



LIVERPOOL CITY CENTRE

STRATEGIC INVESTMENT FRAMEWORK 2012

CONTENTS

A message from the Mayor of Liverpool and
Chief Executive of Liverpool Vision

01	Introduction	06
02	Liverpool City Centre Defined	10
03	Strategic Context	16
04	Strategic Actions	24
05	Major Transformational Projects	30
06	Distinctive Neighbourhoods	88
07	Infrastructure	108
08	Strategic Initiatives	120
09	Organising the delivery of the SIF	132
	Bibliography	138

FOREWORD



JOE ANDERSON MAYOR OF LIVERPOOL

Liverpool's recent renaissance is of international significance. The City Centre has experienced considerable growth over the last ten years and despite the current challenging economic climate it continues to have enormous growth potential.

Our waterfront is now a world-class visitor destination; the look and performance of the city's business district has been transformed and the city's retail and cultural offer is amongst the best in the UK.

Unprecedented investment and development have helped improve our economic performance. We have also developed the qualities and assets which underpin successful urban economies – innovation, diversity, a skilled labour force, connectivity, place quality and powerful leadership.

Perhaps most encouraging for the future is that this unmistakable sense of recovery is now widely recognised outside Liverpool. The city is, once again, seen as a place that can deliver projects of international quality and significance and compete in mainstream markets for jobs and investment.

Liverpool City Centre matters. It is the engine of economic growth in the city region. The last ten years have been good for the City Centre. But it would be premature to say that we have done all we need to do to restore Liverpool to its rightful place as one of Europe's great cities.

Cities are in fierce competition with each other nationally and globally to attract talent, private and public investment, infrastructure, and prestige projects. Last year I commissioned Liverpool Vision to set out our aspirations for the City Centre over the next fifteen years. Their response is ambitious and far reaching. We have a track record of working together to achieve big goals.

As Mayor of Liverpool, I look to taking Liverpool City Centre through the next phase of its regeneration; one that is as positive and dramatic as the one we have witnessed over the last decade. We have a unique opportunity to realise our vision for the future, we will not let it slip.

PREFACE



MAX STEINBERG CHIEF EXECUTIVE LIVERPOOL VISION

The Strategic Investment Framework builds on the success of the City Centre Strategic Regeneration Framework (SRF), produced a decade ago, to define a series of new projects that will articulate the city's ambitions and vision for the future.

The SRF was ambitious and now, over a decade on, Liverpool City Centre has been transformed before our eyes and the impact on the city's economic performance has been inspiring.

It has produced massive investment in new retail, commercial office and residential development. It has put in place the infrastructure to drive the growth of Liverpool's visitor economy.

The regeneration of Liverpool City Centre has succeeded because the partners responsible for its delivery focussed upon a limited set of key projects. We prioritised.

Public and private sector worked together effectively on a small number of transformational projects. And with that came a remarkable change in developer and investor confidence.

But while we are all rightly proud of these achievements, I also recognise there is still more to do. Our success has not made us complacent. The economic climate has not diminished our ambition. In fact it has made us more imaginative, more innovative.

We have the essentials in place - forward thinking civic leadership, entrepreneurial developers and an unmistakable drive to become one of Europe's leading cities.

This document is the foundation for continuing that success.

01

INTRODUCTION



INTRODUCTION

Liverpool City Centre delivers a world class business and leisure environment enjoyed by millions of residents and visitors every year.

It has witnessed a remarkable transformation, clearly illustrated by the multi award winning Liverpool ONE, a mecca for shoppers and tourists alike; the growth of the Commercial District; the establishment of the Knowledge Quarter; the revival of the Waterfront, including the construction of the Arena and Convention Centre; and the emergence of the cultural and creative quarters that occupy Hope Street, Ropewalks and the Baltic Triangle.

The City Centre Strategic Regeneration Framework (SRF), published in 2001, set the blueprint for change, much of which has been realised. The SRF has enabled the City Centre to deliver a successful, bold economic and cultural renaissance. However whilst the City Centre position in 2012 is to be celebrated, there is now a need for review and an establishment of new targets.

The city has accomplished much, but there is an ambition to go further and deliver more. This will be delivered through the Liverpool City Centre Strategic Investment Framework (SIF), 2012, a strategy which will guide investment across the City Centre over the next 15 years.

The SIF will again need to be bold. However, rather than seek to establish a plethora of new projects across a variety of new economic sectors, the SIF will seek to play to, and enhance, the city's competitive strengths. Rather than be a framework that seeks to do everything, it has been deliberately designed to promote strategically identified economic priorities.

These priorities will differentiate the city economically from its competitors. The investment programme will be established within the *'It's Liverpool'* brand, promoted nationally and internationally by *'Marketing Liverpool'*.

The SIF will also pick up on the 'here and now' – including the recommendations from the Rebalancing Britain: Policy or Slogan Report (2011), the City Deal with Government (February and July, 2012) and the recent establishment of a mayoral form of governance for Liverpool.

It will also set the stage for the continued growth of the City Centre beyond the 15 year plan period, as its economic position develops. This ambition and vision is most readily articulated by the plans for Liverpool Waters. These plans envisage a comprehensive transformation of the city's northern docks, regenerating a 60-hectare stretch to create a world class, high quality, mixed-use waterfront quarter in central Liverpool over the next 40 years.

Liverpool Waters has the potential to add to the city's existing waterfront offer in the same way as has been seen in Hamburg, Chicago, Toronto and Barcelona, in terms of the scale and diversity of its waterfront offer and associated economy. By 2027, the City Centre, and in particular its Commercial District, must be ready to expand into Liverpool Waters' northern waterfront.

The SIF has been prepared over a nine month period including a major consultative exercise undertaken throughout the first part of 2012. The 'City Conversations' included a social media consultation campaign, encompassing a wide range of focus and interest groups and meetings with key stakeholders across the city community. The key messages distilled from these conversations make up the core foundations of the framework. In addition to the 'City Conversations', the following other baseline reports have been compiled

and are publicly available from Liverpool Vision:

- A literature review
- An international benchmarking study (to identify world-class aspirational projects)
- A spatial analysis
- An infrastructure assessment
- An economic strategy
- A funding and delivery mechanisms review and
- An assessment of wider impacts.

In establishing a framework for City Centre growth, the SIF aims to provide certainty to investors and set out the city's strategic direction. This has been achieved through making explicit the various priorities of the city's stakeholders and the delivery time scales. The SIF expresses 'high level' aspirations and as such is not a document that will represent a material consideration in planning policy terms. It is expected

that any development arising from the framework will need to be delivered in accordance with the National Planning Policy Framework, adopted in 2012, and the city's Local Plan.

The SIF has additionally identified areas of the City Centre which will benefit from a detailed planning review to ensure that the SIF's strategic priorities are represented at the micro level with policy guidance, delivered most appropriately through the production of area masterplans. This will ensure that the interface between the SIF and planning policy is consistent and supported by a finer level of detail than can be included within a high level strategic framework such as the SIF.

The SIF is based on a global review of what works in successful cities and what lessons can be taken forward in Liverpool. It is also driven by a clear view of funding and deliverability and is therefore designed to meet the challenges of the next 15 years.

V Celebrations at St George's Plateau





02

LIVERPOOL CITY CENTRE DEFINED



Successful cities are in a constant state of evolution. Over the 19th and early part of the 20th century cities such as Liverpool developed rapidly. The infrastructure that defines Liverpool City Centre today was largely the result of the work of the Victorian City Fathers.

The pattern of development and change over a century and a half can be seen readily across the City Centre. Liverpool is a city with a fantastic architectural pedigree, both old and new. Large parts of the City Centre including the Waterfront are within the UNESCO World Heritage Site. Across the city there are many fine examples of buildings, parks and structures that define the essential qualities for which Liverpool is recognised around the world, a port city with rich mercantile history, derived from its maritime location.

The city and the central areas support a large residential and business community, which in recent times has supported a range of new buildings that have joined the city skyline.

As change has continued, the essential infrastructure pattern has remained a constant. The City Centre is defined in many ways by the inner ring road and the pattern of streets that run east/west to the Waterfront. The 'Great Streets' of the city form the axis around which the City Centre works and will form an important part of the Strategic Investment Framework (SIF).

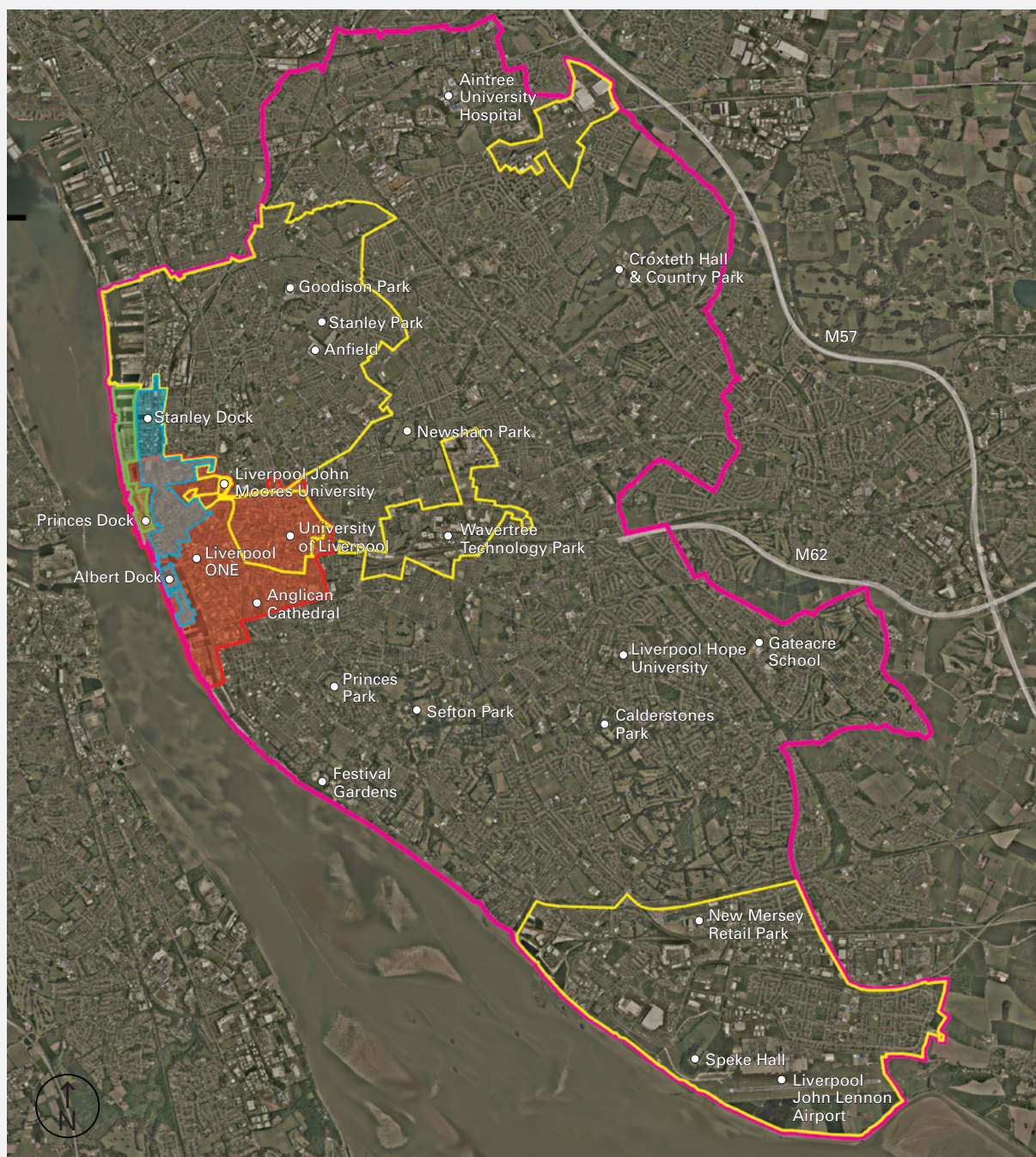


Fig 1. Liverpool City Centre Context

- City of Liverpool Boundary
- City Centre
- Mayoral Development Zones
- Liverpool Waters Enterprise Zone
- City Enterprise Zone

LIVERPOOL AREAS

The City Centre today is going through further change and expansion. Neighbourhoods to its north and south are already functioning as part of the City Centre or are starting to capture the benefits of its economic resurgence.

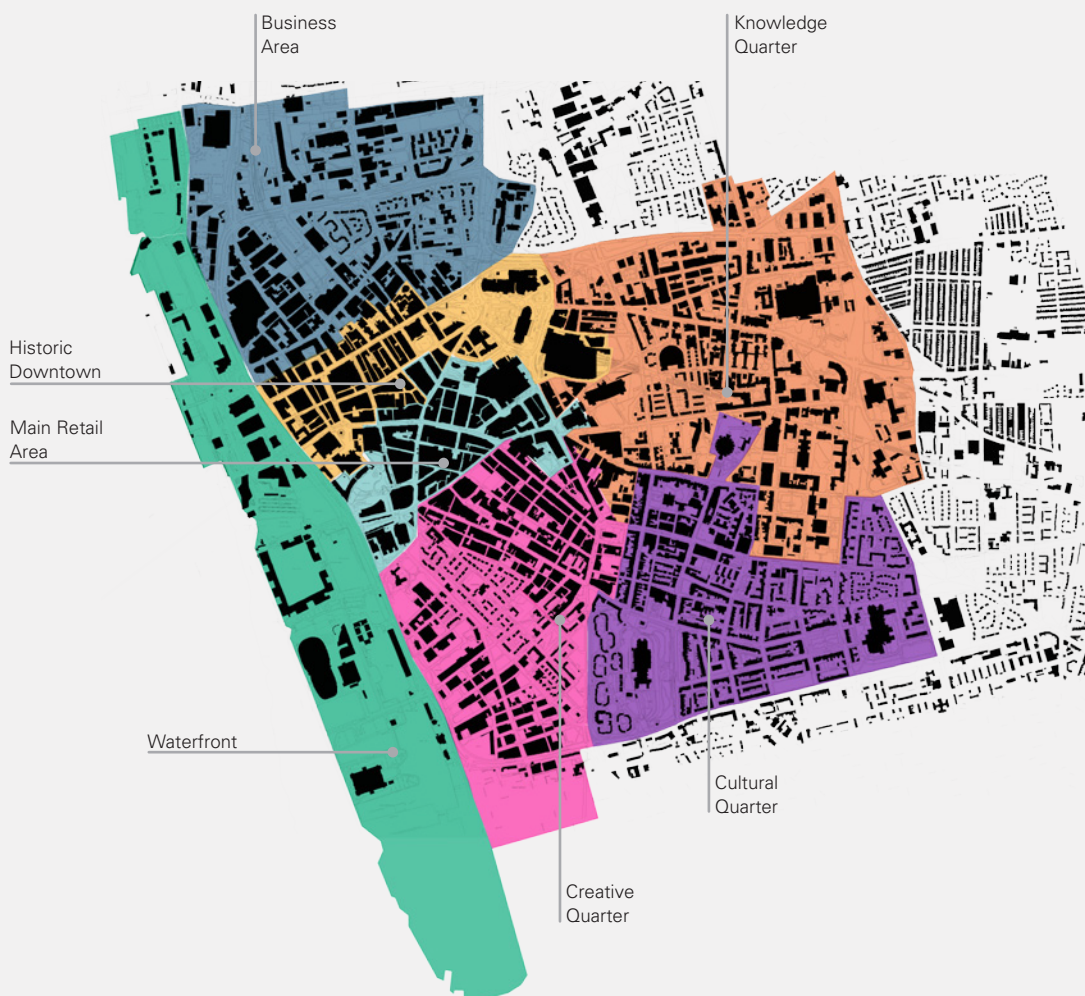
The SIF therefore embraces these areas of opportunity and encompasses them within the City Centre Framework:

- The former industrial area known as Pumpfields (immediately to the north of Leeds Street)
- An extended Baltic Triangle and Waterfront (including the Marina at the south end)
- An extended area to the east of the Liverpool Anglican Cathedral which includes Liverpool Women's Hospital, and

- A small area to the north of the inner ring road occupied by the Liverpool Hope University Campus.

The City Centre is an integral part of the City of Liverpool. The SIF recognises the City Centre's relationship with the recently created Mayoral Development Zones, particularly North Liverpool and the proposed City Enterprise Zone, and ensures that the 15 year plan plays to the City Centre's strengths but is supportive of, and complementary to, the vision for the other Mayoral Development Zones.

In producing the SIF 2012, the historic City Centre has been at the forefront of the process. The area of study takes in the most vibrant, and in some cases much neglected, central areas of the city and includes the residential neighbourhoods that support a very significant City Centre population.



< Fig 2. Liverpool City Centre Areas



^ Fig 3. Liverpool City Centre

- Existing Liverpool City Centre Boundary
- Strategic Investment Framework Boundary

03

STRATEGIC CONTEXT



STRATEGIC CONTEXT

The profile and economic vibrancy of the City Centre are critical to both Liverpool and the wider City Region.

Almost 100,000 people are employed in Liverpool City Centre – 45% of all jobs in Liverpool and 16% of the Liverpool City Region total. In addition, over 32,000 people live in the City Centre. As a result of the last decade of physical transformation, there is now a much more robust economic base to build upon.

The economic analysis and other baseline analysis carried out to underpin this document are publicly available to read alongside the SIF. The economic research points towards four key economic sectors which will drive the next period of growth.

01 FINANCIAL, PROFESSIONAL AND BUSINESS SERVICES

Business and trade is at the heart of the city. In total there are some 27,000 full time employees in business, financial and professional services in Liverpool. The sector possesses particular strengths in areas such as wealth and asset management, and the maritime sector. The expansion of commercial activities into Pall Mall and Liverpool Waters offers the opportunity to reinforce Liverpool's position as a prestigious business location.

02 LIFE SCIENCES

The Knowledge Economy sector of the city is highly productive and Liverpool already exercises competitive advantage in key specialisms. The Knowledge Quarter contains the city's key academic and research assets, including the University of Liverpool, Liverpool John Moores University, Hope University, the Royal Liverpool University Teaching Hospital and the Liverpool School of Tropical Medicine. The Life Sciences University Technical College is also being established in the City Centre. There are major opportunities being taken forward to develop the Bio Sciences sector focused around the Knowledge Quarter and its existing assets.

The universities and other research and development institutions are at the heart of the strategy which focuses spatially on the vibrant and growing Knowledge Quarter.

03 CREATIVE AND DIGITAL

Liverpool City Centre is the core of the Creative and Digital sector in the City Region. The sector includes gaming, music, digital media, film and design activities, with Liverpool having particular strengths in gaming. The Baltic Triangle and Ropewalks neighbourhoods have become attractive locations for these types of businesses. Both are in close proximity to a wide range of related university, college, creative and cultural institutions. The studio school in Baltic will complement this rapidly growing sector which generates a vibrant creative presence in the City Centre and makes an important contribution to the Liverpool scene. This sector, with its recognised technical and creative strengths, offers huge potential for new and existing businesses, particularly for expansion into international markets.



- ^ City Centre Retail
Liverpool ONE
- > City Centre Retail
Church Street
- >> Princes Dock Waterfront

STRATEGIC CONTEXT

04 CULTURE & VISITOR ECONOMY

Supporting 29,000 full time employees in Liverpool, with a majority located within the City Centre, the Culture and Visitor sector has become increasingly prominent over the past decade with the delivery of the most successful European Capital of Culture year ever staged. Within the City Centre, the following areas will continue to drive visitor numbers through focused investment:

- **THE WATERFRONT** - The Arena and Convention Centre (ACC Liverpool) has enabled the city to become one of the UK's major conference destinations. A new exhibition centre will further extend this facility. Building upon this, and the other inherent strengths of the Waterfront area, including the river, the canal and dock network, there will be a major focus on new world class visitor attractions. The Cruise Liner Terminal will reinforce the uniqueness of the Liverpool proposition, a world port city able to attract visitors from across the globe
- **HOPE STREET** - Already a high quality visitor destination, Hope Street offers the potential to become a truly international cultural destination, anchored by Liverpool's two great Cathedrals. Hope Street was at the heart of Liverpool's Capital of Culture and is already home to internationally recognised cultural venues. Growth in visitor numbers to Hope Street will support the future development of the Culture and Visitor Sector
- **ST GEORGE'S QUARTER** - The cultural and historic 'heart' of the city where the iconic St George's Hall is complemented by museums, galleries and the new Central Library. St George's Quarter can be further developed as a visitor destination
- **RETAIL CORE** - The retail offer has been transformed by the 1.6m sqft Liverpool ONE, which has created a vibrant, high-quality urban quarter and reconnected the core of the City Centre to the Waterfront. In total some 9,300 people are employed in retailing in the City Centre. Liverpool is already ranked in the UK's top five retail destinations and has room to improve with potential to reinvigorate the wider core retail area
- **ROPEWALKS AND BALTIC TRIANGLE** - For visitors who are seeking a creative, alternative and independent City Centre experience, Ropewalks and Baltic Triangle offer a wide variety of independent shops, bars and restaurants, as well as art galleries, recording studios and performance venues. Both areas have significant opportunities to attract more investment in the visitor economy.

More generally, the City Centre retains a positive reputation for night-time entertainment, with a lively offer. Its mix of art, culture, heritage, religion, and a burgeoning lesbian, gay, bisexual and transgender scene (focused around Stanley Street), creates a highly appealing urban tourism offer which is supported by a range of hotel accommodation, including designer boutique hotels and restaurants.

> Sea Odyssey Event
April 2012



STRATEGIC CONTEXT

Marketing Liverpool will promote the city and support the delivery of a major new programme of business, sporting and cultural events of international importance, building on Liverpool's experience and expertise in hosting and running internationally acclaimed events including European Capital of Culture, Shanghai Expo and Sea Odyssey.

STRATEGIC PRINCIPLES AND THEMES

The SIF is designed to create a new trajectory for the city through which Liverpool will become a world renowned international trading and cultural location.

The SIF seeks to respond to the current challenges the city faces in economic terms, but it is also geared towards the longer term aspiration, to continue to support a great world city.

The SIF is built on the following core principles:

- Making Liverpool City Centre 'economically distinctive'
- Building on the significant progress that has been made over the past decade – the foundations for further success and growth are now in place
- Seeking to capitalise on Liverpool's distinctive profile, brand and image, and its exceptional quality of place

- Meeting our carbon reductions to make Liverpool a green city whilst continuing to grow the economy particularly around the environmental technology sector, putting climate change and renewable energy at its heart.

The SIF encapsulates three overarching and interlocking themes – Enterprise, People and Place. This investment-led approach will be based on maximising the advantage of Liverpool's distinctive offer, in particular through:

- **ENTERPRISE** - Leveraging the key drivers of the City Centre economy
- **PEOPLE** - Promoting investment in the 'human capital' of the city – ensuring wealth creation and job growth, through strong partnerships with local people, making the City Centre an enjoyable and fulfilling place
- **PLACE** - A plan underpinned by investment in infrastructure and housing, building on and nurturing the long-standing and rapidly growing City Centre residential communities, with a focus upon major interventions and the creation of a series of distinctive neighbourhoods.

▲ View from the Museum of Liverpool

> Macula - Celebrating the centenary of the Royal Liver Buildings



04

STRATEGIC ACTIONS



STRATEGIC ACTIONS

Strategic themes and principles have been translated into a programme of action designed to meet some very specific outcomes.

These outcomes are set out later in the document and they are dominated by the themes of job growth and wealth creation. Liverpool City Centre is the key driver of the city and City Region's economy and therefore the SIF programme should ensure that a set of new economic goals can be realised through the actions proposed. The actions are complementary to the strategy for the wider economy to ensure that balanced and sustainable development is achieved across the city and City Region.

The SIF programme of projects and initiatives is based around the following actions:

01 DELIVERY OF A NEW MAJOR PROJECTS PROGRAMME

The city has a number of unique physical assets which, if exploited to their full potential, have the ability to differentiate Liverpool economically from counterparts both nationally and internationally.

In addition to physical assets, the City Centre also has a number of strong economic sectors and sub-sectors that have the potential to grow further, stimulating job creation and economic growth.

Investment in key sectors will assist in meeting productivity per employee growth. This will mean promoting a culture of innovation, particularly within the knowledge-based, high value added industries, such as the Bio Sciences and Financial and Professional services sectors.

Liverpool also needs to create more jobs which are accessible to Liverpool's existing residents and potential new residents from further afield.

The SIF aims to give investors the confidence they need to invest in key areas of the city, safe in the knowledge that surrounding development will be delivered according to a defined vision for growth.

A summary of projects which have the capacity to have an infrastructural impact on the city's economy are set out below with more detail provided in Section 05.

- **WATERFRONT** - Further transformation will continue to define Liverpool's World Class Waterfront. Liverpool's Waterfront is instantly recognisable, and massive both in scale and opportunity, stretching from the marina in the south to Liverpool Waters in the north. It has the potential to compete in the world premier league of destination waterfronts. This will be achieved through the delivery of a number of strategically important capital projects coupled with the necessary supporting infrastructure
- **ST GEORGES** - The creation of a focal heart to the city around a key connecting cultural and arrival hub - Lime Street, St George's Hall, St John's Gardens, Liverpool Central Library, World Museum, Walker Art Gallery and the Empire, Playhouse and Royal Court theatres. The gateway to the City Centre will become a place of congregation, stimulating the opportunity for commercial investment, principally around Queen Square



△ Albert Dock

- **CENTRAL** - A distinctive set of additions to the retail offer which will ensure that Liverpool ONE is connected to the remainder of the City Centre retail area. Focused investment in existing parts of the retail area and public realm will ensure that Liverpool retains its competitive edge in the retail hierarchy. This will be achieved by improving rather than growing the overall amount of retail space in the City Centre
- **KNOWLEDGE QUARTER** - An area of expertise, knowledge and wealth creating potential. Investment in a number of key development opportunities, extending the campus environment, to provide more knowledge based floor space, together with improved connectivity, public realm and supporting infrastructure will enhance the area's vitality and further establish the Knowledge Quarter, home to Liverpool's three universities, as a vital economic hub
- **COMMERCIAL DISTRICT** - Expansion and transformation of the Commercial District to cater for the changing requirements of existing City Centre businesses and new businesses looking to locate in Liverpool. Opportunities exist for commercial development at Pall Mall, Princes Dock and King Edward Triangle. Importantly the Commercial District strategy will embrace the first phases of the Liverpool Waters project which over time will transform the northern waterfront of the city
- **GREAT STREETS** - The transformation of three of the city's strategically important streets (The Strand, Water Street/ Dale Street/ Lime Street and Hope Street) will be the focus of an ongoing physical investment programme over the next 10-15 years. The three streets have the greatest unified potential to focus investment and transform Liverpool into one of the best, world class visitor destinations.

STRATEGIC ACTIONS

02 EXPANDING THE RESIDENTIAL POPULATION - DISTINCTIVE NEIGHBOURHOODS

Implementation of the SIF will take the City Centre population from 32,000 to over 42,000; the largest of any UK city in the core of the City Centre. It is vital that the quality of life of residents is at the fore of this expansion, creating high quality developments and spaces, which recognise the importance of human interaction.

Key to the successful economic growth of the City Centre is the need to ensure 'distinctive neighbourhoods' evolve, which will be places of positive association. This will create value for the City Centre post codes. In order to expand the residential population in a manner which will maximise the economic potential, a programme of work around a distinctive neighbourhood theme has been constructed, consolidating and developing the distinctiveness of neighbourhoods which already include large numbers of residents. This will include Waterfront, L1, Ropewalks, Baltic Triangle, Marybone and Canning Georgian Quarter, and promote and grow new distinctive neighbourhoods in Historic Downtown and Islington. In parallel the growing residential community in the Knowledge Quarter, Retail Area and Business Area will be encouraged, to increase their vibrancy whilst ensuring that their prime function as centres for economic growth is not undermined.

03 INFRASTRUCTURE INVESTMENTS

Liverpool's ability to economically differentiate itself from its competitors is directly linked to the quality of performance of the city's physical infrastructure. The city has a wealth of existing physical infrastructure assets, including one of the very few underground rail systems in the country capable of expansion. Much more can be made of these assets by improving their appeal to both residents and visitors.

The economic growth of the City Centre will be underpinned by investment in its transport infrastructure to support delivery of the major projects, improve the sustainable transport offer and deliver behavioural change to reduce congestion and journey time delay.

Building on and developing the city's 'Smart City' agenda will be key to ensuring that Liverpool addresses sustainability as a key economic driver for growth, ensuring that the Liverpool of the future is resource efficient, green, and delivers an attractive, healthy and resilient environment.

Infrastructure investment will be focused in the following areas to ensure that the major transformational projects achieve their full economic potential for job creation and economic growth:

- Airport link
- Bus service and station provision
- Car parking
- Cultural attractions
- Digital
- Electricity, Gas, Heat and Water
- Green
- Social facilities
- The street network, the public realm and connections
- Trains.

- 04 STRATEGIC INITIATIVES

In addition to a number of major transformational projects and infrastructure investments, the SIF will include a number of strategic initiatives focused around themes of Enterprise, People and Place.

In summary the SIF will play to the city's strengths and areas of most obvious new opportunity. The programme is tied to a set of measurable outcomes which will ensure that the key stakeholders across the city commit to delivering the economic imperative – job and wealth creation for Liverpool residents. A full list of the projects, including: ownership; time frames; priorities; potential funding source; and outcomes, is provided within the supplementary Strategic Priorities and Implementation Annexe.



Canning Georgian Quarter



Chavasse Park,
Liverpool ONE

05

MAJOR TRANSFORMATIONAL PROJECTS

Arena and co



MAJOR TRANSFORMATIONAL PROJECTS

Whilst some of the projects and initiatives that will facilitate the transformation of the City Centre are focused on non-physical investments into the City Centre (through Enterprise, People and Place), the fundamental foundation of its growth will require substantial investment in the built environment and the city's physical infrastructure.

To drive this programme, the Major Transformational Projects respond to both the economic baseline and the 'here and now' as well as proposing new projects, developed for future delivery. Investment will be focused on those sectors and places where Liverpool has already, and will continue to gain, a competitive advantage over its competitor cities.

The projects link up as a series of interconnected ambitions and initiatives, underpinned by investment into the city's infrastructure. When implemented over the 15 year duration of the SIF, these projects will further transform Liverpool and sustain it as a 'world class' city for business, tourism, culture, events, education and living.

ENTERPRISE, PEOPLE AND PLACE

are the three over-arching and interlocking themes of the SIF. The Major Transformational Projects focus on creating the opportunities and conditions for the first two to flourish through investment in the third. The Major Transformational Projects will drive the creation of more higher value jobs, attract significant inward investment and encourage new businesses to establish and thrive. This will ultimately contribute towards economic growth of the City Centre and the City Region.

Liverpool's people are its greatest asset and whether working, living or spending in the City Centre, the implementation of the six Major Transformational Projects with the employment opportunities they directly or indirectly generate will present opportunities to change their lives for the better, ensuring Liverpool's status as a world-city is sustained for generations to come.



- ^ Liverpool ONE
- > Unity Building

WATERFRONT

The Waterfront is Liverpool's major asset and will continue to be one of the main opportunities to attract further investment.

The last decade has seen the Waterfront transformed, with focus on Kings Dock (through the creation of the ACC Liverpool, supporting hotels and leisure uses) and the Pier Head (Museum of Liverpool; Mann Island; the canal link and Pier Head public realm). Other areas have suffered economically during the same period, in particular the Albert Dock, though this is showing signs of recovery. Smaller initiatives such as the installation of co-ordinated signage and entrance totems have helped to define the Waterfront as a destination within the City Centre, but there is some way to go if Liverpool is to be compared with other great waterfronts across the globe. Although we have magnificent architectural and historic assets we need to create more activity and greater spend. The strategy for the Waterfront builds on these existing successes, and will look to draw them all together as one cohesive offer, to transform the Waterfront from 'good' to 'great'.

Movement along the Waterfront is interrupted along the north-south axis by a combination of incomplete links (between the Albert Dock and Mann Island for instance) and unclear connections (northern end of Pier Head into Princes Dock). Added to these is a lack of consistent ground floor active uses that encourage users and visitors to be drawn along the length of the Waterfront. To a degree, this is a problem for the majority of great waterfronts across the globe, and there is something to be said for being able to step 'on and off' the route – discovering or experiencing the Waterfront as a series of events. However, for the Waterfront to fulfill its true potential as an economic driver, the gaps in the offer must be addressed, and the infrastructure connections made.

Perpetual concern with waterfronts across the globe is seasonality – so the creation of a protected 'all seasons' route, probably through the central spine will be established together with the introduction of enhanced lighting.

Further diversity along the length of the Waterfront and the strengthening of the mid north-south axis will go a long way to further define Liverpool's Waterfront as its key destination for visitor-related investment. Of particular importance will be ensuring that the full economic benefit of the arrival of turn-around cruising is fully exploited, to the benefit of Liverpool's residents and businesses.

The water spaces remain an under-utilised resource, and provide further opportunities to enhance the visitor experience. The network of enclosed docks is part of the public realm, offering visual amenity and water space for animation and activity. The water spaces can be hives of activity to be celebrated as part of the Waterfront experience. A programme of uses, from berthing to open-water swimming needs to be established alongside physical infrastructure changes.

The following projects will drive forward economic growth by delivering the critical mass of visitors, residents and businesses necessary to transform the Waterfront into a world-class visitor destination.

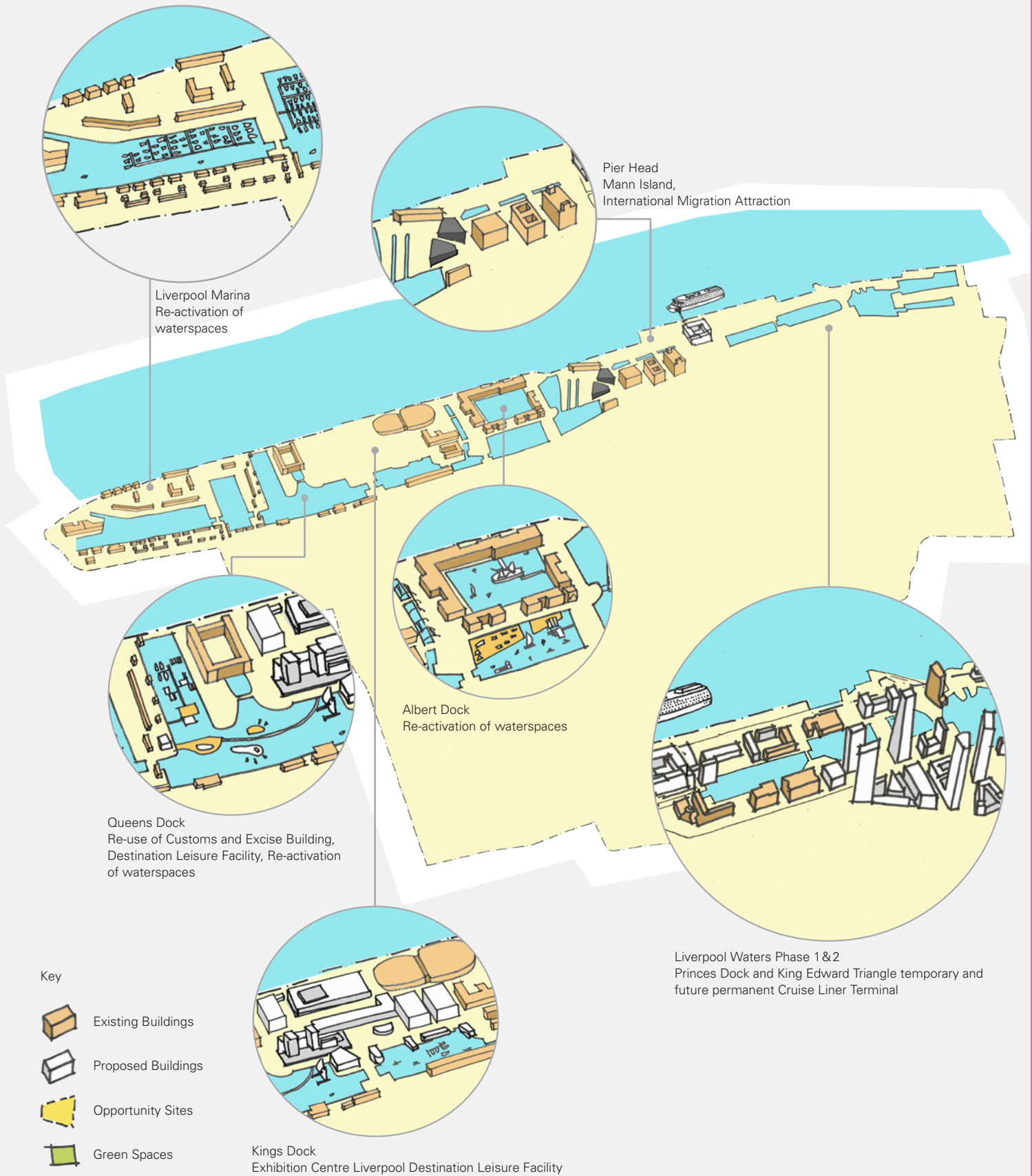
- △ Queen Mary 2, Princes Dock
- > ACC Liverpool



PROJECTS TO 'FILL THE GAPS':

- Kings Dock - Construction of the Exhibition Centre and hotel, and development of associated mixed-use, leisure-led development
- The International Migration Attraction - A project expected to be located on the Waterfront
- Destination Leisure - An opportunity to place an 'extreme sports visitor destination' or similar, on the Waterfront. This would offer unique sporting facilities, with associated retail and food and drink
- HM Revenue & Customs building redevelopment - An opportunity to redevelop this significant building situated on Queens Dock, opening up this section of the Waterfront and improving north-south connections. Redevelopment should have an active ground floor frontage to maintain a lively waterfront environment
- The Three Graces and Albert Dock - These historic listed buildings carry vacant commercial office floor space. The buildings will be assured a long term viable future and their surroundings will be animated by achieving full occupation, whether for office use as part of the city's offer of exceptional refurbished floor space in the World Heritage Site or for new uses
- Liverpool Waters - Completion of Princes Dock and realisation of King Edward districts. These areas will need to be animated as places to live, work and visit. New and enhanced pedestrian and cycle connections will be critical to the successful integration of these areas within the city's Central Business District (CBD) and the Waterfront
- Liverpool Cruise Terminal - Situated within Princes Dock, with the provision of enhanced water-based infrastructure including river taxis, and cruise related amenities.

V Fig 4. Waterfront



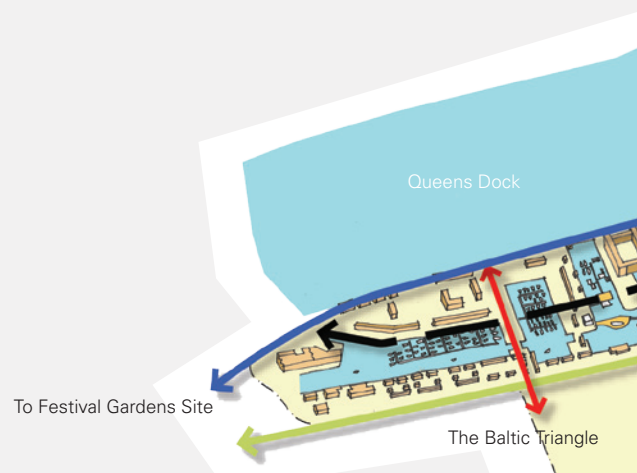
WATERFRONT

PROJECTS TO 'CONNECT':

- Link into Liverpool Waters - Liverpool Waters will provide a major expansion of the Waterfront experience over the next 40 years. A high quality connection for walking and cycling needs to be made in particular around the northern end of the Pier Head, in conjunction with the Liverpool Cruise Terminal, and north through Princes Dock to link into Stanley Dock
- Canning Dry Dock bridge - Required to complete the Pier Head Albert Dock experience
- Link between the ACC Liverpool and the Museum of Liverpool - These currently disconnected assets need a high quality connection for walking and cycling
- Cruise liner transport - Improved cruise visitor transport system around the city, in particular to major tourism destinations e.g. the Anglican Cathedral
- Enhanced signage - As the Waterfront develops further, additional signage is required particularly at the Pier Head
- Waterfront connections - Connecting the Waterfront to the City Centre in conjunction with the 'Great Streets' Major Transformational Project (see Section 05/06) and improvements to the side streets around the Three Graces.

PROJECTS TO 'ENLIVEN':

- River animation - Through activities such as water taxis and boat tours
- Lighting up the Central Axis - As part of the overall 'Lighting the City' initiative (see Section 08), this key component will draw attention to the Waterfront offer during the evening and shorter days
- Promotion of a Waterfront festival - The Mersey River Festival would enliven the Waterfront and should aim to become an annual, international standard, visitor event
- Enlivening the Waterspace - The South Docks Waterspace Strategy (2011), produced by the Canal and River Trust provides opportunities for enlivening the South Docks Waterspace including floating buildings, a promenade, promoting the marina and encouraging usage of the dock system for a variety of water vessels.



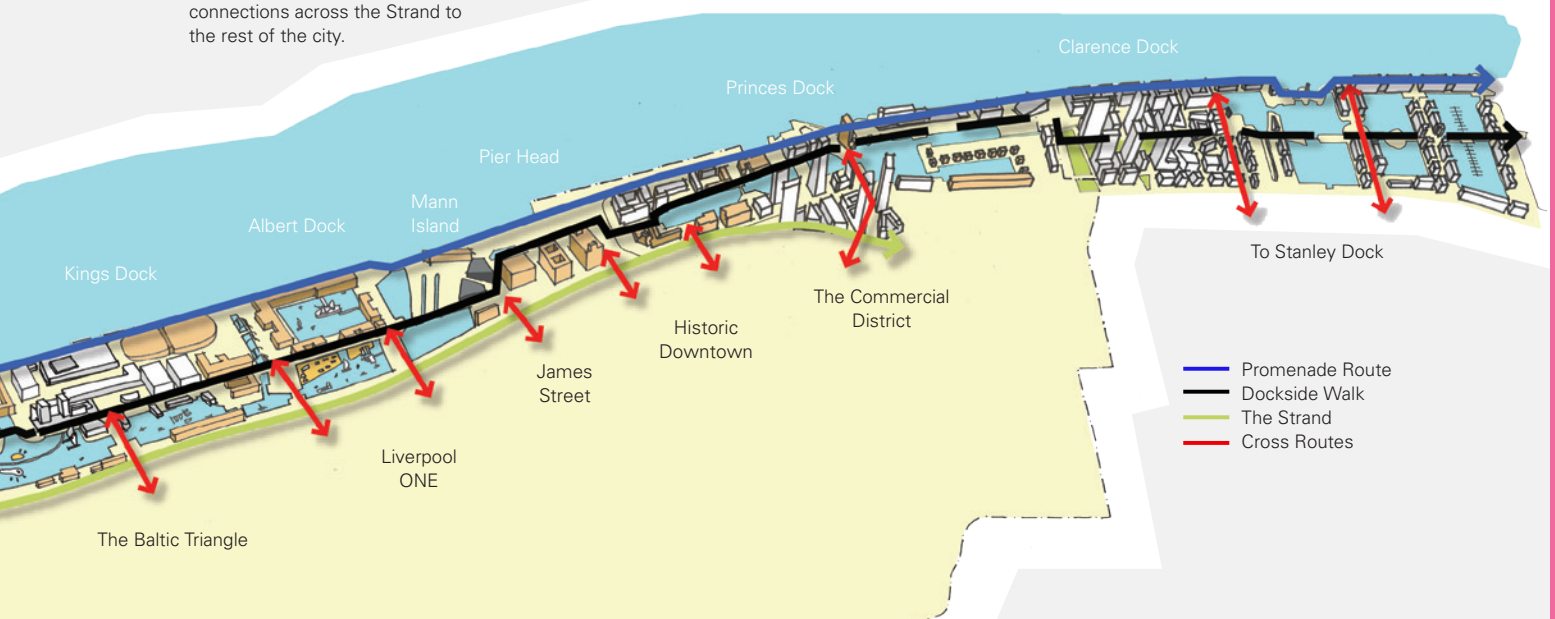


^ The Waterfront

> Kings Dock

V Fig 5. North-South Connections

Waterfront Connections
Internal pedestrian dock route and connections across the Strand to the rest of the city.



WATERFRONT - AMBITIONS

MEDIENHAFEN, DUSSELDORF

WHY?

- Waterfront locations can be used as a backdrop against which large new buildings and iconic forms of architecture can be displayed. They enable cities to experiment and create new exciting districts. This is the case in many European cities - Dusseldorf and Hamburg for example where new themed business districts are springing up in waterfront locations.
- The Waterfront also creates the opportunity to add night time and weekend uses to the mix, something that Liverpool can aspire to in the further development of the Waterfront area.

SOUTHBANK, MELBOURNE

WHY?

- The Melbourne Waterfront has been completely transformed through a comprehensive regeneration and development programme. Melbourne is a classic example of waterfront regeneration - changing the industrial face of the River Yarra and creating a new place within the city.
- The strong events/sports theme that has permeated the Melbourne plan has echoes with Liverpool and sets a world class benchmark against which to judge the onward development of the Waterfront area.



- ^ Medienhafen, Dusseldorf
- > Southbank, Melbourne

ST GEORGES

Liverpool has some of the greatest historic buildings in the world, enshrined through its inscription as a UNESCO World Heritage Site. Nowhere are they more concentrated than around St George's Hall and on William Brown Street leading up to Lime Street.

The area is the arrival point for visitors and commuters coming into Lime Street station or Queen Square bus station. The area also has a strong role to play in the city's visitor economy, with the Playhouse, Empire and Royal Court theatres and complementary leisure and evening attractions. Yet despite all these breathtaking landmark buildings, the overall composition is slightly chaotic: overly wide roads; poor legibility; and barriers to free pedestrian movement. Whilst the works to the front of Lime Street station have gone some way to improving the first impression of the City Centre, there is more to do.

St John's Gardens is a major component of the city's green infrastructure, yet it feels impenetrable and not well used or exploited. It is the setting and breathing space for some of Liverpool's finest buildings, and should therefore be utilised more effectively as a public space.

The redevelopment of Queen Square is one of the success stories of the city's transformation, but is disconnected from the retail core, by virtue of the bus facility at this location.

Queen Square should benefit from its proximity to the city's great cultural assets and the surrounding retail offer through better levels of connectivity and permeability.

The SIF proposes a truly transformational project, one which could give Liverpool its Civic Heart, its Trafalgar Square – something it sorely misses and which is often a signature space within the world's great cities.

The St Georges project will create a differentiating asset the likes of which will not have been seen elsewhere outside the capital cities of London and Edinburgh. Investment will need to 'de-engineer' the highway network, giving the streets back to the people. A masterplan will be brought forward as the appropriate route to deliver a world class project.

This is no small project or simple plan and will require the collaborative working of public and private sector partners, whilst demanding strong leadership from the Mayor. The project will result in the creation of a new heart to the City Centre, where parades, celebrations, street carnivals and trophy-raising will all take place.

To bring about the realisation of the St Georges project, the masterplan will include the following 'sub-projects':

- Extension of St George's Plateau across to the face of North Western Hall and the Empire Theatre
- Reworking of St John's Gardens, William Brown Street and St John's Lane to define key east-west routes between the retail heart and the city's great cultural buildings
- Extension of these links across Hunter Street, behind the Library, Walker Art Gallery and World Museum, to create a strong connection to Liverpool John Moores University's (LJMU) Byrom Street Campus and the communities of North Liverpool
- Complete reworking of Lime Street/ Roe Street bus movement to create a pedestrian priority space, whilst still accommodating the necessary bus movements, but co-ordinated as part of a review of movement in the City Centre (see Section 07)

- Unlocking of the Hatton Garden/Old Haymarket/Dale Street intersection, currently dominated by car parking, to further embed the area within the Great Streets (see Section 05/06)
- Redevelopment of Queen Square Travel Centre providing enhanced facilities and increased capacity
- In the medium term the removal of the flyovers to create an at-grade crossing across Hunter Street and providing an opportunity gateway development site; and
- Improved links between Leeds Street and St Anne Street (across Scotland Road) would downgrade Hunter Street, through reduced traffic flow, achieved with the construction of the St Anne Street Link to the north of the City Centre and allowing much greater access between Byrom Street and the rest of the Knowledge Quarter.

V Fig 6. St Georges



05/02

ST GEORGES

> Fig 7. St Georges

Removal of flyovers and downgrading of Hunter Street to improve pedestrian movement to neighbourhoods to the north

Pedestrian at-grade link across Hunter Street to LJMU

Removal of flyovers creates opportunity for new buildings to define gateway

Removal of flyovers creates opportunity for exterior gallery spaces / spill out spaces for museum cafés

St John's Gardens spill out onto William Brown Street. Detailed design will give consideration to disabled access arrangements

Improved pedestrian crossing environment to Dale Street



St George's Plateau extends across to the North Western Hall providing locations for events and activities

Lime Street, the principle gateway at the heart of the city reworked to improved public realm and the built environment

St John's Gardens spill out onto St John's Lane

Re-working of Queen Square Bus Station to improve the pedestrian environment whilst retaining the full functionality of the bus station

Key transitional point to Victoria Street is defined with a transitional space

ST GEORGES - AMBITIONS

CONFEDERATION SQUARE, OTTAWA

WHY?

- An example of how an innovative urban space can be created by resolving a series of complex public spaces and re-working the surrounding highways.
- The square now engages with its historic surrounds and has become a key functional public space within the heart of the city with a civic focus.

TRAFALGAR SQUARE, LONDON

WHY?

- The redevelopment of the square by Foster + Partners re-connected the public square with the National Gallery and wider cultural assets by removing traffic to the north of the square and improving pedestrian circulation.
- A broad flight of steps and new north terrace replace a cramped pavement, creating a generous pedestrian space at the foot of the gallery.
- No longer an isolated public space surrounded by traffic, but a truly grand urban space and a significant events space in London.

▲ Confederation Square, Ottawa

> Trafalgar Square, London



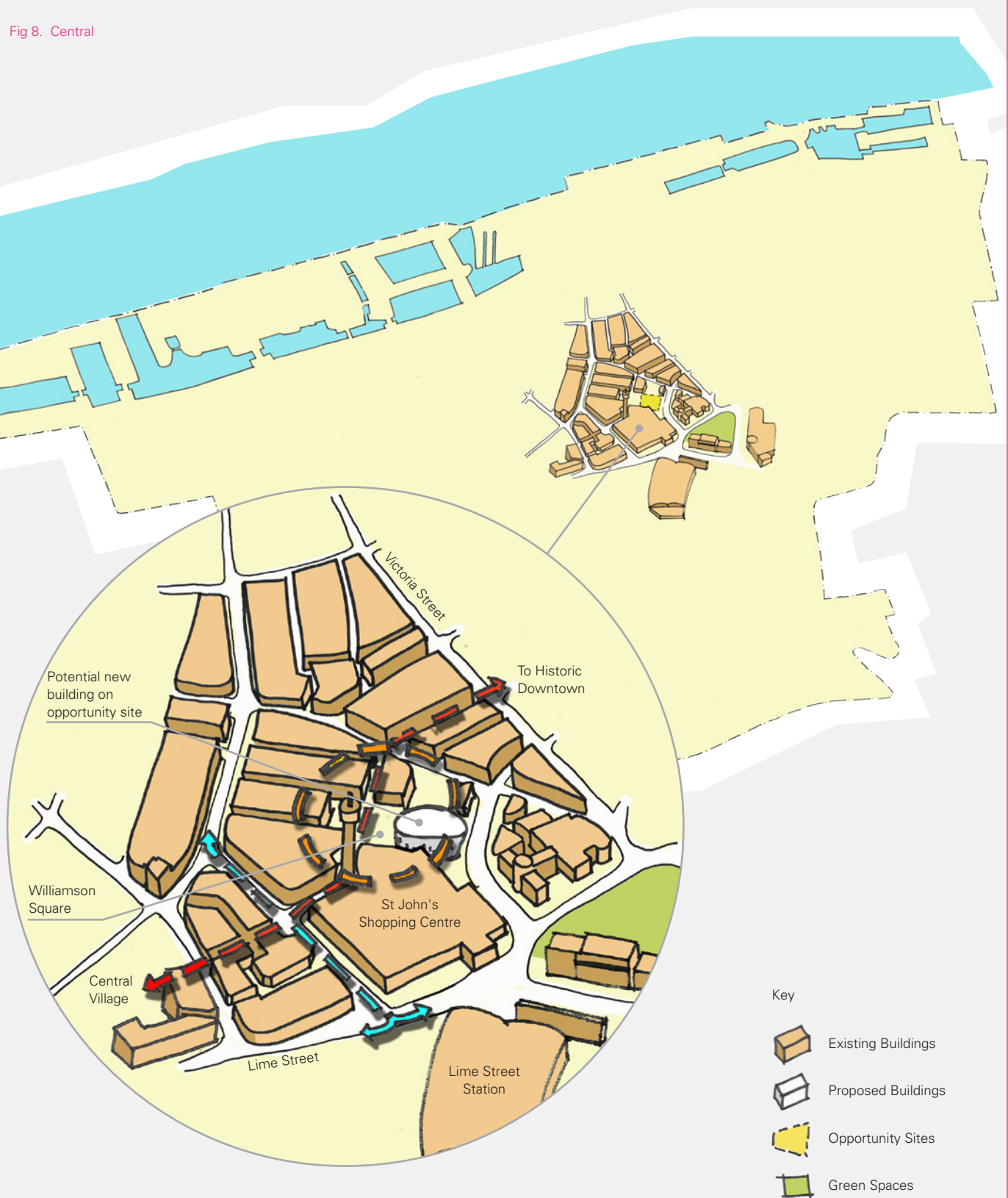
Liverpool's Main Retail Area (MRA) continues to perform as an engine of accelerated City Centre growth. The MRA is a magnet for local expenditure and a significant part of the wider tourism and visitor offer. The diversity, value, ambience and overall quality of the MRA has increased the scale of activity, productivity, catchment and expenditure which are central to Liverpool's aspirations to become a City Centre of global importance.

With Liverpool ONE now complete and trading very successfully, and with notable new retailers such as Harvey Nichols and Forever 21, the next part of the MRA revitalisation strategy needs to focus on the area between Liverpool ONE and Lime Street Station. This major gateway to the City Core is predominantly occupied by retail/leisure space, some of which works very well, other parts less well. There is a need to deliver a more consistent offer able to complement the investment in Liverpool ONE.

The Central project will create strong linkages between Lime Street and Church Street and east-west between Bold Street and Victoria Street. The project will 'tie in' key assets including the Cavern Quarter, Metquarter, St John's Shopping Centre, Clayton Square and Bold Street into a more coherent offer that will focus on independent retail, higher quality outlets and buildings. The emergence of the Central Village project, now encompassing the former Lewis' building provides a perfect counterbalance to the Metquarter anchoring the other end of the east-west journey.

Some of the success of the initiative will therefore rely upon branding and sign posting the quarter in its entirety. In so doing, development of the quarter should seek to further differentiate Liverpool from its national competitors, for instance building upon the city's existing historic and cultural associations. The City Central Business Improvement District provides an effective delivery vehicle for the management and promotion of the quarter.

V Fig 8. Central



Williamson Square should be promoted as an orientation point with associated retail opportunities. This much under-utilised space sits at the heart of a vibrant and busy part of the city, with the Playhouse, one of the city's cultural assets, defining the key edge. Change and rebranding will take place through incremental rather than wholesale redevelopment and can in turn provide something different and exciting to the north of the City Centre core. Refurbishment of the Playhouse will further enhance this part of the City Centre.

Delivery of the Central Project will also enable the SIF to achieve other core strategic aims - greater integration of cultural assets such as St George's Hall, the Walker Art Gallery and Empire Theatre into the Retail Area and a much improved walking route along the Great City Street (See Section 05/06) between Lime Street and Dale Street.

The focus for the next decade will be around qualitative improvements to the retail offer by redeveloping/refurbishing existing retail floor space to replace outdated retail properties, without increasing the overall amount of retail floor space in the City Centre. Independent retailing will be particularly promoted.

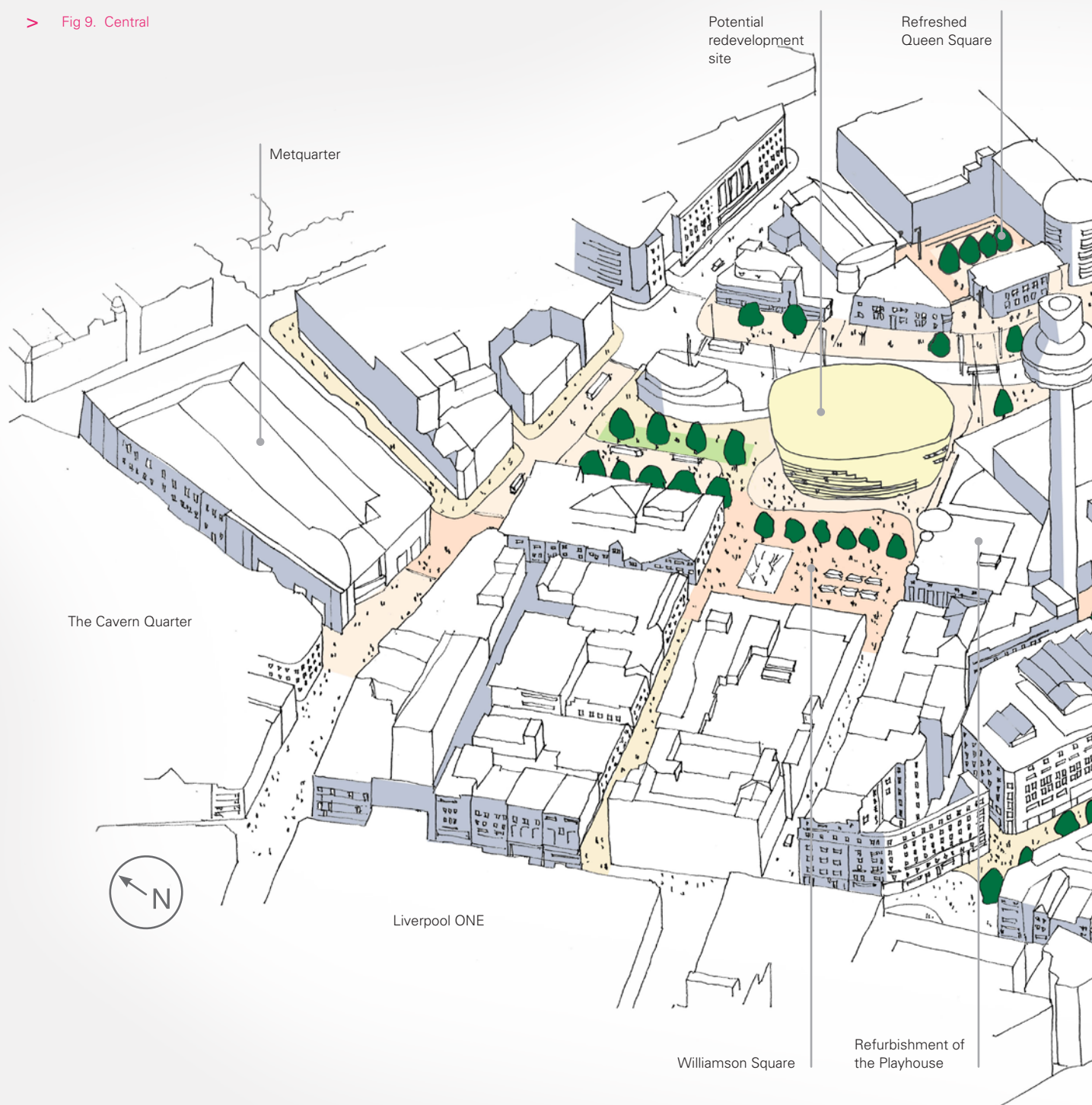
The next phase of development and strategic intervention will be in accordance with the priorities identified within the Liverpool Main Retail Area (MRA) Strategy (2011), those being:

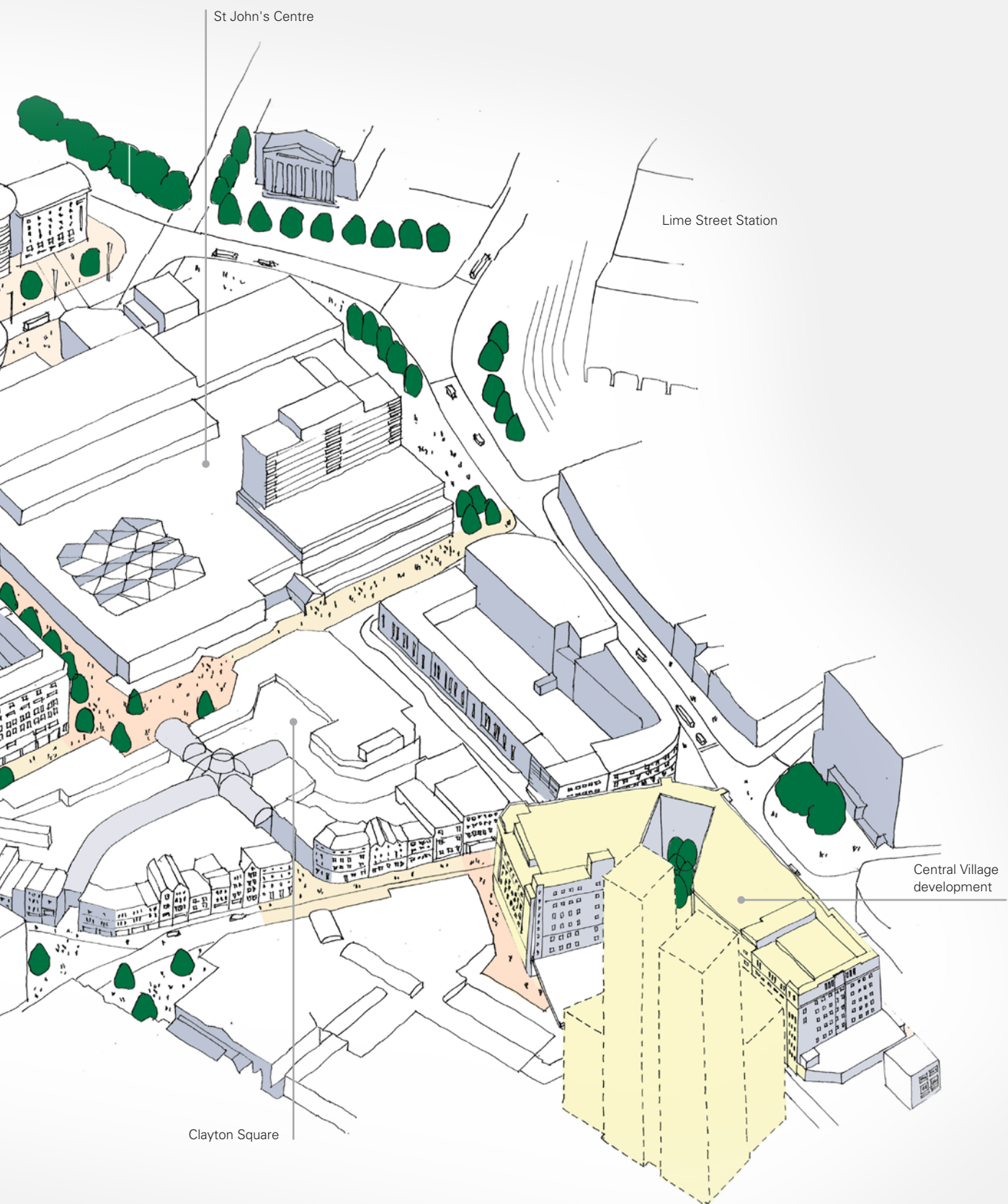
- Prioritise investment in the northern and eastern parts of the MRA to ensure that the overall quality of the MRA is of an international standard
- Transform arrival points, pedestrian access and movement from key city gateways into and around the MRA
- Improve the quality, management, regulation and location of the overall City Centre market offer as an important part of the City Centre retail choice
- Strengthen the quality, offer and utilisation of the public spaces for events to improve Liverpool City Centre as a visitor destination, building on its heritage in music, culture, maritime and sport
- Develop a coherent and consistent approach to City Centre management, maintenance, branding and promotion
- Plan major interventions around Williamson Square and Whitechapel to shape the next phase of the core City Centre development programme to meet demands for modern retail accommodation and strengthen links to the cultural quarter
- Improvement of the St John's Shopping Centre, and public realm around it, to enhance the visitor retail experience.



- ^ Central Village Proposal
- > Market Stall Outside Clayton Square
- >> Williamson Square

> Fig 9. Central





CENTRAL - AMBITIONS

MARYLEBONE HIGH STREET, LONDON

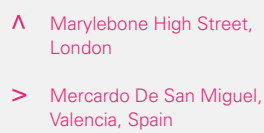
WHY?

- The Central Major Transformational Project will seek to deliver a fine grained 'change' to the retail and leisure offering to the north and east of Liverpool ONE. As such it will echo similar places in other great UK cities such as Marylebone High Street to the north of Oxford Street in London, an area which has transformed from a poorly performing shopping street with high vacancy rates and low rents to a niche shopping destination.
- The importance of strong anchor tenants as a catalyst for regeneration is evident in the case of Marylebone, as is the need to define a place to complement adjacent retail areas, rather than to compete.

MERCARDO DE SAN MIGUEL, VALENCIA, SPAIN

WHY?

- The newly revamped food and drink market hall in Valencia provides a wonderful precedent for quality retail, demonstrating an achievable ambition for Liverpool as part of the Major Transformational Project. An outdoor and indoor food and drink market space provides a lively and exciting arena for shopping and events, enjoyed by all the city's residents and visitors.



KNOWLEDGE QUARTER

The Liverpool Knowledge Quarter is not just a 'place badge' it is an area of higher education, science and medical expertise, knowledge and wealth creating potential, within the City Centre.

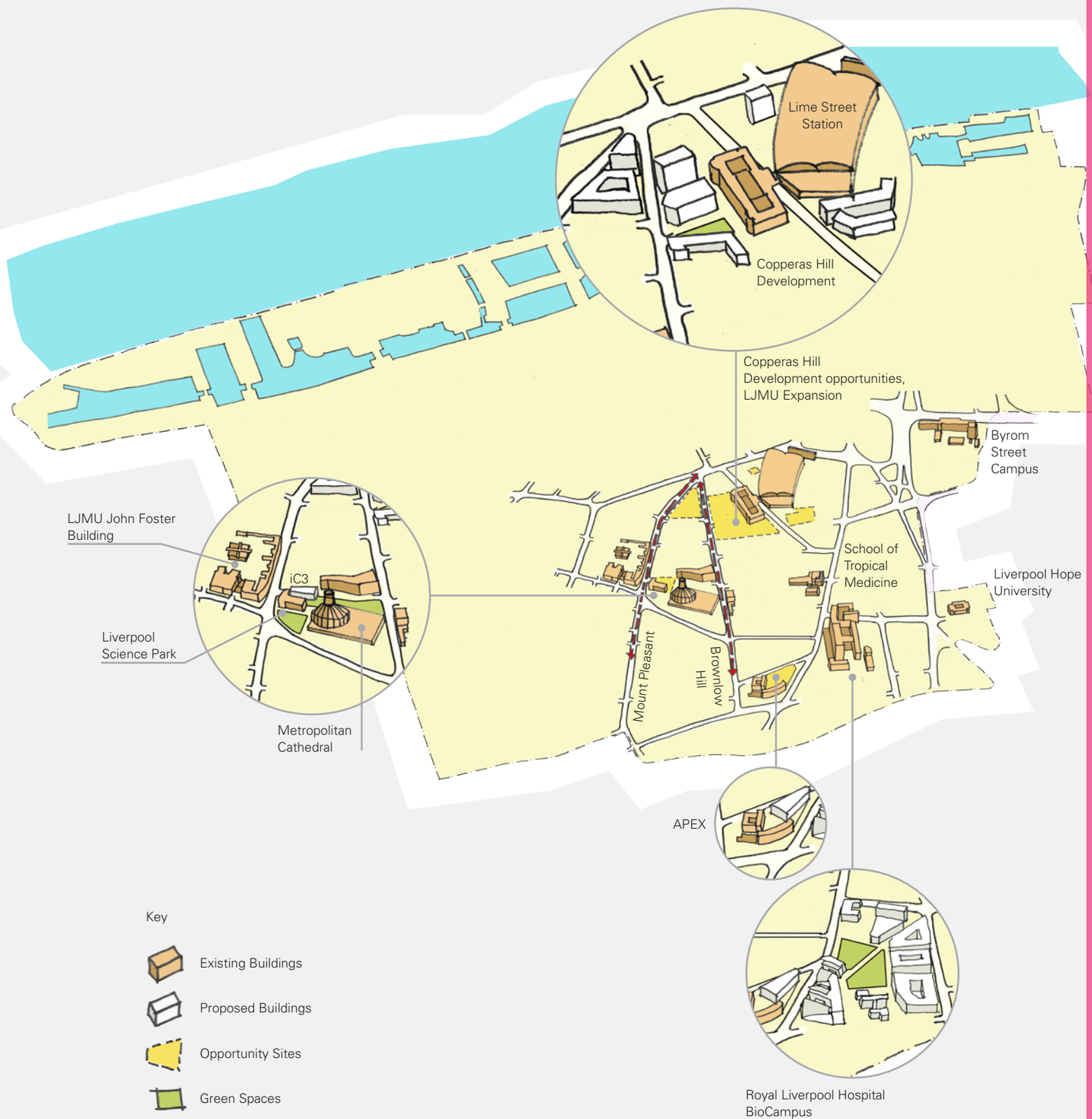
It is home to an unrivalled concentration of knowledge economy assets including:

- University of Liverpool
- Liverpool John Moores University (LJMU)
- Royal Liverpool University Teaching Hospital
- Liverpool School of Tropical Medicine
- Liverpool Science Park
- Merseybio
- Liverpool Hope University
- Liverpool Community College
- Liverpool Institute for Performing Arts
- Liverpool Women's NHS Foundation Trust.

Together the Knowledge Quarter institutions generate well over £1 billion for Liverpool each year, more than 15% of Liverpool's total GVA. They support 14,000 full-time jobs, around 7% of the Liverpool total.

These knowledge assets are supported by an increasingly high quality cultural and leisure offer, which is focused on the attractive and distinctive environment of Hope Street - to be further promoted through the Great Streets programme (see Section 05/06).

V Fig 10. Knowledge Quarter



KNOWLEDGE QUARTER

The Knowledge Quarter has been designated a Mayoral Development Zone.

The following Knowledge Quarter investment priorities, drawn from the Liverpool Knowledge Quarter Strategic Investment Framework (2011), have been identified to increase the economic potential of this key area of the City Centre and to attract and retain research companies and high growth businesses:

- Development of Copperas Hill including Liverpool John Moores University's plans for the former sorting office as a key City Centre gateway location for the Knowledge Quarter. This will be a short-term priority, together with the development of the surrounding area, in accordance with a comprehensive masterplan, which will incorporate a mix of knowledge-related complementary uses
- Investment to address the shortage of City Centre student residential accommodation and provide additional space outside term time for conference goers
- Integration of the Creative Campus at Hope University with the rest of the City Centre
- Development of commercial laboratory space, through delivery of the BioCampus
- Reprovision of Royal Liverpool University Teaching Hospital - at £451m is one of the largest hospital projects in the country
- Expansion of existing facilities for the Liverpool School of Tropical Medicine
- Redevelopment of the Liverpool John Moores University John Foster Building for a variety of uses to support the knowledge economy
- Redevelopment of the Pembroke Place area of the Islington Quarter to support and enhance the hospital and Liverpool School of Tropical Medicine plans
- Expansion of Liverpool Science Park through the provision of a third innovation centre.



- ^ Victoria Gallery & Museum
- > APEX Building Proposals
- >> Bio Innovation Centre Proposals



KNOWLEDGE QUARTER

These investment priorities will be supplemented by enabling infrastructure to improve the quality of the environment, safer and more legible connections and improved energy planning to ensure that Liverpool remains a highly competitive location, both for the attraction and retention of students and also for attracting and retaining research and high growth businesses:

- Investment in Brownlow Hill and Mount Pleasant to improve the appearance of the buildings and public realm between the City Centre and the Knowledge Quarter for the pedestrian and cyclist (short to medium term) with a Knowledge Quarter Gateway adjacent to The Adelphi Hotel. This ties into the Great Streets programme (section 05/06) and will include prioritisation of pedestrians and cyclists over vehicles to improve the quality of the urban realm and create a safe and attractive campus environment
- Improvement to the quality and safety of the pedestrian link between St John's Gardens and LJMU's Byrom Street Campus (linked to St Georges project 05/02)
- Public realm investment and provision of green infrastructure throughout the Knowledge Quarter to create memorable journeys and spaces in accordance with the Liverpool Knowledge Quarter Green Infrastructure Plan 2010. This will develop physical linkages between key assets and neighbouring communities
- Provision of a green circular bus to connect the Knowledge Quarter's key areas with the City Centre, including the Commercial District
- The development of a café culture in the heart of the Knowledge Quarter, to encourage people to mix and exchange ideas in an informal setting
- Exploitation of the area's architectural and historic heritage and its arts and cultural communities activities
- The development of the adjacent Islington area to provide a mix of uses supportive of the Knowledge Quarter including hotels, student accommodation, neighbourhood shops and cafés.



- ^ Liverpool School of Tropical Medicine
- > The Foundation Building
- >> Central Teaching Laboratory Project



KNOWLEDGE QUARTER - AMBITIONS

NEW YORK CITY SCIENCE UNIVERSITY, NEW YORK

WHY?

- High quality and ambition of architecture and masterplan for the area.
- The campus is expected to create 20,000 construction jobs, 8,000 permanent jobs and spin off some 30 companies in the first 30 years. In the same period it is expected to generate \$23 billion dollars economic activity and \$1.4 billion dollars in tax revenues.
- One of the most imaginative and successful urban economic development strategies of recent times, demonstrating a new form of inward investment. This is particularly in keeping with the Government's announcement in January 2012 of plans to create a new class of privately funded universities, focusing on science, technology and postgraduate training. This will build the UK's research base solely through private sector and international investment, rather than through the traditional model of public sector investment.

CENTRE FOR LIFE SCIENCES, BOSTON

WHY?

- Demonstrates how the commercialisation of the Life Sciences works best when located adjacent to a wealth of knowledge and research based assets. Recognising and marketing the unique competitive advantages within the Life Science sector in conjunction with these assets will be key to the success of Liverpool's BioCampus.
- Situated in the heart of Boston's Longwood Medical Area, The Centre for Life Sciences is surrounded by world-class life science research institutions, hospitals and life science companies, including Harvard Medical School, Brigham and Women's Hospital, Dana-Farber Cancer Institute, and Merck Research Laboratories Boston.



- ^ New York Science University,
New York
- > Centre For Life Sciences,
Boston



COMMERCIAL DISTRICT

The Liverpool Commercial District has changed shape over the last decade. The plan set out in the 2001 SRF to move and expand the Commercial District around Old Hall Street has largely been realised.

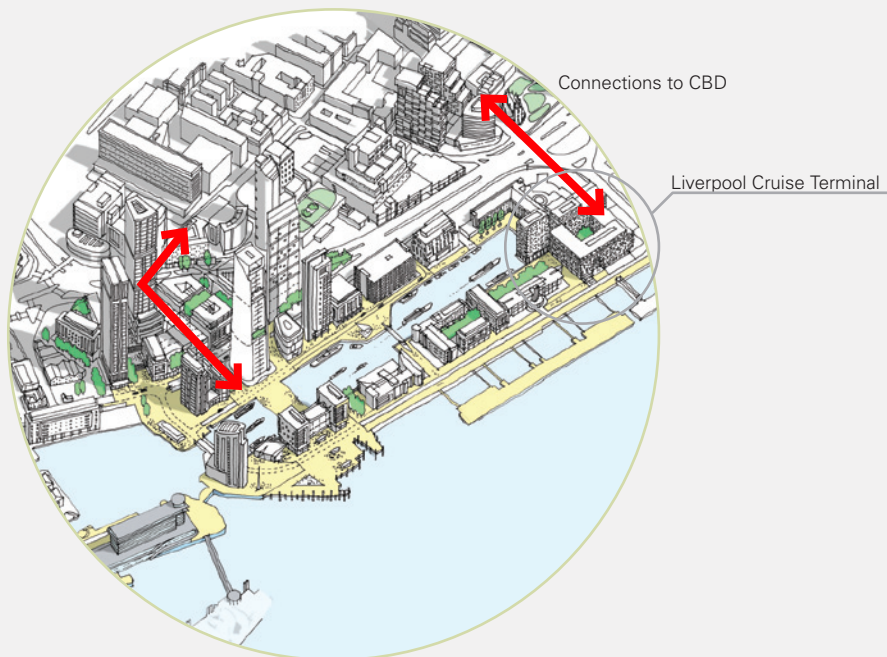
New buildings and squares have been constructed around St Paul's Square as part of the English Cities Fund project, together with new offices and a hotel at the northern end of Old Hall Street. This has been complemented by major refurbishments including The Capital, The Plaza and Exchange Buildings. In overall terms around 1m sq.ft of new commercial space has been created and occupied over the last decade and 1.5m sq.ft of existing space has been refurbished.

However, there is still much to do. In comparative terms, Liverpool's Commercial District is modest in scale when judged against the competition and the wider international city peer group.

There is limited supply of new Grade-A commercial space and therefore a critical part of the SIF will relate to further development of the Commercial District. The Commercial District, over the next decade, will expand both east towards Pall Mall and west towards the Waterfront into Princes Dock, the first phases of Liverpool Waters.

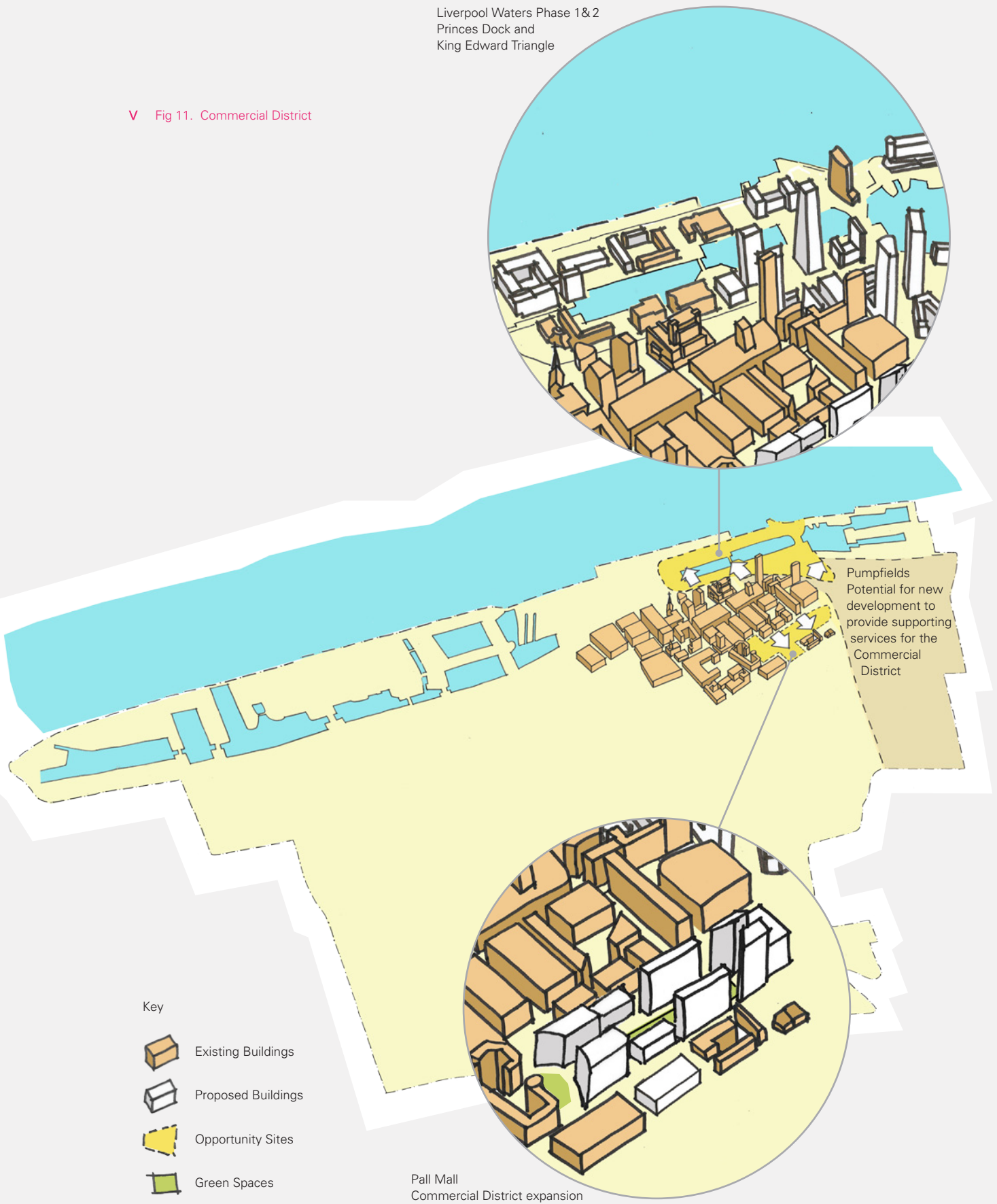
Over the longer term there is the opportunity to extend the Commercial District north into the planned later phases of Liverpool Waters, provided there is sufficient connecting infrastructure.

Liverpool Waters Phase 1&2
Princes Dock and King Edward Triangle



Liverpool Waters Phase 1&2
Princes Dock and
King Edward Triangle

V Fig 11. Commercial District



COMMERCIAL DISTRICT

The SIF will focus, in terms of commercial office space, on the areas directly adjacent to the City Centre, also recognising the important role that existing stock such as the Cunard Building, Port of Liverpool Building and the Royal Liver Building play in supplying the needs of office occupiers.

Princes Dock / King Edward Street lies within the approved Mersey Waters Enterprise Zone whilst the rest of the Commercial District will benefit from the planned designation of Enterprise Zone status. Both will act as a significant investment stimulus. Comprehensive energy and heat plans and energy efficient retrofit will be at the heart of creating an economically resilient and attractive district.

Both Pall Mall and Princes Dock / King Edward Street have the capacity to deliver what occupiers need - larger floor plates, high levels of environmental sustainability and access by public transport. The growth of the city's strong Financial and Professional Services sector will be closely linked to provision of the best facilities.

To support Commercial District expansion, the SIF proposes further investment in the public realm, walking and cycling linkages and the public transport network. This is critical in linking the Waterfront - Princes Dock, King Edward Street, the existing historic buildings around Water Street, and Pall Mall, into the core area.

Looking beyond the current geography of the City Centre, and beyond the life of the SIF, a key to the wider success of Liverpool Waters will be the implementation and delivery of a number of the Major Transformational Projects, Strategic Initiatives and Infrastructure projects. In particular, the Waterfront (see Section 05/01), the Strand (see Section 05/06) and the Waterfront Distinctive Neighbourhood project (see Section 06). These projects will serve not just to stitch Liverpool Waters into Liverpool's commercial and physical fabric, but also position it as a major catalyst to the long-term regeneration of North Liverpool and the City Region.

Moorfields Station is a very important arrival point into the City Centre for both shoppers and Commercial District employees. There is a strategic requirement to improve and capitalise on the 'arrival experience' from Moorfields Station through the encouragement of neighbourhood retail and leisure opportunities. This in turn will influence property owners to improve their sites and buildings and encourage investment. As part of this, the route of the retail visitor from Moorfields Station to Stanley Street and beyond to Williamson Square via the Metquarter should be promoted and improved. There is a key interface between this aspect of the Water Street / Dale Street project and the Great Streets programme (see Section 05/06).

Clearly, the Commercial District expansion will impact on the 'old' city core, principally the historic city blocks that sit either side of Dale Street / Water Street. To ensure that the city is able to achieve an effective transformation which does not damage the old core, the SIF has set out clear initiatives. These are articulated through the Great Streets programme (see section 05/06) and through the initiative to create the Historic Downtown Distinctive Neighbourhood (see Section 06).



△ Princes Dock Proposals

> Commercial District
The Plaza

>> Commercial District
St Paul's Square



COMMERCIAL DISTRICT - AMBITIONS

HAFENCITY, HAMBURG

WHY?

- HafenCity is an ambitious regeneration of a major European port, a 25 year plan focusing on tall buildings along the waterfront and integration with the existing historic cityscape.
- Based around 157ha of former dock areas abandoned for deeper ports following the adoption of containerisation, the project will expand Hamburg's City Centre by 40% once new homes, workplaces, retail, leisure and public realm are completed.
- This project demonstrates the scale of what can be achieved in a waterfront location with commitment to a long term strategy. Liverpool Waters, like HafenCity, will create an extension to the existing city core with strategically aligned infrastructure ensuring that connectivity is enhanced.

LAKESHORE EAST, CHICAGO

WHY?

- Lakeshore East, Chicago has an appropriate neighbourhood scale, mix of uses and waterside public realm which are analogous to the Liverpool waters development.
- Millennium Park at its centre is an approx 10ha public park in the Loop community area of Chicago. It was developed between 1997–2004 at the NW corner of Grant Park. The space is activated by nearby tall buildings.
- To the northeast of the park, Lakeshore East is an approx \$4 billion redevelopment of land previously used by the Illinois Central Railroad yards.
- The Loop has been dominated by high rise architecture since early in its history and the development (due to complete in 2013) includes several of the tallest buildings in Chicago.

^ HafenCity, Hamburg

> Lakeshore East, Chicago



GREAT STREETS

'Liverpool's Great Streets' captures a transformational and distinctive programme of investment focusing on three important strategic corridors through the City Centre.

They will link together the other Major Transformational Projects across the city, whilst creating significant opportunity in their own right. The 'Great Streets' is therefore much more than a public realm or infrastructure proposition - it is the bringing together of the city's greatest built and infrastructure assets to propel Liverpool forward as a world class city.

Every great world city has at least one 'Great Street' – Paris has the Champs-Élysées, Barcelona has 'Las Ramblas'. Liverpool, primarily due to its mercantile past, has the potential to produce three truly 'Great Streets' which will be admired by visitors, enjoyed by residents and will act as an incentive to new business.

The three streets (or continuums of streets) are each given an identity of their own, inspired by their existing function and form - what links them is the complementary activities that will enliven them and the realisation of their ambition. Focused investment into these three 'Great Streets' will:

- Enliven the streets with increased footfall and activity
- Stimulate the renovation, repurposing and reuse of some truly inspiring buildings

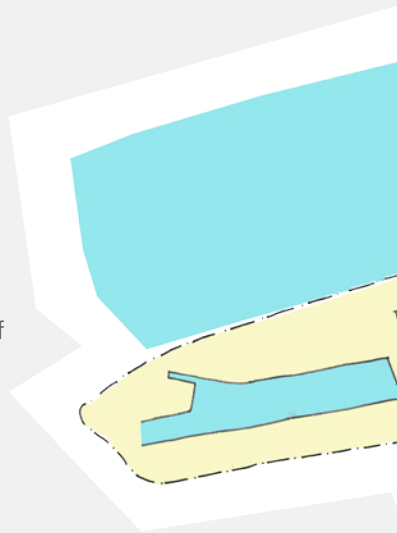
- Produce a more 'civilised' streetscape where walking and cycling takes precedence over vehicle movement
- Encourage the development of under-utilised spaces and buildings through the creation of commercial value; and
- Ultimately produce three 'world class' streets, which differentiate Liverpool from its competitors on an international level.

The programme will focus investment on:

- Improving the visitor experience and that of those living and working in the city
- Upgrading the public realm in terms of place-branding, way-finding, legibility and the quality of the public spaces
- Expand the city's Green Infrastructure network, through the continued use of street trees, alongside the introduction of green facades, green roofs and 'productive landscapes'. In turn mitigating the 'Heat Sink' effect and resulting in an improvement in air quality where new investment and habitation will be most encouraged
- Promoting social inclusion through the use of inclusive design principles to serve the widest range of people; and
- Linking key destinations and Major Projects across the city.

The 'Great Streets' are:

1. The Strand Corridor
2. Water Street, Dale Street and Lime Street
3. Hope Street Corridor



V Fig 12. Great Streets



GREAT STREETS - THE STRAND

The Strand (comprising King Edward Street, Strand Street, Wapping and Chaloner Street) is arguably the most important street in the city of Liverpool - THE Great Street. Along its length, it binds both the modern and historic city to its iconic Waterfront, taking in views of the Three Graces, the Albert Dock, Chavasse Park, Museum of Liverpool, Liverpool ONE and ACC Liverpool.

Added to these, the delivery of the last phase of Liverpool Waters, the addition of the cruise berth and new opportunities for leisure and retail facilities, will increase the importance of pedestrian movement between the Waterfront and the city. The Waterfront is part of the City Centre, not an adjunct to it and these links are critical to the economic and cultural success of the city.

The Strand carries high levels of vehicle movement and the scarcity of good quality, convenient crossing points for people on foot means that it currently separates rather than connects the city to its waterfront.

The Great Streets programme aims to restore this connection. The aim is to link the Waterfront back to the city at strategic points along its length via generous, ground level public spaces which span the Strand.

Like the river bridges of other major cities these interventions will act not merely as crossing points but also as points of orientation, viewing points and meeting places: valuable additions to the city's infrastructure.

Pedestrian 'bridges' will become landmark features in the public realm, allowing people to orientate themselves within their surroundings. These at-grade 'bridges' will manifest as major additions to the city's infrastructure and become key locations for meeting and investment. They will be green where possible, major landscape statements along the corridor, though carefully planned to ensure traffic volume and flows are not compromised.

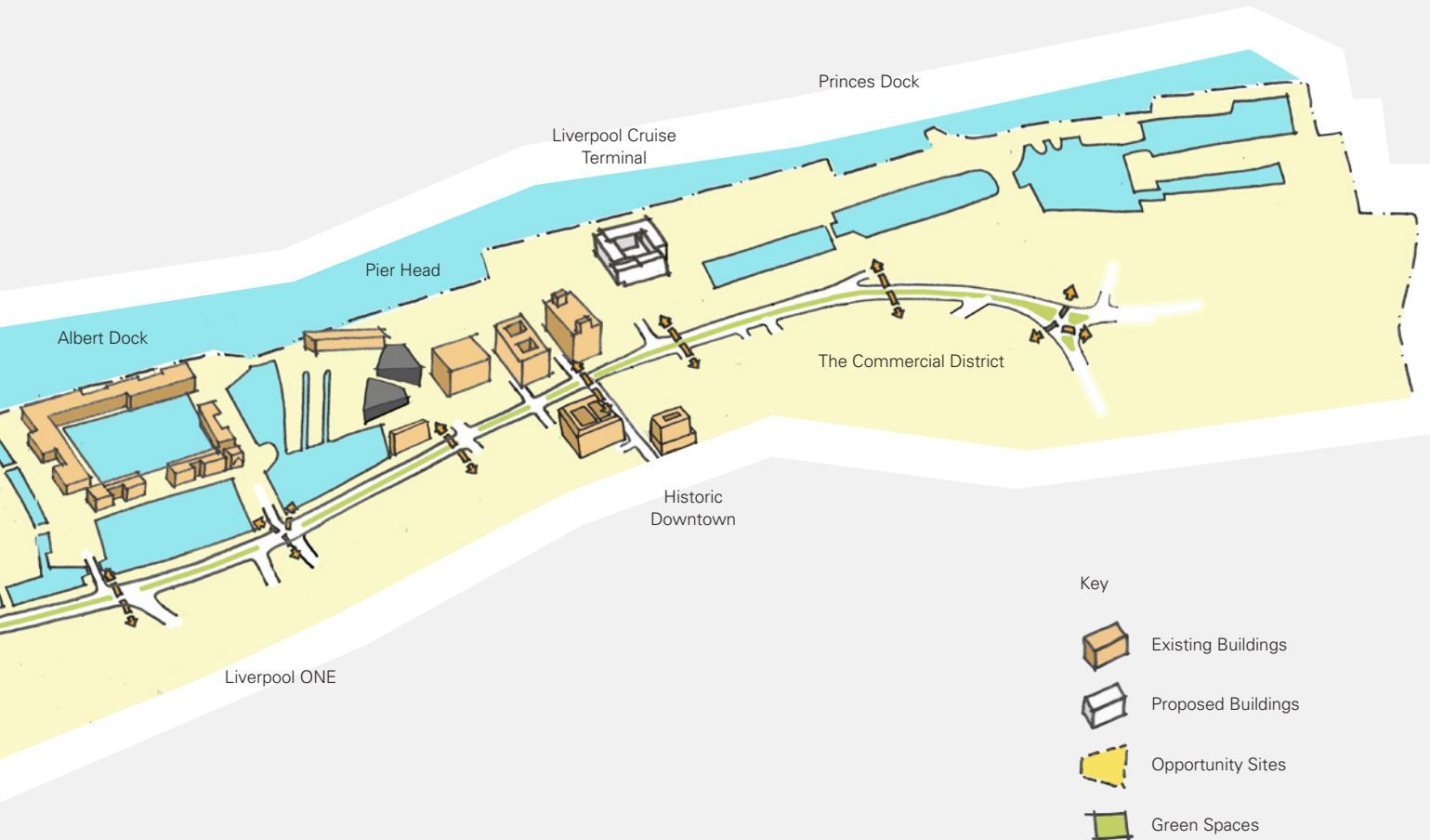
The crossings will prioritise pedestrian movement, slowing traffic speeds and improving the pedestrian journey into, and across the city.



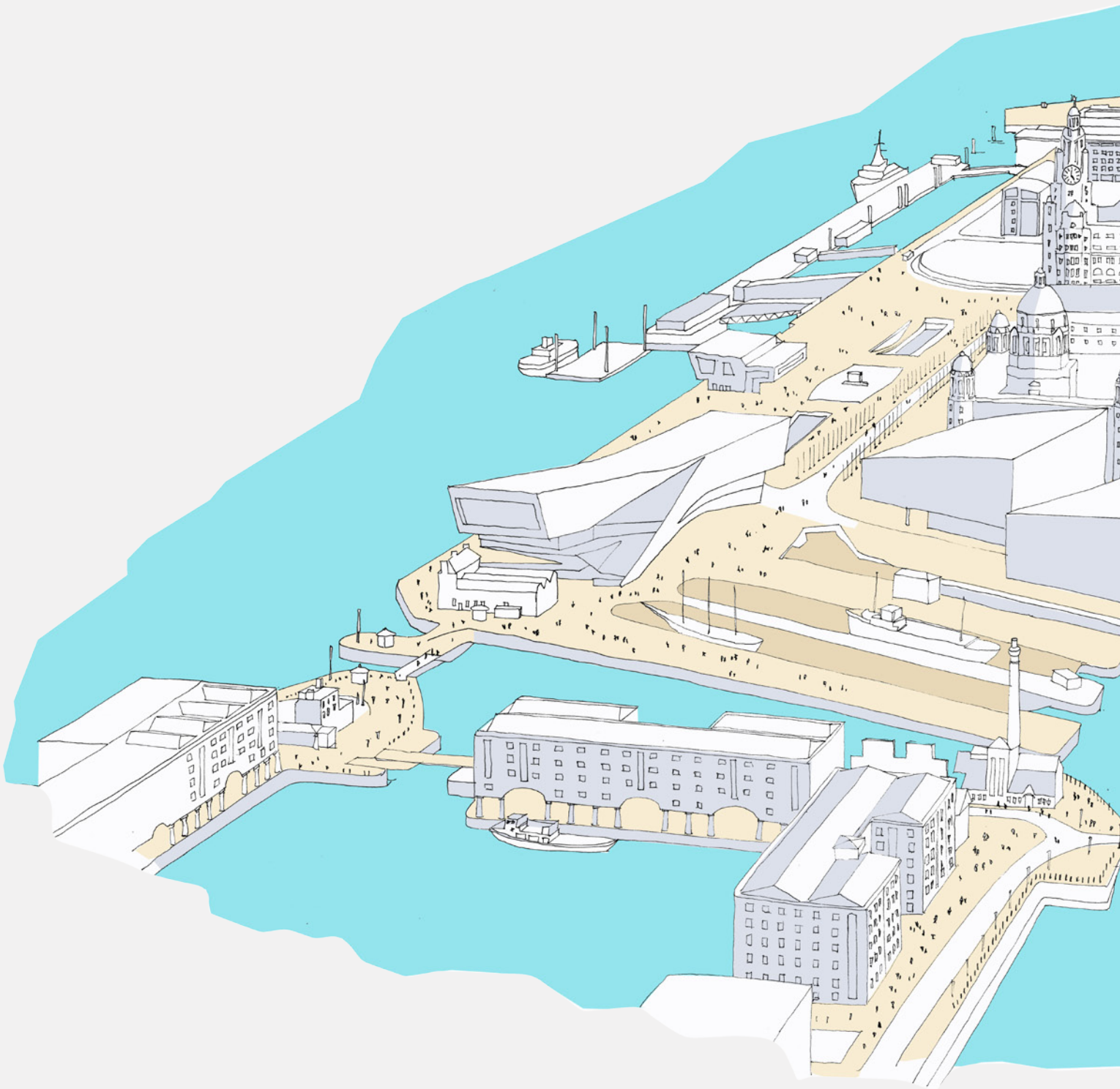


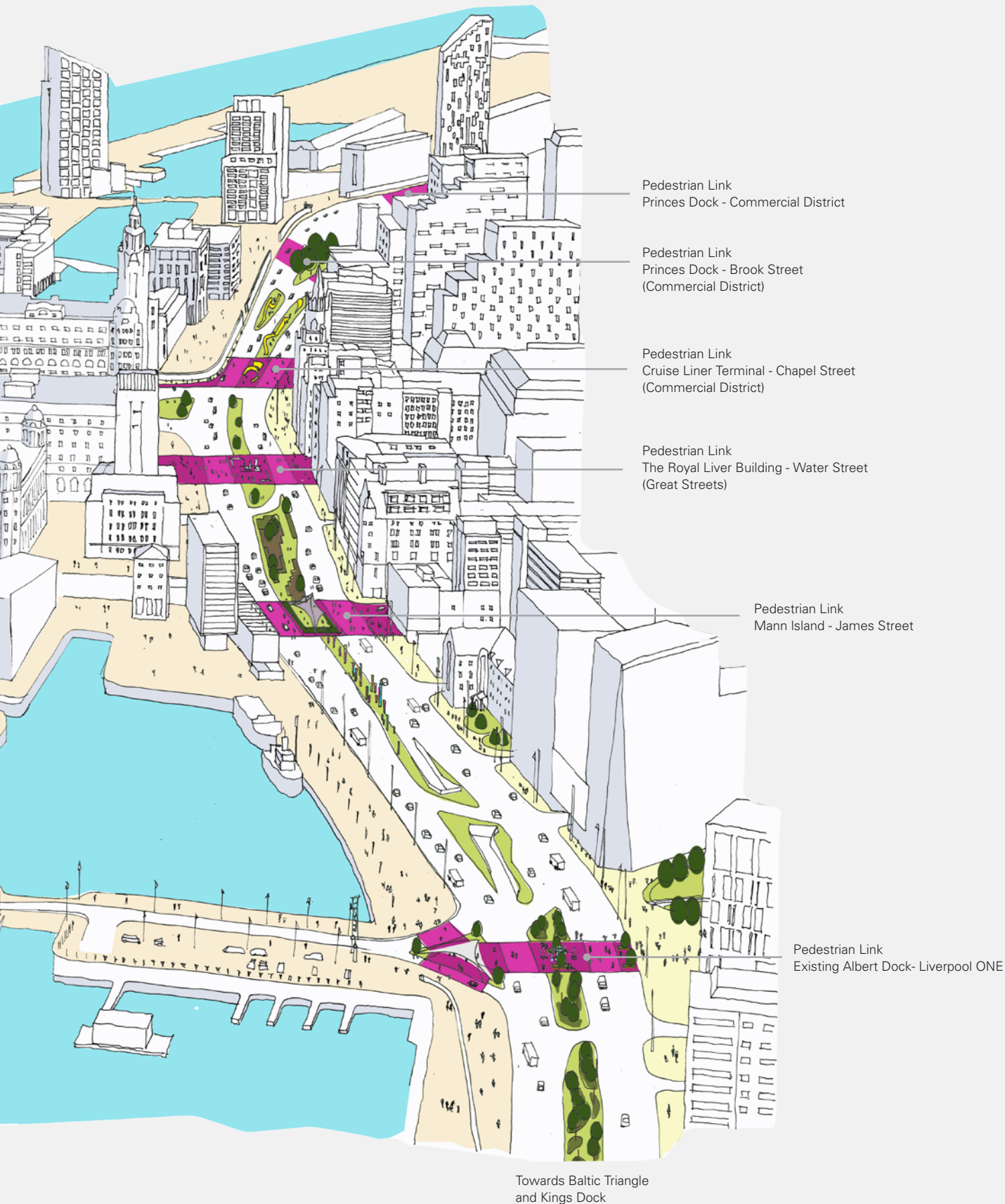
^ Visualisation of the pedestrian at-grade 'bridge' across Strand Street at the Albert Dock / Liverpool ONE interface

v Fig 13. Great Streets - The Strand



V Fig 14. Great Streets - The Strand





GREAT STREETS - WATER STREET / DALE STREET / LIME STREET

WATER STREET/ DALE STREET

Water Street / Dale Street define the historic urban fabric of the City Centre and the World Heritage Site. At its 'fulcrum' with Lime Street, the opportunity exists to create one of Europe's greatest city squares - the St Georges project between St John's Gardens, the Galleries and Library, and the front of St George's Hall on to Lime Street (See Section 05/02).

Water Street / Dale Street is a linear link between the key visitor and cultural destinations of the Waterfront and Pier Head and St George's Quarter. Water Street has its source at the intersection with The Strand close to Liverpool Cruise Terminal. Water Street / Dale Street has a number of landmark historic buildings along its length, some of which are vacant or partially vacant due to the migration of businesses north to the new commercial centre. Pepper-potted amongst these are some poor and insensitive modern insertions, some of which require radical overhaul or removal. The character and design of this street is currently dominated by the demands of vehicle movement. This street, like all of the Great Streets should be an exemplar of sustainable City Centre travel. That is to say that it should be designed with a focus on walking and cycling and with adequate provision for bus movement as its central aims. The accommodation of other vehicles should be subservient to these aims.

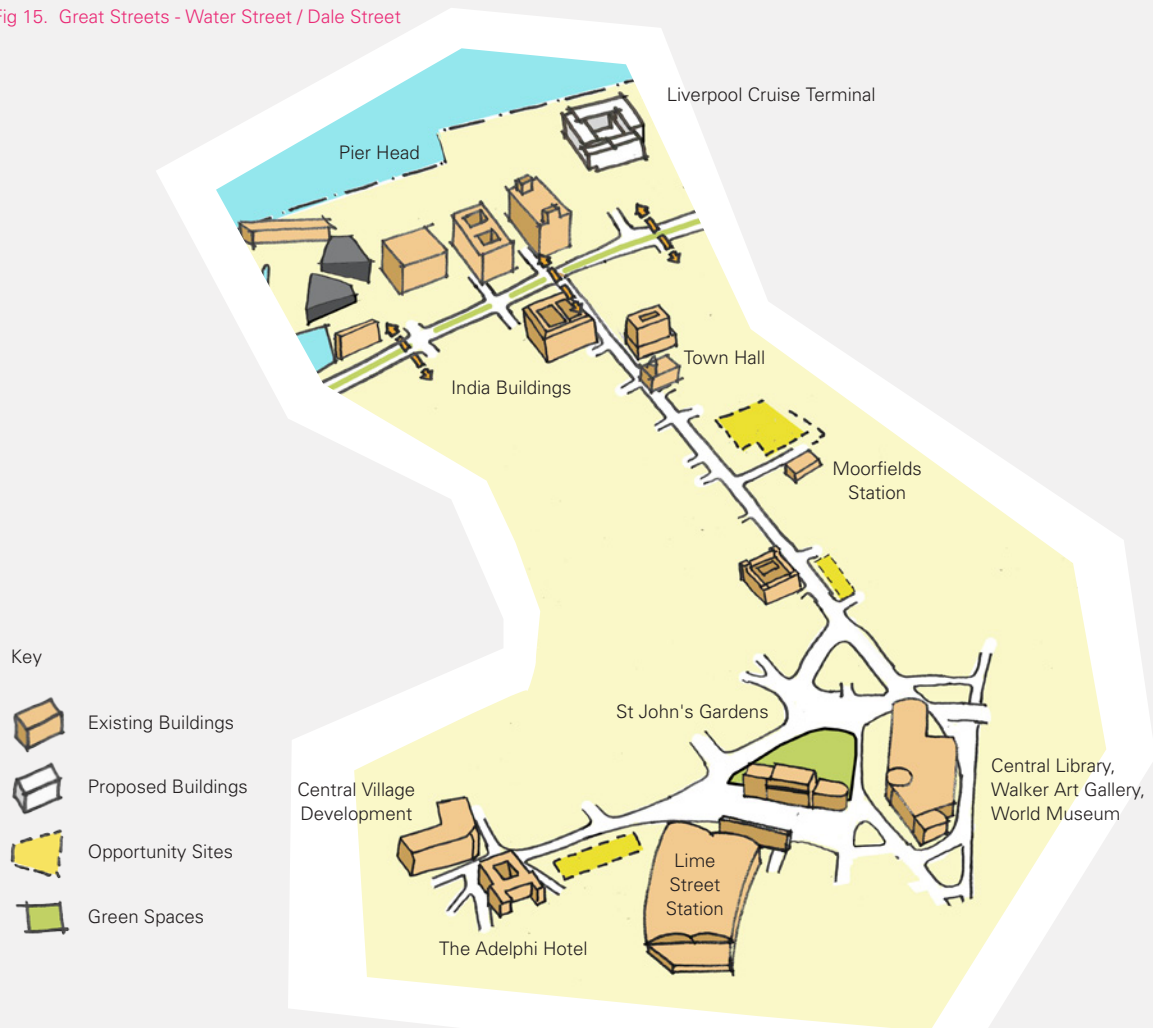
The Great Streets programme aims to bring life back to Water Street / Dale Street, restoring them to prominence as one half of 'The Great City Street' of Liverpool by:

- Focusing on the repopulation of the Historic Downtown neighbourhood along the Dale Street corridor and reactivating the street with a wide mix of uses, including residential. The creation of a true downtown neighbourhood will be encouraged through the attraction of complementary uses, such as neighbourhood retail facilities, boutique hotels, bars and restaurants
- Improvements to pedestrian and cycle movement along Water Street / Dale Street, to provide a continuous safe and legible route from the Waterfront to Lime Street Station. The street is currently dominated by buses and little else, with the streetscape quality inconsistent. With Princes Dock becoming a point of embarkation and disembarkation for the world's cruise liners, this will present significant opportunities to invest in the public realm, to generate significant visitor footfall and leverage private sector investment
- Encouraging appropriate demolition, high quality renovation and infill development
- Sign posting the route's importance within the city including lighting strategic buildings and spaces, including St John's Gardens
- Supporting the establishment, and integration of, the Stanley Street Quarter and Cavern Quarter.



Λ Visualisation of Water Street

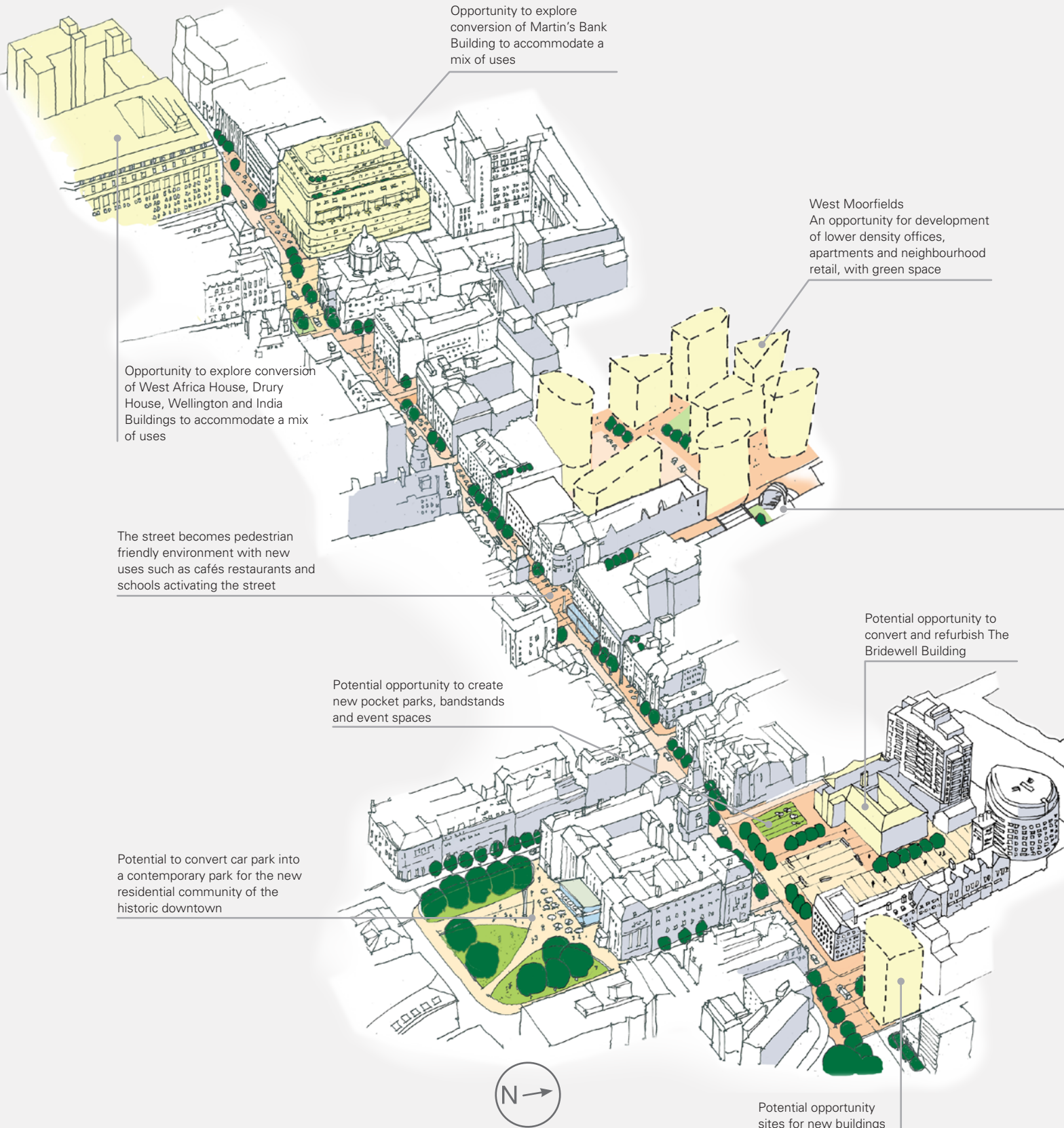
V Fig 15. Great Streets - Water Street / Dale Street



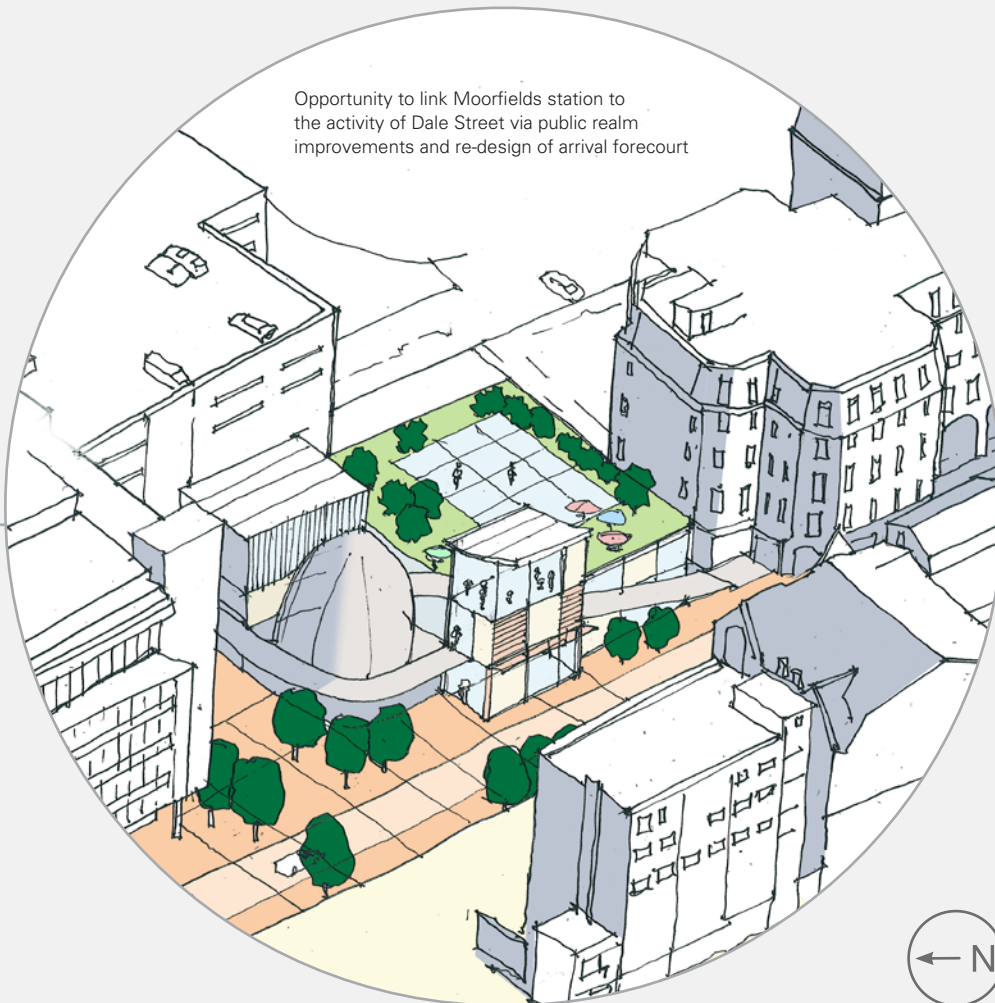
05/06

GREAT STREETS - WATER STREET / DALE STREET / LIME STREET

V Fig 16. Great Streets - Water Street / Dale Street



Opportunity to link Moorfields station to the activity of Dale Street via public realm improvements and re-design of arrival forecourt



GREAT STREETS - WATER STREET / DALE STREET / LIME STREET

LIME STREET

Continuing on from the base of Old Haymarket up William Brown Street to the Empire Theatre, Lime Street is a major strategic corridor through the City Centre as well as a major gateway into the city and the first impression for many visitors.

This is a vital connection, particularly for visitors to Liverpool, linking the St George's Quarter, Lime Street Station, Copperas Hill, Central Village, and beyond to Bold Street, St Luke's Church, Chinatown and the Knowledge Quarter. Revitalisation of this street through public realm improvements and further 'repurposing' of appropriate building stock will bring a boost to all of these locations.

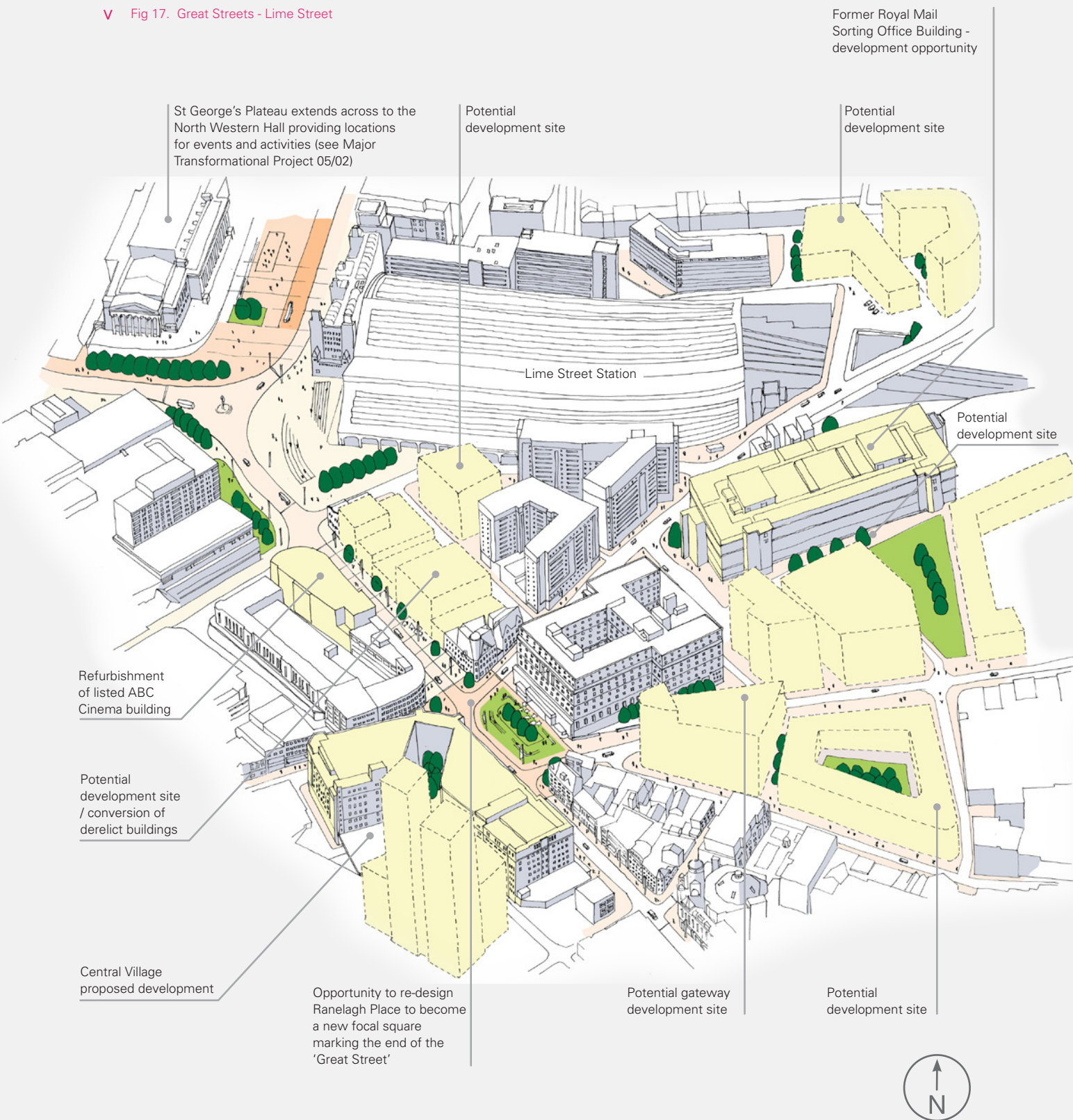
Lime Street is the great arrival point for people travelling to the city by train from around the country. It also offers relatively good access to the Queen Square bus facility. The Lime Street Gateway project has transformed the area immediately surrounding the station, and created some attractive public meeting places. However, towards the southern half, Lime Street has suffered from neglect, with many buildings being in serious need of investment.

This part of Lime Street has several striking landmark buildings, including the vacant former ABC Cinema and two listed public houses. A new use is required for the cinema, and the street needs to find a fresh identity, with new development attracted to both sides of the road, and a more attractive environment for pedestrians.

To target investment along these streets, the 'Great Streets' programme will focus on creating a clear and legible narrative journey by:

- Creating a 'green' link between St George's Quarter and Central Village. Introducing permanent and temporary interventions in the public realm, on building and hoarding facades, even rooftops to improve street appearance and demarcate it from its surroundings as a safe and pedestrian friendly route
- Focusing new neighbourhood retail, knowledge and leisure development in key projects; Central Village and Copperas Hill
- Supporting venues close to the 'Great Streets' in particular St Luke's Church, Renshaw Street and Bold Street, as open-air events spaces and key orientation points within the city's tourism trails.

V Fig 17. Great Streets - Lime Street



GREAT STREETS - HOPE STREET

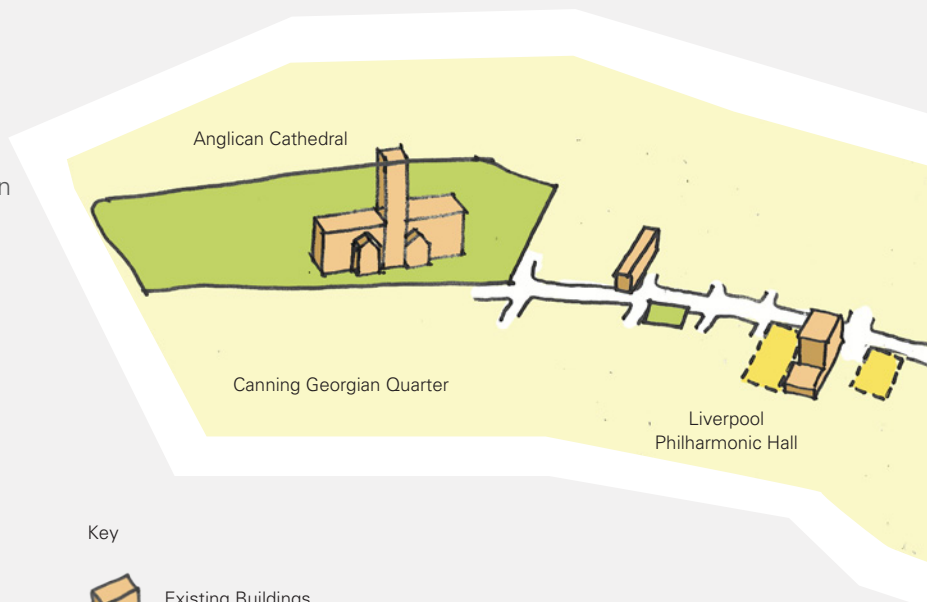
HOPE STREET CORRIDOR

The corridor starts at its northern end with what is becoming one of the country's greatest medical campuses, passing through the heart of the University of Liverpool, along the cultural centre of Hope Street and finishing in one of the finest Georgian residential neighbourhoods outside London, adjacent to the Anglican Cathedral. Beyond, this corridor connects with North Liverpool and the residential communities to the south of Upper Parliament Street.

The 'Great Street' is the spine of Liverpool's knowledge economy, and will expand and strengthen for decades to come.

Whilst some stretches may appear to be completed (the core of Hope Street for instance), massive change is already committed to take place over the next five years, from the new Royal Liverpool Teaching Hospital, the BioCampus to the redevelopment of the Everyman Theatre, the Liverpool Philharmonic Hall and the return to use of the former Blind School on Hardman/ Hope Street.

Hope Street, a key stretch of the Great Street, is itself an important destination within the City Centre. Book-ended by the city's two great cathedrals, it is a major cultural and arts destination for students, local residents and visitors to the city, which prides itself on its independence. At its eastern end, the Canning Georgian Quarter residential district has the ingredients to become THE prime family residential address within the City Centre. Through investment in the public realm, restoration of derelict buildings and a comprehensive rethink of the Anglican Cathedral's setting and permeability, this 'Great Street' will have all the ingredients along its length to continue Liverpool's growth as a 'world class' city.



Key

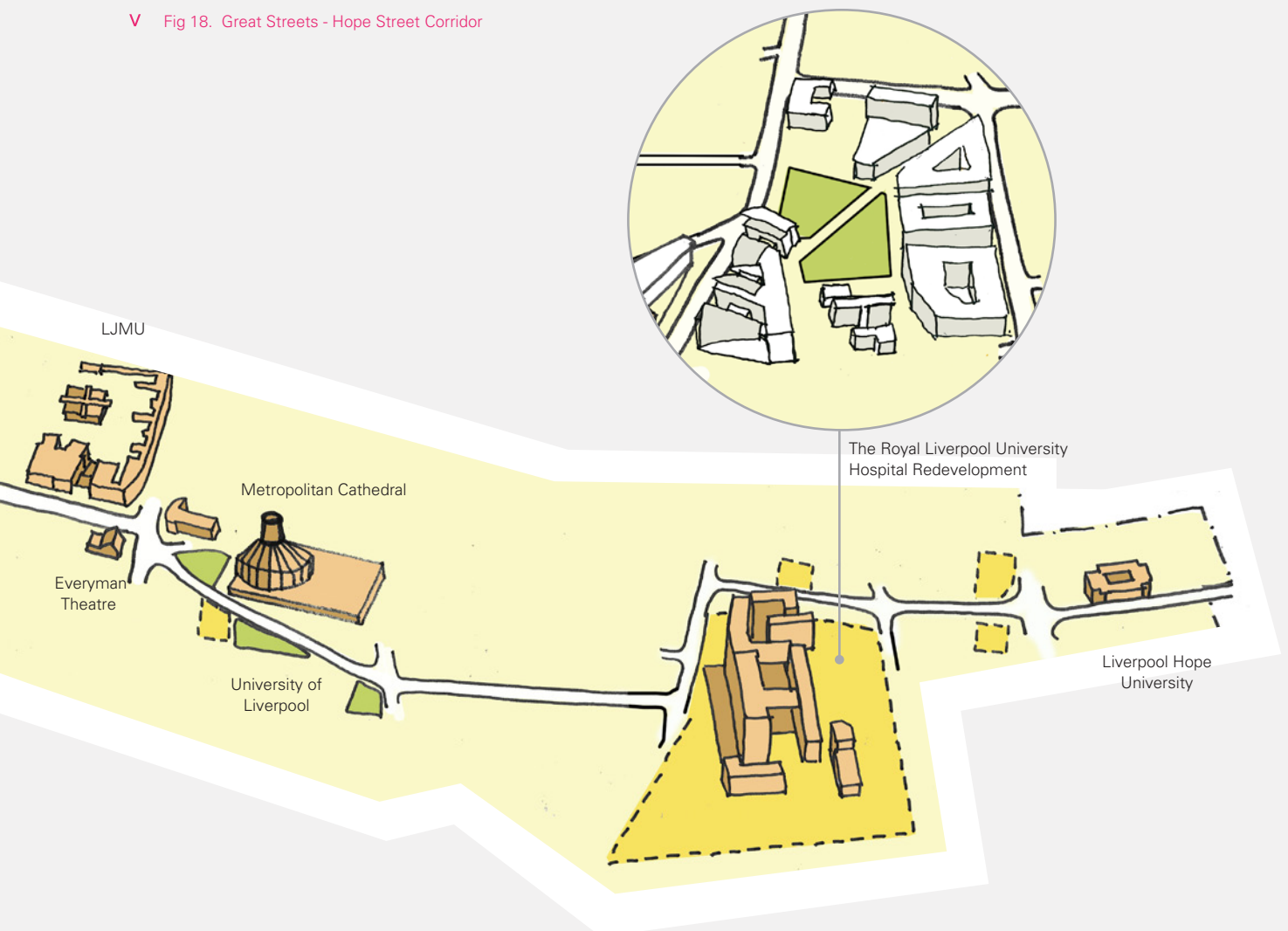
-  Existing Buildings
-  Proposed Buildings
-  Opportunity Sites
-  Green Spaces



^ Everyman Theatre Proposals

> Anglican Cathedral

V Fig 18. Great Streets - Hope Street Corridor

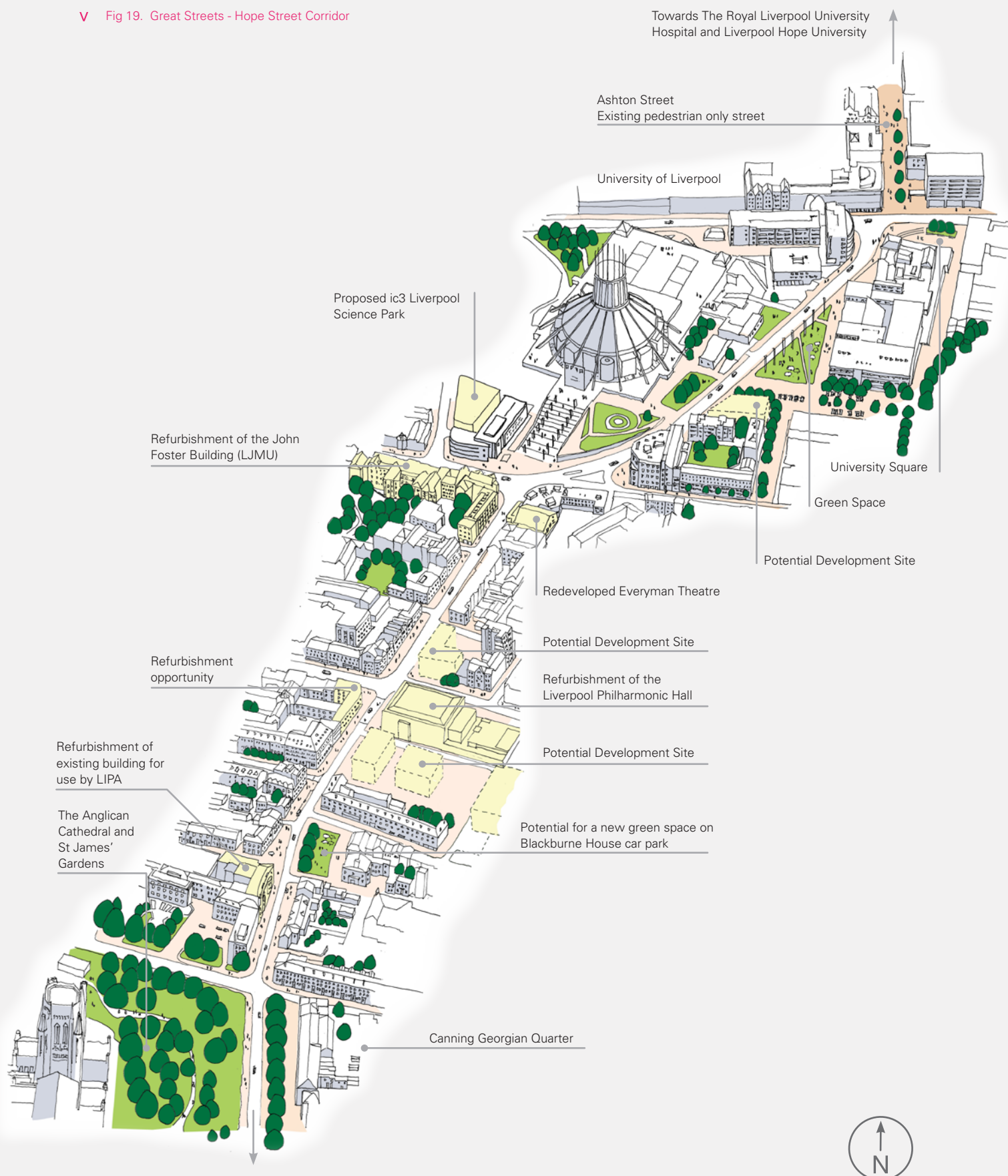


GREAT STREETS - HOPE STREET

The Great Streets programme aims to reinforce the identity of Hope Street and support its reputation within the city as a knowledge, cultural and arts hub by:

- Exploring appropriate new development that complements the existing uses in the area, is sensitive to the two cathedrals, other cultural buildings and the area's independent character
- Encouraging improvements to the cultural, leisure and evening offer to bring activity at different times of the day
- Supporting the physical improvements and upgrades to the cultural assets of Liverpool Philharmonic Hall and theatres
- Increasing the legibility and 'outward facing' profile of the Anglican Cathedral to mirror the transformation and success achieved around the Metropolitan Cathedral
- Strengthening the strategic axis linking the hospital, universities and cathedrals with physical improvements to the public realm
- Drawing people into the under-utilised and under-loved St James' Gardens. This should form the green infrastructure heart of the Canning and Hope Street communities
- Promoting the Canning Georgian Quarter as a high quality family neighbourhood, emphasising its prime location within easy walking distance of the rest of the City Centre (see Section 06)
- Connecting the Hope Creative Campus to the Knowledge Quarter, with the collegiate crossing
- Promoting a café culture with places for businesses, academics, visitors, students and residents to meet and exchange ideas in informal surroundings
- Celebrating the architectural assets through 'lighting-up' buildings such as the Anglican Cathedral and hosting festivals and events (see Section 08)
- Supporting networks, such as the Hope Street Community Interest Company, which reinforce the identity of the area and facilitate change (see Section 08).

V Fig 19. Great Streets - Hope Street Corridor



GREAT STREETS - AMBITIONS

EXHIBITION ROAD, LONDON

WHY?

- Exhibition Road lies at the heart of the historic and cultural hub of West Kensington. The street ties together a unique collection of cultural and educational institutions including the Victoria and Albert Museum, the Natural History Museum, the Science Museum, the Royal Albert Hall and Imperial College London.
- Used by visitors, as well as students, local workers, and residents, the public realm was filled with street clutter and vehicular traffic. It was confusing for visitors and unfriendly to pedestrians.
- The space has been transformed from an unwelcoming road into a world class public space accessible to all. This demonstrates the potential for Dale Street / Water Street to create a civilised street, rather than shared surface.

THE BIG DIG, BOSTON

WHY?

- An example of an ambitious urban infrastructure project, a multi-laned 'central artery' highway encircling the city, creating a barrier to cross movement.
- Crucially the project removes the vast barrier to movement the artery created, tying together whole areas of the city, an ambition that the Strand Corridor redevelopment seeks to achieve.



- ^ Exhibition Road, London
- > The Big Dig, Boston
Before & After



06

DISTINCTIVE NEIGHBOURHOODS



DISTINCTIVE NEIGHBOURHOODS

The City Centre already has a number of very strong neighbourhoods, and the purpose of the SIF will be to define, enhance and promote them.

Significant growth of the City Centre population will be essential to underpin the economic ambitions of Liverpool over the next 15 years. Whilst much focus has been placed on the apartment and rental market over the last decade, the next 15 years should also focus on creating a more diverse residential population, including the provision of housing for families as well as for young and older people, and those of different income streams. An approach should not, however, rely solely on individual houses, rather on a diversification of the City Centre offer, akin to Liverpool's competitor cities; family apartments within 'repurposed' buildings in the historic downtown; conversions of derelict buildings; new build family housing of all typologies; exemplar sustainable homes, new and old.

Where Liverpool already surpasses many of its rivals is in the proximity of family housing to the City Centre, and in many neighbourhoods the quality of that housing – best exemplified by the Canning Georgian Quarter, arguably the best Georgian housing outside London, Bath and Edinburgh.

Diversification of the offer and an increase in the ambition in both design quality and sustainability credentials will be essential if the City Centre is to cater for those attracted by high quality jobs and the retention of graduates. That is not to say the offer should be gentrified or made

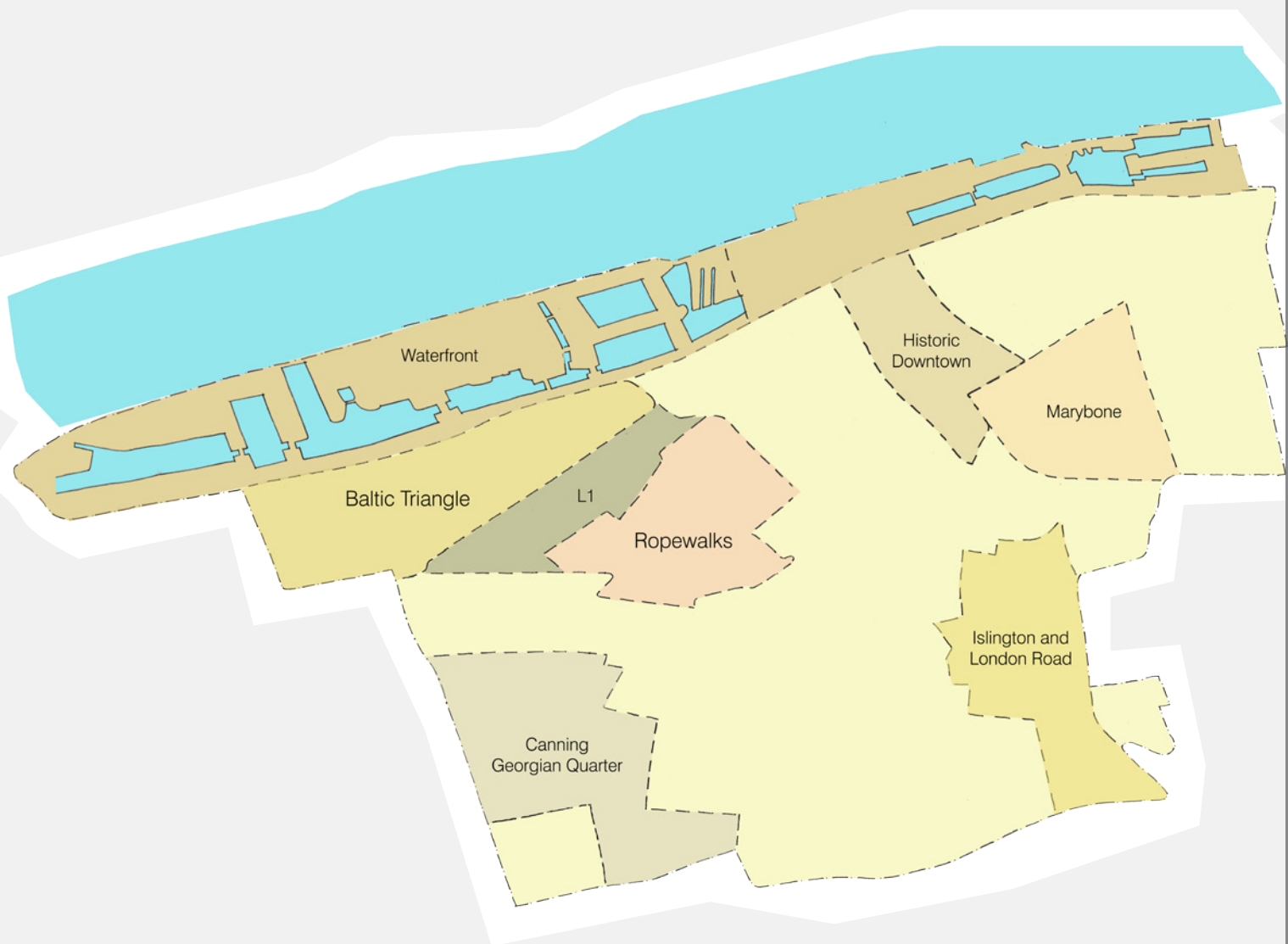
exclusive in any way, far from it. The City Centre residential neighbourhoods must provide quality, affordable housing with strong connections to sustainable transport links, without just relying on the suburbs to deal with that requirement. This diversity will create a dynamic City Centre that will further fuel growth and new investment.

The connectivity of Distinctive Neighbourhoods particularly in terms of sustainable transport needs to be recognised and incorporated into local plans. Any new major development should be constructed around access to sustainable transport networks, rather than addressing the issue after the development is complete.

Quality of life and quality of place are essential ingredients in the mix of new housing provision and the development of Distinctive Neighbourhoods. New development must be of the highest build quality and design, encouraging social interaction, and being well managed to ensure that residents can fully enjoy their city living experience. Supporting infrastructure must be provided to attract a diverse population, including family facilities (play areas, nurseries etc), and designs which appeal to older generations coming back into the city.

The distribution of residential neighbourhoods should be carefully planned to expand and rejuvenate existing areas and communities rather than introduce too much new residential development into areas where commercial, retail or educational sectors are dominant.

The delivery of Distinctive Neighbourhoods is embedded in the following sections of the SIF ensuring that the appropriate infrastructure is in place, supported by strategic initiatives around Enterprise, People and Place.



BALTIC TRIANGLE

The Baltic Triangle is undergoing a major transformation. Once part of the grimy industrial heartland of the city the Baltic Triangle, together with the adjacent Ropewalks, is at the heart of Liverpool's creative quarter and home to many of the city's most successful and dynamic digital companies. The Baltic Triangle is an exciting new place to live, work and visit. Warehouses have been converted into offices for the creative and digital sector, and arts organisations have made the area their home. The Baltic Triangle is at the beginning of a new and exciting journey, which will see the area grow into a thriving, creative City Centre neighbourhood, which reflects its industrial roots and dockside location.

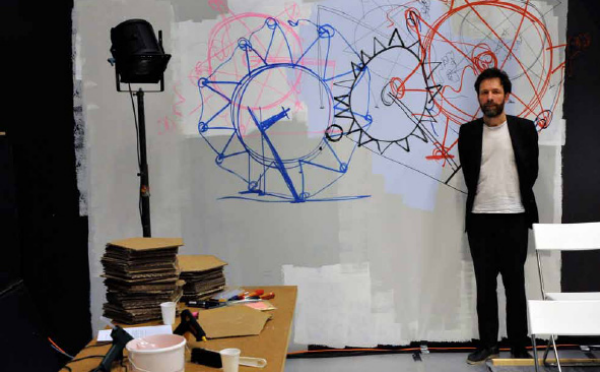
The Baltic Triangle is the creative workshop of the City Centre, a place where trades mix together with artists, entrepreneurs, and musicians.

The area is a quirky, alternative destination, where new communities are forming, embracing traditional trades, artists and creative and digital businesses. The architecture is functional, reflecting the industrial traditions of the area, and the street names reflect the mercantile past.

The buildings and spaces of the Baltic Triangle offer many opportunities to transform the area. New residential development already bridges the gap between the businesses to the south and Liverpool ONE to the north and can sit comfortably alongside the area's creative businesses.

The huge warehouses can be sub-divided into multi-purpose, mixed-use spaces, for new apartments, independent hotels, as well as creative workshops and offices and the streets have the potential to be used for outdoor events. The realisation of the partially constructed site on the edge of the Baltic Triangle by Neptune Developments, the establishment of 'Camp & Furnace' by local entrepreneurs and the completion of Baltic Creative's office and workshop space, will further enliven and differentiate the neighbourhood and add to that emerging 'BoHo' character. New public spaces will be created from redevelopment and routes can be opened up to connect the area with the Waterfront, Ropewalks / Chinatown, Canning Georgian Quarter and Liverpool ONE.

The Baltic Triangle is ready to take off. The opening of the North Liverpool Academy, Life Sciences University Technical College and Digital Studio bringing hundreds of students into the area to study, combined with planned and proposed improvements to public transport accessibility, including the ambition to open a new train station in the area (St James' Station), makes the Baltic Triangle the City Centre neighbourhood with the most potential to transform itself over the next 15 years and to grow its role within the City Centre economy. The area needs a revolutionary plan building on the strong vision presented within the Baltic Triangle Manifesto and a programme of promotional activity, to be led by the Community Interest Company and its private sector stakeholders.



ROPEWALKS

Ropewalks is an area rich in maritime history. Once a thriving industrious dockside district, close to the original Old Dock its key characteristic is the unique pattern of long, narrow streets - once used to bind rope. The area has retained much of its historic charm, but instead of factories and warehouses, the maritime buildings have been converted into boutique hotels, bars, restaurants, apartments, galleries and offices.

The historic fabric and long narrow streets make Ropewalks a special place. The creative mix of uses is enhanced by a number of art galleries, recording studios, performance venues, independent shops, cafes, bars and restaurants.

It retains a local village feel, but has a global reach with the likes of FACT, Parr Street Studios, Cream and Chinatown embedded within and around it.

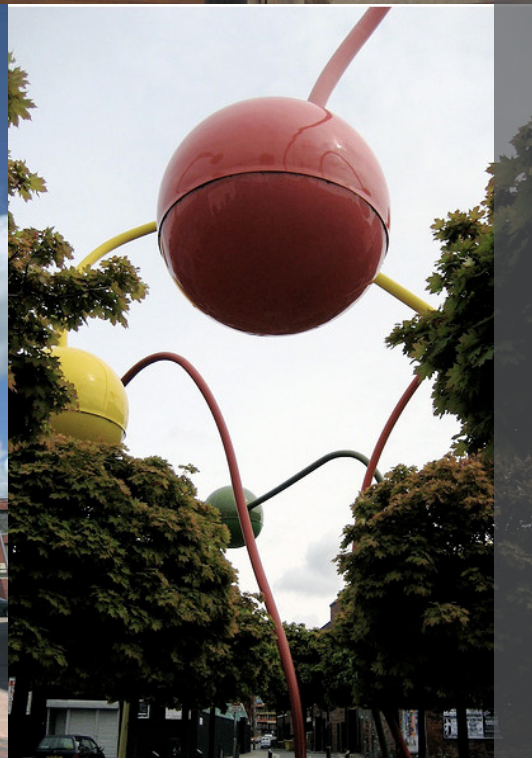
The creativity and culture makes the Ropewalks a lifestyle choice for many people to live. The area is a fast-growing residential neighbourhood, and one of the most densely populated centres for apartment living.

Ropewalks is a place to attract young indies, city breakers, students, and creative and cultural businesses. Despite the transformation so far, Ropewalks still has gaps to fill, with derelict buildings and development sites throughout the area. It needs to attract more investment and development activity, to accommodate more creative and digital businesses, apartments, and cultural attractions.

The potential of opportunities such as the Scandinavian Hotel, 86-90 Duke Street, Wolstenholme Square and the Watchmakers (Slater / Seel Street) will deliver mixed use development to complement the area. Duke Street should be transformed into a thriving city street linking Liverpool ONE and the Waterfront to the Anglican Cathedral. Chinatown should be a flourishing, international business and visitor destination, as well as an attractive place for communities to live.

Ropewalks' many once exemplar public spaces need refreshing to attract more life and animation, further strengthening the economic draw of the neighbourhood.

A creative vision for the future of the area is needed, led by the Ropewalks Community Interest Company, bringing together the wider community. The vision will support a programme of promotional activity and new investment in property.



HISTORIC DOWNTOWN

This core of the City Centre is a defining microcosm of the fortunes of the city. Set within the World Heritage Site inscription, the historic streets of Dale Street, Castle Street, and Water Street were three of the original "seven streets" of Liverpool, borne from the medieval origins of the city. The development of this area reflected the economic growth of the city when, in the early 19th century, 40% of the world's trade passed through the city. These original city streets were at the heart of this mercantile growth, with large, grandiose commercial buildings built to reflect the importance of the city.

Over the 20th Century the economic significance of this area has changed significantly. Many of the large corporate occupiers have moved away, and the new Commercial District has emerged nearby. Dale Street, Victoria Street, Water Street, Castle Street and the surrounding routes are undergoing a transition - new districts are emerging such as the Stanley Street and Cavern Quarters, to create lively, new destinations.

The Historic Downtown has to adapt to the changing needs of the city. Many important historic buildings lie vacant or under used and the environmental quality of the streets is poor. The prestige and glamour of Victoria and Dale Streets can be brought back to this area once more. The historic fabric is key to this, and there are exciting opportunities to bring buildings such as 1-9 North John Street and the Fruit Exchange back to life, in turn revitalising the streets and spaces and reinvigorating the historic heart of Liverpool.

Where the buildings are no longer suited to office needs, they present prime opportunities to create outstanding places to live with grand residential addresses. The upper floors of buildings present ideal opportunities for small businesses such as Creative and Digital ventures, as well as apartments. Ground floors present opportunities for commercial uses for boutique retail, restaurants and other leisure uses combined with local neighbourhood facilities.

Dale Street, Victoria Street and Water Street can once more be the places to be seen in Liverpool, as attractive streets to walk along, with high quality shop fronts, pocket parks and other public spaces encouraged, perhaps through the removal of poor quality or derelict buildings.

The creation of a local plan is required working together with local communities and partners to guide the direction of the area.



ISLINGTON

The northern quadrant of Islington is an area of great opportunity, with tightly defined narrow streets, comprising blocks of under used industrial properties and other low value uses. The area is bisected by London Road, a traditional 'high street', running from the eastern fringe of the city through to Lime Street and comprising a variety of local shops and neighbourhood facilities as well as vacant units - almost a 'town within the city'. At the focal point of London Road is Monument Place, a public space fronting TJ Hughes department store. The area has a growing residential population, particularly through student accommodation, and accommodation targeted at hospital employees and adjoins the traditional residential area of Bronte/St Andrews Gardens and two of the City Centre's four primary schools located in the Knowledge Quarter.

To the north are the residential communities of North Liverpool, with Everton Park located off Islington (A580), a main vehicular route into the City Centre. To the south is the Knowledge Quarter, and in particular a cluster of biomedical institutions including the Royal Liverpool University Teaching Hospital, the Liverpool School of Tropical Medicine, Merseybio Incubator and a number of biomedical research centres associated with the University of Liverpool.

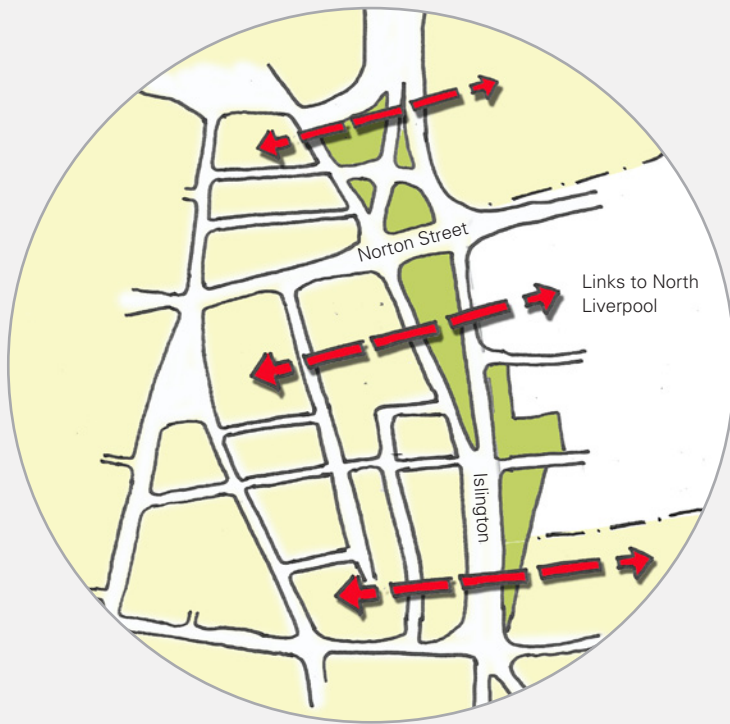
Islington is strategically well placed to make the most of new opportunities, through a co-ordinated neighbourhood approach.

Islington is only five minute's walk from the St George's Quarter, fifteen from the Commercial District and on the doorstep of Everton Park – the people's park linking North Liverpool and the City Centre.

The existing mix of uses is not sustainable, and the area is in need of a new identity, purpose and direction.

As the Life Sciences sector expands in the northern half of the Knowledge Quarter, demand for spin-off services and facilities will increase. The development of the BioCampus, the expansion of the Liverpool School of Tropical Medicine and Liverpool Science Park, as well as new university research facilities, will bring more scientists, academics, complementary businesses and foreign visitors to this part of the City Centre. Demand will increase for hotels, restaurants, cafés, bars and residential accommodation. Islington is well placed to become a centre for such activity which complements the growth of the northern half of the Knowledge Quarter, as Hope Street complements the southern half. London Road could be a thriving, lively high street, Monument Place could be a focal point for activities such as arts and crafts kiosks, local fairs and events. The area to the north of London Road is ideal for new student accommodation, as well as workshops and offices for small businesses developing out of the Knowledge Quarter.

The role and function of Islington as a neighbourhood centre can be further strengthened by improving crossings over the A580, developing the A580 as a "Green Lane" (Green Print for Growth 2012), and providing access to the North Liverpool residential communities, Hope University, Everton Park and beyond to the *It's Football* area (based around the two football stadia of Everton and Liverpool). A local planning framework is needed to engage with the local community and guide the future direction of the area.



CANNING GEORGIAN QUARTER

Canning was formerly a majestic residential quarter of the City Centre. The area, high up on St James' Mount was created by corporation surveyor, John Foster Senior, a plan for luxury housing in response to the rapid economic growth of the city in the early 19th century. Canning comprises a series of Georgian streets and spaces, of large luxurious and elegant homes. Canning is also a green area with tree-lined streets, and green pockets such as the historic Falkner Square.

Canning is bordered by Hope Street, one of Liverpool's 'Great Streets' and a key focal point for the arts, culture and the visitor economy and by Rodney Street, the city's 'Harley Street' in the last century, but now an increasingly popular residential neighbourhood. Hope Street blends well into Canning and provides most of the facilities to support the local community, in addition to world famous visitor attractions such as the Cathedrals, theatres and the Philharmonic Hall. Hope Street is a place which represents high quality and a strong, independent character and is also a key strategic link to the Knowledge Quarter, and a hub for creative and digital businesses.

Over the last century, Canning's appeal as a prestigious residential quarter declined significantly. The changing economy and the advent of modern transport saw the more economically active residents move out to the suburbs, and many of the large houses in Canning have been converted into apartments of variable quality, many in the ownership of registered social providers. In the 21st century families are once again choosing to make the area their home and investment is now needed to restore the historic properties into family focused accommodation.

Canning, including the Hope Street and Rodney Street areas, has the potential to be an outstanding City Centre neighbourhood, reminiscent of the great Georgian city of Bath or the Royal Borough of Kensington and Chelsea.

The area could attract families, and provide luxury homes. Property owners should be encouraged to convert apartments back to single dwellings, and to restore buildings to their former glory.

In addition the peripheral streets such as Hope Street, Catherine Street and Myrtle Street provide opportunities for further mixed-use developments which serve the local population and accommodate knowledge-based businesses.

To the south, Upper Parliament Street is an important interface to the residential communities towards and around Princes Park. It is vital that the Canning Georgian Quarter integrates with these residential communities, and provides linkages in terms of economic growth, employment opportunities and accessibility.

The Canning Georgian Quarter needs a clear vision and plan, engaging with local communities, which enable the registered social providers to buy into a phased regeneration of their stock to open up the area to a more balanced neighbourhood structure, providing a mix of new and improved homes for all ages and tenure patterns.



MARYBONE

Marybone is a patchwork of different uses and identities on the periphery of the City Centre. Along the northern boundary, the area is an older established residential district, with low rise, low density housing. Marybone has local neighbourhood facilities including the Holy Cross Catholic Primary School and Marybone health centre. Towards the south, the area meets Great Crosshall Street and Dale Street, where there is a mix of student accommodation, university buildings and commercial uses. Liverpool John Moores University (LJMU) has a large ownership here, with centralised campus facilities and student halls. The university's ownership extends across to the Byrom Street Campus.

The challenges for Marybone are to manage the uses and direction of the area, and blend with the Commercial District and Historic Downtown, to achieve a successful neighbourhood.

The neighbourhood must successfully combine the older established residential properties, together with the student population and the changing requirements of LJMU.

The future of Marybone is therefore largely dependent on the projected accommodation plans of LJMU (around Great Crosshall Street and Byrom Street) and the manner in which development and investment opportunities in the area contribute to neighbourhood cohesion.

There are several development sites in the southern half of Marybone, including surface level car parks (around North Street and Fontenoy Street). Key objectives for this area are to introduce more residential development, achieving a successful blend of student accommodation with other housing types (through high quality management and design), complementary neighbourhood facilities, and amenity areas including pocket parks. Enhancements to key pedestrian routes, such as Great Crosshall Street, Vauxhall Road and Hatton Garden, particularly through planting, would create a more attractive residential environment.



L1

L1 is an older, established residential community towards the south of the City Centre. Amongst the large warehouse buildings, new apartment blocks and the scale of City Centre developments, L1 is a distinctively low-rise traditional residential neighbourhood with suburban characteristics including gardens and driveways.

The future of this area is unlikely to change significantly. It is a place for families to settle, close to the attractions of the City Centre, and within a safe, close-knit community. One of the four City Centre primary schools, St Vincent de Paul Catholic Primary School is located on Pitt Street. It is also a particularly green area, with tree-lined streets, private gardens and green public spaces like Great George Square.

L1 has a key strategic importance for the southern part of the City Centre. The area forms a 'wedge' between the Baltic Triangle, Chinatown and Ropewalks, and a key objective for the regeneration of the City Centre is to link these areas together, thereby stitching the Waterfront, Baltic Triangle and the heart of the City Centre together.

Cornwallis Street and Nelson Street are the most likely routes to achieve this, and opportunities to enhance these connections must be taken through creative improvements such as community led projects involving art, lighting, planting and signage. In addition, the area around the Anglican Cathedral should be improved considerably to showcase this iconic city landmark through initiatives such as artistic lighting and events.

There are spaces for development in L1, and the emphasis is to strengthen the neighbourhood feel of the area. Key development sites include St Michaels Gardens and Great George Street, which create major opportunities for residential-led mixed use developments, including enhanced neighbourhood facilities and services.



WATERFRONT

As a major port city Liverpool has one of the most famous Waterfronts in the world. Defining attractions such as the Albert Dock, ACC Liverpool, Museum of Liverpool and Mann Island build up to the Three Graces of the Pier Head as its centre piece. The Waterfront runs from Brunswick Dock and South Ferry Quay to the south; to Waterloo Quay to the north.

There are few more distinctive Waterfronts in the world and there are many more opportunities left to propel this truly great, world-class visitor destination, business location and living environment into its next exciting phase.

The Waterfront is a place for residential communities, businesses and visitors to thrive, mixing together in a unique environment. It is also the place to celebrate, making the best possible use of the public spaces and especially the waterspaces. The docks must be full of life, for outdoor pursuits, major events, yachts and tall ships. It remains the key neighbourhood to attract international tourists, major civic celebrations, and places for visitors and local residents and schools to enjoy and learn about wildlife, maritime industries and Liverpool's unique history.

It is vital that key linkages across and throughout the Waterfront are strengthened at strategic locations, which are set out in more detail in section 05/01. Pedestrian routes through the Waterfront should flow, to encourage residents and visitors to experience the attractions throughout the area.

The southern half of the Waterfront presents considerable opportunity for new residential development, close to Liverpool Marina and making the most of the water spaces.

The central segment presents opportunities for more visitor attractions, such as leisure facilities and the soon-to-be-realised Exhibition Centre Liverpool. The northern half of the Waterfront will blend with Liverpool Waters, in ways set out in previous sections.





07

INFRASTRUCTURE



INFRASTRUCTURE

The third core component of the Strategic Investment Framework relates to the city's infrastructure network. Investing in the city's infrastructure will be critical in supporting major transformational projects and other initiatives if they are to achieve their full economic potential for job creation and economic growth.

LIVERPOOL AS A SMART CITY

All world class cities should strive to be 'Smart'. Liverpool is committed to adopting and developing a Smart City strategy that will be resource efficient, deliver the green energy agenda and a sustainable, attractive and healthy environment for its citizens.

The Smart City Agenda for Liverpool has many components. Its initial focus will support the city's heat and energy infrastructure and the work necessary to drive forward the delivery of a resilient, intelligent and low carbon infrastructure solution. Once the strategy for distributed energy is agreed, the focus will shift onto other key components including transport, waste, health, education and commerce.

The SIF will be developed in tandem with the Smart City agenda. The Smart City infrastructure strategy is designed to both complement the SIF, and drive forward an investment plan that will ensure that Liverpool is competitive, attractive and easy to navigate by all who need to use the city. It is comprehensive in nature addressing all critical issues and should be built into the delivery planning for the SIF as a whole.

Action: Support the Smart Cities Agenda. In the near term, this will require analysis linking future growth points with sustainable energy provision and ensuring that new development is future proofed. In the longer term, this will involve provision of District Heating Systems within new large-scale developments, large-scale retrofit schemes to ensure carbon and energy

reduction targets are met and delivery of a 'Smart Grid' to make the city more energy resilient.

Action: Deliver a 'Smart Grid' to make the city more energy resilient.

GREEN

Liverpool is a very green city, with 62% of the city being given over to parks and green spaces.

The Green Infrastructure Strategy has a vision for the city, that:

"Green Infrastructure is planned in Liverpool to support a safe, more inclusive, sustainable and enjoyable city; to provide essential life support functions for a world class city, that is resilient and well adapted to climate change and where healthy living is a natural choice."

The City Centre has low levels of well managed and well used Green Infrastructure in comparison to the rest of the city, with a lower percentage of parks, outdoor sports, woodland and private gardens. Key assets include St James' Gardens, St John's Gardens, Chavasse Park, the docks and small incidental spaces. Everton Park is on the fringe of the City Centre.

Action: Ensure that existing green and water spaces are safeguarded and enhanced, and opportunities are taken to create new and improved spaces in the City Centre, including pocket parks and roof gardens.

Development of project plans for major transformational plans in Section 05 to include Green Infrastructure, such as the masterplan for St Georges. Improve accessibility to green spaces, including to Everton Park, particularly by foot and cycling. Temporary uses of land should also be considered for planting and growing, particularly to encourage community participation.

DIGITAL

BT and Virgin are currently the main providers of digital infrastructure within the City Centre.

There is a universally accepted requirement for a minimum uniform and commercially available broadband width of at least 100Mbps. Cities such as Stockholm and Amsterdam have already seen the provision of superfast broadband and there are various rapid developments underway now within the UK.

The City Conversations process illustrated the need, particularly amongst the Creative and Digital sector for greater capacity to be made available within the City Centre digital network. This needs to be delivered on a timely basis to ensure that the city's businesses can compete as effectively as possible.

The increasing use of streaming of sound and visuals in normal business activities (e.g Skype and other conferencing activity), is likely to continue to drive demand and other international centres are already operating faster systems. If Liverpool is to fulfil its potential in the area of high quality business accommodation, it is essential that it does not fall behind in this area of infrastructure.

Action: Produce a City Centre Digital Infrastructure Plan including Superfast Broadband connections to key buildings within the City Centre and North Liverpool City Fringe area, as well as widespread WiFi access. The broadband strategy should be a key work area for the Smart City team.

ELECTRICITY, GAS, HEAT AND WATER

National Grid operates the national electricity and gas transmission network across the UK.

ScottishPower Manweb provides the local distribution of electricity and gas within Liverpool and United Utilities are responsible for the supply of water and waste water treatment. Although no major issues have been identified in terms of electricity, gas and heat capacity by the providers, it is known that power supply issues are emerging and it is important to note that the providers cannot invest in new infrastructure on a speculative basis given the regulated environment in which they operate. Instead, they must operate on a reactive basis when new developments come forward.

As the city evolves, it will be important to build a dialogue with infrastructure providers so that they have an awareness at an early point as to likely new demand generators. In the case of water supply and sewerage treatment, deficiencies have been identified and will need to be addressed. In the case of power supply an earlier understanding of the requirements is needed.

Actions: Establish as part of the Smart City team a utilities group, the group should meet on a quarterly basis within the Smart City network to discuss future needs and plan /execute investment plans accordingly.

INFRASTRUCTURE

INFRASTRUCTURE TO SUPPORT THE MAJOR TRANSFORMATIONAL PROJECTS

The Smart City programme will firstly be focussed on energy, power and the digital needs of the city.

The second part of the programme will concentrate on the more traditional needs of the city - the movement of people and goods which is a critical aspect of supporting social, cultural and economic development. The primary requirement is for these infrastructure interventions to support the economic and cultural vision of the SIF, rather than as standalone and isolated improvements. It is therefore recommended that the city appoints a key individual to take ownership of this particular role which will cross disciplinary boundaries and be able to provide balanced advice to the city leadership.

This element of the SIF has been developed under a number of headings and should be read in conjunction with the Major Transformational Projects.

TRAINS

The underground rail network in Liverpool is a huge asset to the City Centre economy and it will remain a popular choice of public transport for the duration of the SIF plan period.

Whilst the quality of the experience for the passenger is considered to be good at present, concerns do exist with regard to passenger capacity and the quality of the environment within the City Centre stations.

Investment is already underway at Liverpool Central Station as part of a City Centre station enhancement programme. This programme will subsequently undertake works at James Street, Moorfields and Lime Street underground stations. Whilst such investment is welcome, further significant investment will be needed over the plan period of the SIF.

The underground network is a unique and perhaps undervalued strategic asset. It could be further enhanced through greater investment in the passenger experience, and potentially increases in the capacity of both the lines and stations. One obvious possibility would be to explore the extension of the underground network north into the Liverpool Waters area to support planned growth, and the reopening St James' Station to support the residential businesses, educational and visitor population in the south of the City Centre.

Overground rail is also a very important part of the system providing both inter city and suburban connectivity to the City Centre. Investment in Lime Street has transformed the arrival point to the city but there is still more that could be achieved inside Lime Street station to enhance the passenger experience.

Action: There is a requirement for capacity enhancements, particularly at Central and Moorfields Stations. This will need to be addressed to ensure that the city functions at maximum economic capacity.

In the longer term, additional stations for Liverpool Waters will ensure that this key economic area of the city is connected to North Liverpool, South Liverpool and the City Centre and re-opening St James' Station (adjacent to Chinatown) will connect the Baltic Triangle, south Waterfront and Hope Street.

Network Rail should be encouraged to continue with their investment into Lime Street station with concourse improvements to enhance the passenger experience.



▲ Lime Street Station

BUS SERVICE AND BUS STATIONS

The quality of bus service provision into and out of the City Centre is currently good and is well used, providing 78% of all the Liverpool City Region public transport journeys.

Buses are key to commuters and those visiting the main retail and leisure areas. It is imperative that the bus strategy supports the development of these key City Centre uses. The bus strategy was fundamentally tied to the City Centre Movement Strategy (CCMS) delivered over the last decade with key terminuses in place at Liverpool ONE and Queen Square with significant cross city running between these points.

However, there are a number of issues relating to service operating efficiencies, the quality of infrastructure and the number of 'gaps' in existing provision which need to be addressed. Perhaps most notable is the relatively poor level of service to the Commercial District and Baltic Triangle, locations likely to grow in terms of demand over the next few years.

In terms of bus infrastructure, Queen Square Bus Station in particular, is an extremely important gateway to the City Centre with tangible economic value. As a functional facility, the station is subject to very high levels of demand, which has a consequential negative impact on both the passenger experience and environmental quality. In addition, the concentration of bus movement in this very limited area of the city has a significant detrimental effect on the air quality and general environment. The station currently operates at full capacity with approximately 40,000 journeys passing through the bus station every day.

Liverpool ONE Bus Station operates at below capacity. The station is an underutilised asset and it would therefore be prudent to identify ways in which the use of both stations and cross city bus movement could be better managed. This would reduce congestion, rebalance access across the city and improve the potential of the bus network to support city growth.

In terms of service provision within the City Centre itself, the CityLink service provides five circular routes connecting various parts of the City Centre. However, the 'City Conversations' consultation process revealed that gaps in provision do still exist, and these need to be addressed. Where new services are to be provided, the opportunity exists to invest in low carbon vehicles to accord with the city's carbon reduction programme.

In terms of bus service operation, Merseytravel are responsible for co-ordinating public transport across Liverpool City Region. Merseytravel act in partnership with private bus operators, such as Arriva. It will be for these partners, working in collaboration with the City Council, to identify a smarter way of delivering bus services across the City Centre to address inefficiencies. It is essential to invest in the infrastructure, securing a quality operator partnership and quality operator contracts with operators to reduce inefficiencies relating to low occupation of vehicles, the effect being a reduction in the number of vehicles moving in and around the City Centre, and improvements in quality.

The National Express Coach Station, situated on London Road, is the arrival point for a large number of visitors from across the UK. The station presents an extremely poor first impression of the city and this needs to be addressed if Liverpool is to achieve its ambitions.

In addition to National Express, a number of private coach operators currently transport visitors into the city, contributing significantly to the retail and visitor economy for the city.

Action: A full feasibility study will be required to produce a new City Centre Bus Strategy that embraces the changes required to support the SIF. This exercise should be led by Merseytravel, the private bus operators and the City Council.

Action: Re-provision of the National Express Coach Station to improve the arrival experience for visitors travelling to Liverpool by coach.

Action: Provide services to connect the Waterfront to the Liverpool Anglican Cathedral and other key visitor attractions and a service to better connect the Knowledge Quarter, Commercial District and Baltic Triangle to the City Centre.

Action: Consider the privately operated coach excursion market as part of the wider strategy to enable it to fulfill its economic potential.

AIRPORT LINK

Liverpool John Lennon Airport currently serves around 5.5 million passengers per year.

It is of strategic importance to the growth of the City Centre and this importance extends to the infrastructure linking the City Centre to the Airport. At present, an express bus service links the Airport to Liverpool Lime Street or to Liverpool South Parkway (providing the rail link into the City Centre). The lack of a rapid transit link into the City Centre will be a constraint on the growth of visitor numbers as the city continues to expand this sector of the economy.

Action: A rapid transport link between the City Centre and the Airport will be required to ensure that the city reaches its maximum potential for growth of the Culture and Visitor sector of the economy.

CAR PARKING

Car parking for the City Centre needs to be dealt with strategically so that it supports the economic and social aims of the city.

The major public parking facilities should be high quality and located around the perimeter of the City Centre to reduce the need for cross city vehicle journeys. Their location and occupation levels should be sign posted on the main entry routes to the City Centre. The pricing structure should not be market led or (in the case of city owned facilities) seen in isolation as a revenue stream without considering the wider economic impact on the city as a whole.

Action: Strategically consider the need for high quality car parking provision with new development to support the economic aims of the city. Address current deficiencies in Hope Street and Mount Pleasant MSCP.

INFRASTRUCTURE

THE STREET NETWORK, PUBLIC REALM AND CONNECTIONS - WALKING AND CYCLING

In terms of connectivity, Liverpool has a legible grid of streets at a scale that is appropriate for walking and cycling around the centre.

However, there are areas of the city that are disconnected and feel 'cut-off' from the City Centre's activity and energy due to the detailed design of street layouts which focus primarily on vehicle movement with walking and cycling considered secondary. Improving the connections for walking and cycling along key strategic routes will help to 'tie-in' currently dislocated areas into the city core.

The City Centre Movement Strategy (CCMS) has been delivered over the last 10 years by the City Council to transform the public realm and connectivity in the City Centre. Delivery of the programme was influenced by proposals for a tram system, and was not completed. Work is required to review the programme and address issues remaining from a decision not to proceed with the tram proposals.

It is appropriate at this time, as part of the SIF development process, to review movement to ensure that connectivity across the city works in tandem with the major projects programme. In particular, works that were instigated to protect the route for Merseytram may need to be reviewed to improve access to key areas of the City Centre, notably the main retail area and the historic downtown district.

Improving the journey for walking and cycling can involve:

- Appropriate sign posting
- Improved lighting
- High-quality surfaces which show continuation throughout the route
- Improved priority in favour of people walking and cycling, and
- Promotion of the route to the visitor where appropriate.

Promoting walking and cycling across the city has economic, social and environmental benefits including amongst others: an improved streetscape due to the reduction in car journeys; increased pedestrian activity which can drive retail opportunities; improved journey times; reduced requirement for parking; improved air quality; improved health and reduced carbon footprint.

Action: A new Connectivity Strategy is therefore required to improve street movement in accordance with the projects identified within the SIF and in a non-Merseytram environment.

Action: Investment is required to make improvements to the following key strategic connections:

- ***Pumpfields to the Commercial District - Providing an improved link across Leeds Street will help to tie this area of business and education into the city core***
- ***Moorfields Station to Williamson Square - Improving this link, focusing on the Stanley Street environment, will drive commercial opportunities and will draw the focus away from Liverpool Central, which currently functions at near maximum capacity***

Actions continued on page 118.

INFRASTRUCTURE

- *Liverpool Anglican Cathedral to the Waterfront - These two key visitor attractions are currently dislocated from each other as City Centre destinations. An improvement to way-finding and route-marketing will ensure visitors are able to experience both attractions in one visit. Promotion of a circular route has the possibility of taking in the city's Great Streets and other cultural assets such as St George's Hall*
- *Knowledge Quarter to Liverpool Lime Street - The Knowledge Quarter Strategic Investment Framework (2011) identified the need to improve the journey between the Knowledge Quarter and the City Centre and this priority still stands. The route between the University of Liverpool down Brownlow Hill and Mount Pleasant is of strategic importance - connecting a huge economic asset to the City Centre core*
- *It's Football (area around football grounds) to Lime Street - A continuous route for walking and cycling via Everton Park and Islington will tie-in the residential communities of North Liverpool to the City Centre and will also improve the visitor experience*
- *LJMU Byrom Street Campus to Knowledge Quarter - Linking the city's knowledge assets*
- *The Baltic Triangle to the Waterfront- Linking the Baltic to the Waterfront in association with the Great Street (see Section 05/06)*
- *St George's Quarter to the Waterfront - Victoria Street*
- *Liverpool Lime Street to Liverpool ONE - Providing an improved arrival experience for visitors to Liverpool ONE.*

CULTURAL ATTRACTIONS

A number of the city's cultural assets are in need of investment over the 15 year duration of the SIF to ensure they continue to contribute to the visitor and cultural economy.

The assets are rich and varied including prestigious cultural venues, major city landmarks and green spaces. Each one is at a different stage of development or feasibility, and include:

- Liverpool Philharmonic Hall
- The Royal Court Theatre
- The Playhouse Theatre
- St George's Hall
- St James' Gardens.

It is vital that the projects in the SIF support and complement the development of the city's cultural infrastructure, and that each project has co-ordinated support to ensure successful delivery.

Action: For partners to work together to ensure appropriate support is available to deliver projects.

SOCIAL FACILITIES

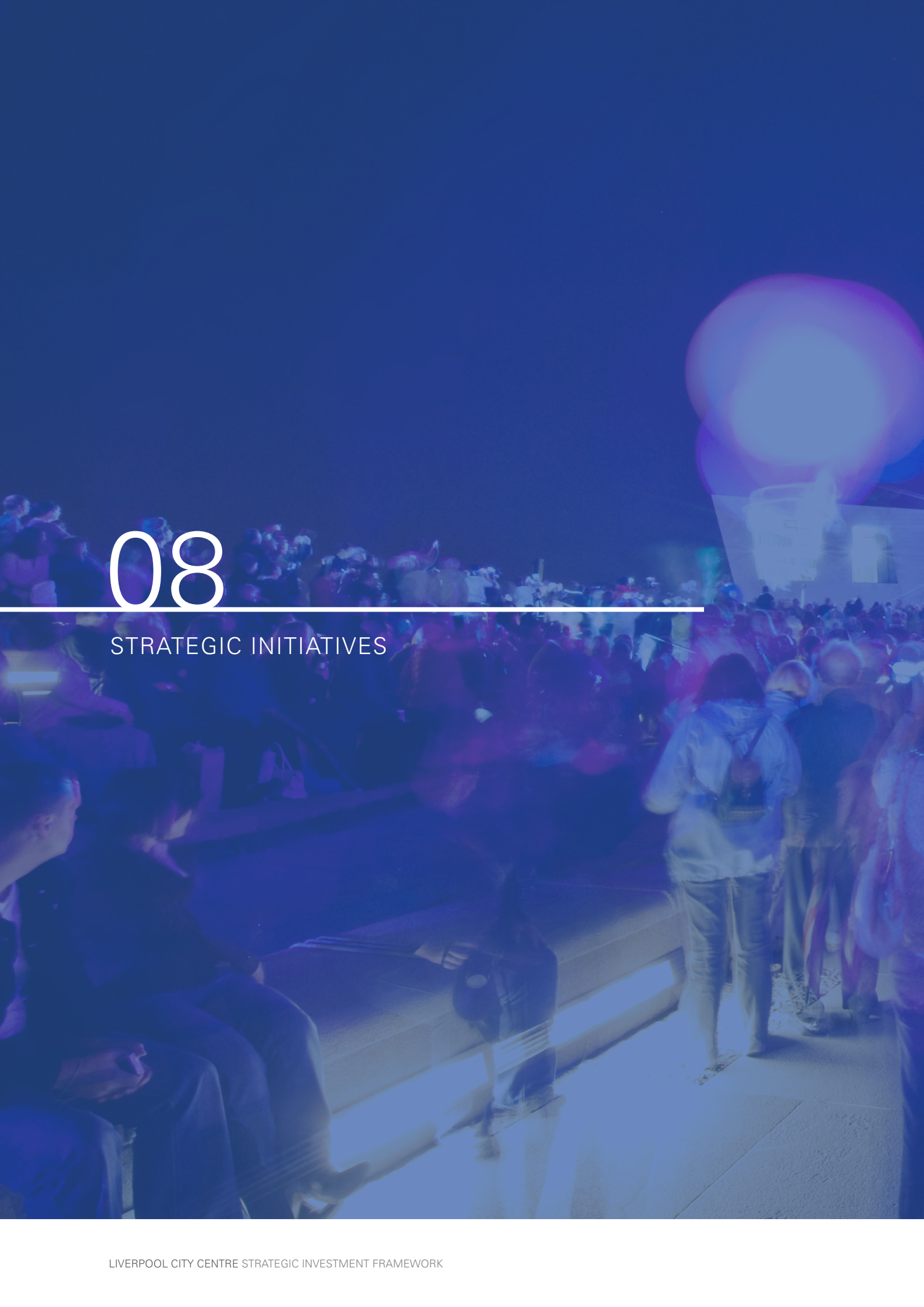
To ensure a sustainable economic future for the city, it is vital that sustainable communities are encouraged to flourish.

This depends on the quality of life of City Centre residents, a diverse population mix, and neighbourhoods which can successfully merge residential and business interests. The City Centre needs places for people to meet, interact, and become engaged in community life. This means more public spaces, pocket parks, seating areas, and green infrastructure around new and existing developments.

It also means gaining more value from existing spaces, through more activity and animation, and creative solutions to anti-social issues. The design of new residential developments needs to consider how residents can interact and form friendships, through communal spaces, roof gardens and meeting places.

It is vital that the future growth of the City Centre is planned with residents and businesses working together to make things happen. Strong resident and business partnerships are required to guide the management and growth of City Centre neighbourhoods.

Action: The establishment of neighbourhood partnerships is required, through community stakeholder groups involving residents and businesses.



08

STRATEGIC INITIATIVES



STRATEGIC INITIATIVES

The Major Transformational Projects and Infrastructure Projects focus investment in and around specific areas of the City Centre and on physical and visual changes to the way it functions. The Strategic Initiatives are equally important; it is through their delivery that the full benefit of the Transformational Projects will be realised.

Whilst the physical projects provide the platform, the Strategic Initiatives combined with the Distinctive Neighbourhoods will ensure that economic and social benefits, job creation and growth are realised. Focused around three themes of Enterprise, People and Place the Initiatives respond to the issues and challenges identified through the “City Conversations” consultation exercise.

Under the Enterprise theme, the Strategic Initiatives reference the imperative that the city’s business base expands, that new and successful businesses are created and grow, and that the city’s population is well educated, skilled and ready to take advantage of employment opportunities and economic growth.

One particular initiative that demonstrates the scale and extent of Liverpool’s ambition is the *International Festival of Business 2014*. This festival, backed by the UK Government, will do for Liverpool’s business and trading reputation around the world, what the European Capital of Culture did in 2008 for its image and reputation. It is in its own right a transformational project.

Alongside Enterprise, the People theme responds to the way we use and understand the City Centre. The Strategic Initiatives includes the promotion of the city through *Marketing Liverpool*; utilising the great places created by the Transformational Projects, and promoting Liverpool as a major cultural events and festival city, working with the City Centre and neighbouring communities.

The third theme of Place includes physical projects with a city wide relevance including the *Lighting of Liverpool*, a programme of projects which will showcase the city’s fantastic buildings and spaces. In parallel with Distinctive Neighbourhoods, the Place theme recognises the importance of focusing on all the neighbourhoods of the City Centre, not solely those identified as the focus for Transformational Projects. The success of the City Centre will be realised by working with the neighbourhoods on both the major high profile interventions and the grass roots activities which ensure that all areas of the City Centre develop for the benefit of their communities and in a complementary manner.

It is through the delivery of the Transformational Projects, and the Strategic Initiatives, supported by the Infrastructure interventions that the vision will be realised.



- ^ Branding the city
- > Global Entrepreneurship Congress
ACC Liverpool



STRATEGIC INITIATIVES

THEME

INITIATIVE

Enterprise

Supporting Enterprise in Distinctive
Neighbourhoods

Funding for Entrepreneurs

Business Start-ups

Growing Business

Entrepreneurship Culture

Business Destination

Training and Skills

ACTIONS

Creating the conditions to encourage enterprise in the Neighbourhoods by working closely with local businesses, property owners and investors to develop networks, support new ideas, identify funding and support business planning.

- Providing micro-finance and facilitating Business Angels
- Targeted venture capital investment

Specialised business start-up service targeted at high growth potential businesses. Incentives to start-up focused particularly around key specialisms:

- Life science specialisms
- Creative and Digital
- Financial and Professional Services
- Continued support for Further and Higher Education to stimulate opportunities for entrepreneurship

- Continued and improved collaborative working between higher education and businesses.
- Programmes of support to foster more exporting and international trade in the run up to the International Festival of Business 2014 and beyond.
- Increased profile and usage of the Liverpool in London office to create growth opportunities for Liverpool businesses.
- Development of bespoke business offers through newly established Mayoral Development Zones.
- Cohesive business advice service for growing City Centre businesses in collaboration with key partners.

- Development of easy to access local business services making full use of web and social media.
- Promotion of entrepreneurship through collaborative working with businesses and schools.
- Support for the establishment of peer to peer networks to encourage innovative thinking and inter-trading.
- Collaboration with international partners to foster entrepreneurship, connections, investment and trade.

- Delivery of the Government backed city-wide International Festival of Business 2014.
- Promotion and support for events around Knowledge Quarter, Maritime Sector, Life Sciences, Creative and Digital, delivery of a programme of business events like the GEC in 2012 and International Festival of Business 2014.

- Development of demand-led skills provision
- Delivery of sector specific skills provision
- Simplification of the training landscape to complement business support
- Increased links between education and the world of work
- Support for young people to access employment, education and training
- Development of a city-wide apprenticeship approach
- Lobby for increased provision for STEM subjects to be taught in schools

STRATEGIC INITIATIVES

THEME

People

INITIATIVE

Marketing

Festivals and Events City

Developing Community Networks in
Distinctive NeighbourhoodsConnecting with Communities
Around the City Centre

Access For All

ACTIONS

Establishment of **Marketing Liverpool** to promote the Liverpool brand nationally and internationally through the development and delivery of a transformational events programme that will reposition the city and help accelerate economic growth whilst at the same time promoting the city as a cultured, cool and clever place to invest, businesses, visitors and residents. **Marketing Liverpool** will:

- Create a customer focused 'one stop shop' for investors, visitors and conference organisers
 - Manage and promote the Liverpool brand to domestic and international markets
 - Deliver an events programme of international significance and quality
 - Attract commercial revenue through sponsorship and membership
 - Demonstrate a city that is working together in a co-ordinated way.
- Promoting Liverpool through the Liverpool Plan as a capital of major cultural events and festivals.
 - Support for existing events and programmes which serve to enhance a positive image of the city, attract visitors and share economic benefit, including Liverpool Biennial, Liverpool Sound City, Light Night, Threshold, The Arabic Arts Festival, the Hub Festival, Live Festival, Liverpool Symphony, Liverpool Waterfront Festival and Liverpool Pride will support the key driver of promoting Liverpool's distinctiveness as a national and international visitor location.
 - Develop and encourage an enhanced programme of festivals and events both City Centre wide and at a neighbourhood level.

Support for the establishment of networks which seek to reinforce neighbourhood identity, increase social accountability and support business growth for the benefit of the City Centre. These include initiatives such as:

- Business Improvement Districts
- Community Interest Companies
- Neighbourhood Groups
- Business Mentoring
- Enterprise Networks
- Social Enterprises.

Support for initiatives being developed in the adjacent Mayoral Development Zones and communities around the City Centre particularly those contained within the North Liverpool SRF 2011, which City Centre activity can contribute to and reinforce, including:

- GreenPrint for Growth
- It's Football - the Football Quarter
- Everton Park
- Love Lodge Lane.

It will be essential that all the projects and initiatives developed and delivered through the SIF embrace the city's Corporate Access Strategy delivering development, activities and services that are welcoming, accessible and usable by all.

STRATEGIC INITIATIVES

THEME

INITIATIVE

Place

Creating Distinctive Neighbourhoods

Lighting of Liverpool

Sites of Opportunity

Strategic Direction, Co-ordination
and Management of Public Spaces

Business Continuity

ACTIONS

Working closely with local communities to address issues in each Neighbourhood, including:

- Developing a strong, clear vision for the neighbourhood
- Developing an identity and promoting the area
- Ensuring the right mix of land uses
- Addressing issues such as connectivity, signage, lighting, green infrastructure
- Developing plans for development opportunities
- Creating more animated streets and spaces
- Improving management, community networks and communications
- Developing the evening and night time economies.

Lighting of Liverpool's key assets will showcase the city to visitors and will help support the cultural evening offer. A number of buildings have the potential to be lit up permanently to 'showcase' examples of architectural quality and to improve way-finding. Other buildings can be the focus of light based events, or shows. Lighting can also be used to animate journeys across the city and improve the perception of safety. There is also the opportunity to use the city's assets as event locations to showcase building quality in association with Lighting of Liverpool.

Potential opportunities for lighting-up and event locations include:

- Liverpool Anglican Cathedral
- St Luke's Church
- St John's Gardens
- Central Axis of the Waterfront
- Baltic Triangle.

The majority of major development opportunities are referred to in the Major Transformational Projects. Other opportunities for development projects which will have transformational impact and will need to be redeveloped in a way that supports the SIF, including for example the Police Headquarters, Archbishop Blanch School, Beers (Kings Dock Street) should be explored during the lifetime of the Framework.

The development of an Open Space Strategy will identify key strategic spaces, opportunities to improve existing parks and create new pocket parks; and articulate how they can make the most impact on the life of the City Centre. A co-ordinated network of spaces, and supporting programmes of animation and community engagement, will add to the vitality and vibrancy of the City Centre.

A management and maintenance plan for City Centre public spaces will ensure that improvements to the urban fabric are long lasting and the economic benefit is maximised. This will need to be complemented by strategic direction and co-ordination to achieve maximum long term impact.

Planning for business continuity during and immediately after periods of adversity through the Liverpool Business Continuity Management Forum will ensure the city is economically resilient.

STRATEGIC INITIATIVES

THEME

Place

INITIATIVE

Planning Policy

ACTIONS

Plans for neighbourhoods, which may involve Neighbourhood Plans, in key areas of the City Centre will ensure development is managed and supported in association with the Distinctive Neighbourhoods Project and is aligned with the relevant statutory plans.

To include neighbourhoods where there is potential for significant beneficial change:

- Ropewalks
- Baltic Triangle
- Islington
- Canning Georgian Quarter
- Historic Downtown

Consideration for inclusive design principles from the early stages of the project inception will ensure that Liverpool's new urban fabric is usable and appealing to everyone regardless of age, ability or circumstance.

Recognition that the statutory planning guidance for the City Centre is represented within the Liverpool Local Development Framework. This includes a number of Development Plan Documents including the Core Strategy and a number of saved policies from the Unitary Development Plan and Proposals Map. Together these form the Statutory Local Plan for the City Centre and development will need to be in accordance with the vision, objectives and policy detailed within. Detailed site specific proposals will be addressed in the preparation of the land allocations and city wide Development Plan Documents.

09

ORGANISING THE DELIVERY OF THE SIF



ORGANISING THE DELIVERY OF THE SIF

The landscape within which major strategic investment programmes are being delivered is going through a period of significant change. This is the case not only in Liverpool but across the country, and indeed, our research tells us across the globe.

Recently, there have been major changes in Liverpool's governance with the introduction of an elected Mayor, the setting up of the Liverpool Mayoral Development Corporation and its incorporation of Liverpool Vision within the Mayor's delivery team.

Further significant changes can be anticipated and these will assist the delivery of the SIF. The preparation of the City Centre SIF has taken account of these ongoing changes and this section reviews the drivers for change and how Liverpool is responding.

The need for change is being driven by three fundamental factors:

- Firstly, a recognition that city development is complex and multi layered. At the heart of a successful city there is a need for a strong leadership team able to give strategic direction, make decisions and allocate resources on a timely basis
- Secondly, in a period of scarce public resource there is a need to innovate in the area of project and programme finance. This involves finding new ways of stretching resources to deliver the best possible outcomes
- Thirdly, the need to embrace the localism agenda, which seeks to drive down planning and investment decision making to the local level. In doing so, there is also a transfer of risk and reward away from central government towards local government. This move was principally signalled in Rebalancing Britain: Policy or Slogan? - Sir Terry Leahy and Lord Heseltine's independent report to the Prime Minister on the growth potential of the Liverpool City Region.

Liverpool has been at the forefront of developing responses to these three factors. Liverpool was the first UK city to negotiate its City Deal with government and has responded to the localism agenda by boldly introducing a City Mayor and Mayoral Development Corporation. These recent and planned future changes will greatly assist in the transformation of the City Centre and the delivery of the SIF programme.



^ Pier Head, Liverpool Waterfront

ORGANISING THE DELIVERY OF THE SIF

1. THE LIVERPOOL MAYORAL DEVELOPMENT CORPORATION (LMDC)

Liverpool has introduced a mayoral model of governance. Mayor Anderson was elected in May 2012 and has set up the first Mayoral Development Corporation outside London. The Mayor provides a high profile elected voice for the whole of Liverpool and the centralised leadership that is required to successfully direct the strategy and resources needed for transformation in a complex city environment. The Mayoral designation provides the city with unprecedented support from, and access to, the highest levels of government, including a seat on the Prime Minister's Mayors Cabinet.

LMDC's vision is to make Liverpool a Distinctive Global City and the preferred choice for investment and job creation. The Corporation will bring together Liverpool Vision and parts of the City Council to work closely with private sector partners and public agencies to accelerate development in the city. In particular, LMDC will direct and deliver transformation in the new Liverpool City Enterprise Zone and five locally designated Mayoral Development Zones.

LMDC is governed by a Board of prominent figures and is chaired by the Mayor. Board Members provide independent advice to the Mayor and will champion their work with government, partners, networks and business organisations.

2. THE MAYORAL INVESTMENT PROGRAMME – LOCAL FINANCE FOR GROWTH

Liverpool has responded quickly to the need for change and innovation in the way that city regeneration and development is financed. The city is in the process of bringing together a wide range of funding streams and assets and matching these with private sector funding to create a "single pot" that will provide LMDC with the ability to respond flexibly and quickly to capture economic opportunities.

The long term aim is that the Mayoral Development Corporation will operate a multi-billion pound investment fund - a "Bank of Liverpool".

The details will evolve over time but the intention is to pool public funding streams into a single investment pot. This will encompass income from the business rate uplift in the Enterprise Zones (Liverpool City EZ and Liverpool Waters EZ), and public assets, including the co-ordination and disposal of HCA assets through a joint agreement. This "single pot" will be used to attract private sector match funding, sector loans and equity.

Additional private investment could significantly increase the size of the investment pot. This could come from:

- Private sector match funding for public funding
- Private sector leverage - for every £1 of public money in the single pot we would aim to secure a minimum of a £1 of private sector funding, and
- Equity leverage – the Investment Programme will use equity leverage mechanisms as well as traditional borrowing and grant.

3. LOCALISM AND THE CITY DEAL

Liverpool has keenly embraced the localism challenge and became the first city to negotiate its City Deal with government in February 2012.

The Deal responded to many of Lord Heseltine and Sir Terry Leahy's recommendations and those of government as set out in 'Unlocking Growth in Cities' (December 2011) to:

- Put cities in the driving seat
- Enable cities to work across boundaries, sectors and professions
- Devolve real power to City Authorities, and
- Provide a range of incentives to achieve sustainable and successful outcomes.

Liverpool's City Deal enabled and unleashed the innovative responses that have been described above. The Deal also included an immediate direct financial contribution to the Mayoral Investment Programme and ensures the long term sustainability of the fund via the designation of a new Enterprise Zone.

BIBLIOGRAPHY

A Strategy for the Main Retail Area (2011)
Creative and Digital Industries- A Strategic Framework (2011)
Green Print for Growth (2012)
Life Sciences Action Plan (2012-2015)
Liverpool City Region Visitor Economy 3 Year Action Plan (2010)
Liverpool City Region Visitor Economy 20 Year Strategy (2009)
Liverpool Knowledge Quarter Green Infrastructure Plan (2010)
Liverpool Knowledge Quarter Strategic Investment Framework (2011)
Liverpool Plan (2012)
South Docks Waterspace Strategy (2011)
Rebalancing Britain: Policy or Slogan? (2011)
North Liverpool Strategic Regeneration Framework (2011)
Liverpool Core Strategy (Draft)
Unitary Development Plan (2002)

IMAGE RIGHTS

Book Cover - Paul Truman of Chapman Taylor Architects

Other images through out the document have been produced by: ACC Liverpool, Ant Clausen Photography, Chapman Taylor, Flickr Creative Commons, HafenCity Hamberg GHBH, Liverpool City Council, Liverpool Vision, McCoy Wynne Professional Photography, Pete Carr Photography, Virtual Planit.

Mapping information is based on Aerial Photography
© Copyright Liverpool City Council and other Merseyside Authorities 2012.

ACKNOWLEDGEMENTS

The Liverpool City Centre Strategic Investment Framework has been produced with support and contribution from its stakeholders. Drivers Jonas Deloitte and Liverpool Vision would therefore like to thank the following individuals for their time, effort and enthusiasm in the production of this document:

STEERING GROUP

Max Steinberg (Chair) - Chief Executive, Liverpool Vision; Chris Bliss, Estates Director, Liverpool ONE; Professor Diana Burton, Pro Vice Chancellor (Academic Enhancement Research & Regional Engagement) LJMU; Jenny Douglas, Head of Area Priorities, Liverpool Vision; Michael Eakin, Chief Executive, Royal Liverpool Philharmonic; David Guest, Regional Director, Bruntwood; John Hall, Chief Executive, Professional Liverpool; Nick Kavanagh, Director Regeneration, Liverpool City Council; Stuart Keppie, Partner, Keppie Massie; Frank McKenna, Chief Executive, Downtown Liverpool in Business; Bob Pratley, Chief Executive, Arena & Convention Centre Liverpool; Gerry Proctor, Chair, Engage; Jan Rowley, Liverpool City Council; Alan Stilwell, Director of Integrated Transport, Merseytravel; John Sutcliffe, Director, Liverpool Chamber of Commerce; David Wade-Smith, Director, Liverpool Mayoral Board; Geoff Wainwright, Director, 2Bio.

MEMBERS REFERENCE GROUP

Malcolm Kennedy (Chair) – Cabinet Member Regeneration; Tim Moore, Cabinet Member Transport; Christine Banks, Central Ward, Chair of the Licensing Committee; Gary Millar, Assistant Cabinet Member Business; Steve Munby, Riverside Ward & Cabinet Member Neighbourhoods; Anna Rothery, Princes Park Ward & Chair of Culture & Tourism Select Committee; Wendy Simon, Cabinet Member Culture & Tourism; Nick Small, Central Ward & Cabinet Member Employment, Enterprise & Skills; Sharon Sullivan, Central Ward, Assistant Cabinet Member Regeneration & Transport.

LIVERPOOL VISION / LIVERPOOL CITY COUNCIL WORKING GROUP

Particularly Jenny Douglas (Lead), Matt Biagetti, Ann Hopper, Kim Cooper, and including Anne Ainsworth, Andy Barr, Kenny Brew, Rob Burns, Jonathan Caswell, Steve Cook, Christine Darbyshire, Mike Eccles, Judith Feather, Ailsa Horne, Mark Kitts, Kevin McManus, Tony O'Neill, Peter Skates, Peter Smith, Martin Thompson, Richard Tracey, Naomi Walsh.

BUSINESS STAKEHOLDERS

For their contribution to the City Conversations process.

LIVERPOOL'S RESIDENTS

For their contribution to the City Conversations process.

FRAMEWORK PRODUCTION

The Liverpool City Centre Strategic Investment Framework has been produced by a team of consultants including: Simon Bedford (Lead) - Drivers Jonas Deloitte; Catherine Wignall, Drivers Jonas Deloitte; Suzanne Blackledge, Deloitte; Peter Swift, Planit IE; Hannah Elborn, Planit IE; Martin Stockley, Stockley; Joe Berridge, Urban Strategies Inc.; Graham Russell, Amion Consulting.



