



**LANCASTER
CITY COUNCIL**

Promoting City, Coast & Countryside

LATE REPORTS, URGENT BUSINESS and SUPPLEMENTARY INFORMATION

Council

Wednesday, 18 July 2018

The following reports were marked 'to follow' on the agenda. They are now enclosed, as follows:

Agenda Item Number	Page	Title
13	1 - 40	CANAL QUARTER PROGRESS UPDATE
		To consider the report of the Portfolio Holder for Regeneration and Planning.

COUNCIL**Canal Quarter Progress Update
18 July 2018****Report of Portfolio Holder for Regeneration and Planning****PURPOSE OF REPORT**

To update Council on progress since the last meeting in April and seek approval for various actions to enable the Canal Quarter development proposal to proceed.

This report and appendix A and B are public. Appendix C is exempt as it relates to the contemplated financial and business affairs relating to the development and the linked commercial negotiations.

RECOMMENDATIONS:

That Council

Development Proposals

- (1) **Notes progress on the emerging draft Development Framework and the draft Consultation / Engagement Plan including the work undertaken to date by Planit;**
- (2) **Authorises the necessary changes to the Local Development Scheme to produce a Supplementary Planning Document (SPD) with responsibility delegated to Planning Policy Cabinet Liaison Group;**

Legal

- (3) **Notes the proposal that Cabinet agrees the creation of any legal entity as appropriate to facilitate the effective delivery of the overall project.**
- (4) **Notes the deed of termination of development agreement with British Land dated 19 June 2018.**

Financial

- (5) **Authorises the Chief Executive on behalf of the Council to conduct negotiations and further due diligence work in relation to the potential acquisition of land and buildings in the Canal Quarter area.**
- (6) **Authorises the Chief Executive on behalf of the Council to enter into negotiations with potential development partner(s) which may include any other property owner.**

- (7) Approves the budgetary framework as set out in the exempt Appendix C and authorises its use for progressing the scheme, providing for:
- the renaming of the Canal Corridor Reserve to the Canal Quarter Reserve;
 - a £186K transfer from the Capital Support Reserve to the Canal Quarter Reserve;
 - an increase in the Council's underlying need to borrow (known as the Capital Financing Requirement) (as set out in the table at paragraph 1 of Appendix C);
 - Cabinet being granted delegated authority to acquire any land which is part of the Canal Quarter development, and to authorise any associated works;
 - the Chief Executive, in consultation with the s151 and Monitoring Officers, being granted delegated authority to pursue relevant external funding bids, subject to any such opportunities being in line with the overall budget and development framework for the scheme; and
 - the Chief Executive being granted delegated authority for commissioning professional consultancy in support of progressing the scheme.

Future Reporting

- (8) Requires Cabinet to report progress on the progress of the scheme to full Council on 14 November 2018.

1 INTRODUCTION

- 1.1 At its meeting held on 11th April 2018, Council made a number of resolutions in relation to the Lancaster Canal Corridor North regeneration scheme (including its renaming). This report updates Council on progress made since then.
- 1.2 This report will be supplemented by a presentation and discussion session involving officers and representatives from consultants GVA and Planit who have been engaged to look at high level options for a new Development and Financial Framework for the site.
- 1.3 It should be noted that the first meeting of the Canal Quarter Cabinet Liaison Group took place on 11th July. It has not been possible to take into account anything arising out of this meeting because of report writing timescales. Any significant issues will be reported at the meeting.
- 1.4 This report also addresses the key financial and legal issues that need to be resolved and agreed to enable a project to proceed. This includes the key question of what role the Council might play in assembling land for development and how this will influence future master planning and project delivery.

2 PROGRESS SINCE LAST MEETING

- 2.1 The following section addresses each of the resolutions approved by Council in April by providing a short progress update on each.

Resolution (1)

Notes that, following detailed due diligence work and discussions with British Land, there is no viable option for the current Canal Corridor North scheme that can be recommended to Council for support.

Progress

None required.

Resolution (2)

Notes that, as a consequence of 1 above, the current Development Agreement with British Land will be terminated.

Progress

The Development Agreement was terminated via a Deed of Release executed on 19th June 2018. (Appendix A)

Resolution (3)

Instructs the Chief Executive to develop a new development and financial framework for the Canal Quarter based on the key principles set out in paragraph 2.3 of this report.

Public consultation should be at the earliest possible stage of the scheme. Council asks that the Winchester model of community consultation – always with due and

explicit regard for project viability – is examined with a view to learning from it when undertaking consultation in Lancaster. The aim is to create a development such that the character and scale of the buildings and streets is reflective of what makes Lancaster distinctive.

Full Council calls on officers to invite the lead officer on the regeneration of Winchester's Silver Hill to speak to members at the earliest opportunity so that members can learn from the reasoning and approach of Winchester city council to its own phased, edge-of-centre brownfield regeneration project.

Full council seeks, as a matter of principle, that any development masterplan takes account of the Preston model, and other models, so that the local economy benefits as fully as possible from the project expenditure and outcomes.

Progress

Several key pieces of work are underway to inform a possible future development and financial framework for Canal Quarter.

The first relates to public and stakeholder involvement in this work. The intention being that any development framework and future master plan are fully informed at all stages by those people most affected by the regeneration of this area. More detail is contained in terms of resolution (7) below but, as a starting point, views have been sought on the nine key principles approved at the April Council meeting.

These initial views are now informing evolving ideas focusing on what type and mix of uses could be incorporated within a future regeneration scheme and in what quantity. In turn, these ideas are being informed by detailed market analysis of the various possible uses. The intention being to put forward for discussion several high level options which are both consistent with the principles previously agreed and which comply with the Council's stated aim of securing a viable project.

To assist in this work, leading design consultants Planit (www.planit-ie.com) are working with GVA to work up ideas for the area. These ideas will be presented at the meeting for discussion. In turn, if agreed, these emerging ideas will be taken forward to public and stakeholder engagement (see below).

Discussions have also continued with key stakeholders including at a national level Historic England and Arts Council England and locally with Lancaster University, the Dukes Theatre, the Grand Theatre and the Musician's Co-operative.

Possible sources of external funding continue to be explored including the recently announced "Cultural Development Fund".

In terms of the financial framework, the market analysis is being supplemented with work to understand the possible financial implications associated with potential courses of action. This involves, amongst other things, looking at ways in which the Council could assist any future scheme financially and how this would affect the Council's ability to intervene elsewhere in the local economy.

In terms of the "Preston" model, officers are aware of various models which aim to maximise the opportunities a project such as this offers to retain as much expenditure as possible within the local economy and boost local businesses. Moving forward, this will be a key part of the project although it is too early to say

precisely how this will be achieved.

Resolution (4)

If required by (3) above, instructs the Chief Executive to undertake negotiations and due diligence with British Land for their land and property holdings in the Canal Quarter.

Progress

Prior to the Council meeting, British Land indicated that they were willing to give the City Council a reasonable period of time to investigate whether it was in a position to purchase their land and property holdings. In effect, an informal “exclusivity” period. To inform this decision, detailed valuations of BL’s holdings were commissioned which were informed by building condition surveys, planning assumptions, comparables, development appraisals, holding costs etc.

The resultant valuations fall short of BL’s stated expectations. In response, BL have now placed their land and buildings on the open market although there is no indication yet of a “guide price”. As there are many advantages to the Council acquiring the BL land holdings (on the right terms) it would be sensible for the Council to register as an interested party to maintain this option.

As a result of the Council’s decision in April, and subsequently by BL placing its land on the market, the Council has been approached by a number of potential developers interested both in BL’s property and also working with the Council in the future on the regeneration of the area. Although these discussions have taken place on an informal “without prejudice” basis, what has become clear is that there remains strong market interest in the Canal Quarter from a mix of large national developers and more locally based ones.

Resolution (5)

Authorises the use of the Canal Corridor North Reserve to fund any reasonable costs arising from this phase of project development work.

Progress

An updated summary of spend since the April Council report is contained in the financial implications section of the report.

Resolution (6)

Notes that Cabinet, in consultation with the Canal Corridor Cabinet Liaison Group (to be re-named the Canal Quarter Cabinet Liaison Group) is responsible for overseeing production of the new draft development and financial framework which shall be reported to councillors when it is complete.

Progress

This first meeting took place on 11th July 2018.

Resolution (7)

Instructs that, in addition to ongoing key stakeholder engagement, the draft development and financial framework includes a detailed plan for public engagement in line with community consultation best standards with the aim of obtaining wide public participation in plans for the Canal Quarter moving forward.

Progress

Work is well underway in terms of developing an effective communications and engagement strategy. This is being informed by best practice including an in depth look at what has been happening in Winchester and elsewhere. Dialogue has taken place with relevant officers at Winchester and lessons learned from their experience will feature in the Consultation and Engagement Plan.

Nine principles referred to at resolution 3 arose from earlier engagement and other work. These were approved by full council and initial consultation has been undertaken. A high level overview of the proposed consultation was prepared for the liaison group.

Resolution (8)

Full council calls on officers and the Canal Quarter Cabinet Liaison Group to appraise the need for a new supplementary planning document to guide development to minimise the risk of developers submitting individual and uncoordinated planning applications for sites within the area.

Progress

The need for more detailed planning guidance is, in part, influenced by the comments set out in response to resolution (4) above i.e. if BL's land and property holdings are sold to a third party there will be an increased risk that a developer could submit a planning application that was out of kilter with the overall ambitions for the site.

If, ultimately, the Council is not be in a position to purchase BL's holdings, then the need for supplementary planning guidance increases. In this scenario, it is strongly recommended that this course of action is adopted and the necessary work undertaken. Although this work will be informed by the Canal Quarter Liaison Group, the SPD will ultimately be reported to the Planning Policy Cabinet Liaison Group in the normal way.

3 DEVELOPMENT FRAMEWORK

- 3.1 As mentioned above, officers have been working with GVA and Planit on an embryonic development framework for the site. Although it is very early days, there are a number of interesting themes emerging from work carried out to date. These include stressing the importance of working with site's many existing assets (such as the many heritage and cultural buildings), exploiting opportunities more fully (e.g. proximity to the Lancaster Canal and City Centre) whilst looking and ways of improving viability (different mix of uses, phasing etc.).
- 3.2 Planit and GVA will attend the meeting to present current thinking and answer questions / queries.

4 ENGAGEMENT / CONSULTATION PLAN

- 4.1 The Cabinet Liaison Group considered a report on progress to date on the Consultation / Engagement Plan. This also included looking at an emerging draft plan and the results on an initial round of engagement aimed at getting broad reaction to the nine principles approved at the April Council meeting.
- 4.2 The Liaison Group report, appendices and analysis of emerging themes are reproduced at Appendix B.

5 FINANCIAL FRAMEWORK

- 5.1 As noted above, it has not been possible to reach agreement with British Land in terms of acquiring their land and property interests. These have now been placed on the open market and the Council will need to consider whether to continue to seek to maintain an interest in acquisition if a price could be agreed, subject to other due diligence also. In addition, there are other land interests in the area that it might be advantageous to acquire (again at the right price/ subject to due diligence).
- 5.2 The Council's financial strategy highlights the need for capital investment to contribute clearly to the Authority's objectives and to represent value for money. Whilst recognising that the Council has a very challenging and uncertain financial outlook, it also recognises the strategic importance of the Canal Quarter (then Canal Corridor North) development.
- 5.3 To enable progress to be made on the Canal Quarter scheme in the coming months, Council would need to update the budgetary framework. Proposals for this have been developed and are attached at Appendix C. These reflect the wider development proposals outlined in this report, based on providing sufficient flexibility to facilitate decision-making in the period to March 2019, whilst also ensuring that sound due diligence is completed. An update on financial aspects would be included in the progress report proposed for November Council.
- 5.4 In terms of governance, the draft budgetary framework is based on Council delegating decision-making regarding any acquisitions and associated works to Cabinet, subject to appropriate due diligence being undertaken to ensure value for money and manage risk. Members will appreciate that there are revenue implications associated with acquiring / holding assets, and the framework makes provision for assessing and managing these, to avoid any undue pressure and risk regarding the Council's revenue budget and its financial outlook.
- 5.5 The impact of the requirements of Appendix C is to effectively impose a five stage test.
 - 1) Is the proposed acquisition consistent with the emerging development and financial framework so far as it has been developed?
 - 2) Does the acquisition add value to the framework and contribute to its delivery?
 - 3) Is the investment, including forecasted net holding/financing costs and any essential works, affordable, prudent and sustainable, and does it represent value for money?
 - 4) Are there clear benefits resulting from the City Council owning the asset rather than a third party?

5) All remaining aspects of due diligence are satisfied and there is a clear reason for acquisition in relation to risk?

5.6 Cabinet, on the advice of the three statutory officers (Head of Paid Service, S.151 Officer and the Monitoring Officer) would need to be satisfied that all the criteria are met before any acquisition is agreed. The totality of the risk would also be mitigated by the financial limits that would be imposed by full Council, as included in Appendix C.

6 LEGAL ISSUES

6.1 The delivery of any scheme may require the City Council to create a number of legal entities for the purposes of holding assets, entering into partnerships, or other entities that will allow for a traded outcome.

6.2 The creation of a legal entity falls within the remit of Cabinet. Council is asked to note that Cabinet may be asked to agree to the creation of other legal entities before the full Council review in November. The creation of any legal structure must be approved by Cabinet and meet the overall objective for the Canal Quarter development.

7 CONCLUSION

7.1 Since the April Council meeting, much work has been done in terms of capitalising on the opportunity presented by the Council's decision to leads the process of developing a new framework for the Canal Quarter.

7.2 Council is now asked to note progress and to authorise various actions to enable progress to be maintained on this key project.

RELATIONSHIP TO POLICY FRAMEWORK

The Canal Quarter Site is a long-standing allocation within the Lancaster Local Plan and is identified via Policies ER4 and ER5 of the Lancaster District Core Strategy (adopted in 2008) and the emerging Policy SG5 of the Strategic Policies & Land Allocations DPD, which is at an advanced stage and was Submitted to the Government in May 2018. Both adopted and emerging policy for the Canal Corridor Site recognise its potential for a sustainable extension to the current city centre to facilitate growth for a range of uses, including retail, leisure, residential, cultural and wider commercial uses which will seek to retain Lancaster City Centre's role and function both within the district but also sub-regionally serving the residents of both North Lancashire and South Cumbria.

CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability etc.)

None

LEGAL AND GOVERNANCE IMPLICATIONS

This report provides for the possibility of acquiring assets on behalf of the council. Significant due diligence will be required to ensure the high degree of probity is met in any acquisition. The potential legal options for delivery of the project will also require significant legal expertise.

Legal services will be assisted in ensuring probity, legal certainty and good governance by external partners. The recommendations will amend the current framework budget and policy to allow delegation from full council to Cabinet. When the matter is reconsidered by full council in November 2018, and at each reporting stage thereafter, it should satisfy itself the proposals reflect the budgetary and policy framework the council wishes to adopt.

FINANCIAL IMPLICATIONS

To enable progress on the scheme, the budgetary framework would need to be updated in both revenue and capital terms; proposals for this are set out in Appendix C, which also includes various due diligence and governance matters to give Council assurance regarding future arrangements.

Regarding the funding of the increase in the Canal Quarter Reserve, it is proposed to finance this through a transfer from the Capital Support Reserve. This latter reserve exists to cover any outstanding liabilities on West End properties, and to provide general cover regarding any shortfalls in capital financing (e.g. through shortfalls in capital receipts). Known liabilities against this reserve currently amount to around £20K at maximum and as, at this point, capital financing risk exposure is currently low (in that the capital programme is not heavily reliant on general capital receipts), the s151 Officer advises that it would be reasonable to transfer £186K of that reserve for the Canal Quarter project, on the basis that the scheme remains as the top priority for the Council and that future capital financing and other risks will continue to be monitored to feed into future reviews of reserves, balances and provisions – there is always the risk that circumstances change and in due course, reserves such as the Capital Support could need to be increased back up. Should the transfer be approved, the current balance on the Canal Quarter Reserve would increase to £400K, and the balance on the Capital Support Reserve would reduce to c£300K, of which £99K is budgeted to be used in 2018/19.

In terms of consultancy spend to date, in total since 2016/17 £297K has been incurred, and of this £11K has been incurred in the current year. A further £75K of work has already been undertaken or commissioned. To March 2019, another £154K is anticipated if the project progresses. This gives a total likely call of £240K for the current year. In addition, it is possible that further revenue costs may arise in connection with the site or project management, hence it is advised to increase the reserve to £400K, to provide some flexibility.

It is reiterated that the Council's resources, including its net revenue budget, its reserves, and its capacity to increase its borrowing, are ultimately all finite – allocating resources for one project will, ultimately, mean that less resources are available for other purposes and the Council, quite simply, cannot afford to do everything that it might want – especially in view of £2M + annual budget shortfall currently forecast for 2020/21 onwards. That forecast indicates that the Council cannot afford to do everything it currently does, in the way that it is currently provided – hence the Council's view regarding the relative priority of the Canal Quarter scheme is highly significant.

OTHER RESOURCE IMPLICATIONS

Human Resources / Information Services / Property / Open Spaces:

Referred to in the report as appropriate.

SECTION 151 OFFICER'S COMMENTS

The section 151 Officer has contributed to the drafting of this report. Normally, her advice regarding the consideration of any significant investment proposals would be for all competing demands and options to be considered alongside each other to ensure sound prioritisation, in context of affordability, sustainability, prudence, risk appetite and proportionality, etc. She now advises Council to consider carefully the relative priority of the Canal Quarter development, to ensure that it remains high enough to justify the proposed budgetary framework being considered outside of the usual planning and budget process.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted in the drafting of this report and notes the proposed alterations to the budgetary and policy framework. Full council should consider the specific delegations in the report, which will then be subject to the scrutiny process.

BACKGROUND PAPERS

Previous Council reports

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HERBERT
SMITH
FREEHILLS

EXECUTION VERSION

19 June 2018

LANCASTER CITY COUNCIL
and
BL LANCASTER LIMITED PARTNERSHIP
and
THE BRITISH LAND COMPANY PLC

DEED OF RELEASE

of covenants contained in a development
agreement
dated 25 October 2006 (as varied and restated on
21 November 2012)
of premises known as
the North Canal Corridor Site, Lancaster

Herbert Smith Freehills LLP

THIS DEED OF RELEASE made the 19th day of June 2018
BETWEEN:

- (1) **LANCASTER CITY COUNCIL** of Town Hall, Dalton Square, Lancaster LA1 1PJ (the "Council");
- (2) **BL LANCASTER LIMITED PARTNERSHIP** whose registered office is at York House, 45 Seymour Street, London W1H 7LX (Regn. No. LP010622) acting by its general partner, **LANCASTER GENERAL PARTNER LIMITED** (Co. Regn. No. 5452195) of the same registered address (the "Developer"); and
- (3) **THE BRITISH LAND COMPANY PLC** whose registered office is at York House, 45 Seymour Street, London W1H 7LX (Co. Regn. No. 00621920) (the "Guarantor").

WITNESSES as follows:

1. DEFINITIONS AND INTERPRETATION

1.1 Definitions

In this deed unless the context otherwise indicates (and subject to any particular interpretation required by sub-clause 1.2):

"Development Agreement" means the development agreement dated 25 October 2006 and made between (1) the Council (2) the Developer (then known as Centros Miller Lancaster Limited Partnership) and (3) Miller Developments Holdings Limited and DV3 Centros Miller Limited as varied and restated on 21 November 2012 between (1) the Council (2) the Developer (then known as Centros Lancaster Limited Partnership) and (3) The British Land Company PLC relating to the premises known as the North Canal Corridor Site, Lancaster and includes every document varying, supplemental or collateral to it.

1.2 Interpretation

In this deed:

- 1.2.1 words importing the singular include the plural and vice versa and words importing one gender include both other genders;
- 1.2.2 where a party comprises more than one person covenants and obligations of that party take effect as joint and several covenants and obligations;

2. RELEASE OF DEVELOPER AND GUARANTOR

The Council releases the Developer and Guarantor from all obligations on their respective parts contained in and all liabilities whatsoever under the Development Agreement (whether past, present or future).

3. RELEASE OF COUNCIL


The Developer releases the Council from all obligations on its part contained in and all liabilities whatsoever under the Development Agreement (whether past, present or future).

IN WITNESS whereof this deed has been executed by the parties hereto and is intended to be and is hereby delivered on the date first above written.

EXECUTED as a DEED by affixing the common)
 seal of LANCASTER CITY COUNCIL)
 in the presence of:)

Proper Officer

EXECUTED as a DEED by
 BL LANCASTER LIMITED PARTNERSHIP
 acting by
 LANCASTER GENERAL PARTNER LIMITED,
 as general partner, acting by WILL ATKINSON



 (Director of General Partner)

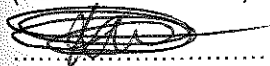
in the presence of:

KATIE RIDLINGTON
 (Name of witness)

45 SEYMOUR ST

LONDON

WIH FLX
 (Address of witness)



 (Signature of witness)

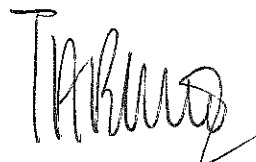
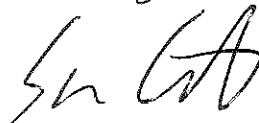
EXECUTED as a DEED by THE BRITISH
 LAND COMPANY PLC acting by two of its
 directors

T. ROBERTS

Director

S. CARTER

Director

LANCASTER CANAL QUARTER CABINET

LIAISON GROUP

Emerging Canal Quarter Engagement Plan July 11th 2018

Report of Chief Officer (Regeneration and Planning)

PURPOSE OF REPORT

To consider and input into the emerging Canal Quarter Engagement Plan.

RECOMMENDATIONS

That the Group considers the proposed draft engagement plan, including the lessons learnt from the Central Winchester Regeneration Project, and take a view on how best to take it forward.

1. Introduction

- 1.1. An outline engagement plan is being drafted. The latest version is appended for consideration and input from the Liaison Group.
- 1.2. In addition, consultation has taken place on the initial principles agreed at the April Council meeting. This took the form of an online survey which was distributed via social media. Feedback from this survey is also appended.

2. Background

- 2.1. As recommended at Full Council on 11 April 2018, the draft Engagement Plan has taken into account the approach taken by the Central Winchester Regeneration Project. This is based on website research and project manager discussions.

3. Central Winchester Regeneration Project Lessons Learnt

- 3.1. A number of lessons learnt have been identified following feedback from discussions with Winchester City Council.
- 3.2. **A similar engagement approach including a Community Planning Weekend could help to engage high numbers of people.**

The best element of the engagement strategy were the numbers of people who engaged with the project (approx. 700 people attended a Community Planning Weekend and over 1,500 people contributed overall). Winchester would recommend the Community Planning Weekend approach, as this helped them to engage with members of the public that

may not have been involved otherwise.

3.3. New engagement techniques and learning could be used to influence and improve other projects.

The success of the engagement approach has influenced other Winchester projects, including the use of some of the engagement techniques e.g. walk and talk events, stakeholder workshops and drop in events. Consultants have also been involved in these projects.

3.4. It is good practice to carry out engagement in the proposed development area and engage and report back at every stage.

This involved rounds of engagement at each stage (with detailed engagement plans), face to face drop in and online exhibitions, communication coverage and a report produced for each stage.

Exhibitions are held geographically to where the project area is and they have linked to public events and festivals, where possible.

3.5. It is important to allocate enough time to engage properly.

The project took a year, from the initial engagement to achieving an approved SPD. This allowed for extensive consultation across the district with many stakeholders and allowed sufficient time to compile, review and recommend changes to Cabinet for adoption of the SPD.

3.6. Internal resources are required in addition to a consultant project team.

A Project Manager, Assistant Project Manager and Communications Team were assigned to the Central Winchester Regeneration Project. Other resources included communication design and printing, officer time to support events, collate, analyse and report feedback. Depending on the response numbers, this can take longer than anticipated.

Please note: Winchester City Council commissioned community planners to design and deliver their collaborative planning and consultation programme to work with the Council and the wider community and create their Supplementary Planning Document (SPD).

3.7. Once considered, these lessons learnt will be used to help inform a more detailed engagement plan.

4. Conclusion

4.1. This is an important regeneration project for the Lancaster District, it is vital that we get it right and engage with people who are keen to be involved. There are a number of options for the Cabinet Liaison Group to consider, however, all these options aim to provide people with a range of opportunities to get involved and help to shape the Canal Quarter scheme.

4.2. A more detailed engagement programme will be developed once Cabinet Liaison Group have considered the options.

Appendix 1

Draft Canal Quarter Engagement Plan

1. Introduction

- 1.1. The Council is keen to engage people on this exciting regeneration/transformation scheme. It is proposed that the Canal Quarter will be a multi-use development, including further housing and business opportunities combined with retail space.
- 1.2. Engagement and working collaboratively with organisations and the community will be vital to guiding the Canal Quarter development. As a result, an extensive programme of stakeholder and community engagement has been proposed to reflect this.

2. Background

- 2.1. In the past, this has been a contentious high profile scheme which people have objected to due to the historic nature of this area. As a result, work has been carried out to consider how the historic assets could be preserved and protected, allowing the regeneration of this area.
- 2.2. In terms of community and stakeholder engagement, this is an opportunity to start afresh.

3. Consultation Mandate

- 3.1. Lancaster City Council need to understand a wide range of stakeholder views on what the Canal Quarter scheme should include and how this might look. This will help to inform the future of the development scheme.

4. Target Audience

- 4.1. The Council aims to engage with a diverse range of stakeholders including councillors, community groups, voluntary organisations, businesses, land owners, public bodies and other key stakeholders.
- 4.2. Targeted publicity will help engagement with children and young people, students, older people, LGBT, people with disabilities, from ethnic backgrounds and faith communities.
- 4.3. Visitors will also be included to gain insight on what attracts people to the city and how the current offer could be improved. We might wish to include people who have consciously chosen not to visit Lancaster to gain an insight in the reasons for this and what might help to change this.

5. Overall Message

- 5.1. Lancaster City Council need your views to help to shape the Canal Quarter scheme so that it best meets the needs of our communities and visitors and helps the growth and development of Lancaster as a vibrant, forward thinking city.

6. Proposed Engagement Programme

6.1. A three staged engagement programme is envisaged.

1st Stage: Initial Consultation/Engagement

An online principles survey has already taken place, the purpose of this was to gain some initial feedback on the proposed principles for Members to consider at Full Council on 18 July.

This feedback will help to inform the Full Council decision on 18 July 2018. Members will be considering the proposed way forward with this project.

2nd Stage: Further Consultation/Engagement (Consulting/Involving/Collaborating)

Similar to the Central Winchester Regeneration project, it is recommended that a community planning consultant is commissioned to provide advice, design and deliver an engagement programme.

This would involve innovative, collaborative engagement methods with a strong emphasis on social media throughout.

3rd Stage: Formal Document Consultation (Consulting)

A formal consultation will need to be held on a draft Masterplan/SPD document.

7. Potential Consultation Methods

7.1. A wide range of methods could be considered including:

- Launch and feedback events
- Targeted meetings and workshops
- Drop in exhibitions
- Roadshows
- Community Planning Weekend
- Social media e.g. Youtube, Instagram
- Street surveys
- Online/paper forms

7.2. Events could include the use of video, mobile voting, walkabouts, planning for real and visioning techniques, appreciative inquiry (building on 'best of'), world café and appropriate Leapfrog tools (Lancaster University) could also be considered.

8. Potential Communication Methods

8.1. A wide range of methods could be considered including:

- Social Media, web pages/story boards,
- Flyers, banners, posters, newsletters, media relations and articles in relevant publications

8.2. A detailed communications plan, with a timeline and schedule of actions, will be developed to complement the engagement plan and consultation activity.

- 8.3. In addition, commissioned consultants would also be able to provide advice on this.

9. Budget and Resources

- 9.1. The 1st engagement stage has been managed internally by the Consultation Officer and Communications and Marketing Team Leader.
- 9.2. Moving forward will require extensive engagement and therefore resource. Like Winchester City Council, the Council may wish to commission external consultants with community and master planning expertise to design and deliver this. In particular, the Community Planning Weekend.
- 9.3. Key partners may be able to provide additional resources e.g. Lancaster University.

10. Feedback and Evaluation

- 10.1. It will be important to keep interested people up to date and provide feedback.
- 10.2. Engagement numbers and event debriefs will help to evaluate the engagement programme.

11. Reporting

- 11.1. Ongoing progress will be reported to the Canal Quarter Cabinet Liaison Group.
- 11.2. Engagement outcomes will need to be collated, analysed and reported to help inform decision making and Masterplan/SPD development.

Appendix 2

Summary Canal Quarter Principle Survey Report – June 2018

Brief Summary

Overall, the majority of respondents agreed with the principles.

However, nearly half of respondents disagreed with the principle to facilitate an increase in Lancaster University's presence in the city centre, specifically in terms of providing more student accommodation.

Much of the feedback reflected issues already identified by the principles i.e. financial viability, the need to improve, complement and support the existing city centre, businesses and residents, protect and take advantage of historic buildings and the canal, provide a mix of uses and housing including green space, provide student facilities and office space, provide an arts hub and cultural centre and finally encourage sustainable design and transport, linked to the need for improved public transport and the retention of some car parking.

Introduction

The council carried an online survey to gain some initial feedback on the proposed principles before the next steps are considered by Full Council on 18th July. For this reason, this took place over a short 3 week period from 23 May to 13 June 2018 and was distributed via social media only.

Response Rate and Representation

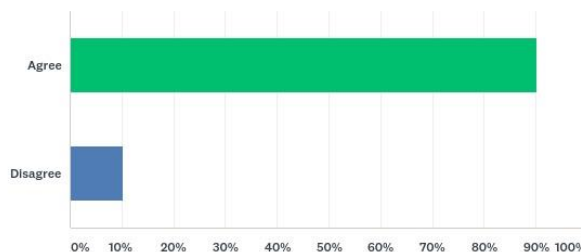
427 survey responses were received including 1,489 comments on the nine principles.

308 respondents provided their postcode, where possible this has been mapped to show a wide spread of responses from across the district.

Summary of Results

Principle: The Canal Quarter should provide significant and wide-ranging economic benefits without exposing the city council to unacceptable levels of financial risk.

Q1 The Canal Quarter should provide significant and wide-ranging economic benefits without exposing the city council to unacceptable levels of financial risk. What does this mean? Regenerating the Canal Quarter (CQ) area would help to improve Lancaster's profile, provide a range of employment opportunities (construction and operational) and help to attract new businesses, residents and visitors into the city. However, it must be financially self-sufficient and sustainable in the long term.



130 comments were received on this principle.

The main issue that was highlighted by respondent comments under this principle was the need to consider, support and retain existing local businesses and residents, sometimes before attracting growth. Some suggested that businesses should be small, local and independent, whereas others suggested that the larger well known retail chains were required to attract visitors. The need to protect and improve the existing town centre was emphasised.

The second key issue was financial risk, although the need to invest to improve was also raised. Joint investment was suggested as a way to minimise this risk and the need to learn from previous experiences was also highlighted eg. indoor market.

Sustainability was highlighted, in terms of financial, environmental and community buy in.

The need for economic benefits to be balanced with social and environmental benefits was emphasised.

Affordable housing rather than more retail space was highlighted several times, along with the need for open, green and social spaces as part of the project. The need for office space for existing businesses was raised and that there should be no more student accommodation.

A number of respondents highlighted the need for more definition ie 'long term', 'wide ranging economic benefits'.

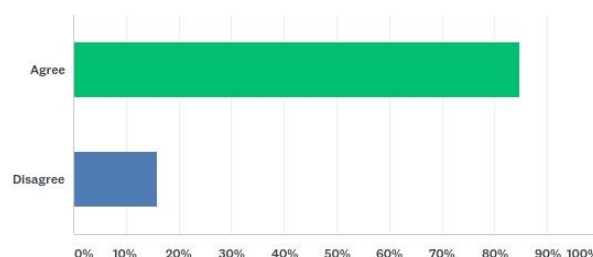
Engagement with local businesses and residents was raised and a few respondents suggested that the question was pointless.

The below word cloud shows the most important words and phrases used by respondents. The larger the font size, the more important or significant the word.

Important Range Town Prime Social Organisations
 New Businesses LCC Long Term Self
 Sufficient and Sustainable Economic Open
 Space Local Reasonable Council Young
 Professionals Financial Public Benefits
 Involved City Centre Paid Office Space Profile
 Arts Urgently Students Question

Principle: The Canal Quarter should have less resilience on addition retail floor space, thereby instilling confidence in the future of the existing city centre shopping area.

Q2 The Canal Quarter should have less reliance on additional retail floor space, thereby instilling confidence in the future of the existing city centre shopping area. What does this mean? Lancaster's town centre offer has declined over the last few years and cannot compete with other cities. This needs to change to retain and attract new residents, visitors and businesses. The uncertainties around the Canal Quarter scheme have not helped, and a commitment and plan would help to retain and attract future investment.



175 comments were received on this principle.

The majority of feedback on this principle highlighted the need to improve and compliment the existing city centre. Many respondents supported the principle of the development providing something different to the existing city centre ie mixed use including office space, restaurants, housing, arts, open/green space and entertainment. The potential for a hotel was also mentioned by a few respondents.

Some suggested that there should be no or little retail space provided. However, a number of respondents opposed the idea of attracting large chain stores and instead

suggested providing a different offer to other cities by supporting and providing space for existing and new small local independent businesses. This support included reviewing business rents/rates.

Some respondents suggested that the city needs large retail stores and chain restaurants to encourage people to shop locally and attract more visitors, they also suggested that they were not currently attracted due to the lack of suitable retail space.

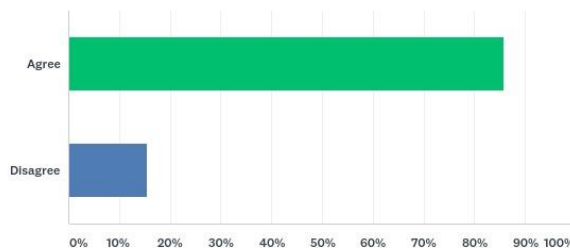
A number of respondents suggested that more clarity on the principle was required ie 'less reliance'.

The below word cloud shows the most important words and phrases used by respondents. The larger the font size, the more important or significant the word.

Struggling Vague Charity Shops Second New
Development Physical Arts Choice High
Street Suck Money Town Centre
Preferably Retail Space Cafes City
Centre Character Attract John Lewis
Canal Quarter Bridge Plan Project Empty
Shops Suitable Leisure Venues Business Rates
Chain Stores

Principle: The Canal Quarter should find new uses for historic buildings and capitalise on the site's proximity to the Lancaster Canal.

Q3 The Canal Quarter should find new uses for historic buildings and capitalise on the site's proximity to the Lancaster Canal. What does this mean? The site is made up of car parks and largely under used or empty buildings, many of which are in a poor condition. Lancaster's main cultural uses (Dukes, Grand, Musicians' Co-op) sit within this area which is particularly unappealing at night. Although the Lancaster Canal runs down the eastern boundary of the site, it is totally hidden from view. The development must link with the Canal. Regeneration of this area must include reusing historic buildings, redevelopment of the carparks to help to increase people using this area around the clock and rejuvenate the cultural sector.



170 comments were received on this principle.

Overall, there was huge support for protecting the historic buildings and the canal. It was suggested that these contribute to Lancaster's distinctiveness, although many suggested that this should only be done if it could be done well and was financially viable. Some supported the development of new buildings or a mixture of new and historic.

The principle of this being an arts/culture hub was also well supported.

However, there was a mixed response to car parking, some argued the need whereas others suggested that the scheme should be considering more sustainable transport.

The need for green space was highlighted and that the buildings should not be used for student accommodation. Safety and traffic management were also raised.

The below word cloud shows the most important words and phrases used by respondents. The larger the font size, the more important or significant the word.

Round Option Planning Retail Encourage People
 Fresh Shops Continue Development Amazing
 Parking Night Time Economy Canal
 Absolutely Historic Buildings Bridge

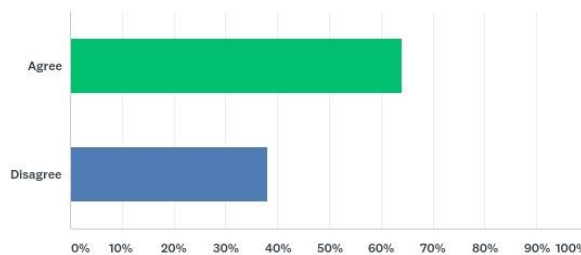
Lancaster Beneficial Old Buildings

Demolition Green Space Order Manchester

Moment Priority Zone Restaurants Old Brewery

Principle: The Canal Quarter should include more residential accommodation and cater for a variety of different occupiers.

Q4 The Canal Quarter should include more residential accommodation and cater for a variety of different occupiers. What does this mean? Unlike many places, Lancaster has many residential areas close to the City Centre. It also has a growing student population. More people living in the city helps support shops, services and the cultural offer and brings round the clock life and vitality. Historically, housing and student developments have also been key elements in numerous regeneration schemes bringing new life to empty buildings and sites as well as meeting needs for these uses. Canal Quarter provides the potential to provide a range of housing in a sought after location. This could include specialist housing for students or specific age groups and a mix of tenures including private rent.



244 comments were received on this principle.

Overall, this principle received the most comments with an overwhelming opposition to including student accommodation in the scheme. Many argued that there was enough student accommodation and instead there was a need for a mixture of housing, particularly affordable and social housing.

Some respondents challenged the need for any housing in the scheme.

The below word cloud shows the most important words and phrases used by respondents. The larger the font size, the more important or significant the word.

Specialist Housing Shared Ownership and Private Ownership Schemes

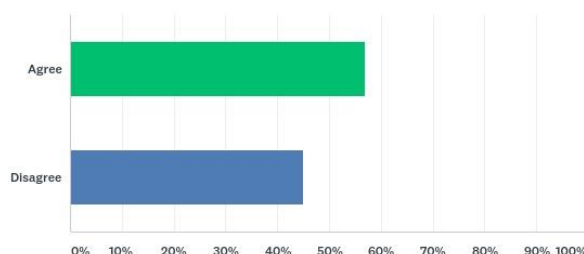
Student Accommodation Room Focus Growing

Property Ensure Social Housing older

People Developments Agree in Principle Affordable Terraced Housing Student Accommodation Emphasis on Housing Lancaster Aalborg Place City Centre Surrounding Areas Local People

Principle: The Canal Quarter should facilitate an increase in Lancaster University's presence in the city centre.

Q5 The Canal Quarter should facilitate an increase in Lancaster University's presence in the city centre. What does this mean? Student numbers continue to increase and demand for good quality, purpose built accommodation in the City Centre is high and forecast to continue. More students living in the centre helps to support and improve the town centre offer. Without student accommodation, students will need to use other residential housing in other areas which could be used by local residents. We recognise that some student accommodation is not occupied all year round. Where this is the case, the Council would be flexible concerning the use of student accommodation for short-term guest/hotel visitor accommodation). Lancaster is fortunate to be the home of two universities and their continued prosperity is of major importance to the future of the area. Lancaster University is regularly ranked in the UK's top 10 whilst the University of Cumbria has a significant and growing presence on the edge of the City Centre. Over and above the issue of student accommodation, having a better city centre offer is also important to the future of our universities in terms of attracting students and staff. Although Lancaster University is a campus university, it has been increasing its presence and influence in the city centre in recent years. There are significant benefits in this given the increasing number of students living in the city. Canal Quarter provides an opportunity to take this presence to a higher level by potentially locating university facilities in the area and build on existing partnerships with organisations such as the Dukes Theatre.



191 comments were received on this principle.

Overall, respondents agreed with this principle, although in terms of student facilities not accommodation.

A range of suggestions were provided including a study space/library, a faculty, technology hub, a learning zone/students union and a teaching facility.

Respondents suggested that there was too much emphasis on the university and its students, and that a more balanced inclusive approach should be taken including providing affordable and social housing for local residents.

Partnerships Reputation Aren't Danger Needs

Affordable Uni of Cumbria Canal Quarter

Technology Hub Previous Comment Local

Community City Centre Actually Live

Student Housing Influence Student

Accommodation Cycle Path

Lancaster University Previous Answer

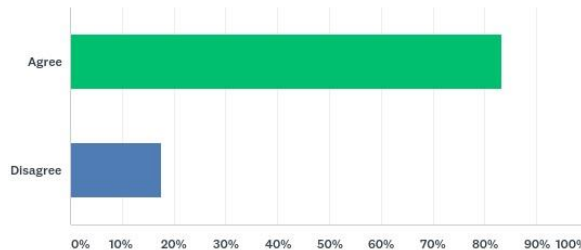
Local People Fully Agree Focus Aspect

Student Population Leisure Unless Taken Big

Case

Principle: The Canal Quarter should provide more business space, especially for Lancaster's thriving digital sector.

Q6 The Canal Quarter should provide more business space, especially for Lancaster's thriving digital sector. What does this mean? Canal Quarter also has the potential to play a major role in wider plans to develop Lancaster's business sector particularly in key sectors such as digital, and building on the skills, knowledge and the businesses generated by the universities. Given these local advantages, there is reason to believe that the site could accommodate and sustain a digital and technology hub, providing units of varying size and design that enable future expansion, but also introducing some element of shared space that enables face-to-face networking.



141 comments were received on this principle.

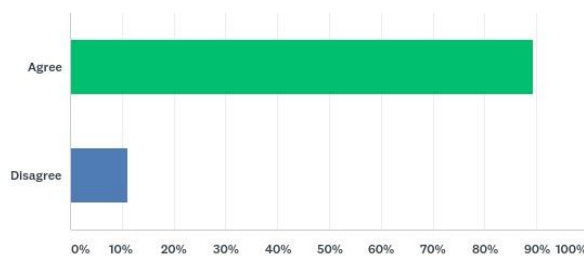
The majority of respondents supported the principle of providing business/office space, although suggest that this should be for a mix of business not just digital eg creative, media and arts.

The below word cloud shows the most important words and phrases used by respondents. The larger the font size, the more important or significant the word.

Case Public Happening Larger Cities Affordable
 Cultural Quarter City Centre Park and Ride Digital
 Sector Problem University Element
 Lancaster Great Idea Business
 Networking Agree Sounds Office Space
 Creative Industries Retail Low Cost Opportunity
 Baltic Growth Retention Street Improve

Principle: The Canal Quarter should deliver an arts hub that achieves the goal of making Lancaster the North West's primary culture outside of the main conurbations.

Q7 The Canal Quarter should deliver an arts hub that achieves the goal of making Lancaster the North West's primary cultural centre outside of the main conurbations. What does this mean? Canal Quarter contains some important cultural facilities notably the Dukes Theatre, the Grand Theatre and the Musicians' Co-op. The potential to sustain and expand these facilities is a key consideration in the regeneration of Canal Quarter. This could be done by improving their physical offer, addressing operational needs and increasing their wider offer and profile and consequent footfall. The theatres' offer is high-quality but distinctly different from each other, and includes live stand-up, professional live theatre, dance shows and mainstream and cultural cinema. Whilst this wide-ranging offer is enormously beneficial to Lancaster, there is currently a lack of complementary leisure and restaurant provision. Providing the opportunity for a cluster of these in an accessible location would provide greater choice for Lancaster's residents and visitors and broaden the appeal of our city centre by creating a vibrant evening mix of activities and uses that are not wholly alcohol-driven. Together with investment in other cultural facilities in the city, Canal Quarter offers the potential to significantly raise Lancaster's offer and profile to the point where it becomes the pre-eminent cultural centre outside of the main North West cities.



150 comments were received on this principle.

The majority of comments supported the principle of an arts hub and cultural centre, some suggested that this was what Lancaster does best ie Unique Selling Point. The need to engage with, support and incorporate existing facilities and to ensure that this was a facility for all was highlighted. It was also suggested that a music venue is lacking in the city. However, financial viability was raised as a key consideration for arts and culture generally.

Some respondents were unsure about the need for more restaurants and emphasised the need for this to be independent rather than chain, although a few respondents supported chain restaurants.

Car parking and transport links were highlighted as a need.

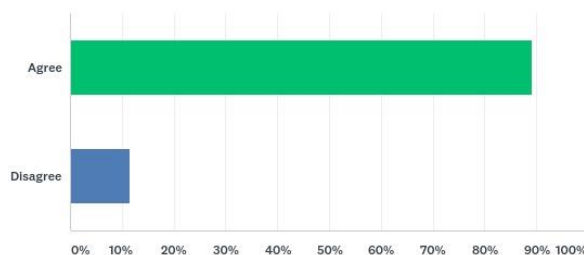
The below word cloud shows the most important words and phrases used by respondents. The larger the font size, the more important or significant the word.

Park Sentiment Existing Payers Idea Involved Music
Coop Shops Music Venue Self Sufficient
Agree Food Outlets Lancaster Creative

Arts Attract Visitors Cultural Concert Hall
 Restaurant Nice City Centre Meal
 Leisure Schools Business Vibrant Included

Principle: The Canal Quarter should take full advantage of the latest in green technology to make the sites as self-sustainable as possible.

Q8 The Canal Quarter should take advantage of the latest in green technology to make the site as self-sustainable as possible. What does this mean? Canal Quarter should be developed in as sustainable way as possible. Using “green” initiatives in the design from day one would help ensure this. Although Canal Quarter is not within a designated flood zone, and has no record of flooding, it is close to areas of Lancaster that have flooded recently. Development may provide the opportunity to provide flooding prevention plans, such as underground surface water storage, and these should be explored as part of the overall design.



119 comments were received on this principle.

The majority of respondents supported this principle, although some agreed only if it was financially viable and some suggested that it wasn't a priority.

Respondents suggested that this should also be about renewable energy, green spaces, roofs and walls, not just flooding. Sustainable transport was also highlighted and that this was an opportunity to work with Lancaster University Environmental Centre.

Some respondents questioned the need for flooding defences as this has never been an issue in this area.

The below word cloud shows the most important words and phrases used by respondents. The larger the font size, the more important or significant the word.

Environment Centre Existing Important Expensive
 Solar Panels Fully Support Absolutely Not as the
 Primary Purpose Agree Approach Plan Definitely

Development Priority Flooding

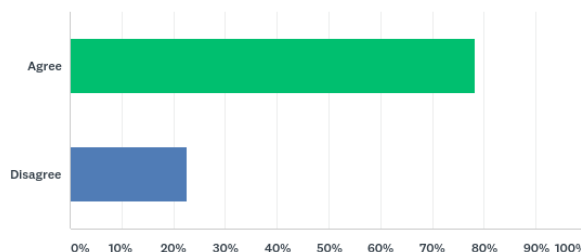
Solar Thermal Sustainable Cycle Green

Spaces Wind Power Green Roofs Significant

Green Technology Neutral Viable Waste Storage

Principle: The Canal Quarter should rationalise car parking and encourage sustainable travel to and through the area especially to the existing city centre.

Q9 The Canal Quarter should rationalise car parking and encourage sustainable travel to and through the area especially to the existing city centre. What does this mean? Canal Quarter occupies a sustainable location next to the existing city centre. However, it is currently separated from the centre by the main one-way system and currently contains eight different car parks. Any redevelopment must be accessible by all modes of transport, reduce the need to travel further into the city centre by car, provide sufficient car parking in a single location and be as accessible as possible for pedestrians and, where appropriate, cyclists. Radically better pedestrian links to the existing city centre and improvements to accessibility between the site and surrounding residential areas, the River Lune and Lancaster Canal are all important considerations in any future development.



169 comments were received on this principle.

Many respondents agreed with the principle of sustainable travel, although many also highlighted the need for car parking in the city centre, particularly for residents and businesses. Car parking charges were also raised as an issue.

The need to improve public transport was raised, particularly the buses and park and ride system. Affordability was identified as a key barrier.

The need to incorporate accessibility into any designs and provide disabled parking was highlighted. Cycling improvements were also raised as a need.

The below word cloud shows the most important words and phrases used by respondents. The larger the font size, the more important or significant the word.

Caton Road Taken Vehicles Rethink Bike Obviously
Street Remain Public Transport People with
Limited Mobility Cycle Canal Corridor City
Centre Particularly Park and Ride
Charging Points Access Cultural Town Kept
Parking Space Properly Issue Significant Way
System Water Residential Areas Sustainable
Transport

Please note: the detailed results and comments can be viewed in Appendix Aa.

Postcode Mapping

The postcode information has been mapped and shows a wide spread of responses from across the district.

270 valid postcodes were provided by respondents in the district and 9 were provided from outside of the district including Fylde, Preston, Manchester, Cheshire and Leicestershire.

Detailed Web Page Feedback

Comment 1

A direct pedestrian link to the current city centre without having to cross a main traffic artery on the level is essential for the project. Heritage issues could possibly be met by a transparent structure or suitable period designed bridge.

Aim 3 - the outward appearance of historic buildings should be retained by listing, and restored where possible. Please retain the old home of Edmundson the inventor of the original railway ticket machine currently marked by a plaque but scheduled for demolition by an earlier development company

Aim 4 - Any housing should contain quality homes (possibly alongside the canal) to provide a mixed village style development to ensure a village type integrated environment.

Yes but University contribution should be of work space not just student housing new digital office to allow leaving students to develop new businesses would be useful.

Comment 2

This survey is problematic on all sorts of levels. Appropriate community consultation/engagement would start with extensive work, within the community, to determine the core principles for development which would then lead to further consultation across a wide range of topic areas involving a diverse Lancaster demographic. Who has been consulted on these 'principles'? How were they devised? Why are the 'principles' (& explanations) so leading and clearly reflective of an agenda? Has the council accessed any advice around community consultation? I thought the 'Winchester model' was going to be used to inform the council's approach? In what way does this survey reflect that commitment? Given that the 'principles' are so vague how is it possible to gain useful data from 'agreement' or 'disagreement'? Whichever way I looked at each 'principle' I was unsure as to what I would be agreeing to so I generally disagreed. Surely this isn't helpful? What are you going to do with this information? I'm genuinely unclear as to how this survey will support meaningful community engagement in the Canal Quarter development process. I look forward to some clarification.

Comment 3

After all these years.. centros/British land gone ? If so great opportunity for the city ... given past history feeling anxious that beneficial usage can be achieved. Hope that fresh set of principles can be worked on to the greater good. This survey is a start to include everyone.

Comment 4

Buildings and factories that lie vacant for more than so many years should be made to compulsory sell. Bring in more business and housing and amenities and get rid of these derelict buildings.

Comment 5

I wonder why we need another art/cultural centre when we already have The Storey.

Comment 6

We do not need more student housing in that area - other housing types and other University related uses certainly, but not more student housing given the Aporto development and the St Leonardsgate building.

Comment 7

Keeping the existing amenity of the canal is important, and more mixed housing with a high proportion of affordable properties to buy and to rent on secure long-term leases is very important.

Comment 8

I feel that all of it sounds admirable in theory and reading all of the "drop down" (is that the correct term?) on your previous post which I accessed by clicking the link on this page. However I did not actually find anything of substance... even watching the video did not help as it was all about what we hope to do... not hard facts, figures or detailed plans.

Comment 9

Excellent principles which I welcome. I know that there was a lot of work done on the British Land /Council plans for the Canal Corridor .Can any of these ideas be recycled.

Comment 10

Thanks so much for getting the ball rolling on consultation on development for this area - it's exactly what I and many others have been hoping for: a chance to really be involved in shaping ideas and decisions for the 'Canal Quarter'.

However, whilst I appreciate your good intentions, the whole set up of this questionnaire is pretty disappointing.

In a true public engagement exercise the local authority would speak to, and listen to, the community, and draw up principles in partnership with the community. I believe this is what happened in Winchester, and I know this is a model Lancaster City Council are hoping to learn from. So, the cart has been put very much before the horse here and feels like you are asking people to endorse the decisions you've already made rather than really involve them in the decision making.

Secondly - the 'what does it mean?' explanatory sections were really, truly awful. The principles as stated are broad enough that it's difficult to be critical of most of them (although, it would be even better if they had been drawn up after proper community engagement) - you could have asked people how they would interpret them! But the explanations given were so narrow and so closed off in terms of provoking further conversation, that I felt really depressed by the whole process, as it was like having door after door slammed in my face.

Thirdly - there was no option to offer additional comments. There were things I wanted to say about the development that didn't slot in under one of the nine principles as I assumed there would be a 'do you have any further comments' option, but there wasn't one. Again - this doesn't show an open attitude towards engagement with the public.

I know the intentions behind this questionnaire were good, but if you want the community to take your attempts to engage us on this seriously, please, please, please put more thought into how you conduct these things.

A key issue for me is that there isn't really any green space in the city centre. Lancaster actually feels more urban in that respect than some other larger cities. One thing that I would really like to see (especially given proximity to canal) is green space in the Canal Quarter - considerable green space. In fact, the whole of the Northern end could easily be turned into a park! It would be a great wildlife corridor as well as a green 'lung' in the city. So many of the questions were focussed on physical buildings or types of business, but not on natural environment at all, and I would like to see that valued and included in the development.

Comment 11

I was lead to believe that all would be encouraged to engage but if the committee can't get council member to join why not open it to the general public

Comment 12

Are you not supposed to be following the Winchester model of development? They spent the whole consultation process deriving the principles for development that were agreed by the whole town. Who wrote these nine principles? This isn't consultation. No one even knows the survey is out there. You cannot possibly get to the end of the survey period and then say that the principles have been consulted on and agreed - it would just be a huge joke. Do you not know how to consult? You urgently need to get in some advice on consultation and then begin an actual consultation process, not this weird 'pretending to consult' exercise.



LANCASTER CITY CENTRE RESIDENTS ASSOCIATION REPLY TO CANAL QUARTER CONSULTATION

LCCRA aspirations for Canal Quarter

Lancaster City Centre Residents Association speaks on behalf of residents living in the city centre. Some of us actually live within or close to the Canal Quarter and also work within its buildings so we have a very direct personal connection to both present conditions and what happens in the future.

We welcome the Council's recognition to look afresh at how the area should be regenerated and an acceptance a substantially led retail development is not workable. We accept the site, its history and existing buildings makes any development extremely complex, but proposals have to set out a bold progressive vision that works and can be funded. However, what Lancaster and local residents and businesses cannot afford is continued uncertainty over its future and the blight this has caused.

Adopting the title Canal Quarter is a symbolic statement because of the term's association with quality urban heritage and architecture- what happens has to 'live up to this image' and be something we can all celebrate.

The production of the masterplan and its constituent parts must be an essential step in Lancaster and the wider district finding a modern identity. This has to be embraced by key development partners including Historic England, the Arts Council, Lancashire LEP, Lancaster BID, LCC, the Canal and Rivers Trust, business and housing investors and most importantly, the local community.

Cultural Quarter themed development

LCCRA believe a dominant theme should be focussed on developing the city's cultural and entertainment industry and tourist economy by creating a 'creative arts hub' with theatre, dance, music that act as a stimulus for boosting surrounding restaurants, affordable artisan' studios, and promoting tourist attractions/facilities that will provide the catalyst for a vibrant forward looking city e.g. festivals, city walking tours, bike hire, canal boat hire.

An overriding principle must be for the regeneration plan to complement and reinvigorate the existing city centre and business economy and not risk undermining it. Culture and tourism today is increasingly the lifeblood of any progressive town and city and Lancaster and the immediate sub region is well placed to take advantage of this if the right scheme can be pulled together. It should also be developed in a way

which protects and enhances the quality of life of residents living in the city centre and adjacent residential areas.

Wider regeneration strategy for the area

The plan should be committed to evolution and not revolution and therefore we welcome the Council's acknowledgement of adopting a phased approach, but this cannot be piecemeal. It has to set out a bold coherent vision. The location should also provide for building a high tech/offices and the construction of a mix of private and social housing for permanent residents and seek to revitalise the existing premises on Moor Lane and Stonewell that have the potential as a café and independent shops area. Links should be made to underpin the continued improvement of terraced housing around the De Vitre Street and Ridge Street area.

What the scheme should avoid is any efforts to promote large scale retail and any sizeable amount of student housing which both would risk undermining the potential of the whole Canal Quarter scheme and adjacent residential areas. LCCRA welcome the vital place the Universities and students play in the long term future of the city, but future student accommodation must be sensitively integrated with existing communities and character of the area. We must learn lessons from other University cities on difficulties caused by poorly designed and questionably funded student housing.

Sustainable transport plan

At the outset there must be a clear and sustainable transport plan which minimises the traffic generation and parking around the Canal Quarter. We recognise the Canal Quarter area currently provides important carparking for the city centre and the future proposals will need to be capable of accommodating car parking needs of the city centre and the new developments which are vital to the long term viability of the city centre. On the other hand what the scheme must avoid is generating extra traffic movements which overload existing traffic routes which are already congested and put extra pressure on already stretched on street carparking.

High quality sustainable design

Proposals should require the highest design standards that recognise the locational assets of the CCN Conservation Area and ensure sensitive integration of new buildings with old buildings, protect the heritage value of retained building/the locality and local environment. Fundamentally, there should be an overriding commitment on the highest standards on environmental townscape design that put Lancaster at the forefront of green urbanism delivering a fusion of old and new, work and play, nature and community. Lancaster has previously achieved some high quality developments e.g. Aalborg Place, Whitecross business park, but must avoid repeating the high rise student flats underway on Bulk Road and some other developments which are an anathema to the city's architectural heritage and sense of community. Many lessons can be learnt (good and bad) from elsewhere whether Blackburn Cathedral Quarter, Manchester City Centre, Chester, Bath and Europe.

Consultation and communication

What is also essential is for local residents and businesses to be fully involved throughout the process and avoid the lack of communication that sadly afflicted the negotiations with Centros and British Land. Careful thought has to be given to the way the scheme will actually be managed and delivered and this must involve the active engagement of local residents/businesses.

The refreshed approach by the Council genuinely provides Lancaster an opportunity to embrace best practice on involving residents and partners in bringing forward a nationally recognised regeneration scheme. It requires the Council and its partners having staff with specialist communication expertise and skills to have close dialogue with local residents, businesses and property.

A visionary and deliverable masterplan focussing on leisure and cultural facilities can help transform Lancaster while acting as a catalyst for the renaissance of Lancashire and Morecambe Bay. This can be achieved by the Council showing the necessary collective leadership and community engagement. LCCRA are eager to directly participate in the process.

LCCRA June 2018

www.lccra.co.uk

Document is Restricted