the public realm is secured.

## 3 Benefits of the 'Cultural Quarter' concept for this specific area

### 3.1

Through the research so far undertaken with other Cultural Quarters visited or investigated we can recognise that there are other benefits to be gained by investment in this area:-

- Refreshing the image of York and building its cultural profile nationally and internationally
- Stimulating a pride of place
- Building new confidence in the whole of the cultural estate in the City
- Developing access to the landscape in the city through a new network of leisure routes and pathways
- Reclaiming our heritage landscape through improved interpretation and access
- Improving the urban environment through investment in high quality design elements within the public realm
- Contributing to a refreshed tourism offer
- Contributing to a reduction in health inequalities by encouraging walking and cycling within the city centre
- Encouraging inward investment
- Promoting York as a desirable place to live, work and visit.

### 3.2 Economic benefits

Excluding the city council jobs based at St Leonard's Place and De Grey House (which would move out as part of the development by Rushbonds of St Leonard's Place and the Conservation Trust at De Grey House) the key cultural institutions provide many of the jobs based in this area - the Theatre Royal, York Museums Trust, NRM, Kings Manor and York Minster/Minster Close. If you were to include the Campus at St John's University this would total some 1,500 jobs. So while respectable, this isn't currently a large employment node in the city. However, its contribution to the tourism is of major economic benefit:-

Value of tourism to York - £364mn and 10,600 jobs (2007-08 figures).

Visitor numbers at attractions in the Quarter 2007 figures:

843,311	NRM
779,825	York Minster
160,988	City Art Gallery
51,425	Yorkshire Museum

The City Walls (at least 1 mn users a year altogether – but most will go along the stretch within the Cultural Quarter).

In addition we also have

160,000	Theatre Royal customers
330,000	York Central Library

Users of all these services are a mix of tourists from outside the region and local residents. Improvements would also reap economic benefit from the one million people passing through the Quarter as rail passengers each year. There is clearly an opportunity, to open this area in the evening – especially riverfronts and Museum Gardens (lighting) creating a more ‘family friendly’ city centre atmosphere contributing more significantly to the evening economy of the city. The new (visitor) Information Centre on the corner of Museum Street and Blake Street could be charged as a gateway opportunity to the Quarter – and to the rest of the cultural highlights in the city.

If we are to consider including the York St John Campus within the Cultural Quarter then consideration must also be given to the substantial economic benefits from the investment already occurring and planned within that site (see addition to the appendices.)

The relationship of York Northwest (the swathe of land to the west of the traditional city centre which incorporates York Central (the site which includes the National Railway Museum and existing and former railway land), and the site of the former British Sugar works) is a crucial consideration if there is ever any intention of encouraging visitors to move between the city centre and the York Northwest site. Given that the great proportion of York’s visitors are coming for the history/heritage experience and appreciate the compactness of York as a walking city, then physical linkage between York Northwest and the city centre is going to be an important issue. The Cultural Quarter’s suggested improvements in navigation routes offers a great opportunity to address this, linking together some of the strongest features of the city’s cultural offers.

### 3.3 Cultural and social, health and well-being benefits

The area evidently has a very strong cultural offer – not just the famous attractions but also

- Explore at York Library
- City Archives
- Minster Archives
- Search Engine at NRM

Investment in these facilities will enable school groups and residents to find out more about their city's history, their own social history with a special strength on discovering aspects of personal genealogy. In looking at these establishments in an integrated way there is an opportunity to bring such a great social history offer closer to the local community.

A key feature of the landscape of the area is just how green the space is. By opening up these areas to greater access at different times of the day, by providing better routes through and around the areas, by encouraging better interpretation we will generate increased use by residents and visitors alike. We have already stated the wish that the pedestrian is at the top of the transport hierarchy throughout the area, with the cyclist, through preferential treatment on the roadways, a close second. All of this will support a more active populace.

#### **4 What is needed to get the most from the establishment of a Cultural Quarter?**

It is evident that the key cultural businesses in the Cultural Quarter have tremendous and exciting investment plans. They have provided detailed information on their plans to the Scrutiny Panel and this and additional information is included in the Appendices collated by CYC EDU. But we should also be taking into account the private enterprises, e.g. retail units, cafes, bars etc in High Petergate, hotels, Museum Street and in the newly formed Minster Quarter (northern end of the Cultural Quarter) when we agree on our recommendations.

City of York Council has a key role to play in the investment and revitalisation of the Library and City Archives, as well as with our "arms length" organisations, the York Museums Trust and the Theatre Royal. However much of the rest of the Cultural Quarter is also public realm:-

The River  
 Riverside footpaths  
 Other footpaths though out the area  
 The Memorial Gardens  
 Roads (e.g. St Leonard's Place, Museum Street, Leeman Road)  
 The City Walls  
 Exhibition Square  
 Duncombe Place  
 Street furniture – lighting, signs, litterbins, general services.

**This would suggest that the production of a design masterplan for the public realm is of key importance moving forwards.**

The public realm is important:

- i) in its own right – as a means of making the most of the Cultural Quarter's individual projects by given them the right setting and connecting them
- ii) as a means of connecting these projects to the rest of the city

- iii) as a means of following on from activities already carried out in the city centre from 2003 onwards, such as Illuminating York (the York: Light masterplan for city centre lighting which included permanent architectural lighting schemes, and more recently a lighting-oriented festival programme at the end of October each year) and the York Renaissance Project (creative lighting and interpretation in churches and on the city walls)

Within the current LDF proposals and transport master planning for the city consideration has been given to pedestrianisation and traffic calming measures in St Leonard's Place/ Exhibition Square. This would make a considerable contribution to the success of developing this area as part of a Cultural Quarter. We would also need to re-examine the narrow footpath in Museum Street and how this is addressed from Exhibition Square.

Linkage to York Northwest is essential, especially as, with the National Railway Museum being such a prominent feature of this development area, it is important to lock this firmly into the city centre visitor experience. But this also needs to be included as part of the redevelopment of Railway Station access and new entrance plans for the NRM and the through flow for the public both to and from the city centre. We will need to open up new ways of access to avoid the car if we are to achieve our aims of substantial increases in healthy walking and cycling. We also have to address the issue of Leeman Road access and improvements to Marble Arch. The York North West Development brief gives consideration to a bridge from the NRM into Museum Gardens as an alternative, safe way into the city and we should be promoting and supporting this.

Quote from Visit York re: the York North West AAP Issues and Options Paper:

*"This is considered a major priority by the York Tourism Partnership, as this will make the most of links to the city centre, and will really integrate the cultural area around the NRM with the cultural area contained within the Museum Gardens (and beyond) – providing a safer and more imaginative link to the city than Marble Arch. Furthermore the link will benefit the whole of York Northwest – not just visitor elements – as it will help lock the new development with the rest of the city, rather than the risk of it being stand-alone and impermeable.*

*Consideration should be given to the opportunity of redeveloping Scarborough Bridge itself, thereby making closer, direct link with the railway station. Whilst work on the bridge itself might well be expensive (as per the listed disadvantage in the Issues and Options Report) there are surely commercial opportunities as well in the vicinity of such a prominent location."*

Wherever such a link is provided, the opportunity should be considered to review lighting and pedestrian facilities on either side of the River Ouse between Scarborough Bridge and Lendal Bridge, enhancing opportunities for riverside activity in the daytime and in the evening.

We should also be making best use of the Museum Gardens – our green breathing space in the city centre. Currently Museums Gardens is a superb historical park but if we were to

reinforce linkages across Museum Street , along the riverside walkways and through up to Exhibition Square and St Leonard's Place it would open up the to the rest of the city.

**This would suggest that seeking to agree a new river crossing as part of the York Northwest development plans will be key in realising the potential of this area.**

Yorkshire Forward's Major Events Strategy (draft) highlights the growing demand for cultural activities to take place in well facilitated, well resourced and pleasant outdoor public spaces. Despite the lack of good outdoor electricity supplies, convenient, pleasant public conveniences and a favourable traffic restriction regime significant numbers of outdoor events are currently held in the following places within the Cultural Quarter: -

- Museum Gardens (Illuminating York, Yorkshire Forward Enterprise Day, Mystery Plays, Shakespeare performances)
- Duncombe Place (Illuminating York, Military parades, cycle racing, Christmas lights switch on)
- Deans Park (Mystery Plays on Waggon, Shakespeare Project)
- River and river banks (Dragon boat races, Festival of the Rivers)

With an investment into good public facilities to improve this offer throughout the Cultural Quarter there may also be other possibilities: -

- In front of the NRM - requiring the long term plans to include closure of Leeman Road and improvements to Railway station access
- Exhibition Square – subject to St Leonard's Place being closed to traffic and the removal of railings in the vicinity
- Along the walls – a linear event – possibly in the evening requiring improvements in lighting
- Library Square/ St Leonard's Hospital -if no traffic/cars outside the Library and railings removed

**This would suggest that funding should be sought for a major investment in the public realm of the city to realise the opportunities available in improving our public, civic space.**

## 5 Funding

Within the appendices drawn up the Economic Development Unit each stakeholder has indicated.

- the activity at each individual stakeholder in the Quarter
- the financial cost of planned developments
- the potential or likely source of that finance
- an overall thumbnail view of the developing Quarter

In addition the individual sheets for each stakeholder gives textual information on their plans and notes some potential sources of funding to be explored for their particular development. Already identified within the documents are:

- Commercial sources
- Yorkshire Forward – various – not just Tourism and the Major Events Fund
- Arts Council – including funds for activities and events
- Private Trust Funds
- S106 agreements
- Local Transport Plan funding for some improvements
- Heritage Lottery Fund

An approach that has a greater strategic context and a phased development plan will, most likely, increase the stakeholders' chances of success. It could also seek to secure additional public funds that cannot be realised through the Council's current capital programme. There is still a substantial amount of feasibility work to be done to provide a clear and cast iron business plan for such an investment; however the Scrutiny Panel may wish to give consideration to just such a recommendation. This should be considered alongside the recommendations suggested in Section 4 above.

**This would suggest the commissioning of an in depth Business Plan feasibility document for the agreed Cultural Quarter area.**

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