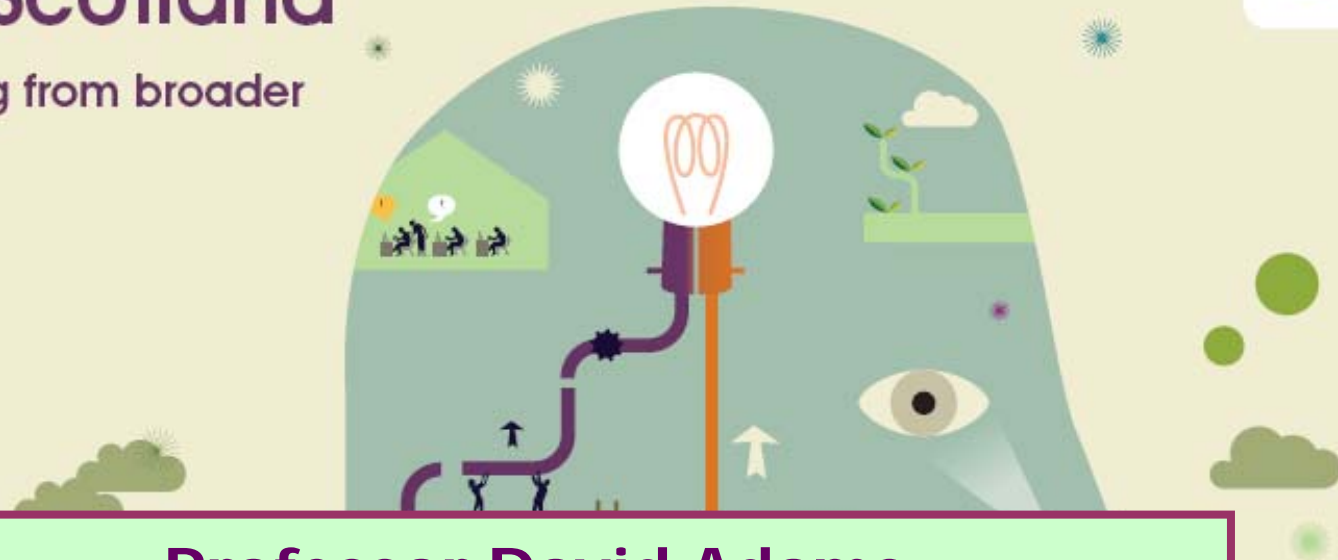


# Delivering Better Places in Scotland

A guide to learning from broader  
experience



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Conference Presentation at Dynamic Earth, Edinburgh  
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# Recent place quality in Scotland – a powerful critique

“Too much development in Scotland is a missed opportunity and of mediocre or indifferent quality. There are a few examples of new or regenerated places which are well thought out, some fine new buildings and smaller projects that are to be welcomed but they are the exception rather than the rule. The ultimate test of an effective planning system is the maintenance and creation of places where people want to be. We need to rise to that challenge”



**Scottish Government's  
Council of Economic  
Advisers, First Annual  
Report, 2008**



# Guide looks at what can be learnt from elsewhere

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**Eight exemplar case studies across Europe, with relevance to different challenges in Scotland, investigated**

- Adamstown, Dublin, Ireland
- Allerton Bywater, Leeds, England
- Castlefield (Britannia Basin), Manchester, England
- Hammarby-Sjöstad, Stockholm, Sweden
- IJburg, Amsterdam, Netherlands
- Newhall, Harlow, England
- Upton, Northampton, England
- Vauban, Freiburg, Germany



**Adamstown, Ireland**

**Strategic Development  
Zone, with close  
public-private sector  
collaboration**

**Significant investment  
in high quality advance  
infrastructure**

**New town of around 10,000 homes, west of Dublin, with  
schools and other social infrastructure and 125,000 m<sup>2</sup> of  
commercial space on a 224 hectare site.**



**Allerton Bywater, England**

**Millennium Community  
promoted by English  
Partnerships on former  
colliery site**

**Demonstrates how  
public sector can  
reduce risk & catalyse  
interest from  
developers**

**520 homes, plus 25,000 m<sup>2</sup> of commercial space, on a  
23 hectare former colliery site near Leeds.**



**Castlefield, Britannia Basin, England**

**Long-term public  
commitment to place  
quality can attract  
like-minded  
developers**

**Over time, developers  
can benefit from their  
investment in creating  
well-designed places**

**500 homes, retail and office space close to  
Manchester City Centre.**



**Hammarby-Sjöstad, Sweden**

**Strong vision,  
determined leadership,  
extensive consultation  
& wholesale  
commitment to design  
excellence**

**Early investment in  
public transport,  
outstanding levels of  
energy efficiency &  
waste recovery**

**Mixed use 200 hectare waterside development of 10,800  
apartments for 20-25,000 people at Stockholm, 200,000m<sup>2</sup>  
of commercial space, plus schools, libraries, ski slopes,  
parks and open space and tram lines.**



**IJburg, Netherlands**

**National/strategic  
planning context  
(VINEX) linked to  
advance infrastructure  
provision**

**Emphasis on design  
quality & developer  
diversity, with fast  
build out**

**Complete neighbourhood of 20,000 homes, with everything  
library, parks, activities, sports activities/centres, schools  
etc, built on artificial islands on eastern edge of Amsterdam**





**Newhall, England**

**Promoted by  
landowners, whose  
family had owned site  
since 1927 & who  
wanted to achieve  
something better than  
standard suburban  
housing estate.  
Delivered through  
masterplan,  
subdivision & clever  
use of design code**

**550 new homes on 100 ha site, east of Harlow, Essex, forming  
first phase of much larger development comprising 2500 homes,  
including primary school, shops, facilities and employment space**



**Upton, England**

**Promoted by English Partnerships following extensive stakeholder consultation – two Enquiry by Design workshops run with Princes Foundation**

**Developers include Barratt Developments & Miller Homes**

**1350 homes on 43 ha new neighbourhood, with primary school and shops, forming part of south-west extension of Northampton**



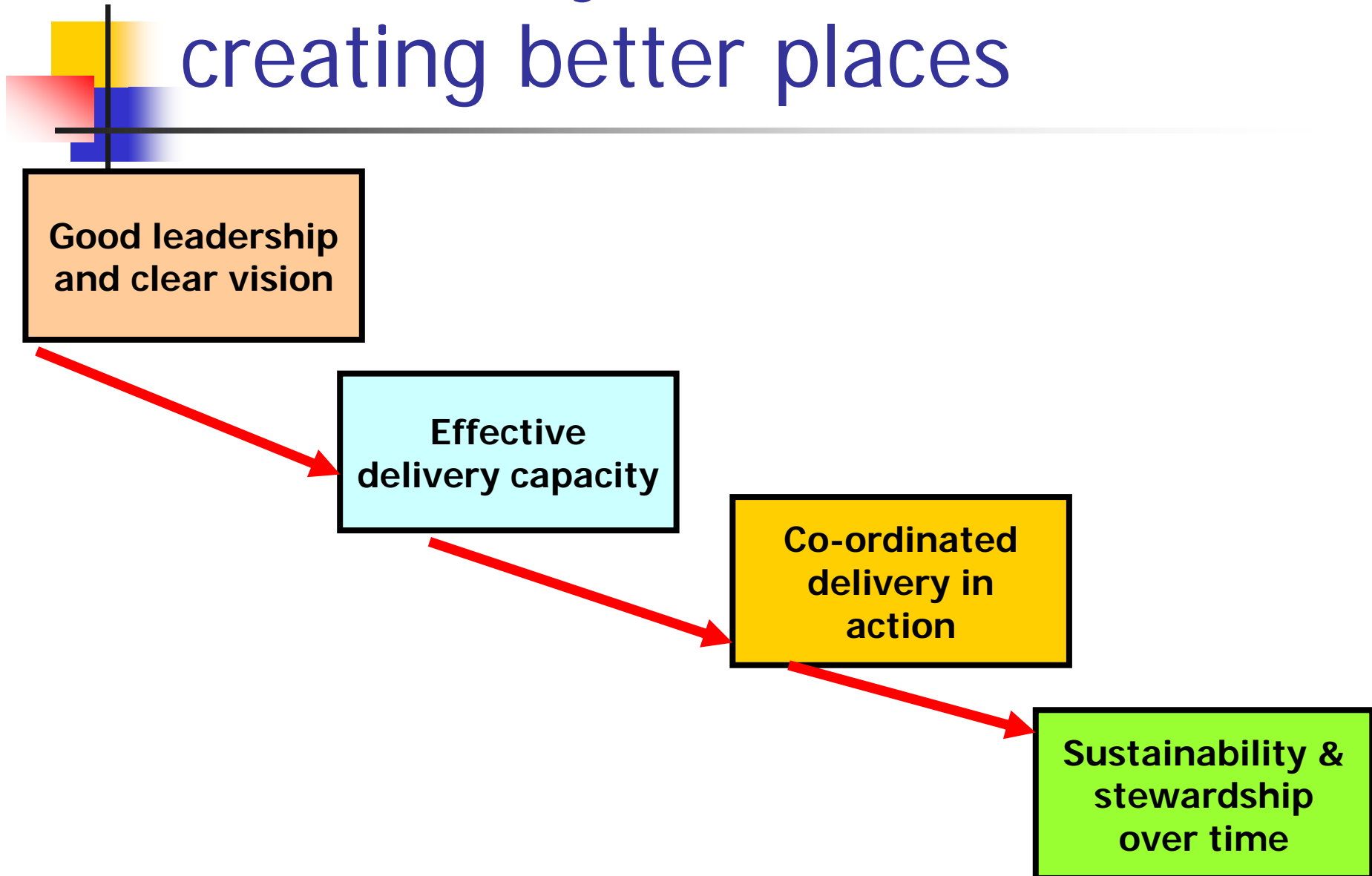
## Vauban, Germany

Former military site  
acquired & promoted  
by Freiburg City  
Council to achieve high  
sustainability  
standards

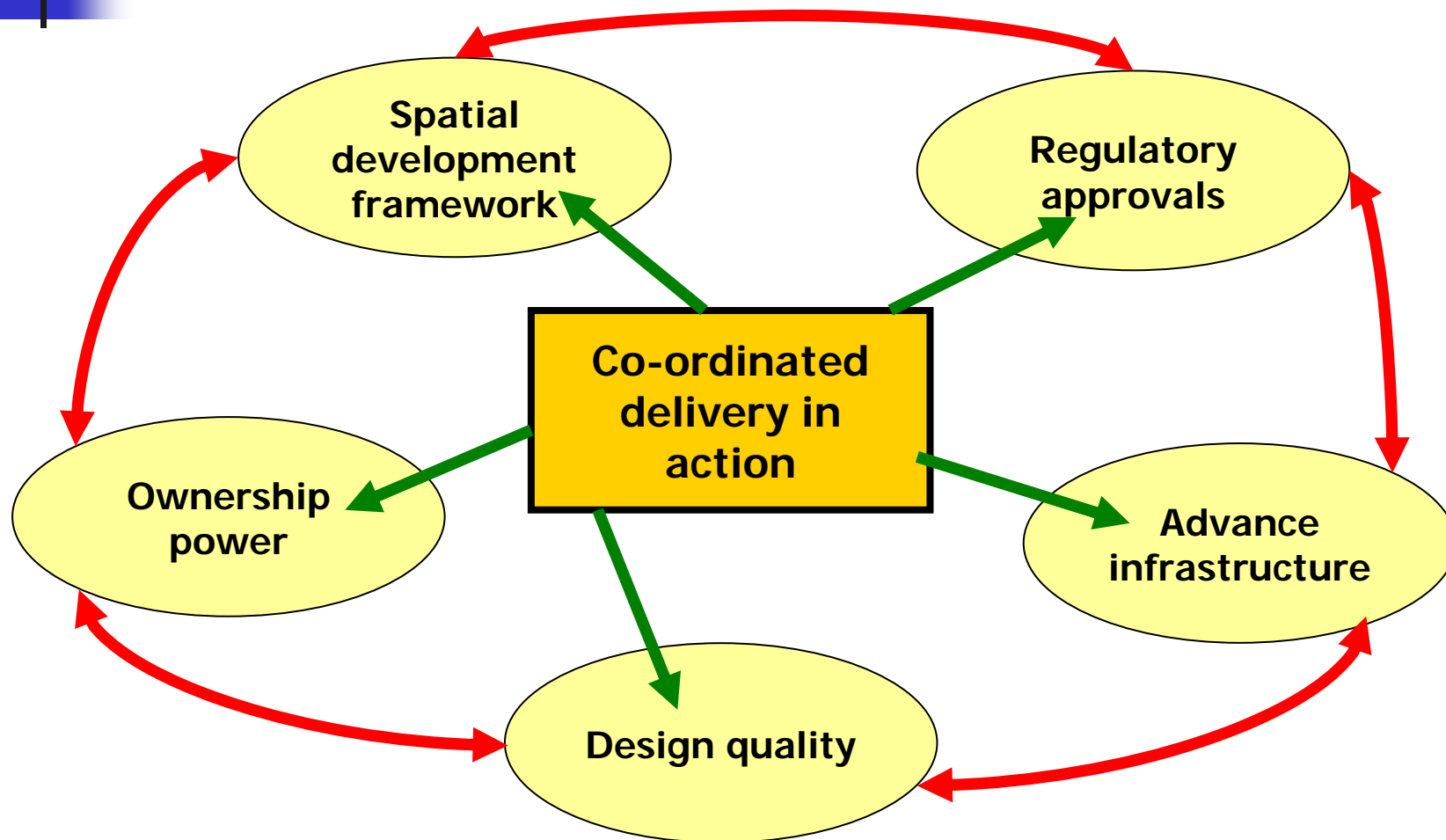
Extensive stakeholder  
engagement, with  
ownership co-  
operatives as key  
delivery agency

Mixed use neighbourhood of 1,800 homes (plus 600 student units) providing some 600 jobs. Facilities include primary school, kindergartens, shops, supermarkets, community centre, market square, child play spaces, sports field, various local services, plus cafes and restaurants. Neighbourhood served by tram running along main avenue

# What really matters in creating better places



# What really matters in creating better places





# Leadership and vision matter

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- Good leadership matters because it drives forward action, breeds confidence, reduces risk & widens participation
- Effective public-sector leadership involves high-level political & professional commitment over time
- Quality places have an effective champion/place promoter – often a dynamic individual working in a supportive organisational context
- Primary task of place promoter is to nurture compelling vision of the future place. To achieve this place promoter must foster a place-making culture
- European examples generally had stronger leadership & place-making culture, developed over a longer period of time, than the English ones



# Effective delivery capacity – alternative types of agency

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- **'Active' Municipality**
  - Adamstown
  - Hammarby-Sjöstad
  - IJburg
  - Vauban
- **'Enlightened' private developer**
  - Castlefield
- **'Town founder'**
  - Newhall
- **Special, facilitative public-sector agency**
  - Allerton Bywater
  - Upton

# Effective capacity involves:

- Creating trust & commitment between all implementation parties – overcoming barriers & ‘stitching the silos’
- Taking stakeholder engagement seriously
- Choosing the ‘right’ consultants
- Building a support coalitions – politicians, community groups, media etc





# Leadership & the challenge of co-ordinated delivery

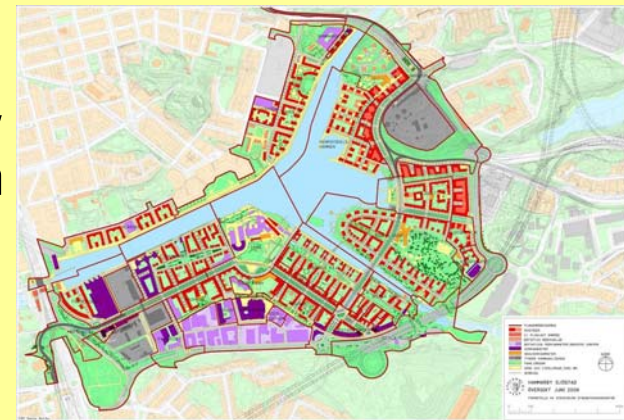


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- The more place promoter can manage & integrate five key tasks, then greater the chance of creating better places:
  1. Control spatial development framework
  2. Achieve fast & co-ordinated regulatory approvals
  3. Exercise ownership power
  4. Attract funding for advance infrastructure provision
  5. Secure design quality through procurement strategies
- Actions as much about making markets as making places – since over time, successful places become self-sustaining and attractive in market terms

# Control the spatial development framework

- Robust & imaginative spatial development framework or 'masterplan' essential to creating somewhere that functions as integrated place
- This must specify how infrastructure (streets, spaces, utilities, community facilities) & components (blocks, plots, buildings) relate to each other
- Place leader must take overall responsibility for both generating & delivering masterplan
- Don't delegate delivery to another party & allow difficulties to compromise what was originally intended



# Achieve fast & co-ordinated regulatory approvals

- Delivering new places means obtaining numerous approvals from different agencies: conflicting requirements can significantly delay projects
- Challenge is to accelerate & co-ordinate approval process by integrating regulatory demands without compromising quality
- Aim should be to replace sequential individual approvals by simultaneous multiple approvals



# Exercise ownership power

- All European case studies implemented by public sector either acquiring or historically owning the land
- Effective place delivery often involves consolidating multiple ownership to ensure subsequent co-ordinated development
- Achieving ownership control ensures development happens at the time, location and quality desired & produces clarity and confidence in the market

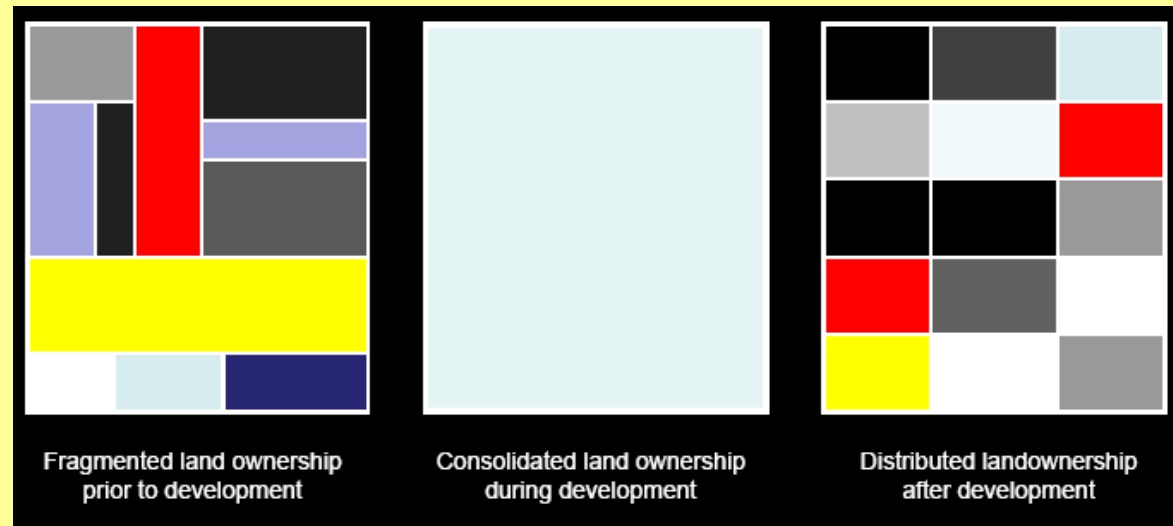


# Attract funding for advance infrastructure provision

- Quality places work well because necessary physical & social infrastructure is planned & provided as integral part of overall development programme
- This requires effective place investment model which enables initial costs of infrastructure provision to be borne by place provider, but subsequently recovered from developers & investors



# Secure design quality through procurement strategies



- Even if land ownership consolidated at start, encourage range of developers to participate to ensure variety, creativity & innovation in built form
- Requires effective procurement strategies that reconcile potential conflicts between financial bids & intended design quality
- Design codes can also play a valuable role in securing consistency in design quality

# Thereafter: Investment & stewardship over time

- Delivering better places takes time & demands long-term commitment to place quality, rather than the short-term approach of conventional speculative development
- Proactive after-care ensures that place quality is maintained & enhanced over time and that property values increase
- Once development completed, places need to be cultivated over time to ensure continued positive reputation and attractiveness





# Summary of key lessons

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- **Delivering better places demands political leadership at national & local levels**
- **Proactive vision, confidence, effort and investment essential from the start to achieve long-term benefit**
- Public-sector commitment, expertise & investment can be recouped in long term
- Public-sector leadership reduces developer risk & so encourages developers to become more innovative and more strongly committed to place quality
- This can also help deliver development at faster rate than private sector could do alone

**Now is the time for radical debate and fresh thinking about how in future we could create much better places across the whole of Scotland**