

ANNEX A

EXTRACT FROM

Summary of stage One of the Masterplan by Roger Tym & partners

AIMS/OBJECTIVES OF THE MASTERPLAN

On the basis of the analyses – and the requirement that the masterplan both correct the main causes of under-performance in the City and put in place the conditions that will enable its central area to play its unique role as a driver of sustainable and inclusive economic growth – we put forward the following as the draft brief for the masterplan.

The Main Strategic Aims of the Masterplan

3.1 The over-arching aims of the masterplan, we suggest, should be:

1. A unified central area:

Enable – through the use of land supply and new development, landscape and design, works to access infrastructure, and the removal of severance – the *central area* to function and read as a unified piece of the City, with its different parts clearly defined, and with the *core* area comfortably accessible on foot and the whole of the central area comfortably accessible by cycle.

2. A compact central core:

Develop in the central area the mix and density of activity – in office- and workspace-based employment, in retail uses, in leisure, entertainment and cultural activity and in city centre housing – that will enable the central area to offer to these activities the advantages of concentration which are a necessary condition for securing the City's sustainable economic growth.

3. A waterfront edge for the central core:

Re-unite the central area to the City's most natural asset – its very distinctive waterfront – using the water and its landscape to re-define the boundaries of the central core, to create the quality of environment and land supply needed both to support the creation of new markets for the City, and to provide the setting to reveal and frame its special built heritage.

4. Bold icons and a new image for the City:

Create the opportunities to make *bold* gestures in the central area – in the use of the City's heritage and natural assets, in landscape and public realm, in new buildings, new uses, new cultural facilities, new public art – to lift and re-define the City's image, at once giving it new economic activity and removing one of the main constraints to its successful development.

5. A prime office product:

Create a new *prime* central area office core, well integrated with the retail and leisure offer and easily accessible by a choice of means of transport.

6. A strong retail circuit:

Create, via the development of The Shires and Haymarket in the first instance, a strong retail circuit which knits in, and overcomes the fractures imposed by, the radial street pattern and integrates with the leisure and cultural offer and the prime office product.

7. Express Leicester's multi-culturalism in the central core:

Develop in the central area the new activities, facilities and services that will celebrate the City's cultural diversity and both enhance the appeal and improve the value of the city centre to all of Leicester's communities.

Enabling Objectives

3.2 Other objectives, important because they are enablers of the primary aims, we suggest should be:

- i) "Tame" the ring road by re-configuring the way road users access and cross the central core.
- ii) Mitigate the "impact zone" which bounds the ring road in the central core through a strategy for strategic land acquisitions, relocations and redevelopment, focusing initially on the disjunctures between the key east-west flows to be created in order to unite the central core to the river. In the east, St George's Way and the rail station to be a priority candidates; and in the west, Vaughan Way, Southgates and St Nicholas Circle via the Shires and the medieval remains of the old city through to the river and canal.
- iii) Create through good land use planning, supported by selective land assembly and investment and robust development control policies, a series of "nodes" of critical mass to define the different parts of the central area. This is essential support to the primary aim of creating the much needed value contours and the certainty needed to unlock demand in the development and occupier markets.
- iv) Create a strategic landscape strategy – to define where public space will be created, the views and vantage points to be opened up, where Leicester's defining juxtaposition of industry and pastoral landscape can be rediscovered, and to make a substantial improvement in the visual appeal of the central area and key parts of it, including St. George's.
- v) Create the conditions to create the property product needed to encourage the development of small businesses and house the support services they rely upon. Early targets, building on existing momentum, must be the creative industries and science-based sectors; university and college linkages are critical. The Space Centre at Abbey Meadows offers a key prospective anchor for science- and technology-related business development.
- vi) Provide, through good planning, strategic land acquisitions, swaps and relocations, for the property needs of the wide range of yard, garage, sales, showroom, and stock-holding type businesses that are important sources of employment and provide essential support services to the central core – typically wanting standard and inexpensive, easily accessed, often with yard room, B2 and B8 space.
- vii) Search for new opportunities for public facilities to provide the basis for new cultural and architectural icons.
- viii) Create opportunities to infuse the masterplan's design strategies for landscape and public realm, the efforts to promote and attract new *grand projet*, and to enhance the City's retail, leisure and office offer, with visible evidence of the City's multi-culturalism.

- ix) Ensure the central area of the City, the candidate locations for the prime office core, the City's creative industries and the science/technology business park, are equipped with state of the art broad band capability.
- x) Plan for a substantial expansion of the central core residential community, allowing for education, health and outdoor recreation infrastructure.
- xi) Put in place the mechanisms and measures needed to ensure the labour force is able to respond, with the quality of skills at all levels of education attainment, to the new job opportunities that will be created
- xii) Put in place the mechanism and measures needed to ensure that the benefits of regeneration are equitably distributed, and are effective in achieving aims for reducing exclusion, across the City as a whole.

Agreements to Facilitate and Speed up Delivery

- 3.3 Two types of supporting agreements are needed to ensure that the strategic aims for the masterplan have a genuine chance of being achieved:

1. Planning, Investment and Land Sale Decisions by LRC's Member Partners :

Insofar as possible, planning permissions should not be granted for "competing" uses in locations which stand to frustrate aims for achieving concentration and critical mass in the central core, key linkages between parts of the centre, and the differentiation proposed in the functionality of the parts of the central area.

Similarly, partners need to agree neither to sell land or provide investment nor in any other way use their resources or powers to facilitate developments which are sufficiently significant to pose a risk to the primary aims of the strategy. Development that disperses spending power, decentralises jobs that are best located in the central area, works against enlivening the evening economy of the central, and so on, all fall into this category.

The City Council has already stated its willingness to forward the aims for regeneration using their compulsory purchase powers under the Planning Acts where warranted and necessary. EMDA and English Partnerships have powers of compulsory land acquisition that are expressly for regeneration.

The masterplan must be the vehicle for all the LRC's partners to commit to the use of their CPO powers.

2) Supporting Initiatives

Making markets is a critical part of the masterplan strategy; simply correcting market failures will be insufficient to generate the scale of demand sought from the interventions of LRC. To do so will require an armoury of partnership arrangements – ranging from marketing, to joint ventures for the provision of workspace, to collaboration on feasibility studies for new public sector projects, to training schemes to prepare the workforce and to ensure an equitable distribution of the benefits of change and growth. An important task of the masterplan preparation is to tag these and indicate where they are an essential part of feasibility.

At stage two of the Masterplan the consultants summarised the first seven overarching aims/objectives into three objectives which are;

- 1. A unified Central Area**
- 2. Create a compact central core**
- 3. Create the new markets needed in the central core**

These can be found in the consultants Stage 2 report which has been placed in the Members' Library