

“How would you deliver a new Garden City which is visionary, economically viable, and popular?”

# Leeds *a* Garden *in the* City

Leeds City Centre South

Ref 90910101



Urbana Villor, Malmo ([www.hauschild-siegel.com](http://www.hauschild-siegel.com))

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Progress is already being made to achieve the vision outlined in this document through the work of The Leeds Sustainable Development Group (LSDG) in addition to the policies of Leeds City Council.

“LSDG is a network of individuals who share a commitment to their city and want to work together to make it better. LSDG’s first objective is to create a self-sustaining, open and inclusive forum to enable everyone in Leeds to say what sort of place they want to live in, to put forward ideas and to participate in developing proposals and options at a stage when it can make a difference.

The second objective is to contribute to the promotion of a wide-ranging debate, bringing together the city, its practitioners, academics, thinkers, designers, researchers and others who have an interest in, or wish to make a contribution to, the creation of a shared vision for Leeds.

These objectives have been agreed on the understanding that there is an over-riding need matched by a current opportunity to investigate new approaches to create truly sustainable forms of development for the city.”

LSDG website – [leeds-sdg.com](http://leeds-sdg.com)

# Executive Summary

Leeds City Centre South is in an ideal situation to create a place which builds on the principles espoused by the Garden City movement and where households of every complexion can live, work and enjoy their leisure time. In many respects it improves on Garden City principles by not only providing the green infrastructure which is such an important part of a healthy and enjoyable life, but also by having all the activities of a city centre close at hand – ready-made rather than having to be created. All the land is brownfield and development will not destroy existing and productive agricultural land nor affect any existing long-standing communities. On the contrary it will help to re-connect existing severed communities to the city centre.

Sustainability is at the heart of the project, not just in terms of greater energy-efficiency through lower travel and home energy costs, but also by creating the conditions in which people will want to stay and build relationships with neighbours down the generations. A mix of house types and sizes to suit individuals, couples, sharers, families and the elderly will be constructed with a mix of tenures including private rental, owner-occupation, shared ownership, self-build. Development will also build on the historic structure of the area as a gateway to the city and enhance the remaining heritage gems which connect the place to its important industrial past.

Other social infrastructure is also necessary. Much is provided already by existing city centre amenities, but the recent confirmation of the construction in the area of The Ruth Gorse Academy, a secondary school likely to be of outstanding status is an important step forward in the success of the proposal. The city centre park will provide a large green lung for all sorts of outdoor activities.

The key ingredient is the environment which gives the Garden City movement its name – green

**“Over the next 20 to 30 years, this area will see major regeneration and can be a site for exemplar sustainable development. There are many vacant or under-utilised sites and premises which represent a tremendous ‘once in a generation’ opportunity to create a truly sustainable city centre neighbourhood of family housing, employment and community facilities.”**

***Leeds Sustainable Development Group; ‘The New South Bank: A Vision for Leeds City Centre South; October 2013’ leeds-sdg.com***



**Sustainable housing Accordia – Accordia Cambs  
Alison Brooks Architects**

infrastructure which will create the matrix in which people will live, work and move around. As well as providing well-documented health and well-being benefits, this green infrastructure will provide the opportunity for residents to get involved or be trained in gardening and maintenance. It will also be used for sustainable urban drainage schemes and water will also play a part in the landscape of the area. The existing road network, now operating under capacity, will be reduced so that wide carriageways no longer disrupt pedestrian movement and land will be released for development or greening. The movement of pedestrians and cyclists will be given a higher priority than vehicular traffic and walking routes will include tree planting and provision of small and large spaces in which to play and relax.

The development of the scheme will focus on the end-users and include an infrastructure framework and urban design code to ensure individual developments meet the aspirations of the vision. Brownfield land is held by many in the current economic climate to be less viable, but the Little Kelham case study shows that this is a myth perpetuated by those with other interests.

Management and maintenance of the area will be carried out by a Community Interest Company which will be controlled by all those with a stake in the area – the City Council, landowners, residents, businesses etc. This company will obtain revenues from a number of sources including provision of community-wide district heating and car parking rights. Profits will be ploughed back into the company for maintenance of the public realm and to support the community.

Leeds City Centre South is unlikely to be an unpopular scheme as it will bring large areas of land back into use. But it will be necessary to attract people to live there and marketing will be carried out to encourage that. Once the first few developments have taken place it will not take long for the rest to follow when it is seen that living in Leeds City Centre South really is like living in a garden in the city.

### **The Ruth Gorse Academy**

**“The Academy will not only provide more school places but also deliver ‘excellent’ education based on the key themes of improving aspiration and achievement. In addition, the Academy will be a catalyst for significant regeneration of what is currently a deprived community with great potential for transformation.....[and] encourage city living generations to remain within the urban core and entice new long-term residents with families into this highly accessible area. It will also provide greater access to opportunity in an area in need of regeneration. Supporting the growth of skills for residents is the key to the long term success of the Leeds economy and to tackling the barriers to opportunity associated with deprivation..”**

***Leeds Sustainable Development Group; ‘A New Academy for Leeds: Prospectus; November 2013’  
leeds-sdg.com***



**Family housing, Freiburg - LSDG**

# The Vision

## Why a Garden in the City, and not a Garden City?

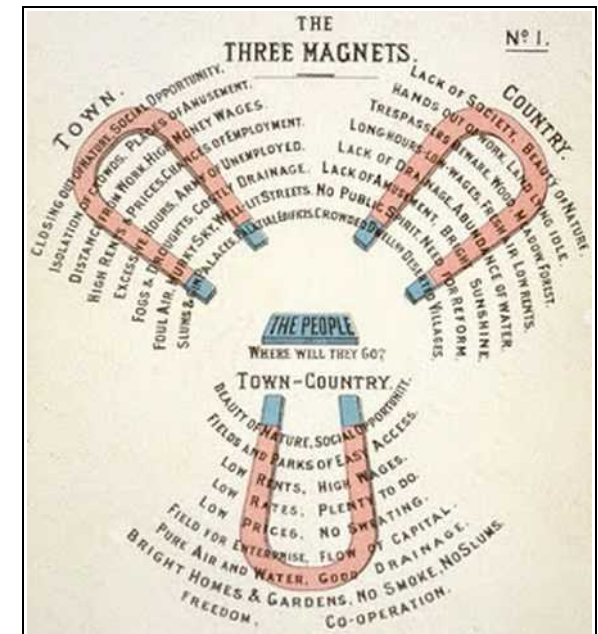
### Continuity

Ebenzer Howard's Garden City concept was, in part, a response to the overcrowded and polluted industrial suburbs of the Victorian city - places such as Hunslet and Holbeck in the southern half of Leeds city centre. But he also recognised the attractions of city living – “closeness to work” and “places of amusement”, which he wanted to recreate in the Garden Cities.<sup>1</sup> Hunslet and Holbeck no longer contain polluting heavy industry but retain their favoured location and are ripe for regeneration. There is an opportunity to bring the other advantages of Howard's “Town-Country Magnet”, including “Beauty of Nature” and “Bright Homes and Gardens”, to Leeds City Centre South and continue the ideals of the Garden City here.

The Town & Country Planning Association reflects this continuity with the decision-making environment of the past: “Today, we still face the primary challenges confronted by Howard and his followers: meeting our housing shortage, generating jobs and creating beautiful and inclusive places. However, we have also the new challenges of globalised markets and the urgent need to adapt to and mitigate the impacts of climate change.”<sup>2</sup>

In addition to these elements of continuity, we still experience social inequalities and problems bringing forward land in ways that can provide affordable housing.

Housing is always under more pressure in the strongest economic magnets. Old-established city centres with a wide range of activities have enduring appeal. Howard saw no reason why city functions could not be distributed to the centres of smaller settlements. The centre of each new



Ebenzer Howard's Three Magnets

1 Howard, E. (1902) *Garden cities of tomorrow* – reprinted 1985, Buihth Well: Attic Books .

2 T&CPA website

Garden City would be much more easily accessible to all citizens than were the Central Business Districts (CBDs) of traditional cities. But he admitted that there was significance in the critical mass of activity and the intensity of “agglomeration economies” derived from these existing concentrations. “It would be impossible to replicate in a new town the particular attractions of the CBD of a capital city”. ... In new towns “there is space for everything and nearly everything has its space. But the new town lacks the diversity, stimulation and serendipity associated with the jumble and congestion of old town and city centres”.<sup>3</sup> In a regional city, much smaller in scale than London, the functions of the old-established city centre would be accessible on foot to anyone living in Leeds City Centre South.

## Change

The challenges in the 21st century include:

- Resource constraints for public sector investment
- Uncertain economic climate and viability for private sector investment
- Provision and sources of education, skills, jobs and growth
- The impact of climate change – extreme weather, flooding etc
- Other environmental pressures including local air pollution from excessive road traffic

There are, though, challenges that we no longer have to contend with:

- Intense, health-compromising industrial pollution in city centres
- Mass poverty and very poor housing conditions in the pre-welfare state era
- Unregulated and rapacious landlords – to be undermined by shifting people out of cities

At the same time, there is an emerging understanding of the need to reduce ‘eco-footprints’ and development of techniques to redirect and cut consumption.<sup>4</sup>

There are also distinct disadvantages to attempting to create a new settlement on a greenfield site and making it viable and attractive:

- there is much stronger popular objection to greenfield development and powerful lobbying by

<sup>3</sup> Howard, E. (1902) *Garden cities of tomorrow* – reprinted 1985, Buih Well: Attic Books (p.xxviii).

<sup>4</sup> WWF (2012) Living Planet Report 2012

[http://wwf.panda.org/about\\_our\\_earth/all\\_publications/living\\_planet\\_report/2012\\_lpr/](http://wwf.panda.org/about_our_earth/all_publications/living_planet_report/2012_lpr/)

**“We have many more sophisticated ways of building and managing urban spaces and places and the activities within them, but we still have limited ‘bandwidth’ and time as individuals. So our best efforts need to be directed towards creating an environment that effectively shrinks space and time (through increased density and enabling more effortless movement) so that, with the same effort, we can experience more diverse encounters. There is, though, a ‘sweet point’ where there is a balance between the density, mobility and connectivity and the costs of maintaining these connections. (Places with too little connectivity or too much density can find themselves beyond a tipping point where the costs exceed the benefits.)”**  
**Luis Bettencourt (New Scientist, 14 Dec 2013, p.30-31)**

- citizens who perceive their amenity to be threatened
- great difficulties in finding sufficiently substantial and affordable sites that do not encroach on areas designated as not developable (high grade agricultural land, ecological or landscape considerations, flood risk)
- a strong likelihood that new settlements will generate more commuting to surrounding places rather than being self-contained - even Welwyn Garden City, designed to be self-contained, ended up with a high proportion of commuters amongst its population.<sup>5</sup>

On the other hand, redeveloping within a city centre, particularly in areas like Leeds City Centre South where there is available land, has distinct advantages over a new greenfield satellite city. A cleaner city centre now offers greater opportunities for providing all the advantages of urban living that used to be enjoyed: Howard's "diversity, stimulation and serendipity" referred to above; a sense of community and neighbourliness; being within walking distance of work, school, community and leisure facilities; whilst adding in, amongst other things, the previously missing ingredient of properly landscaped and managed greenspace – the garden in the city.



Marshall Street, Leeds City Centre South  
- photo LSDG

## Why Leeds?

### Brownfield vs Greenfield

Like other national and international cities, Leeds is faced with a number of key challenges. The city's population is projected to rise by 14% by 2028 to around 850,000,<sup>6</sup> its economy is still recovering from the effects of global recession and the consequences of a changing climate have become all too apparent. In addressing these challenges, Leeds must continue to be a forward-looking city and have a clear plan for the future.

The Leeds Core Strategy identifies the need to deliver some 70,000 (net) new dwellings between 2012 and 2028 to meet the housing demand and job growth aspirations of the City. At present, it is



Bath Street, Leeds City Centre South - photo LSDG

<sup>5</sup> Hebbert, M. (1992) The British Garden City: metamorphosis, in Ward, S. (ed. ) *Garden city: past present and future*. Spon. p.165-186.

<sup>6</sup> Leeds City Council LDF Draft Core Strategy 2013

envisaged that much of this development would take place on the rural-urban fringe of the city, with all the implications this has for the protection of our green belt and green fields, long term commuting, support service viability and the like. The Core Strategy states that “one of the biggest challenges Leeds faces is to provide enough quality and accessible homes to meet the city’s growing population, whilst protecting the quality of the environment and respecting community identity.”

The Core Strategy also promotes the use of previously developed land in preference to greenfield land, as does the National Planning Policy Framework. Whilst some greenfield development may be considered necessary to address the shortfall in housing supply (and in some cases nationally this might best be achieved through the provision of new standalone Garden Cities), the pressures from the housebuilding industry are such that brownfield land is in danger of remaining vacant in the rush to the fringes amidst claims that brownfield development is unviable in the current economic climate.

Part of the reason for developers' disillusion with city centre brownfield sites is their perception that there is no alternative to “business as usual” there. The last boom created a ghetto of small apartments at high densities with no greenspace and too little social infrastructure to help nurture any sense of community.<sup>7</sup> However, this “garden in a city” proposal brings the principles of garden city development into the city centre, delivering a mix of occupancy types and tenures and population to create the rich variety that is the foundation of a successful community alongside the parks, schools and social facilities to serve it and ready employment uses nearby. Furthermore, utilising brownfield sites allows for the reinvigoration of historic buildings and spaces, knitting the forgotten places into the new urban green matrix. Not only will this bring new life to urban heritage, recycling it sustainably, it will also help to integrate new urban garden communities by weaving their fabric into the existing city grain.

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<sup>7</sup> Unsworth, R. (2007) ‘City Living’ and sustainable development: the experience of a UK Regional City, *Town Planning Review* 78(6), 725-747.



Black Bull St, Leeds City Centre South - photo LSDG



Black Bull St, Leeds City Centre South – photo LSDG



Bridge End looking south into Leeds City Centre South from Leeds Bridge – photo LSDG

### A gateway

Leeds City Centre South is the gateway to Leeds from the south. Historically, the cloth which created the city's initial wealth was brought through here and over Leeds Bridge for sale in the Leeds Market on Briggate. Today the area has a national role at the junction of the north-south M1 and the east-west M62 with a rail network heading to Leeds City Station, the largest outside London. With the arrival of HS2 at its heart, the area will become an international transport hub.

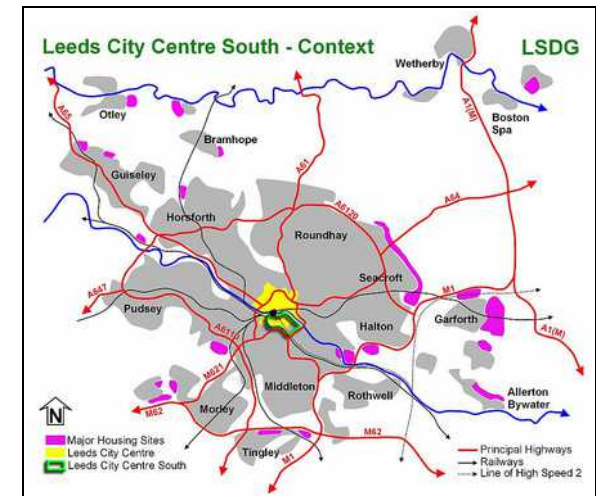
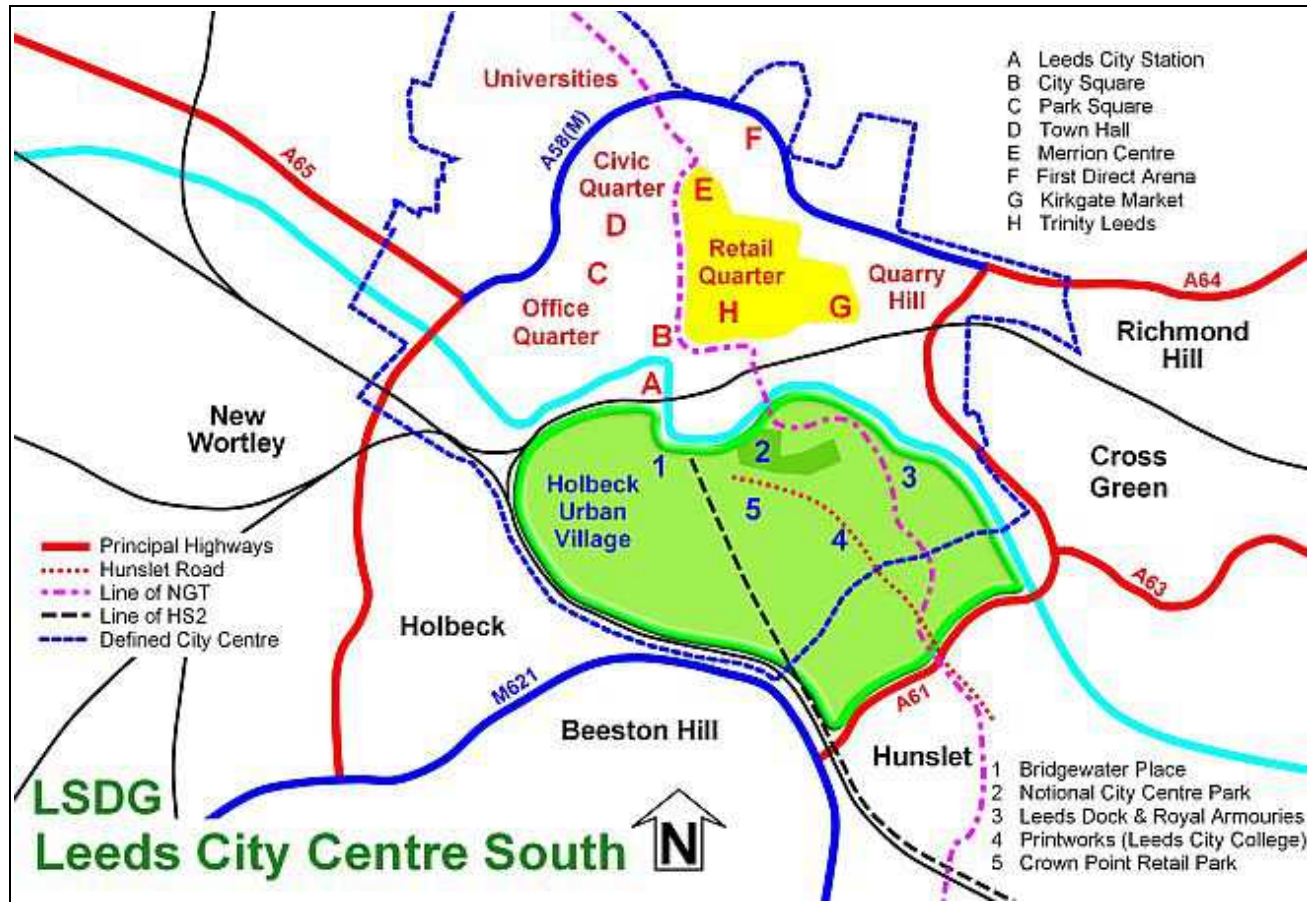
First impressions of a city are formed not by its fine city centre architecture (with which Leeds is well-endowed) but the quality of its routes and gateways into that core and this proposal builds on Leeds City Centre South's unique gateway location. The traditional arrival into Leeds through a barren landscape of derelict sites and run-down industrial sheds will be transformed so that visitors to the city will pass through high quality streets with trees, pocket-parks, green walls, roof gardens and community growing spaces integrated with high quality, well designed homes, businesses and cultural activities.

### A reconnection

The construction of the M621 in Leeds' phase a “Motorway City of the 70s” not only carved through the communities of Holbeck, Hunslet and Beeston Hill, but then effectively cut them off from the City Centre. Development of Leeds City Centre South in the way this proposal envisages will provide the opportunity to create green corridor connections for easier access from these deprived communities.



Leeds City Station Southern Entrance - Baumann  
Lyons Architects



### A past with a future

Leeds City Centre South is an area of approximately 178 hectares – this is about half the defined City Centre, south of the River Aire and Leeds Liverpool canal and north of the M621. The area developed over the years as the base for the Leeds manufacturing and engineering economy which emerged

from the cloth industries and continued the growth of Leeds as an industrial powerhouse.<sup>8</sup> Employment uses still remain, particularly in the southern part of the area, together with some historic gems from the period, but the heavy industry has gone. Along the waterfront, new residential and leisure development has taken place over the last 30 years and there are additional pockets of recent apartment and employment development.

However, declining fortunes have left this area with some 85 hectares (210 acres) of vacant or under-utilised sites and premises, all of which now represents a significant opportunity for Leeds. This is also an area of transition between the thriving activities in the city centre north of the River Aire and the deprived communities of Beeston Hill and those parts of Holbeck and Hunslet outside the defined City Centre. The potential of a new international station for HS2 in the heart of the area makes this proposition unique.

Various existing planning policy initiatives include parts of the area and in some cases overlap with each other:

- most of the land lies within the defined Leeds City Centre boundary
- the Holbeck Urban Village Planning Framework covers a western part of the area
- part of the Aire Valley Leeds Area Action Plan covers part of an eastern section of the area
- the Leeds South Bank Planning Statement includes an area in the centre of the wider Leeds City Centre South

In some areas there is no policy coverage at all.

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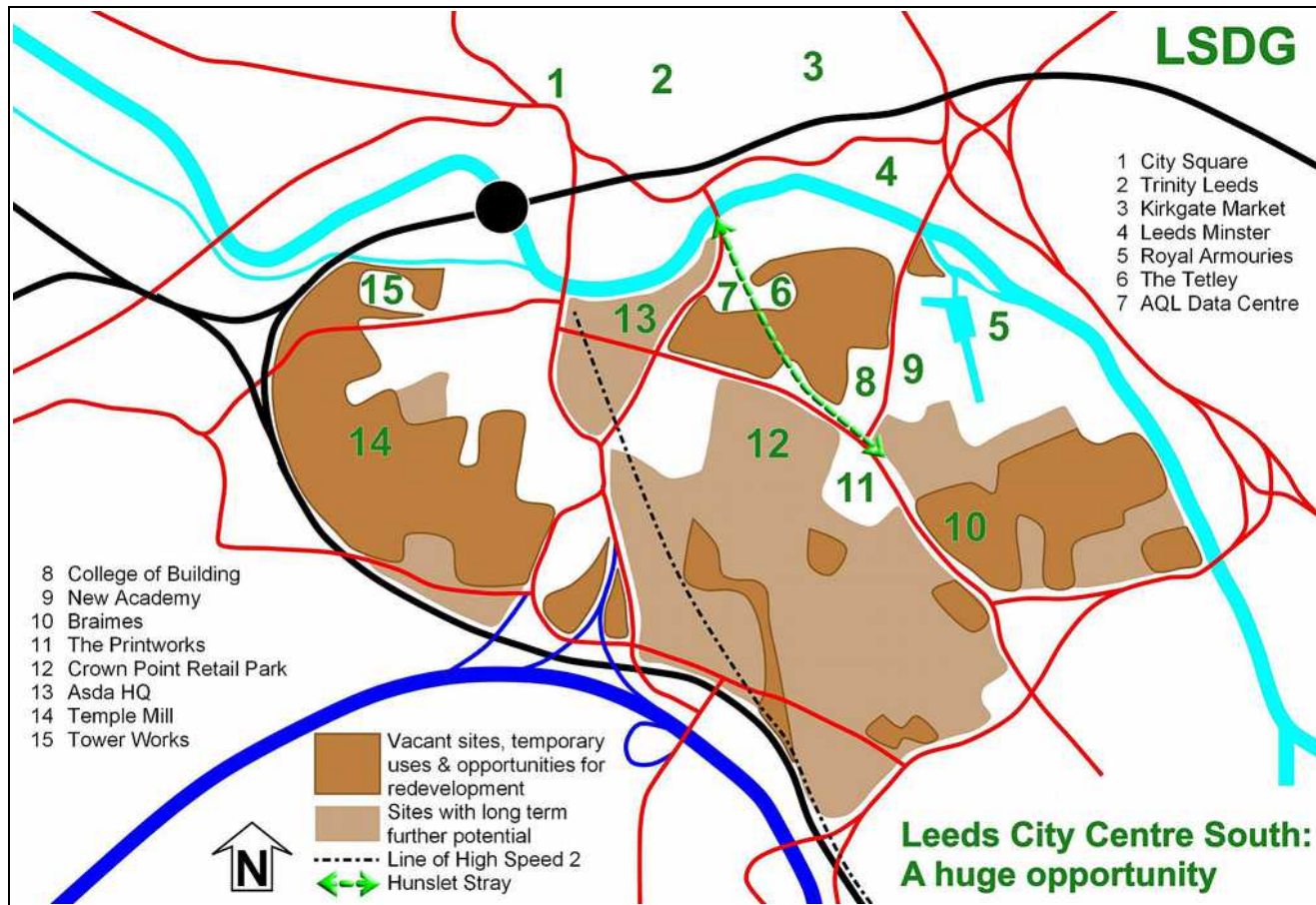
<sup>8</sup> Burt S. and Grady K. (1994) *The illustrated history of Leeds*, Breedon Books, Derby.



Temple Mill, Grade 1 Listed, Marshall Street  
Flax Mill built for John Marshall – LSDG



Hunslet Engine Co - [www.geograph.org.uk](http://www.geograph.org.uk)  
Hunslet was the home of a number of international heavy engineering enterprises



There is now an opportunity to think on a wider canvas and create an updated, more ambitious, focused and comprehensive long term framework for the whole area. There is a unique, once-in-a-lifetime opportunity to deliver almost two Edinburgh New Towns (53 hectares) on brownfield land in a highly sustainable location in the heart of Leeds City Centre. The location of Leeds City Centre South, within walking distance of the rest of Leeds city centre, lends itself to the creation of a sustainable urban community based on a mix of family homes, employment, schools, leisure and

**“Make no little plans. They have no magic to stir men’s blood and probably will not themselves be realized.”**

**Daniel Burnham 1814-1912 Architect and City Planner Chicago and Washington**

community facilities set in a green environment. The area has a bright future, different from but potentially just as successful as its past.

To achieve all that, the perception of Leeds City Centre South as a place to live has to be transformed, through the preparation of a clear and attractive vision, a demonstration of economic viability and the promise of a stake in its future success.

## A Sustainable Community

### A place to live and work

Families did, of course, once live and work in this part of Leeds in the 19th and early 20th centuries. However, the houses were mainly of poor quality and slum clearances gradually removed residents into the bright new beaux arts estates on the edge of the city such as Middleton and Belle Isle from where they had to commute by tram and bus to continue working in the then predominantly industrial zone south of the river.

In the first few boom years of the 21st century, residents returned to the city centre, but this time it was largely young service sector professionals who were the occupants of the new apartment blocks, mainly along the waterfront. Here they can enjoy the benefits of living and working in a vibrant city centre with all its leisure and cultural activities. But when these singles form couples and start families, they are forced to uproot to the suburbs to find schools, green spaces and gardens.

Our vision is to provide homes and facilities which will not only enable couples with young families to remain in the area but also attract a mix of others of all ages to join them. These homes will not be anonymous small apartments in blocks, but homes with identity, homes of different sizes, homes with private and public green spaces where children can play in safety, homes designed to allow contact with neighbours whilst providing the individual and family privacy required in a low rise high density small grain neighbourhood.

There are still businesses within the area and adjoining it in the expanding Aire Valley Enterprise Zone while the office and retail quarters of the city centre are on the doorstep. However, a new neighbourhood will not be attractive to families and others without the facilities people enjoy in the



Vauban, Freiburg - [www.civiccamp.org](http://www.civiccamp.org)



Malmö - [www.buildpedia.com](http://www.buildpedia.com)

more traditional suburbs – parks, schools, etc. There are already initiatives in progress:

- as a result of popular demand, the City Council has already formalised a planning framework for an ambitious, 3.5 hectare city centre park to meet the needs of all ages, in the centre of the area. Part has already been implemented in front of the Tetley gallery and on Sovereign Street.
- the whole area will sit within a green matrix of routes and spaces, the beginnings of which are now underway with the Hunslet Stray, a green pedestrian and cycle way re-connecting parts of the area along a historic route being delivered by the Leeds Sustainable Development Group (LSDG) and Sustrans.
- a new academy secondary free school, The Ruth Gorse Academy - conceived by the LSDG, funded by the Department for Education and run by The Gorse Academies Trust (the organisation behind two existing “outstanding” schools in Leeds) - this will be followed by a similar quality primary school with pre-school nursery.
- further education will be provided by Leeds City College which has already opened in one of the area's historic “gems”, the Thomas Ambler-designed former Printworks - this is being followed by construction of an additional campus for the Leeds Building College (already under construction)
- internet connections have been greatly improved assisted by the opening of a key data centre in the old Salem Chapel
- there is a proposal for an HS2 engineering academy and this would be an ideal location for that facility.

All the educational uses will also provide the opportunity for community use by local residents for a range of activities and events including sports, health and fitness, library, and medical centre. Shopping provision already exists in the area at Crown Point Retail Park and further local convenience shopping will be provided.

This is what makes a community sustainable: not just a reduction in carbon footprint, though that is an important element, but creating the conditions for people to feel secure, put down roots and stay in an evolving, vibrant and active neighbourhood through the generations.



El Jardin del Turia, Valencia, built on the line of the re-routed river – [www.campingaltomira.com](http://www.campingaltomira.com)

**“The Hunslet Stray will re-establish a forgotten part of Hunslet Road, an important part of the history of the City of Leeds. It will transform and improve access for pedestrians and cyclists between Leeds Bridge and the old Alf Cook Printworks now the City College Printworks Campus. It will provide the first of a series of new ‘green-links’ to the proposed City Centre Park and be a part of the LSDG’s vision for Leeds City Centre South; ‘The New South Bank’.”**

***The Hunslet Stray, LSDG 2014***



Hunslet Stray proposal - LSDG

## A place to enjoy

Providing good quality homes with employment to hand, together with all the facilities needed for community life is only half the story. To make a city centre location even more attractive, the surrounding environment must be pleasant, safe and easy for everybody to use. Walking and cycling will be the prime modes of transport and the design of routes and spaces will give these users priority. The aim is to enable all those using the public realm, whether walking, resting, chatting, playing, simply 'hanging out', communal gardening, cycling, on public transport or driving where necessary, to benefit from and enjoy the experience.

The quality of the area around the home and work is recognised as being as important to health and well-being as the buildings themselves. The greatest benefits will flow from living and working within an area where green infrastructure is the guiding principle, not just squeezed into 'spaces left over after planning'. More physical activity, if only walking more, can reduce the levels of obesity, heart disease, diabetes, strokes and cancers. Trees and greenery also improve mental and physical well-being, reducing solar gain, improving air quality and reducing pollution. An attractive green setting can stimulate productivity, learning and development, attract inward investment and create wider employment opportunities. The proposals fit perfectly with the Leeds Vision of creating a "cleaner, greener city".<sup>9</sup>

This green infrastructure will be a managed, maintained landscape with a mixture of voluntary and professional labour, perhaps with opportunities for training at the City College, celebrating and re-invigorating the process of gardening and appreciating the value it brings. Landscaping will be designed to improve drainage and water quality, attract wildlife and be used productively with city allotments. There will be a range of smaller private and shared green spaces that are a focus for the community, in work and leisure, an opportunity for continuous creative invention, a celebration of the seasons.

As the matrix for development, the green infrastructure will be laid over small grain development: thus urban blocks will be small with plenty of routes around and through them from which to choose. Vehicles will mainly be kept out of these living and working areas, though they may permeate into



Vauban, Freiburg - Steve Melia

**"In 2007, 91 per cent of people thought it was very or fairly important to have green spaces near to where they live, and by 2009 this had risen to 95 per cent."**

**CABE report: "Urban green nation: Building the evidence base"**



Academy-Street, Enfield -  
Karacusevic-Carson Architects

<sup>9</sup> The Leeds Initiative "Leeds 2030 Our vision to be the best city in the UK. Vision for Leeds 2011 to 2030"

places designed as “shared space”. Connectivity within and beyond the area is important – this will not be a self-contained neighbourhood. There are already walking routes along the waterfront with public transport and pedestrian and cycle routes across the river into the northern part of the city centre. Similar links to the south, west and east into neighbouring communities will be improved as part of this proposal.

### **A place with a future**

Making a place which people can enjoy will help to encourage residents to take pride in it, feel part of it and consider it as “home”. This will help to give the area long term stability. But in that long term there will be increasing pressures on energy consumption and reducing the carbon footprint is part of ensuring its survival into the future.

By virtue of its location and walkability it will already be considerably more energy-efficient than a similar settlement which acts as a satellite city and has to incur transport costs. But the vision is to go further than that and make Leeds City Centre South an exemplar in energy efficiency. There is an existing data centre in the old Salem Chapel producing an excess of waste heat which will be captured and distributed through a district heating system through much of the area. New developments will include self-contained energy generation and waste disposal systems and be insulated to Passivhaus standards with the aim of achieving zero-carbon energy consumption.

In addition all homes will have super-fast fibre optic broadband and tv with integrated smart systems to give information on energy consumption with connections to systems such as real time public transport travel information.

Long term and secure ‘ring fenced’ funding and income generation arrangements will include local food production, events held within city parks, energy generated from wind turbines and water from on site bore holes.



Dollis Valley Barnet -  
[www.alisonbrooksarchitects.com](http://www.alisonbrooksarchitects.com)



Molenplein, Holland – Tony Fretton Architects  
[www.dezeen.com](http://www.dezeen.com)

# Economic Viability

## Development Approach

### Seven priorities for successful regeneration

The credit crunch and subsequent recession have resulted in a legacy of stalled development schemes due to previously high land prices and indebtedness. The mainstream house-building industry is increasingly focussed on greenfield opportunities which are perceived to be more viable and less 'risky' not least due to the NPPF.<sup>10</sup> Developers who would consider brownfield schemes are still constrained by historically high land values and the availability of finance.

Despite the strong cultural preference for owner occupation, the credit crunch could see the beginning of the end of the UK's overwhelming emphasis on owner-occupation. The rationale for buying a home has fundamentally changed and for many households owner-occupation is no longer seen as a sure<sup>11</sup> investment.

There is an opportunity to generate new development and investment models incorporating flexible tenure which would allow access to new homes using 'build-to-rent' and shared equity principles. Modern design concepts would allow units to be flexible through the life-cycle including young families, live/work and assisted living in order to create truly sustainable neighbourhoods.

The approach taken in this proposal is focused on delivering the seven priorities of which are fundamental for successful property regeneration projects. These priorities work best when brought forward together - by working in partnership with stakeholders.<sup>12</sup>

10 National Planning Policy Framework

11 Nearly half a million mortgage holders are in negative equity in early 2014 <http://www.bbc.co.uk/news/business-26389009>

12 [www.aspinallverdi.co.uk/our-approach.html](http://www.aspinallverdi.co.uk/our-approach.html)

**Lilac is the UK's first affordable ecological cohousing project: a community of 20 households and a common house, based in Bramley, West Leeds.**

**“The aim of LILAC is to:**

**Reduce our impact on the environment**

**Respond to the housing crisis**

**Make a positive contribution to the surrounding community.”**

[www.lilac.coop](http://www.lilac.coop)



Lilac Leeds – [www.lilac.coop](http://www.lilac.coop)

1. End-user focus
2. Sustainable urban design
3. Planning
4. Availability of land/site assembly
5. Financial viability and funding
6. Contractual delivery mechanism
7. Community engagement

## End User Focus

The fundamental measure for successful projects is their attractiveness to tenants, purchasers and users. The availability of credit during the buy-to-let boom led to substantial developments of small properties which were often sold off-plan to fund the scheme. By focusing on the investor and not the end-user this skewed the market and there is a need to refocus on occupiers.

This means creating attractive new communities which are affordable and therefore accessible to a wide range of households, providing appropriate and appealing accommodation from first residence through to retirement. In this context 'occupiers' have a number of different 'roles':

- occupiers are residents who must be brought together (by good design) to form a community;
- occupiers are 'consumers' of housing and 'demand' (as opposed to need) is for affordable, good quality and spacious accommodation in a pleasant and secure environment;
- occupiers are voters who will register their displeasure if housing needs are not met.
- occupiers have a finite income and a more innovative approach to tenure would enable a better fit of households to housing options across the continuum from owner occupation to social renting - i.e. owner occupation / shared ownership (part rent/part buy solution) / interest-free equity loans (10-50% of value) / private rented (buy-to-let and let-to-buy) / social rented etc.

It would be innovative for households to be able to move up and down the tenure spectrum according to changing household and financial circumstances, including the 'right to sell'.

Similar attention to detail is required in respect of commercial and retail occupiers. Meeting their



Whitehall Place Leeds – [www.zoopla.co.uk](http://www.zoopla.co.uk)  
One example of private rental sector apartments constructed in Leeds City Centre in buy-to-let boom

requirements is a fundamental part of a sustainable mixed use community advocated here. There needs to be a reason for commercial occupiers to go south of the River Aire.

It is also essential to work 'with the market' i.e. to build on and link the existing assets in Leeds City Centre South which generate footfall and therefore commercial value. In this respect Leeds City Centre South has the benefit of some key attributes in the immediate vicinity which should be embraced including: Crown Point Retail Park, the Royal Armouries, and the waterfront itself. The retail park, a thriving shopping centre designed around the car in the 1980s as an 'out-of-town' centre, can be 'brought into' the city centre and made accessible for pedestrians.

## Sustainable Urban Design

High quality design is integral to creating developments which will deliver economic, environmental and social returns over the long term. In order to be truly sustainable each development has to be carefully designed within the context of the wider infrastructure framework.

This proposal for sustainable urban living is based upon the following:

- Medium-high density European design;
- Greater emphasis on houses/duplexes rather than apartments (but not exclusively);
- Flexible accommodation to allow adaptation through the life-cycle including young families, live/work and assisted living;
- Better space standards;
- Low carbon sustainable designs to keep energy and lifecycle costs to a minimum;
- Low maintenance private outdoor amenity and bin spaces to each unit;
- Communal 'hub' providing: caretaker/concierge services; delivery acceptance; recycling point; CHP plant and heat network etc;
- Community amenity space with central play areas - over-looked to provide security;
- Using natural features (e.g. mature trees) and topography (south facing aspects) to maximum advantage in accordance with a low environmental impact approach.
- Code for Sustainable Homes (CSH) would be used as a benchmark for Sustainability; Life Time Home (LTH) standards to accommodate disability needs; and Secure by Design to design out



Houses in Malmo - photo LSDG

crime.

In terms of the wider infrastructure and 'place-making' it is important that the following aspects are addressed:

### Highways

Leeds City Centre South is inextricably linked into the established city centre infrastructure and there is substantial scope for amending, extending and rationalising all the relevant parts of the infrastructure. A significant element is the existing road network and the need to establish a sustainable hierarchy of roads to accommodate both through traffic and local traffic. At present the roads south of the river are an 'extension of the motorway' and serve to take traffic between the motorways and the established city centre (north of the river) as quickly as possible. But these roads are now 'over-engineered' due to road improvements on the periphery and road space could be reduced with cycle and pedestrian links created between the key commercial drivers mentioned above. This will reduce the barrier effect of Leeds City Centre South between the existing city centre and the neighbouring areas of Holbeck, Hunslet and Beeston Hill.

The completion of an effective, continuous inner ring road and the re-routing of the loop road are two significant components needed to establish an infrastructure in the city centre south area that will reduce the impact of the car while enhancing safe walking and cycling routes. These are already in Leeds' long-term plans and our vision and could result in other 'wins' for the city including removing the private car from City Square - leaving this space for buses and taxis only.

### Access to the waterfront

Large parts of Leeds City Centre South are in the River Aire flood plain, however, this is to be defended by the ongoing Flood Alleviation Scheme. It is important that all new development is adequately defended in terms of flooding, but the waterfront also provides opportunities to enhance living, working and recreational features which will increase attractiveness of the area and therefore add value.



Hunslet Lane – 4 lane carriageway through Leeds City Centre South, with Thomas Ambler's 1894 Printworks in the background (now Leeds City College) - LSDG



Leeds Waterfront - [bbc.co.uk/leeds](http://bbc.co.uk/leeds)

## Economic infrastructure

In future, when energy is even more expensive and resource constraints are more evident, there will be greater demand for people to live, work and carry out all aspects of daily life within a narrower geographical range, with walking and cycling as the main means of moving around day to day. Urban form and functions will need to be adapted to enable more people to live like this. The strength of a holistic 'infrastructure plan' is to widen the scope of thinking beyond the provision of a park and associated green infrastructure to, for example, localise production and change patterns of consumption by reserving suitable sites for energy generation, water management, waste treatment, food production and local repair, reuse and recycling of materials and goods. These functions may, of course, be integrated into new or altered built structures with other main purposes.

## Social infrastructure

In order to retain existing city dwellers and attract new families into the area it is fundamental to provide outstanding schools. This is something that the LSDG recognised from the outset. The LSDG has supported both the conversion of the 'Printworks' listed building into a new campus for Leeds City College and the relocation of Leeds Building College to Leeds City Centre South. The LSDG has also been instrumental in promoting The Ruth Gorse Academy, a new 1,500 mainstream free school in Leeds City Centre South area to be operated by the Gorse Academies Trust.<sup>13</sup> This has been funded by the DfE and will open in new premises within Leeds City Centre South in September 2015. Research by Savills has shown that homes near those secondary schools occupying the top quarter of the national performance tables cost 13 per cent more than the average house price for that county.<sup>14</sup> This value should be captured in order to enhance the viability of schemes. The LSDG is also now working on a primary school which will complete the all-through provision.

## Planning

It is ironic that during the last development cycle, the supply of affordable housing became dependent on rising prices. In the recession, the uncertainty associated with the S106 regime is a

<sup>13</sup> [www.ruthgorseacademy.co.uk/](http://www.ruthgorseacademy.co.uk/)

<sup>14</sup> Savills "The Good Schools Effect" (2009)

In 2012, there were over 25,000 active enterprises in Leeds  
ONS – Business Demography: VAT + PAYE – from Leeds Economy Handbook

Leeds had 395,000 employees in 2012 (Business Register and Employment Survey) and 40,000 self-employed people (Annual Population Survey)

In 2011, 107,000 people worked in the city centre  
City Centre Audit, 2012



Leeds City College interior - [bbc.co.uk/leeds](http://bbc.co.uk/leeds)

burden on developers and an impediment to the recovery.

There will always be a requirement for social rented housing in order to provide a safety net. However, the intermediate sector is now the 'mainstream'. Yet S106 affordable housing has a number of unintended consequences in the intermediate sector.

On-site S106 affordable housing requirements have often been implemented without sufficient regard for the particular circumstances for individual communities. The urban scale of northern cities is not the same as Greater London and there needs to be a greater understanding of 'mixed communities' and gentrification. The thesis is that if investment takes place in all neighbourhoods so that the existing environment and values (e.g. in Holbeck and Beeston Hill) are 'levelled-up', it is not always essential that social rented housing is delivered on-site.

In short, the planning system needs to be more creative in its approach. Opportunities include:

### **Viability**

The focus on viability in plan making should be continued, but more flexibility in plan making should also be encouraged and affordable housing policies applied. For example: prioritising affordable housing or infrastructure from projects, enabling investment in low demand sites, encouraging continuing investment in high demand sites.

### **Brownfield land**

The re-use of brownfield land needs to be incentivised through fiscal measures such as CIL and S106 to differentiate between brownfield sites in Leeds City Centre South and greenfield sites on the urban-rural fringe. This would enable regeneration of brownfield sites which are in more sustainable locations where there is existing infrastructure.

### **Regeneration**

There are existing neighbourhoods surrounding Leeds City Centre South area which have housing stock which is affordable to most people in employment – however it might not be the first choice

**“Land is a finite resource, particularly on this small, crowded island of ours, and we should recycle it whenever possible.”**  
**Neil Sinden, Director of Policy and Campaigns, CPRE, 2011**

location. These neighbourhoods need 'Total Place' type initiatives which can change the trajectory to one of more demand and private investment by linking them to the city centre through Leeds City Centre South.

### **Public sector land for Self Builders**

Public sector land should be allocated, serviced and released for self-builders and innovative SME developers to complement the activity of the national house-builders.

### **Better design**

The planning system should encourage high quality design including design review and recommended minimum floorspace standards. This will be rewarded through faster sales rates and values.

### **Private Rented Sector (PRS)**

The recommendations of the Montague Review<sup>15</sup> should be followed to include "institutional investment" grade housing. Success depends on a combination of factors, including codes for managers of rented property, removal of the "threat of rent controls", sites for innovative schemes to be piloted and enabling this product to be delivered at scale.

### **Social Housing**

The private sector has only ever delivered a fraction of the housing required and a parallel approach is needed for "direct delivery" with Local Authorities and Registered Providers using their existing land assets and balance sheets to deliver units – funded through commuted sums, CIL and New Homes Bonus.

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15 Review of the barriers to institutional investment in private rented homes (August, 2012) Department for Communities and Local Government

**"Well designed neighbourhoods are where people feel safe, included and at home. They are where residents can feel a sense of identity and civic pride, where they are encouraged to interact with their neighbours in ways that help to strengthen the community"**

**"Good Design – It All Adds Up" RIBA**



**Accordia, Cambridge – Feilden Clegg Bradley Studios – photo David Grandorge – [www.architecture.com](http://www.architecture.com)**

## Site Assembly

As mentioned above the area has some 210 acres (85 hectares) of vacant or under-utilised sites and premises, all of which represents a significant opportunity for the City over the short medium and long term.

The challenge is to overcome the legacy of high land values and debt from before the credit crunch. Prior to the credit crunch development sites often transacted at prices which are not sustainable at today's prices and were subject to high levels of 'gearing' (debt). These legacy projects have still to unwind and many sites are being held by receivers for banks and or zombie property companies.

In order to overcome this there needs to be both 'carrot and stick'.

The aim is to deliver the right environment which results in more viable projects. This will be achieved as described throughout this business plan including – setting the vision to focus on the end users to 'drive value', establishing the planning policy framework, delivering key infrastructure (schools, parks etc). These interventions will all 'add value' which will improve viability.

The corollary is where landowners are 'sitting' on sites which are stalled there is opportunity to use CPO powers. In this respect clause 47 of the HS2 bill allows the government to CPO land where it 'considers that the construction of High Speed Two gives rise to the opportunity for regeneration or development of any land'. This is a very wide power with no spatial or time limits and will motivate landowners to bring forward their sites (or risk losing them).

## Financial Viability And Funding

Leeds City Centre South has a substantial commercial advantage to deliver new homes compared with a greenfield new town – it already has substantial civic assets, infrastructure and employment opportunities. On any Treasury Green Book cost-benefit analysis Leeds City Centre South regeneration project would be more viable than a greenfield new town.

Any new town on a greenfield site has a significant commercial disadvantage in that it has to generate new employment opportunities for the residents. If there are no major employers located in the town the assumption is that the residents will have to commute to existing employment locations

**“Leeds City Centre South has a substantial commercial advantage to deliver new homes compared to a greenfield new town – it already has substantial civic assets, infrastructure and employment opportunities.”**

**Leeds City Centre amenities include:**

**Leeds Art Gallery  
Henry Moore Gallery  
The Tetley (in Leeds City Centre South)  
Munro House Art Gallery  
Leeds Museum  
Grand Theatre  
Opera North  
West Yorkshire Playhouse  
Carriageworks Theatre  
Leeds City Varieties  
Everyman Cinemas  
The Light Cinemas  
Leeds Minster  
Leeds Town Hall concert venue  
First Direct Arena**



**Leeds City Varieties Theatre, just one of the existing attractions in Leeds [www.cityvarieties.co.uk](http://www.cityvarieties.co.uk)**

(e.g. central London). This is unsustainable for the environment and in terms of the economy (cost, time etc).

Furthermore, in the current economic climate there is no commercial reason why large scale employers would be willing to relocate to a new town - why would you relocate your business from an established town or city with all the benefits of agglomeration to a pioneering location? Leeds City Centre South has the advantage that there are a substantial number of employers already located in the city centre (in both the private and public sector) and it has the benefit of exceptional public transport to commute to alternative employment locations.

In addition, the city centre location means that our 'garden city' already has access to the key civic and cultural amenities e.g. galleries, museums, Civic Hall etc. These are expensive to provide and generate limited direct income themselves. They are therefore 'not viable' to develop and are a drain on viability for any greenfield new town.

Finally, Leeds City Centre South already has the benefit of substantial infrastructure in terms of access roads, public spaces, schools, utilities etc. These do not need to be developed from scratch, but will need to be reinforced and upgraded to cater for the new residential and business population. These are therefore not 'whole costs', but 'marginal costs' of the project which would be funding in the usual manner – through S106's, CIL etc.

## Little Kelham – An Urban Village Case Study

### History

Kelham Island was once a thriving industrial heartland of Sheffield with numerous steel works and industrial operations all hugging the power generated from the mill race off the River Don. Industrial processes were ahead of their time and regarded as some of the finest in the world, supplying the steelwork for bridges all over the globe, including the Brooklyn Bridge in New York.

Since the decline of industry, Kelham Island has become largely a derelict collection of former industrial buildings, neatly disconnected from the city centre through the new loop road. Beneath the dilapidated frontages, cultural



Little Kelham model - CITU

uses have sprung up where artists and makers have sought out cheap space, encouraged by accidental landlords whose former works buildings are struggling to meet Business Rate liabilities and finding a new identity. Some of the river-fronting mills were developed into residential apartments during the mid 2000's and many others were acquired speculatively to develop large apartment blocks for the buy-to-let market.

Since the 'credit-crunch' and recession, many of these sites have been mothballed and taken into receivers' hands where landowners and developers are struggling to find a viable way to develop. Much of this land has become available, with banks and landowners keen to sell and disheartened by the lack of interest.

### Vision

One of the key sites in Kelham Island was acquired by Leeds-based developer Citu in late 2012. The site was formerly two separate steelworks buildings over 3.8 acres and benefited from a part-implemented consent for around 400+ small apartments, all aimed at the buy to let market. Citu took a very different approach to the site and decided to re-submit an application based on the creation of an urban village with a diverse mix of house types, uses and public space – all within some tight design and sustainability constraints.

The planning application was welcomed by Sheffield City Council and consisted of 153 1-4 bedroom homes (many with gardens), plus a variety of specific alternative uses, all designed around creating a vibrant community. This includes a bakery, pub, nursery, boutique hotel, gallery, gym, creative workspaces and shops. All of the houses are being built to Passivhaus standards with a timber frame that is pre-assembled in one of the existing buildings established as temporary workshop. The sustainability policy provides that the workshop is staffed using at least 50% of local joinery apprentices who become fully trained by the end of the project.

### Design

The design of the development is based around a European model, with tight knit streets of 8-9m width, clear routes through the site and with all the public spaces being shared surface; giving equal priority to pedestrians, cycles and motor vehicles alike. Signage and street clutter is minimised and play is encouraged in the public spaces through provision of outdoor climbing walls, slides etc. Many of the properties benefit from a 1st floor raised

**"This really needs to be about people and so we need to create the places that people want to invest, commit and live in for the long term. In following the financial markets we would lead ourselves to short term-ism .... I fear the current excitement around build to let is going to take us down the same path that fuelled a bunch of identikit, often sub-standard apartments – as the driver is the yield, not the quality of the community / home."**

***Chris Thompson – Managing Director CITU  
in conversation***



**Apartments, Little Kelham - CITU**

private garden with parking below and increases the densities on the site.

### Sustainability

Whilst the homes are built to Passivhaus standards they don't require heating, but hot water and power is provided through photovoltaic panels to the roof of many properties which is collected centrally and optimised across the whole development. The same is true of data, where fibre is provided to the door of each property, which is administered centrally through the community Multi Utility Service Company (MUSCO). At the heart of Citu's sustainability policy, it provides for the freehold land, private wire infrastructure and renewables/energy equipment to be transferred to a Community Interest Company that is wholly owned by the residents. This CIC produces a small annual profit from utility-billing, with this profit used in the future to acquire new technology which can reduce energy consumption across the site. With the community owning the freehold, they also control the management of the estate.

The sustainability policy is illustrated best through the provision of some clever technology which firstly requires residents to sign up to an 'open data' policy for energy consumption. Each person's energy usage data is then made open to the public across the site with the aim of effecting behavioural change, benefiting from collective switching and ultimately being able to improve efficiencies across the development. This can occur where for example PV panels are exporting excess power to the grid at a nominal income receipt. The technology would alert the community to the collective potential saving, allowing people to activate their washing machines or charge their electric cars via their smartphones.

### Viability

Often, all these sustainable and design principles are perceived to come at a prohibitive cost to the developer and frequently are discarded as an option by professionals who choose the tried and tested route. Citu are building these properties all at 'normal' build rates of a blended amount of £90/ft<sup>2</sup> across the whole site. Citu are able to make a rate of return in excess of the 'industry standard' of 20% whilst delivering planning obligations, paying market rate for land and receiving no public subsidies for the development of the housing.

"The risk – and it does come down to risk I think – is that most developers rely on models of schemes that have happened locally where they can be certain of the market, and this needs a leap of faith for new city plans, new models of housing and new development economics - and probably by new developers too! When I say new, of course none of this is 'new' – it just would be to Leeds.."

*Chris Thompson – Managing Director CITU in conversation*



Houses, Little Kelham - CITU

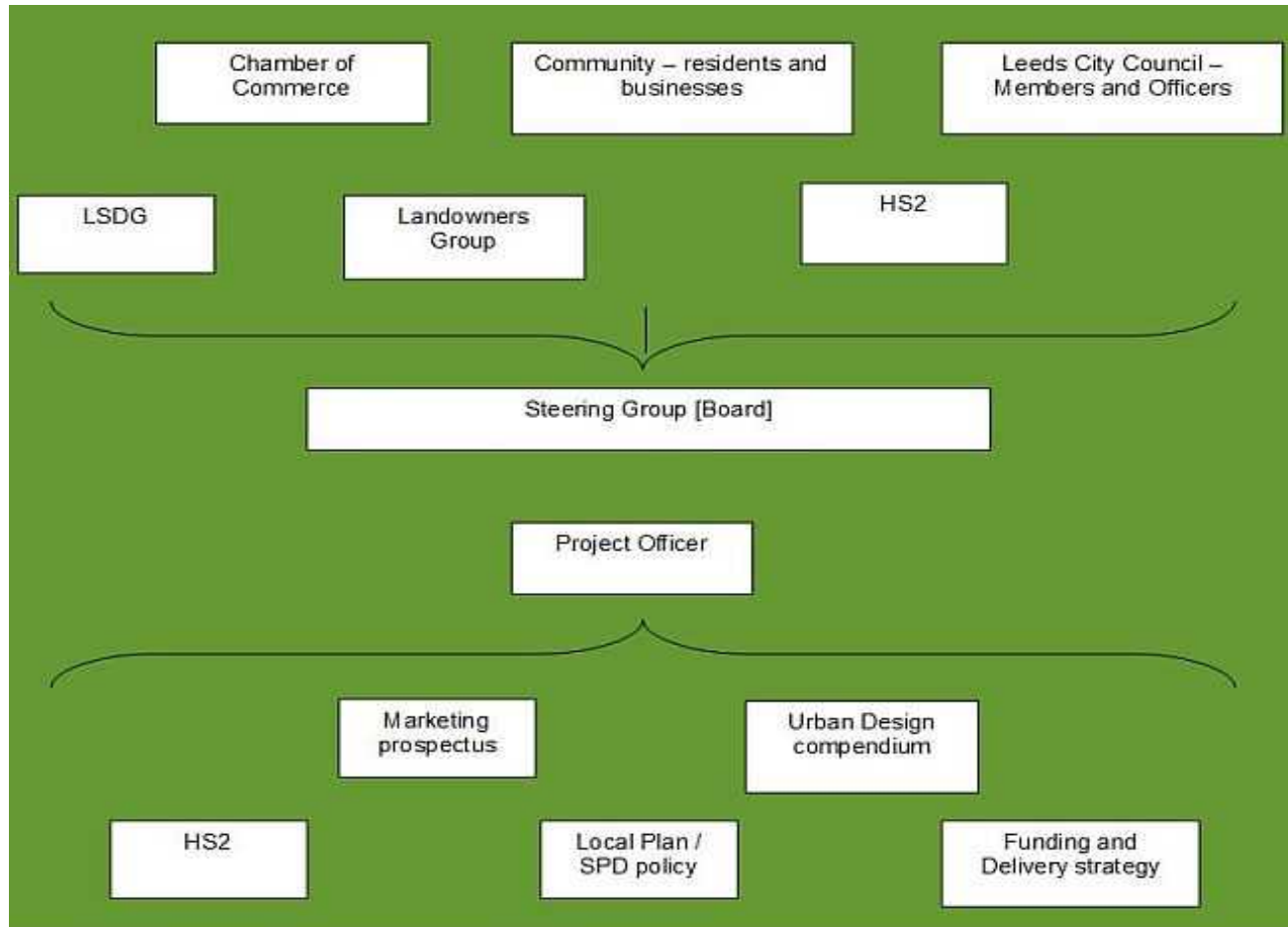
This table provides a summary of the mix, density and values within the Little Kelham development. Since launching the scheme in December 2013, the first phase of 16 homes have now sold out – with >90% to owner occupiers - and Citu remains confident for the whole scheme to be sold prior to construction of each phase.

	<b>GIFA (ft2)</b>	<b>%age</b>	<b>No Units</b>	<b>Average Size (ft2)</b>	<b>Sale Value (£/ft2)</b>	<b>Construction Costs (£/ft2)</b>
<b>Residential</b>	141,940	76%	153	928	£190-235	£90.00
<b>Commercial</b>	44,300	24%			£125-195	£80.00
<b>Total</b>	186,200	100%				
<b>Area</b>	2.93 acres					
	48,373 sq.ft/acre		52.14 units/acre			

Case Study provided by Chris Thompson, Managing Director, CITU

## Delivery Mechanism

The delivery mechanism is complex given the pattern of land ownerships and competing commercial interests in a city centre context. There are a number of partnerships already around Leeds City Centre South and the aim is to galvanise this interest through this vision and the Wolfson prize and incentivise landowners, developers and investors to deliver the vision.



In the short term the £250,000 Wolfson Prize would be used to fund a Project Officer to help deliver Leeds City Centre South. The Project Manager would need to satisfy the following requirements:

1. Innovation – to be innovative in terms of the latest opportunities in terms of sustainable technologies, environment, public realm, land uses and property markets.
2. Value Added – to have a broad perspective of regeneration in order to ‘join the dots’ in terms of property development opportunities, but also social, economic and environmental opportunities. To ensure opportunities to add value are not missed.
3. Partnership – to galvanise the public, private and voluntary sectors to work together for the greater good. Must be able to converse at all these different levels – Member, Officer, Corporate, Entrepreneur/SME, Community.
4. Funding – to be conversant with the current funding streams, business planning and ‘outputs’ e.g. LEP Strategic Economic Plan (Local Growth Fund), ERDF, GPF, RGF, New Homes Bonus, Heritage Lottery etc
5. Delivery Mechanisms – to be entrepreneurial and commercial to create delivery mechanisms to incentivise the key landowners, investors and public sector to work together to deliver projects.

The Project Manager would report to the Leeds City Centre South Steering Group which over time could become a formal company (see below) or part of the HS2 Development Corporation (proposed by Sir David Higgins, HS2). The Steering Group is likely to require some or all of the following:

1. Coherent vision – further evolution of this work for marketing purposes at (say) MIPIM, 2023 Capital of Culture bid.
2. Urban design document – an ‘infrastructure framework’ that sets out the key roads, footpaths, connections, green spaces, public realm, utilities corridors etc. This is the ‘glue’ that holds Leeds City Centre South together. If you get the public realm right this will create plots for short, medium and long term development.
3. HS2 – to contemplate Leeds City Centre South with and without HS2 to establish what happens in the interim and define meanwhile uses e.g. both permanent and temporary



Testing a Design Code - from CABE Design Coding:  
Testing its use in England

facilities for the Capital of Culture?

4. Local Plan / SPD – to consolidate the existing planning policies in the area in to a single comprehensive document. This would include a design code for the development of individual sites.
5. Funding and delivery – to progress the funding and delivery mechanisms including inter alia CIL, TIF, RGF, GPF, Local Growth Fund, land swaps, S106, Heritage funding, DfE funding etc.

### Community Engagement - Who's In Charge?

As Leeds City Centre South is a major part of Leeds City Centre, the local authority will continue its role here as elsewhere. Leeds City Council is also a landowner in the area holding some development land and the public realm/roads. However, to reinforce an identity for Leeds City Centre South the intention of this proposal is to follow the delivery process with a vehicle which will provide local residents and business occupiers with management responsibilities and certain rights over the type of development which would take place, the provision of some services and the maintenance of elements of “the garden”, i.e. the public realm.

The Steering Group outlined in the diagram above would become a Community Interest Company (CIC) with the following remit:

1. The Company would have a Board made up from representatives of LCC, local land owners and land occupiers (residential and business). The company will act to unify the area and provide consistency in management.
2. Shares in Company to be allocated on a pro-rata area basis.
3. Shares cannot be traded, but must be transferred with ownership of land. The shares are allocated to the land to encourage landowners to remain involved in the area – but selling to a developer if they wish will bring a premium due to the transfer of the shares with the land.
4. Surplus profits will be reinvested in the company.

**“The CiC brand provides:  
reassurance to stakeholders, as the asset lock  
and community purpose are regulated  
a higher profile for social enterprises and not-  
for-profit companies  
a growing network and voice within the social  
enterprise and third sector”**  
*From The CIC Regulator case study series -  
“The benefits of A Community interest Company  
(CiC)”*  
[www.gov.uk](http://www.gov.uk)

5. Company assets to consist of:

- land released by road closures
- public realm and city park (provided by developers in the normal way)
- rights to district heating connection/provision of data
- rights to parking provision (including provision of car clubs)

6. Company revenue from:

- sale or rental of land released by road closures. Land released by road closures could be sold to adjoining landowners, or used for public realm required by development of adjoining sites
- charges where appropriate for use of community land (e.g. tennis courts, allotments)
- charges for the right to connection of district heating. District heating will be supplied from waste heat from the Data Centre and other green sources (biomass fuelled CHP or ground source supply). The supplier provides the heat at a cheaper rate than conventional heating, but the Company will be paid by the landowner/developer for the rights to connect.
- charges for the provision and use of car parking spaces. The expectation is that car ownership will be unnecessary, though some parking might be permitted. Multi-storey car-parks will also be provided close to motorways exclusively for resident parking. The company would, however, be able to levy a recurring surcharge for the use of any car parking space. Car clubs would be encouraged but providers would pay the Company for the right to run them.
- management fees from occupiers for maintenance of public realm (residents could pay reduced fees by taking over responsibility for specific areas)

7. Shares in the company will be allocated to all land at the outset and will be activated and passed to the appropriate landowners when the land to which they are allocated has been developed, in accordance with the agreed framework and design code, within the first five years.



Salem Chapel - aql data centre – LSDG surplus heat could provide district heating

8. Where land is not intended by the agreed framework to be developed with five years (e.g. some existing employment use), landowners can still activate their allocated shares and by “greening” their site/premises.
9. Activated shareholders are entitled to representation on the Board via democratic vote.
10. Unactivated shares to be retained by the company until distributed.
11. As an alternative to development, land can be sold to the Company at current market value (not pre-2008 value) +10% within the first five years with payment phased over course of subsequent development.
12. Thereafter, land would be subject to CPO at 2014 value with no right to free shares with similar payback arrangement.

Using this model of pooling interests across private and public sectors, some of the pitfalls of earlier Garden City projects would be avoided, including the tendency for disadvantages associated with either public or private sector monopoly.

# Popularity

## Selling The Vision

Attracting people to live in a city centre – and in particular a previously industrial city centre - which has for years been perceived as polluted, noisy, unsafe and unattractive is a major undertaking. There are two stages to this: firstly getting the support of existing landowners, residents and businesses and secondly selling the idea to a wider public and potential residents. So an additional task for the project officer would be to develop an integrated marketing communications plan and schedule of activity to communicate with the various audiences in the community who are involved with the garden city. In addition to existing inhabitants and occupiers this will include charitable organisations, the local authority, Leeds Civic Trust, schools, and the media.

The plan would begin with a PR and publicity campaign aimed at raising awareness of the project and how people could get involved, and/or support the project. A number of local businesses would be approached for sponsorship opportunities and to get involved with the CIC. This publicity would be aimed at local, regional, national and specialist environmental/green media sources.

Local residents would be able to get information through events and meetings about how they can get fully involved with the project and introduce green and energy efficient elements to their homes. These events would also help to promote the project and create community spirit, possibly with a local celebrity to attract attention and advertise this achievement. It would be through events and workshops such as this that the infrastructure framework referred to above would be created and agreed.

A digital marketing system would be created based on a 'membership' area or 'friends' area for Leeds City Centre South, which would be structured around a database of contacts and used to keep in regular touch with updates, information, and events about the garden city. This would involve contacting members by email, phone, Facebook, Twitter and letters, to reach a full mix of demographics and attract members from all areas of the community. It would also encourage

ownership and involvement by various community groups, as well as creating awareness about opportunities for business and commercial sponsorship.

All activity would be budgeted and monitored for effectiveness and the strategy constantly adjusting in line with what is working best with the campaign.

The second part of the strategy (though running concurrently) would be to provide information to the wider public. The initial events and creation of the infrastructure framework would encourage developers who themselves would use their marketing arrangements to promote individual developments, but there would also be a region-wide campaign to promote the vision. This might invoke the spirit of the original Welwyn and Letchworth Garden City advertising, though rather than posters, would include TV, radio and social media adverts, together with open days and other events such as tree-planting and urban gardening days, held in the area.

## Positivity

Unlike a garden city in a greenfield location, which may be swallowing up a village or two, the proposals for Leeds City Centre South are unlikely to meet much popular opposition, and indeed many residents of the urban fringes already welcome the promotion of this scheme to deflect some housing pressure on greenfield sites. It is hard to imagine anyone in Leeds not welcoming the development of this now largely derelict brownfield land. There may be initial indifference but the vision that has been set out in this document is a strong selling point in itself which is more likely to engender interest. There is a myriad of positive benefits to living in the community which could develop here:

- Lower travel costs
- Lower energy bills
- Availability of good schools
- Parks, greenspaces, a waterfront
- Attractive and safe places to walk through, play in, chat to neighbours or sit and enjoy
- Easy walking and cycling on flat terrain



safe cycling in Freiburg – Steve Melia

- Close to like-minded entrepreneurs and employment opportunities in the city centre
- Close to city centre amenities, shops, theatres, restaurants, cinemas
- Close to major rail links to the rest of the country and beyond

As a result of these proposals, Leeds City Centre South could be transformed from its present sad and derelict state to an world-leading exemplar of a truly sustainable community set in a garden in the city.



Vauban, Freiburg - Schoenen