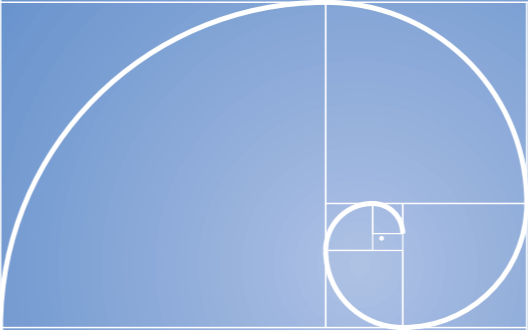


# SWANSEA BAY CITY REGION CONSULTANCY



**A GROWTH STRATEGY  
FOR THE SWANSEA  
BAY CITY REGION**

January 2015



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## Background

This group of private sector consultancies have come together to offer advice to the Welsh Government Minister for Economy Science and Transport and to the Chairman and Board of the Swansea Bay City Region. This advice builds upon a preliminary workshop held in September 2014 which considered the “Art of the Possible” for the step change development of this South West Wales City Region.

There is an urgent need to create a vision and a deliverable narrative for the long term regeneration of the City Region. Our approach to this piece of work is to address the various issues in a bold way. World class cities or regions have people who grasp the opportunity for change, turning innovative ideas into transformational developments.

Arup, Atkins, Populous and Urban Strategies bring an enormous experience from around the world. Their expertise and skill sets are demonstrated in a number of proposed primary interventions that we believe can make the necessary step change.



## Introduction

This paper sets out a rationale for a series of initiatives intended to promote the growth and prosperity of the Swansea Bay City Region. It is a call to action necessitated by the evidence of slow growth and prosperity and chronic economic under-performance in the region. It proposes a high-level schedule of projects and initiatives, aimed at catalysing transformational change and advancement of the region's human capital, infrastructure and image.

The Rationale: The Swansea Bay City Region has huge potential, which will only be realised by taking bold regional initiatives to address the primary issues of:

- Low economic activity and productivity
- An under-performing city centre
- Loss of talent and lack of in-migration
- Poor connectivity within the region and with the rest of the country
- An under-exploitation of some world-class natural assets.

The framework for the City Region must recognise the overarching need for the city and its umbilical cord to the wider region to be the focus of rejuvenation and renewal.

The intention is to provide a focus for public investment and action that will encourage and leverage private investment at the large and small scales.





## Foundations of Transformation

The foundations for a more prosperous future in the City Region will be laid by

- Better use of existing assets
- Attraction of new investment, people and activity to the region.
- Consideration of key projects that will enable transformational change

This strategy has five key foundations:

- A workforce for the new economy; there is a need to ensure that the region has the people and skills required for jobs in the new economy;
- Economic growth specialities; that is, to identify and develop key economic growth niches for the region;
- Quality Infrastructure; essential to underpin the region's growth and attraction for investment;
- A thriving City Centre as a focal point and attractor for the whole region; and
- A Re-Invigorated Tourism and Lifestyle Offer; which advertises the region as having a unique quality of life and tourism offer.

The region encompasses some of the highest quality natural assets in Europe - with multiple national and international designations for both marine and landscape environments - but they remain undervalued and underexploited. Few other regions can combine a distinctive city image with the unique attractiveness to be found in coastal Gower and Pembrokeshire and the valley, hill and mountain scenery to be found in Carmarthenshire and the Brecon Beacons.

For the Swansea Bay City Region as a whole to thrive then its major urban focus, the City of Swansea needs to be a catalyst for transformational change. This paper therefore concentrates on this focus, to draw up a set of deliverable objectives that will both enhance and stimulate further region wide development.

Much effort has been put into how this can be taken forward. The Swansea City Centre Masterplan provides sound proposals, but by its nature retains a very local focus. In our proposals we are challenging the Region's Board to go further with their ambitions and deliver a wider regional ownership.

## Signature Projects

Swansea Bay City Region and its partners need to advertise their presence more immediately and with a boldness that has characterised the regeneration initiatives of many comparable UK and European cities.

Due to our experience within the UK and globally we have an expertise in the development of projects which will stimulate interest and attract attention. The following six signature projects have the potential to be advanced more quickly and to send a message to the rest of the world that the renewal of the Region is serious and underway.

### Project 1

County Hall Site as the No 1 Priority site of Welsh National Importance

### Project 2

City Centre Landmark Feature and connection link to Waterfront

### Project 3

City-wide and regional transport system

### Project 4

Education and employment

### Project 5

A strong and vibrant destination

### Project 6

An iconic emblem to represent the Region at its gateway and as its theme.

**Project 1**

**County Hall Site as the No 1 Priority site of Welsh National Importance**

*Background*

- Swansea needs a quality development that makes a statement about a new and confident future; a future that is aspirational, where the City of Swansea can be a catalyst for transformational change.

*Proposal*

- The exciting County Hall site is the jewel in the crown of development opportunities. It must become the most important National Priority site for Wales.
- Its future is key and it should be the location for a bold landmark of international significance.
- Its integrity must be ensured and we recommend it is protected against short term practical expediency; as such it is a prime site for Welsh Government acquisition.
- The site could accommodate a major destination building as a centerpiece. Its location, setting and importance to the regeneration of the City would justify a development and design competition inviting Wales, UK and international investors, institutions and architects to participate.

- This opportunity to establish a major landmark, to give Swansea an identity which it currently lacks, must not be lost. Once this process is in place, other uses will cluster around it including arts and leisure activities, potentially a high quality hotel as well as specialist retail uses in this prime location.

*Outcome*

- Swansea would have an internationally renowned landmark building and compelling destination encompassing world class design, and innovative activity that speaks of the new-found confidence in the city.
- This landmark would attract people from all over Wales, the UK and globally to spend time in the city and the City Region; also it would send a positive message to potential investors while providing publicity and visibility, promoting the city and region.



This landmark could attract domestic investment and international investment such as sovereign funds. Like any high-rise building in the world facing the sea, this building will provide a unique and unparalleled view; it will look out over Swansea Bay, a beacon highlighting the importance of Swansea as the gateway of Swansea Bay City Region, shining under the sunset. The recent waterfront museums and towers in Marseille provide a rich precedent. A pier could engage with the bay to welcome multiple events during the year (as with the Eastbourne bandstand or Sydney Harbour Piers) while providing a "view" to the bay.



# PROJECT 1

## Project 2

### Landmark Feature

#### Background

- Swansea City Region, and the city in particular, needs to advertise its presence with a boldness that has characterised the regeneration initiatives of many comparable UK and European cities.

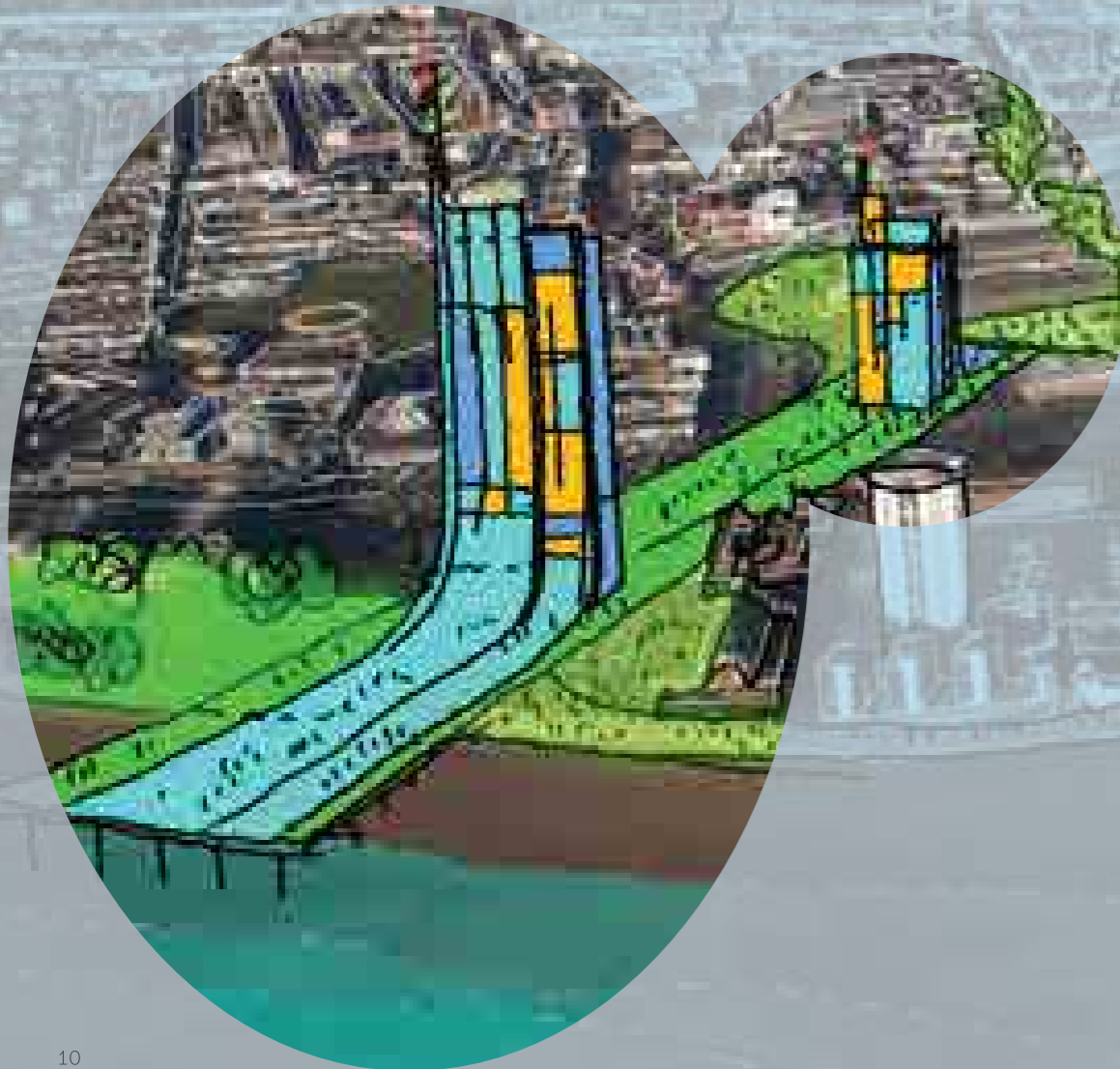
#### Proposal

- To complement the promotion of the County Hall site, we recommend a further landmark feature within the city centre which would act as a focal point and catalyst for re development of this area.
- These dual nodes will create a focus for activity and attract visitors, workers and residents alike. They will create the impetus for the essential retail, tourism and entertainment regeneration of the city centre.

- Further, a land bridge connection over the Oystermouth Road will integrate Projects 1 and 2 with a dramatic link from city centre to Waterfront, enhancing views and access between both.
- This land bridge could be a “green bridge” of appropriate form to create a safe and pleasant public realm link between key city landmarks.

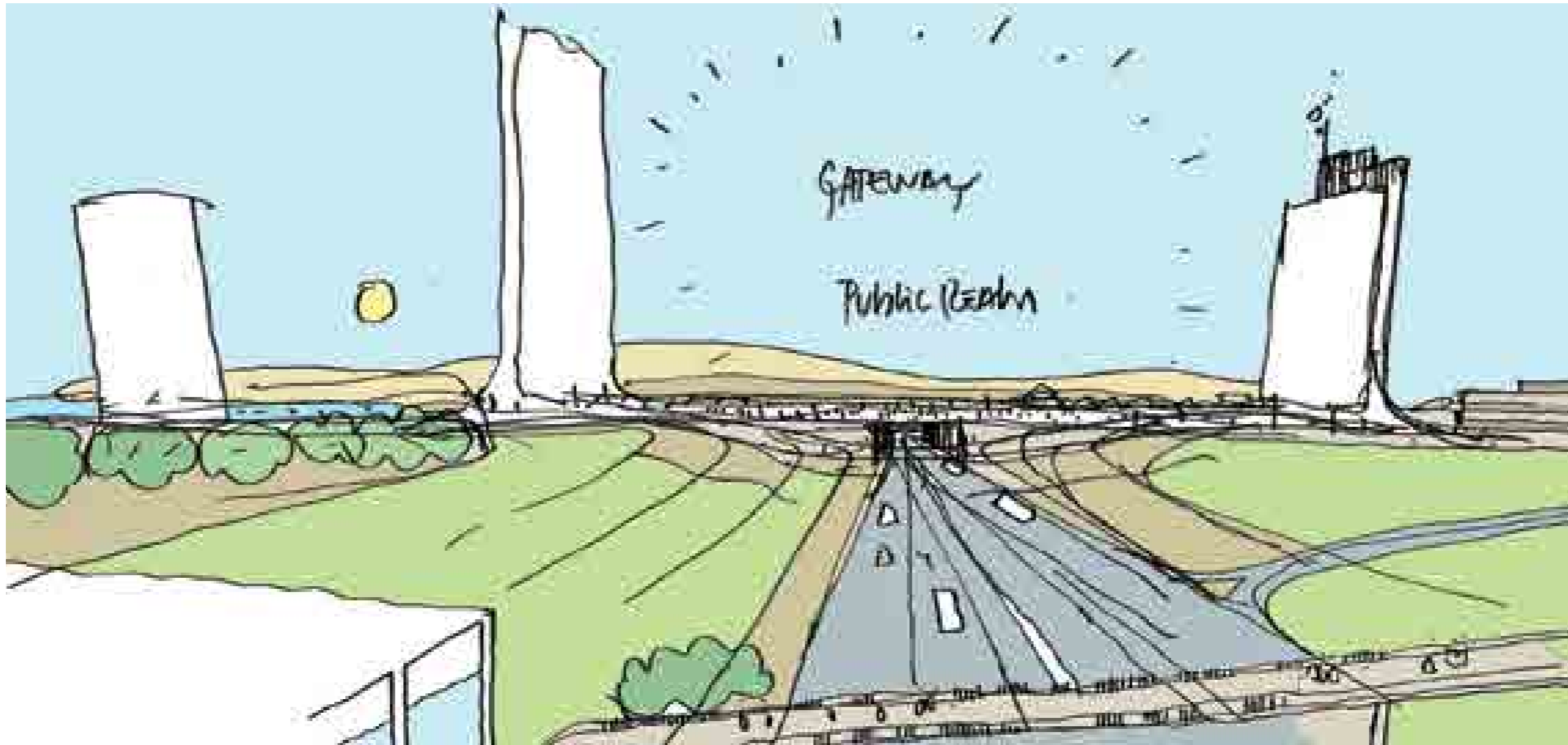
#### Outcome

- A landmark feature, be it a building or large exhibit of public art will create a focal node for the city.
- This landmark could provide an area to create a hub for higher education where innovation and inspiration meet to drive the city’s knowledge economy forward.
- A land bridge has the potential to negate the major constraint of the road, whilst connecting the city centre to a key asset of the city region, the waterfront.
- A green bridge would soften the feel of major infrastructure and create a strong visual connection, encouraging use and activity.



In addition to the urban axis of the Tawe Basin another urban axis should unlock the city centre toward the bay. This new axis will support the development of a fine urban promenade to connect this city landmark with the County Hall site development and pier. Such public realm, of comparable dimensions to the adjacent marina could, like the Pier, welcome a large variety of event and business opportunities throughout the year.

These two landmarks could create a synergy with the existing tower on the waterfront but most importantly create a space, which will characterize the gateway towards the West.



# PROJECT 2

### Project 3

City-wide and regional transport system. The Region as a whole suffers from relatively poor connectivity, both locally and nationally.

#### Background

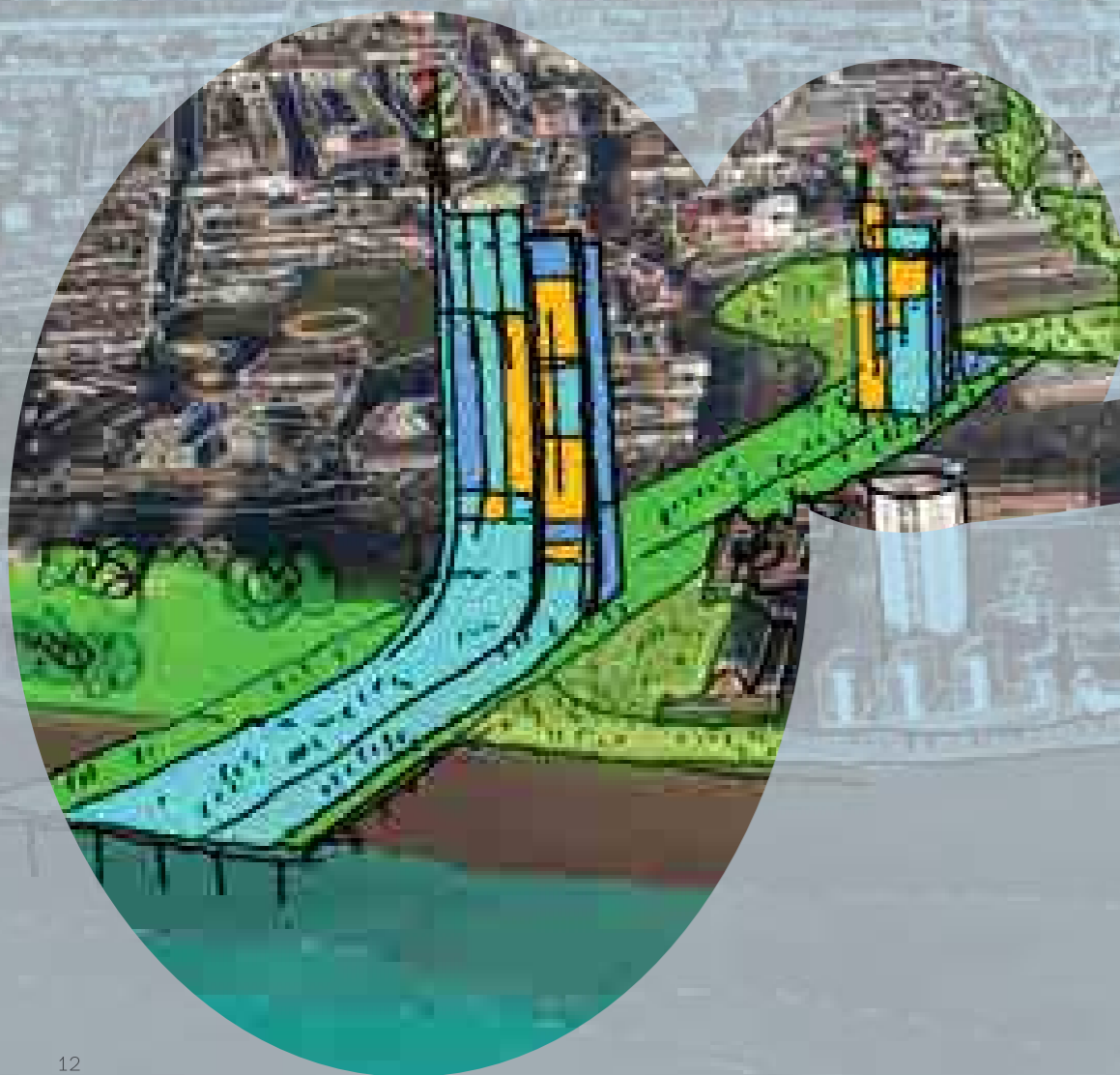
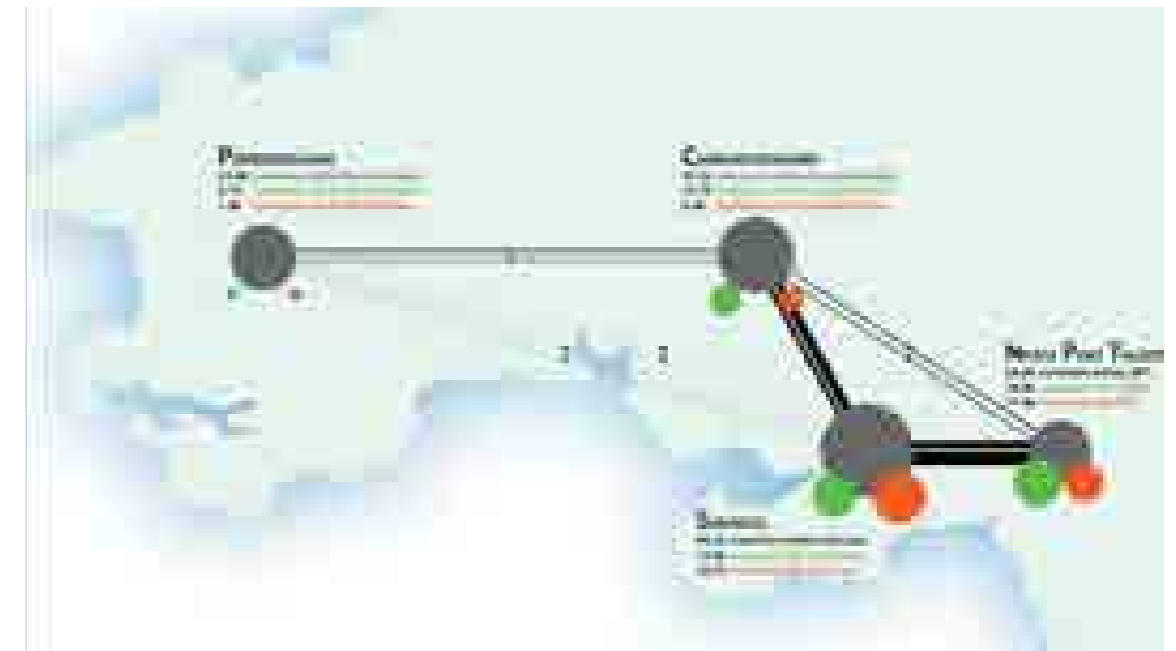
- Swansea does not have an extensive rail network feeding into the city and travellers have a poor sense of arrival
- Swansea and the wider Region has a road network that flatters to deceive and has in places the end of the line feel.
- Swansea has a bus network, but it is not of sufficient quality or coverage to support the city's economic regeneration
- The Region as a whole suffers from relatively poor connectivity, both locally and nationally
- A step-change is necessary in the form of a high quality and functional rapid transport network.

#### The Proposal

- A bus-based city-wide public transport system – based on creating a world-class Bus Rapid Transit network (ideal for small / medium cities)
- A network of integrated cross-city services, operating on segregated road links with priority over general traffic
- A smart road/intelligent transport highway serviced by superfast broadband as a test bed the wider Welsh roll-out.
- High quality buses and passenger facilities; Stations will provide focal points for regeneration through design competitions
- The creation of a major transport hub and interchange around Baglan/Port Talbot area.
- Park & Ride transfer points on the edge of the network will enhance access from the wider City Region, and connections to existing rail services.
- Enhancement of key strategic road and rail routes, together with development of strategies to make coastal visitor attractions more readily accessible; including dualling of the A40.

#### Outcome

- Swift and modern public transport for the city and City Region, enhancing access to employment and leisure opportunities
- Transformational effect on City Region connectivity
- A digital corridor comprising high quality/smart transport facilities providing opportunities for associated digital technology developments.
- Enhanced profile and reputation for the City Region
- Extension of the existing BRT line already in place to provide a truly world class network.
- The opportunity to re-open a substantial link as far as Mumbles.



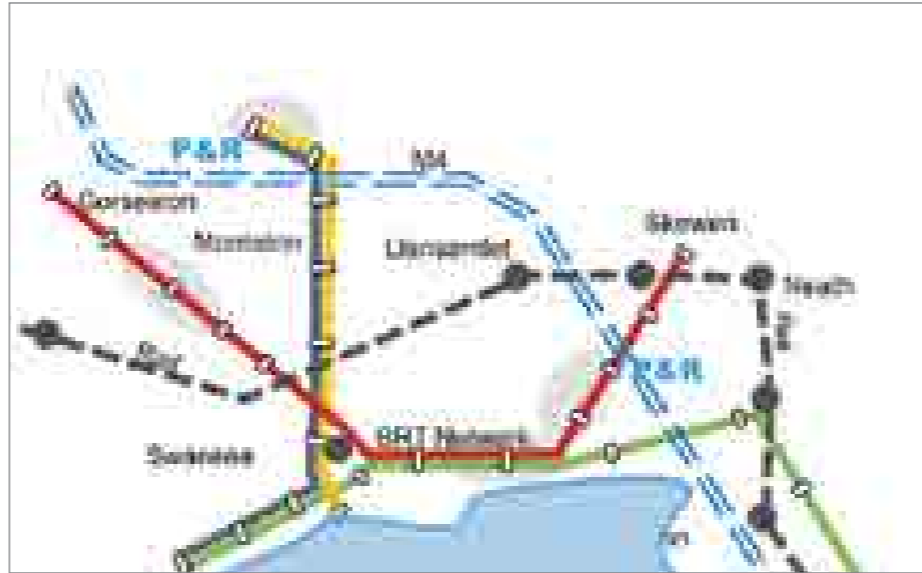
### Project 3

The travellers' experience into Swansea is a major constraint and needs addressing.

- Swansea Grand Central at Baglan.
- BRT or Metro into Swansea from Baglan or better use of road access.
- Digital and transport highway.



Iconic Stations



Bus Rapid Transit Network to all parts of the city



Comprehensive city centre network



Automated Payment

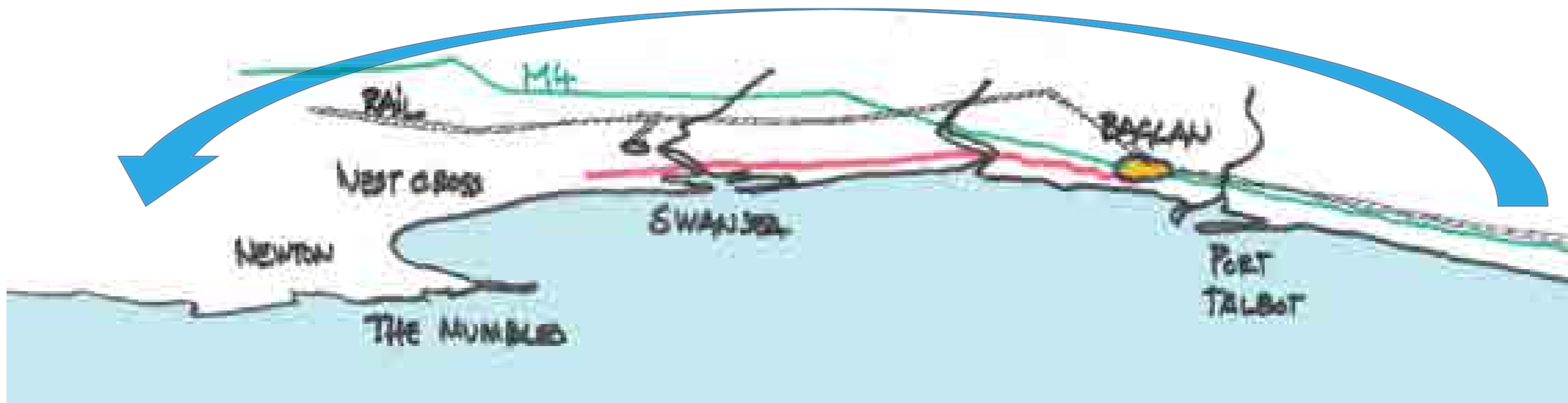


Specialised Rapid Transit Vehicles



Associated public realm

## DIGITAL WATERFRONT CORRIDOR







## Project 4

### Education and employment

#### Background

- The new economy and the jobs that it generates requires a well-trained, innovative and motivated workforce. Closing the Swansea Bay City Region's productivity gap requires action at all levels of education and training which will enhance employment opportunities.
- The region has to educate and train a versatile skilled workforce, retain that workforce and attract skilled people from outside
- Swansea Bay already has several distinct areas of economic activity and the potential for several new specialities. The region should become identified as a key national and global player in these areas, as mid-sized cities like Dundee has done for digital gaming or Belfast for film and TV.
- In these specialities a close association must be struck between industry and business leaders, educational and training institutions and local government.

#### The Proposal

In **education** the priorities should be:

- Ensuring that local employment and university and college course offerings align with each other and with the overall economic regeneration strategy
- Developing employer engagement in identifying skills training and employment opportunities.
- Identify potential for attracting further international students to the region – this should consider an integrated (as opposed to competitive) approach from all centres of higher education in the Region.
- Full development of the potential of the new Science and Innovation campus at the University of Swansea

On **employment**, the city must focus on developing world-renowned expertise in high value added local niche industries:

- Renewable Energy, particularly tidal power, capitalising on the Swansea Bay Tidal Lagoon proposal
- Software start-ups based on the platform of an ultra-fast broadband network in the region with links to higher education
- Advanced steel production and processing
- Data mining, with the huge opportunity presented by the Driver Vehicle and Licencing Agency

#### Outcome

- To learn from the proven focus and success of other regional cities
- Development of the Swansea City Region as an educational and high quality business hub driving economic activity
- Making the City Region a UK exclusive test bed for digital innovation and connectivity
- A well-motivated, well paid and secure workforce with money and confidence to invest in the City Region
- Creating a World Class City Region and built environment will enhance the world class educational offer.



## Project 5

### A strong and vibrant destination

#### Background

- Swansea city centre is in decline. It is losing market share to both out of town shopping and to e-commerce, as well as to the increasingly powerful draw of Cardiff.
- The retail offer looks tired and there are few associated events or attractions to broaden its market draw. The Swansea Business Improvement District is an existing recognition and impetus for the need to make things better.
- City centres are critically important to a region; they project an image about the economic health, attractiveness and unique qualities of the area that influence investment, relocation and other choices.
- It is critical that the centre does not decline beyond the point of no return.

#### The Proposal

- The recently completed Swansea City Centre Masterplan acknowledges the need to address these issues. It includes a number of “quick win” actions, and some good ideas for the city centre in isolation, but these need to be considered in light of a more far-reaching strategy.

A focussed programme for city centre renewal should include:

- A right-sizing of the city centre offer for the market it serves to concentrate the retail area, retire failing sub-districts, and create a focus on a distinct offer that only the centre can provide
- Development of a speciality food and entertainment sub-district that can have national appeal
- Adoption of a clear image and identity strategy realised through removal of blight, clutter, streetscaping, signage and public art

- An urban landscaping programme that emphasises Swansea’s bay location and the beauty of its own backdrop of hills and valleys
- Promotion of cultural, recreational and festival events for attraction of a broad local and national market
- A conscious marketing programme targeted at key sectors
- Focus on Swansea specific attractions including water sports and events, a Swansea Bay Festival of the Sea with a mix of sporting and cultural activities
- A cultural-strategic bid to be a City of Culture and extend bids, participation and benefits to embrace the whole region
- Continuing to develop distinctive destinations across the region through a partnership approach with the emphasis on delivering a credible year-round offer in ‘special’ places - Narberth and Llandeilo are exemplars
- Agreement with WNO and/or NOW to make Swansea its official “home” for part of the year, perhaps holding summer schools, master-classes and festival performances
- A new National Theatre of Wales or floating performance stage (as per Bregenz)

#### Outcome

- Reputation of Swansea, throughout the City Region, Wales, the UK and globally, as a strong and vibrant destination, be it for commercial, retail, tourism or leisure
- Enhanced visitor income through greater retail sales, eating and drinking and hotel accommodation

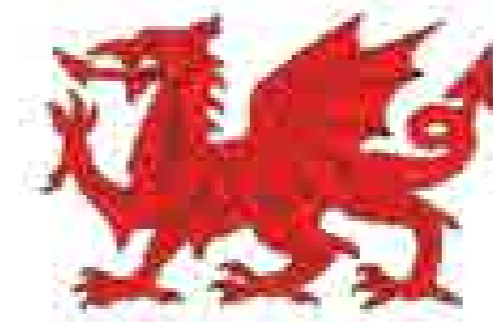
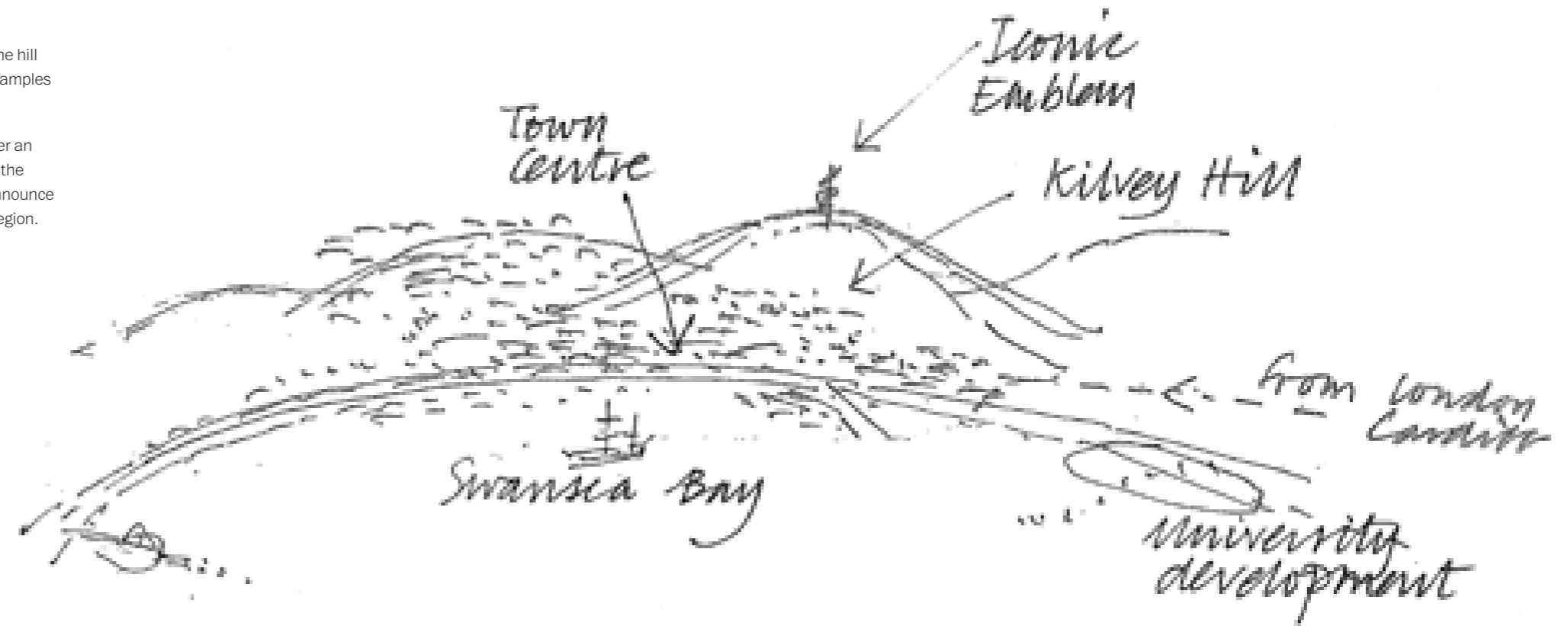


**Project 6**

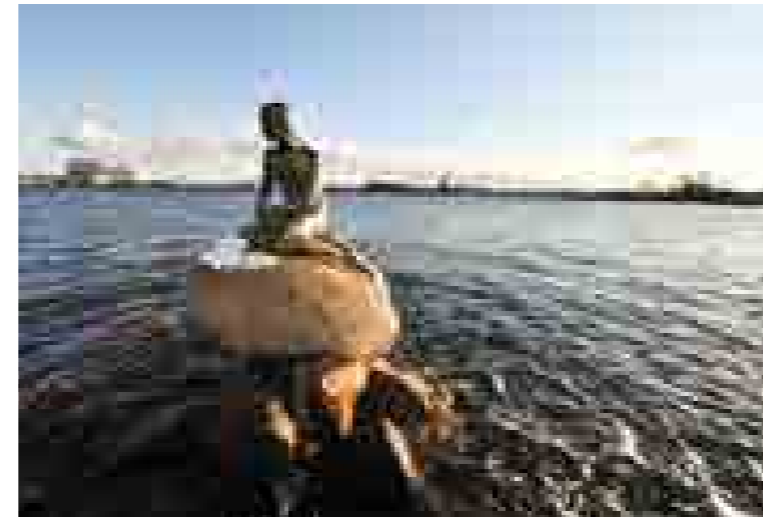
**Identity for Gateway Role**

The images attached suggest an iconic monument on the hill overlooking the city of Swansea, to compare with the examples from other cities and locations.

It can be set up as an international competition to deliver an immediate impact and it can happen as a pre-cursor to the changes to the city and region which will follow. It will announce an identity as a Gateway and as a theme for the wider region.



The Angel of the North, the Statue of Liberty, the Orbit or the Redentor are all sculptures which are reinforcing if not supporting the identity of the region where they were erected.



## Next steps

This brief summary document is intended to 'whet the appetite' of the Swansea Bay City Region Board, to generate a level of excitement about the many opportunities within the Region and warn against any hasty decisions relating to short-term city centre development.

It presents many challenges and, in reality, would be the subject of conflicting agendas.

The projects put forward are of a scale and nature that could be attractive to major funders such as Sovereign Wealth.

In the first instance, our professional group consider that a presentation workshop with the Board would be of value. In advance of this we would:

- Expand the sub-sets of the 6 projects
- Prioritise the actions within each
- Develop a form of competition for the County Hall site
- Research the compatibility of the 'big ticket' items within the Region LDP's.
- Explore opportunities for major funding



**COMPANY  
CREDENTIALS**

## Private Sector Advisory Team Credentials

We have carefully considered the skills and track record required to address the issues relating to Swansea Bay City Region and to provide exciting and commercially attractive proposals which are sustainable and will provide long term improvement to the prosperity and wellbeing of the City Region and its inhabitants.

The proposed team is a collaboration of 5 private sector organisations who have come together to support the Board, bringing their regional, national and International experience to aid the debate.

**Arup** are global consultants with a strong local presence in Wales and a track record of high quality projects in Wales and the Swansea area. They have been involved in regeneration at Baglan, Llandarcy and at Llanelli Coastal Park as well as numerous planning, transport planning and building commissions in the city of Swansea.

They have recently been commissioned to provide a transport model of Swansea to assess the impact of the draft Local Development Plan proposals.

**Atkins** will provide support to the team across all aspects of the work. Like Arup, they are a global consultant with a strong local presence and therefore bring extensive track record in large scale regeneration and infrastructure. Arup and Atkins have worked together successfully on a number of major projects; most notably on the London Olympics and Crossrail.

**Populous** will provide high quality expertise in master planning and architecture which complements and reinforces the capability of the other team members. They have been involved in the development of many cities and have already demonstrated their interest and commitment to assisting with Swansea City Region, attending the inception meeting in London recently. Their capability is also illustrated in the attached documents.

**Urban Strategies** will assess the spatial challenges and opportunities for the city. They will assess what is and is not working well; what needs to be challenged. They will consider

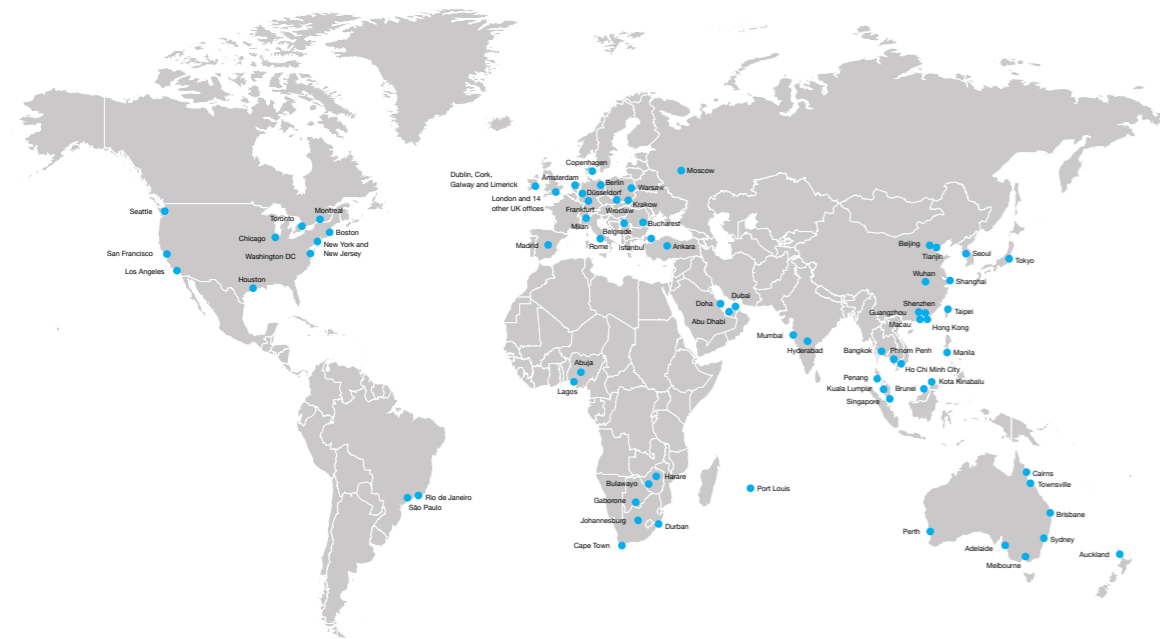
how to create a city which is well linked up around key areas of activity such as the University, retail centres, seafront, business areas such as SA1, rail and bus stations and leisure and tourist destinations. Through their work in other UK cities such as Manchester, Belfast, Cardiff and Aberdeen (which is particularly relevant) they will carry out a preliminary comparator analysis to inform the assessment and proposals. Urban Strategies are based in Canada and have worked successfully in many locations. Their proposed lead, Joe Berridge originates from Wales and has significant knowledge of South Wales and Swansea.

Mike Edmonds of **Altmore Partnership** is an Independent Consultant with over 30 years' experience of delivering major infrastructure and regeneration projects within Wales and the UK. He has been involved in bringing this team together and has been the link to Welsh Government and chaired the initial Workshop in September.

To supplement this credentials synopsis of the team individual organisation profiles are appended.

I believe that we have assembled a very strong team with significant experience in the area of work required to deliver a successful outcome. More importantly, we are all committed to the right approach to planning and delivering regeneration and new development. This will include comprehensive assessment of the current situation and masterplan proposals, socio economic issues, movement and connectivity before developing proposals to maximise the social, environmental and economic benefits to the City Region.

# Introduction to Arup



Arup is an independent firm of designers, planners, engineers, consultants and technical specialists offering a broad range of professional services.

We aim to help our clients meet their business needs by adding value through technical excellence, efficient organisation and personal service.

We provide the engineering and related consultancy services necessary to every stage of the project, from inception to completion and after. These are available to clients singly or in combination, to suit the particular circumstance of the job.

Throughout the world we aim to provide a consistently excellent multidisciplinary service, which also incorporates our concern for the environment. Arup is committed to sustainable design, to its increasing incorporation in our projects and to industry-wide sustainability initiatives.

Founded in 1946, Arup now has 11,000 planners, designers, engineers and consultants working in 91 offices in 39 countries and our projects have taken us to more than 160 countries.

Arup is a wholly independent organisation owned in trust for the benefit of its employees and their dependants.

With no shareholders or external investors the firm is able to independently determine its own priorities and direction as a business.

Each of Arup's employees receives a share of the firm's operating profit each year. A substantial proportion of the firm's income is devoted to improving its technical standards through the continuing professional development of its members and by developing new techniques of engineering design and management.

Arup Group's policy is set by its Group Board. This body reports to the firm's Trustees and to the firm itself, represented by the global college of directors and principals.

Arup operates as five Regions: Americas, Australasia, East Asia, Europe, and UK, Middle East and Africa (UKMEA). Each Region is responsible for geographic strategy and management.

Each project is the responsibility of a Project Director who has access to specialist skills within the firm, whether those skills are in the project office or elsewhere. We work in multidisciplinary teams to ensure co-ordination between the disciplines. We operate formal quality management systems, routinely reviewing and auditing our work. We structure our project teams to achieve clear lines of responsibility and communication with the client and other consultants. By these measures, we add value to our clients' projects and achieve quality on which they can rely.

# Cardiff Office



In Cardiff since 1970, Arup has worked across Wales to enhance the built environment and has been responsible for delivering and planning major projects. It is now the most substantial and diverse consultant in the Principality

The expertise and resources of Arup, as a whole, is available to deliver a fully integrated multidisciplinary team to meet the needs of any project. Arup contributes to projects both here in Wales, the UK and around the world. These opportunities enable us to provide our clients with unparalleled skills and experience.

Project teams can be assembled to suit each clients' individual needs. We have extensive experience of working both as team leader and in mixed teams with lead collaborators at all stages in the project development process.

The following services can be offered individually or in combination with a multi disciplinary team capable of handling complex projects.

## Our services include:

- Civil engineering
- BREEAM / LEED / CFSH Assessment
- Structural engineering
- Mechanical, electrical and public health engineering
- Environmental services
- Facade engineering
- Facilities management
- Fire safety design
- Geotechnics
- Highway and bridge design
- Industrial engineering
- Infrastructure design
- Investigation refurbishment and restoration
- IT and communications
- Project management services
- Sustainability
- Transport planning
- Urban design
- Waste disposal and management
- Water

## Atkins

Atkins is a FTSE250 UK Public Limited Company and is one of the world's leading design, engineering and project management consultancies. Our skills lie in the expansive area of infrastructure – the wiring of society – encompassing buildings; land, sea and air transport; information communications and security systems; and utilities (including energy and water); as well as in our experience of working for a broad range of clients, including national and local governments as well as the commercial sector.

The first big project undertaken by Atkins was the design of Abbey Steelworks at Port Talbot in 1948. We now plan, design and enable iconic projects worldwide, including: remodelling and refurbishing Birmingham New Street Station, involvement in several aspects of Crossrail delivery, the ITER Fusion Reactor (France), M25 widening (London), the 321m tall Burj Al Arab super-luxury hotel (Dubai), M50 upgrade (Ireland), Almas Tower (Dubai), Aberdeen Western Peripheral Route, Farringdon Station (Thameslink), London 2012 legacy transformation (following our work providing much of the infrastructure for the London 2012 Olympic and Paralympic Games).

We have the breadth and depth of expertise to respond to the most technically challenging and time critical infrastructure projects and to facilitate the urgent transition to a low carbon economy.

## Atkins in Wales

In Wales we operate as Atkins Ltd (design and advice) and Faithful+Gould Ltd (project and cost management). We have 3 long established offices: Cardiff (115 staff approx.), St Asaph (20 approx.) and Swansea (60 approx.). In addition, we have a team working in Network Rail's offices in Newport. Our team based in Wales therefore totals over 200 people, but more than 300 Atkins staff live in Wales. Atkins is a significant employer of people who call Wales 'home'.

As one of the key infrastructure consultancies in Wales, we are currently working on a number of major projects.

## Selected Projects in South West Wales

**Swansea Bay Tidal Lagoon** is the world's first man-made, energy-generating lagoon, with a 240MW nominal rated capacity averaging 14 hours of generation every day. Atkins has been involved in this project since the initial concept, including: sizing up and finding the optimum number of turbines and sluice gates to allow water to flow into and out of the lagoon; designing the breakwater which surrounds the lagoon; designing the structures that house the turbines and sluice gates; designing the high voltage cable route to transfer the electricity from the turbines to the national grid; and communicating with architects to discuss their designs.



**Coed Darcy Urban Village Infrastructure** – Coed Darcy is a twenty year project to transform the former Llandarcy Refinery to a community of 4000 homes, schools, shops and offices. The developer, St Modwen, is in partnership with Neath Port Talbot Council and the Prince's Foundation for the Built Environment to manage the historical legacy and provide a strategic growth hub for the region. Atkins has been key to the delivery of the scheme since 2006. We are the Lead Engineer responsible for both strategic and detailed design components across a range of services including highways and infrastructure engineering, ecological protection and enhancement, reclamation and remediation.



**Rail Electrification** – With our sub-consultant PB, we are Network Rail's Lead Design Organisation and system integrator for the electrification from Maidenhead to Swansea, providing a complete multidisciplinary design service.

**Swansea University Bay Science and Innovation Campus** – Atkins is working closely with Porphyrios masterplan architects, St. Modwen Developments Ltd and the University to transform the former BP Transit oil tank farm into a vibrant new campus for Swansea University. This development provides a mix of amenities including academic teaching space and ancillary academic facilities, residential accommodation for students, student facilities and opportunities for research and development spaces. Phase 1 includes 2,000 bedrooms and a number of academic facilities for the Engineering, Computing, Telecommunications and the Business and Economics departments as well as a Learning and Research Centre including the library and a Great Hall located at the heart of the campus. Future phases will provide a further 2,000 bedrooms and additional university facilities.

**Populous is a global award-winning design practice specialising in creating environments that give users and spectators unforgettable experiences. Our comprehensive range of services includes sports architecture, circuit design, conference and exhibition centre architecture, interior design, environmental graphics and way-finding, events planning and overlay, master planning, sustainable design consulting and facilities operations analysis.**

Populous have designed some of the world's most famous iconic sporting venues, including the 2012 Olympic Stadium, Wembley Stadium, Ascot Racecourse and Wimbledon Centre Court.

Populous is the world's leading designers of entertainment and sporting facilities. As the world's leading sports architecture firm, Populous Sport's tradition of innovation has transformed the way people have experienced events for nearly 25 years. At Populous we are passionate about arenas and sports facilities. It is those passions that led us to create the first firm devoted to arena and sports architecture, and grow into a prolific practice of more than 400 people worldwide.

Our architects are the world's finest and most experienced, drawing from the combined expertise of more than 600 projects, including 75 professional, civic and collegiate arena projects, 5 Olympic events, stadia, arenas and racecourses and convention centres. With offices in London, Kansas City, and Brisbane, Australia, our reach is worldwide.

With our strong belief in sustainability and understanding of how structures embed themselves in their environment, Populous delivers the complete package: solutions that celebrate and enhance the unique properties of sport and entertainment buildings, designed to deliver thrilling experiences for years to come.

#### **POPULOUS BY THE NUMBERS**

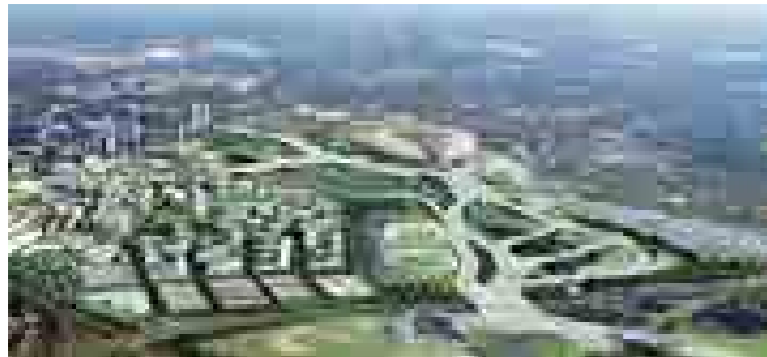
- 1,000** Populous projects completed globally
- 520m** people who have attended a Populous facility in the past ten years alone
- 18m** seats in Populous designed stadiums
- 34** countries where Populous has worked
- 40** football and rugby team clients
- 24** Major League Baseball franchise clients
- 30** NFL franchise clients
- 80** professional and civic arena clients
- 120** college and university clients
- 40** convention center clients
- 30** sports-related events coordinated
- 475** number of Populous employees globally

**For more information contact:**  
sophie.therouanne@populous.com

**Masterplanning and Urbanism is about a belief in making sustainable, integrated environments where our buildings become embedded within a city's fabric and the energy of an event can infuse that fabric far beyond the venue itself. Populous is a global design practice specialising in creating environments that draw people and communities together for unforgettable experiences. Those environments include sports venues and entertainment facilities and the cities, towns and landscapes they interact with not only during an event but every day of life.**

At Populous we are not only interested in the world class buildings we design for sports, leisure and entertainment, we are also deeply interested in their contextual influence - how they act as a catalyst for vibrancy, diversity and regeneration within cities. Our Masterplanning team considers cities and towns on a strategic level. For each project, we assess the environment we're going to create, the venues within it, and the events taking place at those venues. How will they interact as a whole? What potential do they have to become sustainable places that will become embedded in either new or existing communities? What Legacy do they provide for the fabric of those communities?

Considered in this context, we understand that live entertainment and sport goes beyond simply the venue, the concert or a game's final score. It's about an event experience that permeates, and can be captured by, the fabric of a city. For each visitor, that experience is unique: it's the emotional response evoked not only from the performance itself, but from the anticipation of the event, the journey to and from the venue, and the memories that can only come from sharing the experience with others. In this way, the buildings that we design draw people together; they are both social hub and urban catalyst.



## LONDON 2012 OLYMPIC MASTERPLAN

KEY FACTS  
 LOCATION: Greenwich, UK  
 CLIENT: Olympic Delivery Authority  
 DATE: 2012

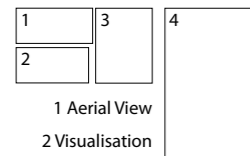
Populous were one of the lead consultants in a consortium behind the successful London 2012 Olympic bid.

From the very earliest stages we worked with the organising committee and a wider interdisciplinary team to develop a captivating and pragmatic plan for the Olympic Games that could be adapted after the event to provide London a sustainable urban legacy with a mix of uses from sports and leisure through to residential, educational and commercial components. The process of designing for an Olympic Games was driven as much by the potential for urban regeneration in East London as it was by the practical requirements of the event itself.

Populous have also developed the masterplans for most of the other 25 out of Park venues including Greenwich Park, Eton Dorney, and Horse Guards Parade as part of the commission to lead the team doing the event overlay for all the non permanent structures for the games nationwide.

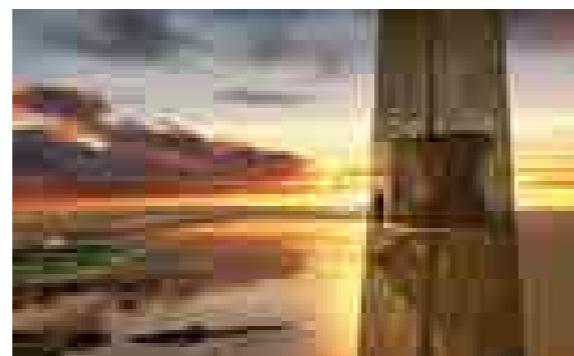
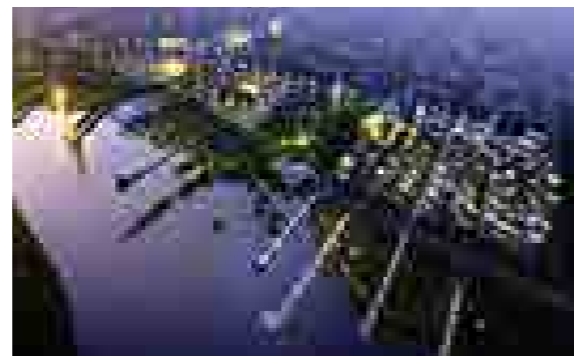
During this time we were very proud to have won the contract to design the Olympic Stadium which is now nearing completion ahead of schedule.

Populous have been integral to the whole process of the London 2012 Olympic Games from the strategic design and masterplanning of the original bid, the procurement of the masterplan and key venues for the games, the design of temporary facilities for the games themselves and involvement in the design process to ensure that the games provide London with a long term sustainable urban legacy.



1 Aerial View  
 2 Visualisation  
 3 Visualisation  
 4 General Masterplan





## NANJING YOUTH OLYMPICS MASTERPLAN

### KEY FACTS

LOCATION: Nanjing, China

CLIENT: Confidential

DATE: 2010 - Ongoing

SITE AREA: 189 Hectares

VALUE: \$ US 4 billion

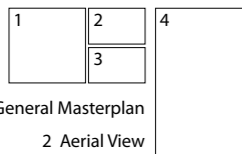
Populous have been appointed as masterplan architects for the Nanjing Youth Olympics in 2014. The masterplan will see over 189 hectares or 3 million square meters of new floor space built into the city, including several public buildings that will be illuminated like lanterns for the Youth Games, and a new athletes village with state of the art training facilities.

The design seeks to address the existing rich historical and cultural fabric of Nanjing, and further contribute to the 'memory' of the city on the event of these historic games. The Olympic village is conceived as a 'social condenser' during the games, a place for cultural exchange between youth from around the planet, whilst also an opportunity for the city to raise its global profile as a key destination for business, leisure and tourism.

The Masterplan has been conceived with a legacy plan at the forefront, and will include public buildings, such as schools and exhibition centers, alongside Olympic venues and the athlete's accommodation. Due consideration has been given to the flexibility of these buildings after the games, ensuring that the vibrancy generated by these games is maintained and enhanced long after they have finished, benefitting both future residents of the village itself along with the wider population of Nanjing itself.

Nanjing is one of the premier garden cities of China, incorporating many qualities of the traditional Chinese picturesque landscape. The landscape 'valley' in which the Olympic village is set will capture the essence of this, with the incorporation of terracing, waterways, enclosed gardens and framed views creating an urban oasis for its users. Civic structures within the masterplan have been considered as 'Lanterns', drawing upon a celebratory element of Chinese culture and providing these buildings with a unified architectural language, enabling them to be read as legacy components of the games and designate Nanjing as an Olympic city.

Populous' focus on an idea of 'cultural exchange' makes provision for all levels of social engagement; from formal buildings such as museums, art galleries and theatres celebrating the history and culture of China; to cafes, bars and restaurants providing potential for informal meeting places, small business opportunities and tourism within the region. The Nanjing 2014 Olympic games will have a lasting impact on the memories of all those involved, and Populous are proud to be a part of it.

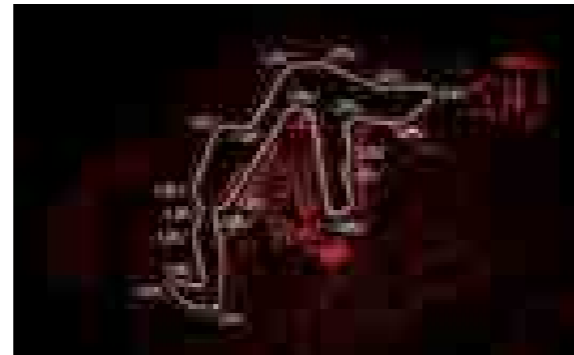
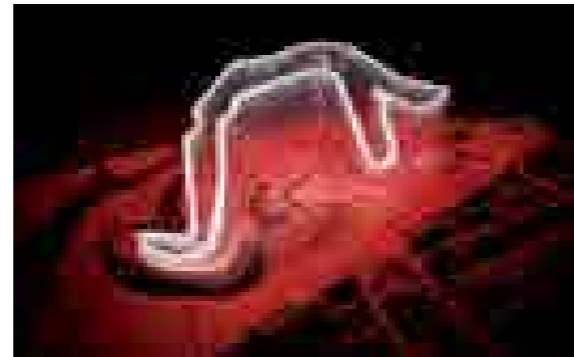


1 General Masterplan

2 Aerial View

3 Visualisation

4 Botanic Gardens



### CIRCUIT OF WALES

In late 2012 Populous was asked by the Heads of the Valleys Development company to undertake the design of a state-of-the-art multi-purpose motorsport destination - the first of its kind in the UK.

#### KEY FACTS

LOCATION: Rassau, Wales, UK  
 CLIENT: Heads of the Valleys Development Co.  
 COMPLETION DATE: Sept 2015 (Phase 1)  
 VALUE: £250m  
 SIZE: 335 Ha

The Circuit of Wales will transform 830 acres of Blaenau Gwent in the scenic Welsh valleys on an unparalleled scale, and will shine the global spotlight on the region. The innovative scheme intends to wholly regenerate the area, providing unrivalled opportunities in job creation, tourism, and research and development.

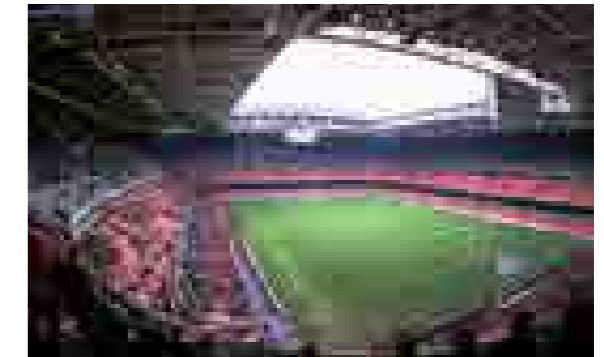
As the most significant capital investment programme in automotive infrastructure in the UK in the last 50 years, the Circuit of Wales will ensure Wales becomes synonymous with high quality motor sport activity, commerce and entertainment worldwide.

The Circuit of Wales will represent a centre of excellence for UK motor sport and deliver an unrivalled low carbon international motor sports facility in Wales. Additionally, the development will be a world-class automotive cluster, centred around a performance circuit designed to host international motor sport events such as MotoGP, World Superbikes, World Motocross and World Touring Car and will be a major addition to the UK's portfolio of leading motor sports facilities.

From our previous experience of motorsport circuit and venue design, destination masterplanning and regeneration projects, we understand how large sporting projects can be 'Urban Generators' that enhance and encourage development. We lead the way with sports master-planning and sports community generation, and appreciate how considered designs can create significant value to neighbouring real estate.

The intention is to create a themed destination that attracts a broad spectrum of individuals, from local users, event goers, tourists, educational boies and students, research & development engineers through to people involved in business.

The Circuit of Wales aims to achieve a BREAAAM rating of excellent and to set the benchmark for sustainable development based around an automotive cluster.



### MILLENNIUM STADIUM

In 1995 Populous was commissioned by Cardiff County Council and The Welsh Rugby Union to develop a concept design for a new multi-use venue to replace the existing Cardiff Arms Park in time to become the main venue for the Rugby World Cup competition in 1999.

#### KEY FACTS

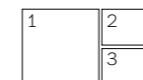
LOCATION: Cardiff, Wales  
 CLIENT: Welsh Rugby Union and Cardiff County Council  
 COMPLETION DATE: 1999  
 CAPACITY: 65,000 seats  
 VALUE: £120 million

Spectator facilities and hospitality accommodation in the existing stadium fell well below the standards now expected and seating capacity reductions, a result of conversion from standing to seated accommodation, undermined the 65,000 capacity envisaged by the WRFU's existing stadium master plan prepared in the 60's.

In response to these problems, the new Millennium Stadium, the first to be built in the UK with an acoustically insulated retractable roof and the largest capacity of its kind in the world, accommodates all types of sports, leisure, and cultural events to take place year-round and at all times of day. The new stadium was a catalyst for the regeneration of Cardiff city centre.

The stadium interiors has a three-tiered profile, the middle of which provides club and corporate seating with private Hospitality boxes to the rear overlooking the arena. Stadium user accommodation is arranged over six levels and includes food and beverage concessions ranging from fast food to reserved table restaurants, merchandising franchises and retail outlets, a Museum of sport, childcare facilities, all designed to allow access for disabled persons, and supported by extensive toilet facilities. Spectator accommodation has been designed with degrees of flexibility which allow the stadium to adapt and compete in a rapidly changing environment.

The city centre siting of the stadium allows easy pedestrian links with existing public transport terminals.



- 1 External view
- 2 Bowl
- 3 Aerial view

# URBAN STRATEGIES INC .

Urban Strategies Inc. is an urban consultancy based in Toronto offering a wide range of services to public and private clients across Canada, the US, Europe and Asia. The firm's partners, senior staff and professional team come from diverse backgrounds in planning, architecture, landscape architecture, economics, public administration and the visual arts, reflecting the complexity of the contemporary city. Since its founding in 1986, our firm has earned dozens of awards and a national and international reputation.

Our clients include large and small cities, residential, commercial and institutional developers, public agencies, universities, hospitals and community groups. We bring to all our assignments energy and enthusiasm, professional expertise and community engagement, local knowledge and global experience. We are problem solvers who can help achieve successful outcomes for the full range of urban opportunities.

- Approvals
- Expert Testimony
- Brownfield Regeneration
- Campus Planning (colleges, hospitals, institutions)
- City Management/Smart Cities
- Community Planning
- Competition Management
- Downtown Revitalization
- Engagement/Consultation
- Green Cities
- Growth Management
- Mid-sized City Strategies
- 3-D and Solid Modelling
- Urban Transportation
- Waterfront Master Planning



# URBAN STRATEGIES INC .

## EDUCATION

**1971**  
Masters of Arts,  
Urban Geography  
University of Toronto  
Toronto, ON

**1968**  
Bachelor of Arts  
Social Studies  
University of Sussex  
Brighton, UK

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## JOE BERRIDGE FCIP, RPP, FIUD

Joe Berridge, a founding partner at Urban Strategies, was born in Wales, UK, and moved to Canada to pursue graduate work at the University of Toronto. He has a background in strategic and large-scale master planning and has acted as planning consultant on significant downtown and waterfront redevelopment projects in Toronto, New York, London and Manchester. His UK projects include the reconstruction of the centre of Manchester, U.K. after the devastating 1996 bombing, vision plans for Central Salford and East Manchester and the master plan for the Hulme neighbourhood in Manchester. He is part of the master planning team for Manchester Airport City and for the Etihad Campus and is undertaking the Belfast City Centre Regeneration Strategy and Investment Plan and the Cardiff Bay Waterfront Masterplan.

In Liverpool he prepared the development strategy for Speke-Garston. He has been an advisor to Liverpool Vision, to the N.W.D.A. on vision plans for Preston, Burnley and the Mersey Gateway and prepared the "Transformational Agenda" for Elevate East Lancashire. He has undertaken numerous strategic planning projects in the London Docklands, including the expansion of the ExCeL Exhibition Centre and the Battersea/Nine Elms and the Earls Court redevelopments, as well as previous schemes for Silvertown Quays and Canada Water in London and Sheffield's Lower Don Valley.

Other recent work includes the master plan for the riverfront of Cork, Ireland, and coordinating the regeneration planning and development implementation for the Toronto Waterfront. He prepared master plans for Governors Island in New York harbour, and for several major developments in Singapore.

Joe is a regular conference speaker and frequent contributor to planning journals, TV news programmes and writes book reviews on urban issues for the Globe and Mail, Toronto Star and the Literary Journal of Canada. He is a recipient of the Toronto Arts Award and was made a Fellow of the Canadian Institute of Planners and of the Institute for Urban Design in 2002. In 2009 he was appointed to the Enabling Panel of the Commission on Architecture and the Built Environment, the English design review agency.

## SELECTED RECENT UK & INTERNATIONAL PROJECT EXPERIENCE

- 2014- Belfast City Centre Regeneration Strategy and Investment Plan
- 2014- Cardiff Bay Waterfront Master Plan
- 2012- Liverpool Strategic Investment Framework
- 2012- Manchester Airport City and HS2 Plan
- 2011- Guiyang Urban Expansion Master Plan, China
- 2009 - 2010 Singapore Waterfront Master Plan
- 2009 - 2010 Sportcity, Manchester
- 2007 - 2008 Battersea/Nine Elms Regeneration, London UK
- 2006 - ExCel Exhibition Centre
- 2006 Royal Docks Concept Plan and Strategy, London UK
- 2006 Cork Docklands Master Plan, Ireland
- 2005 Manchester/ Salford Riverfront Plan
- 2004 Elevate East Lancashire- Transformational Agenda
- 2004 Governors Island, New York City
- 2003 - Canada Water Master Plan, London Docklands
- 2001 - 2009 Silvertown Quays Master Planning, London Docklands
- 2000 - East Manchester Regeneration

## Altmore Partnership Ltd

### Mike Edmonds Profile



#### Profession

Civil Engineer

#### Current Position

Director

#### Qualifications

B.Eng, University of Sheffield

M.Sc. in Construction

Management, Bath University

Chartered Engineer, Engineering Council, London

#### Professional Associations

Member of the Institution of Civil Engineers

Member of the Institution of Highways and Transportation

Mike Edmonds is an Independent Consultant providing Specialist Construction Services. In a career spanning 35 years, Mike has been responsible for the management and delivery of numerous major infrastructure projects in Wales, Northern Ireland, England and South Africa. For 30 years Mike worked for Arup taking leading roles in their Infrastructure Group.

His experience covers a wide range of complex and sensitive projects including the design and supervision of highway schemes, bridges, major civil engineering structures, land reclamation, railway and commercial infrastructure projects.

For over 17 years Mike has been promoting the use of innovative forms of Partnering Contracts. He was instrumental in providing advice and setting the direction for the Northern Ireland Roads Service on their first use of the NEC Construction Contract on two major highway schemes. He advised and managed on how the £100m A8 dualling project should be procured, including the introduction of an Integrated (Contractor/Consultant) Delivery Team to maximise the benefits of early contractor involvement. He also led the project through the European Procurement Procedures. Regionally he has also advised strategically on a major £70m Track and Signal Renewal Programme for Northern Ireland Rail on their north coastline.

Mike acts as procurement advisor to Welsh Government and local authorities in Wales. Of particular note is the pivotal role he played in setting the procurement strategy for both the Porth Bypass and Church Village Bypass promoted by Rhondda Cynon Taf County Borough Council. Again, these were based around the use of a collaborative contract, modified to incentivise both client and contractor to maintain aligned objectives.

Mike undertook a secondment in 2006 to South Africa as part of a Cultural Leadership Award. Mike was responsible for the delivery of innovative designs for low cost housing in the townships, together with securing the necessary funding for their delivery via the development of a business case for the scheme. This demonstrated Mike's flexibility and adaptability to respond to different cultural, social and economic constraints. Mike has since returned to South Africa on a number of occasions to maintain his involvement in this project and also, separately, to advise on delivery options for a Bus Rapid Transport System in Johannesburg, Pretoria and Cape Town.

Mike took a part time secondment role in 2007/08 as Director of Construction Strategy at the Welsh Assembly Government reviewing the Welsh Public sector construction agenda. Mike quickly assimilated into this role, bringing a private sector perspective to the delivery of public sector projects. This included setting realistic timescales for procurement and delivery, encouraging fair, transparent and robust commercial outcomes and developing strategies for collaboration that achieve best value for the public sector from the supply chain.

Mike has also acted in a consultancy role for Constructing Excellence Wales and chaired a Task & Finish Group looking at Obtaining Best Value from Welsh Public

## Altmore Partnership Ltd

### Mike Edmonds Profile

Sector Procurement, which culminated in the report 'No Turning Back'. This seminal report was accepted by the Welsh Minister for Finance and led to the formation of a Steering Group reviewing Welsh Public Sector Procurement. Mike is supporting CEW on the Welsh Construction Procurement Steering Group. Nationally Mike sits on CE's Nuclear Delivery Task Group.

Mike's experience is very much based in the private sector, delivering projects to enable the public sector to enrich their infrastructure assets. Having been born in Swansea his passion for the region is really in his blood.



