



# SMi

Stockton-Middlesbrough Initiative

## Stockton- Middlesbrough Initiative

Executive Summary

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with  
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## 1. Introduction

1. The overall aim and central dynamic of this Initiative is;

*To create and develop a new city-region within the Tees Valley – one that will be more competitive than Stockton and Middlesbrough acting separately – and one which will aim to perform at the national average rate of economic performance within a 20 year period and deliver a city-region as competitive as the best in the Northern Way.*



2. By acting together through the SMI, Stockton and Middlesbrough will evolve to perform a role equivalent to established core cities (Leeds, Newcastle, Sheffield, Manchester etc). Emerging places of scale such as Stockton-Middlesbrough are major economic centres which, while having deeply embedded problems, offer significant opportunity in the context of the Northern Way. The SMI has been developed to pioneer new ways of thinking about and developing, a competitive core of a new city-region. However, the strategy also lends positive support to several critical investments currently in motion including the creation of riverside business and living opportunities at North Shore and Middlehaven.
3. Importantly, the SMI seeks to enable the new city to add value to the wider economy of the North East and to create a distinctive place to live, work and contribute directly to regional economic performance. Similarly, the approach offers great potential for added value across the Tees Valley. The successful city needs many assets, not all of which will locate within the city – Durham Tees Valley Airport, Teesport, coastal and rural leisure attractions, national transportation gateways, diverse residential offers are all part of the asset base that will support city performance. Reciprocal benefits for these assets will be secured by creating a genuine and functioning city region with a successful city at its core.
4. In order to drive the process of creating a more competitive Tees Valley city-region through the SMI there are many things that will need to happen but the approach has focussed on three things in particular the overriding need is to create;
  - **Demand:** from business, investors, skilled and talented people to live in the area and visitors to visit the area. Supply is not the issue - there is plenty of land and labour - it is demand and increasing the level of demand that will effectively be the core principle of the SMI.
  - **Distinctiveness:** is now regarded as a key component of city competitiveness. The SMI needs to create a distinctive city environment for the North East rather than simply replicate others.
  - **A new economic and business model for the city-region.** This model should reflect "new ways of doing things round here, changing attitudes and changing the underlying behaviour and culture of the city-region".

## 2. The Nature of the SMI Approach

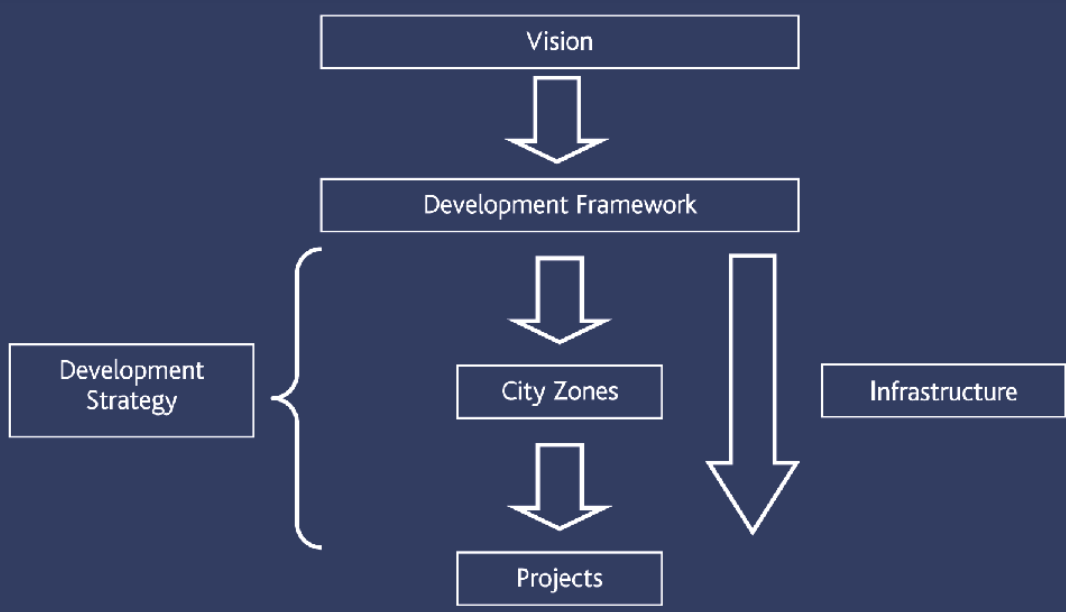
5. The SMI is a visionary concept. The approach adopted, whilst focussed on a geographical core seeks to provide tangible benefits to an entire city region.

*"The most competitive regions also contain the most competitive cities... There are no examples of successful regions with unsuccessful cities at their core" (Parkinson Study).*

At a macro level, therefore, the SMI seeks to meet a number of identified and agreed city objectives:

### Core City Objectives

1. The need to radically alter current perceptions of the area.
  2. The creation of a unique identity and therefore added value in a wider regional context.
  3. The full exploitation of the significant asset of the River Tees.
  4. Ensuring complementarity between the two urban centres and ensuring growth.
  5. Connectivity within and external to the city core by all forms of transport.
  6. Securing the most beneficial land use for the massive land supply that exists in the urban core.
  7. Delivering community and population to the urban core.
  8. Providing a proposition that will attract the private sector.
6. The SMI has been developed through a structured approach to change as set out below:



### 3. The Vision

7. The potential to create a successful vision for the future of Stockton-Middlesbrough and deliver the city scale aspirations of a Tees Valley city-region depends on the ability to break through on quality and excellence in place, people and economy. Stockton-Middlesbrough needs to be competitive with other cities as a place in which business and people can succeed and grow.
8. The key concept that has emerged from the spatial analysis of the place is the *Spectrum of Cityness*. This promotes connectivity and critical mass between the existing urban centres. It encompasses a series of rainbow-like axes of landscape and leisure, infrastructure, development and water. All of which are brought together into a single approach to the delivery of change in the urban centres and the important riverside environment between Stockton and Middlesbrough that will allow them to operate as the stage of an emergent multi-functional Tees-city. The unique selling point of this vision for the future for Stockton-Middlesbrough, however, comes through the creation of a high quality, distinctive landscape / waterscape at the geographical heart of the city. This radical environment-led approach to regeneration promotes this new asset as a key driver of economic activity and quality of life.



#### SPECTRUM OF CITYNESS

9. At the outset this requires the current negative perceptions of the formerly industrial place to be turned on their head through a radical approach to city renaissance that uses transformational landscape at its heart. The approach is to re-focus on this forgotten core creating new platforms for place, people and economy. The spectrum of cityness is to be pivoted on a new iconic city landscape – a green-blue heart of land and water based assets. It will be a new image for a cohesive city – healthy, fit for living, a great place both to get started in living/working and to grow on in a place of appreciating assets. A wilderness to a promised, sustainable land of city assets.
10. This approach sets the SMI apart from its contemporaries in urban regeneration allowing the city region to add value in the regional and Northern Way contexts. Through the creation of a new service sector cityscape, which throws off the inhibitions and low expectations of an industrial past, a Tees-city asset base must emerge on the banks of the Tees between, and including, the two urban centres.

In terms of outcomes the vision seeks to deliver:

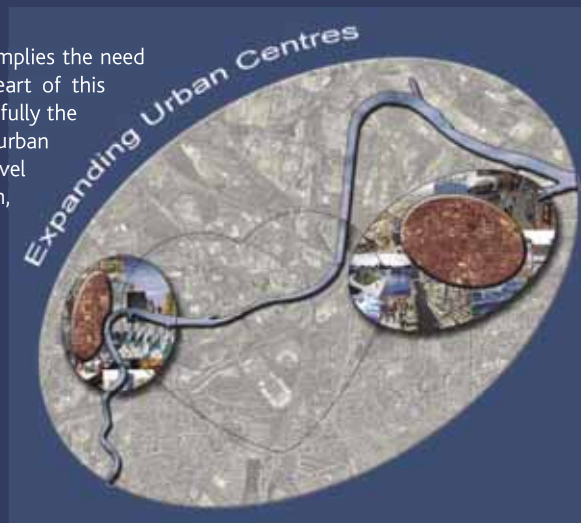
- population increase rather than decline.
- increased GVA through better business performance.
- a higher skilled local workforce.
- more innovation in economic activity including key sectors such as renewable energy.
- a more investable property market.
- a more efficient use of brownfield land.

## 4. Development Framework

11. In delivering on these core aims, the development framework sets out a strategic four-stage approach to the future evolution of the SMI vision and the spectrum of cityness. They are necessarily bold and ambitious, but also critically, are based fully in the reality of the place and the opportunities and constraints that exist. These stages of 'cityness' are not designed to be mutually exclusive, rather it is envisaged that there will be overlap and cross fertilisation between them. However, notwithstanding this there is a logical progression through the development framework and a natural order to the stages as set out below.

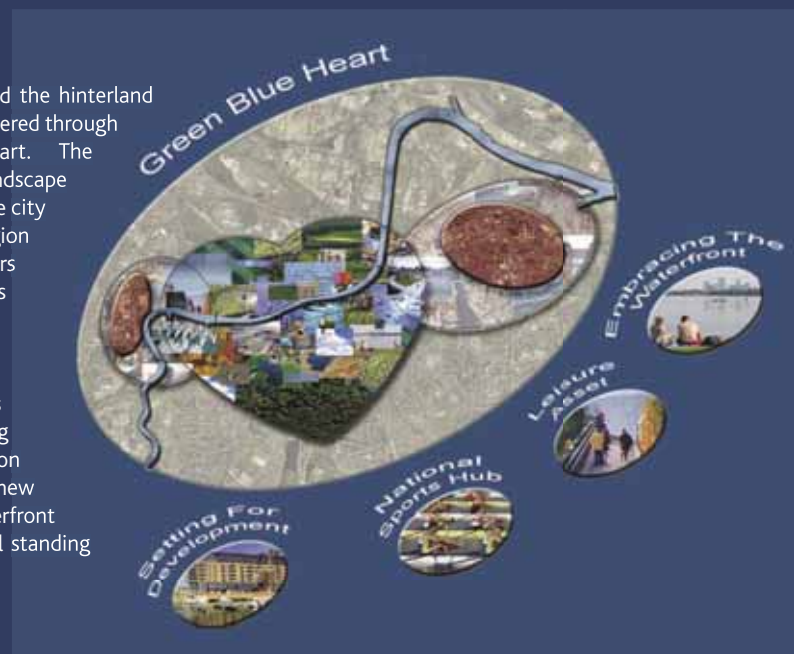
### Stage 1

12. The creation of a city-scale environment implies the need for urban density and facilities. At the heart of this framework therefore, is the need to exploit fully the gravitational focus of two complementary urban centres, pulling together to deliver a new level of development aspiration for the city-region, creating places to live, work and recreate that are able to live up to the label of city. For both Middlesbrough and Stockton, there is a need to ensure that in growing on these centres, existing initiatives are considered and built upon.



### Stage 2

13. The exploitation of the River Tees and the hinterland between the two urban centres is delivered through the creation of the green-blue heart. The evolution of a radical 21<sup>st</sup> century landscape will provide the unique signature to the city zone and the wider Tees Valley city-region setting it apart from its competitors and adding value at all levels. This unique transformational approach will merge landscape and water to create opportunities for major environmental, leisure and sports assets as well as providing a new and attractive setting for development and the re-population of the urban core. It will create a new service sector environment and waterfront of regional, national and international standing worthy of any major regional city.



### Stage 3

14. An important pre-requisite of any successful city is its connectivity and infrastructure. It is essential that the city zone at the heart of the city-region is well plumbed in both strategically and internally, such that the benefits of the assets can be felt throughout the widest possible population. The proposals fall into two categories:

- Measures to support initiatives to improve strategic connections i.e. shrinking the distance to outside places.
- Measures to reduce existing barriers to movement and improve access to key development sites i.e. linking up the place.

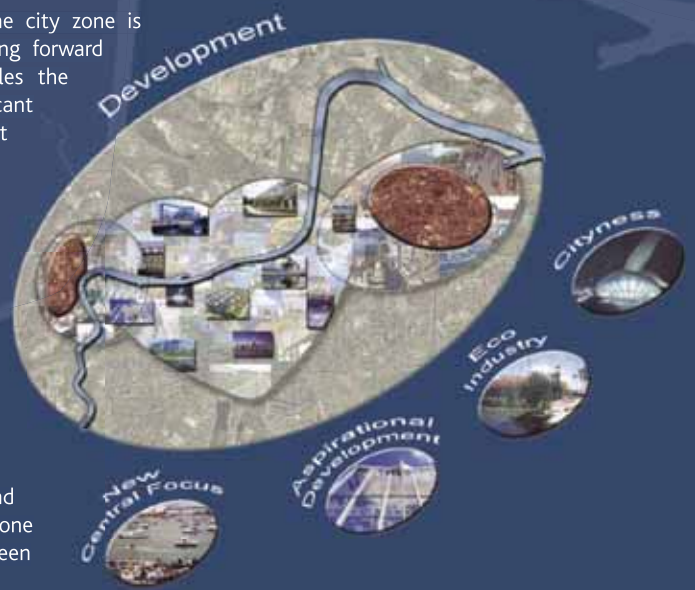


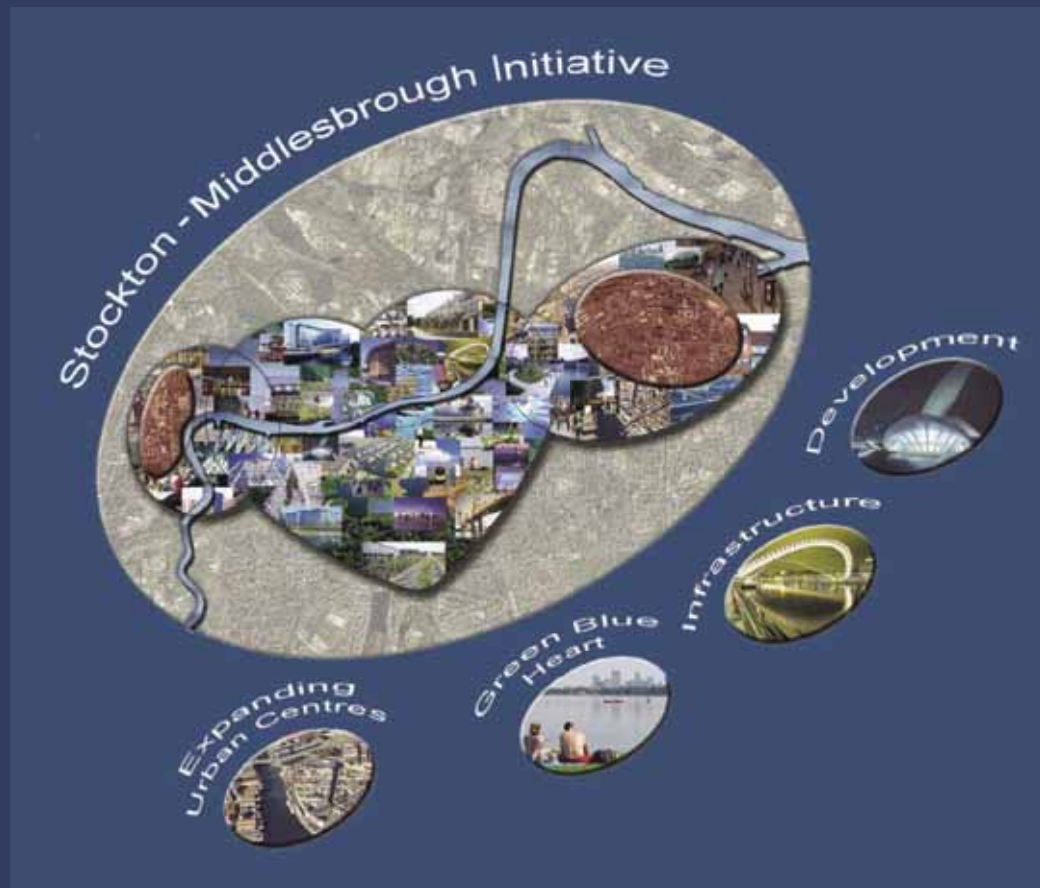
15. The transportation component of the work on the Stockton–Middlesbrough Initiative generally supports the principles contained in the Tees Valley Vision.

### Stage 4

16. The scale of the potential land asset in the city zone is significant. Indeed, it is clear that in moving forward land supply outstrips demand. This enables the city core to accommodate not only significant environmental and infrastructure assets but also to contemplate selective development.

17. The development of buildings of scale and impact across all sectors need to be accommodated first in the urban areas of Stockton and Middlesbrough, and moving forward, in the new landscape setting of the central River Tees hinterland. The need to re-populate the city core and reverse the trend of out-migration for Stockton and Middlesbrough is central to the thinking and development and will also be focussed on the leisure and recreation/lifestyle opportunities of the city zone as facilitated by the creation of the blue-green heart





18. When taken together, these four stages of cityness combine to form a unique 21<sup>st</sup> Century city zone at the heart of the Tees Valley city-region. A combination of conventional city level commercial, retail and cultural assets with extensive new landscape and major leisure/sporting attractions. A place that steps up to the challenge of the Northern Way and provides for an exciting new living, working and leisure setting for the city region.

## 5. Development Strategy

### Sub-Area City Zones

19. In looking towards delivery of the vision and framework the development strategy logically breaks down into a series of sub-area city zones which translate the vision and framework into the realities of the place as it stands today. In doing so, the zones also provide a context for the development and phasing of projects and interventions. These are targeted at a strategic level based on existing initiatives and a number that have emerged through the development of this framework. Importantly, however, these projects are placed in a strategic context for the first time tied to the aspirations for each zone and necessarily, therefore, the overall vision and framework for the city.
20. There are five sub-area city zones identified within the spectrum of cityness as follows:
1. Stockton East
  2. Middlesbrough West
  3. Portrack Riverside
  4. Teescity Park
  5. South Riverside



21. The key contribution of each sub-area city zone to the wider city aspirations of the SMI are set out below.

#### *Sub-Area City Zone 1 – Stockton East*

1. Maximises the riverside and quality town centre environment to deliver a higher value mixed use urban centre to rival the best in the UK and Europe.
2. Enhances Stockton's offer as one of two complementary urban centres and economic drivers.
3. Delivers integration between the town centre, Teesdale and North Shore.
4. Effectively incorporates the key asset of the University of Durham and provides for expansion.
5. Provides opportunities for re-population of the urban core through riverside and town centre locations.
6. The North Shore site, in particular, provides the opportunity to deliver new city-scale/quality assets.
7. Potentially delivers a number of early wins for the vision/framework.

### *Sub-Area City Zone 2 – Middlesbrough West*

1. Enhances the potential of Middlesbrough urban centre as one of two complementary city drivers.
2. Ensures integration with an enhanced Middlesbrough riverside environment.
3. Incorporates the key locations of South West Ironmasters and Riverside Park as part of an integrated approach.
4. Delivers re-population for the city core building on the opportunities of HMR.
5. Ties into key infrastructure investment to create interface, particularly with Middlehaven.
6. Seeks to maximise the benefits of the University of Teesside linked to the digital city concept.
7. Builds on developments such as mima (Middlesbrough Institute of Modern Art) in establishing the emerging cultural offer.

### *Sub-Area City Zone 3 – Portrack Riverside*

1. Radically alters perceptions of the city zone from key strategic locations as well as internally.
2. Provides potential early win sites for the establishment of green-blue heart.
3. Enhances the setting for other key developments such as North Shore, Tees Barrage.
4. Delivers the highest value landscape / environmental assets for the city core.
5. Creates an aspirational environment that becomes an attraction in its own right.

### *Sub-Area City Zone 4 – Teescity Park*

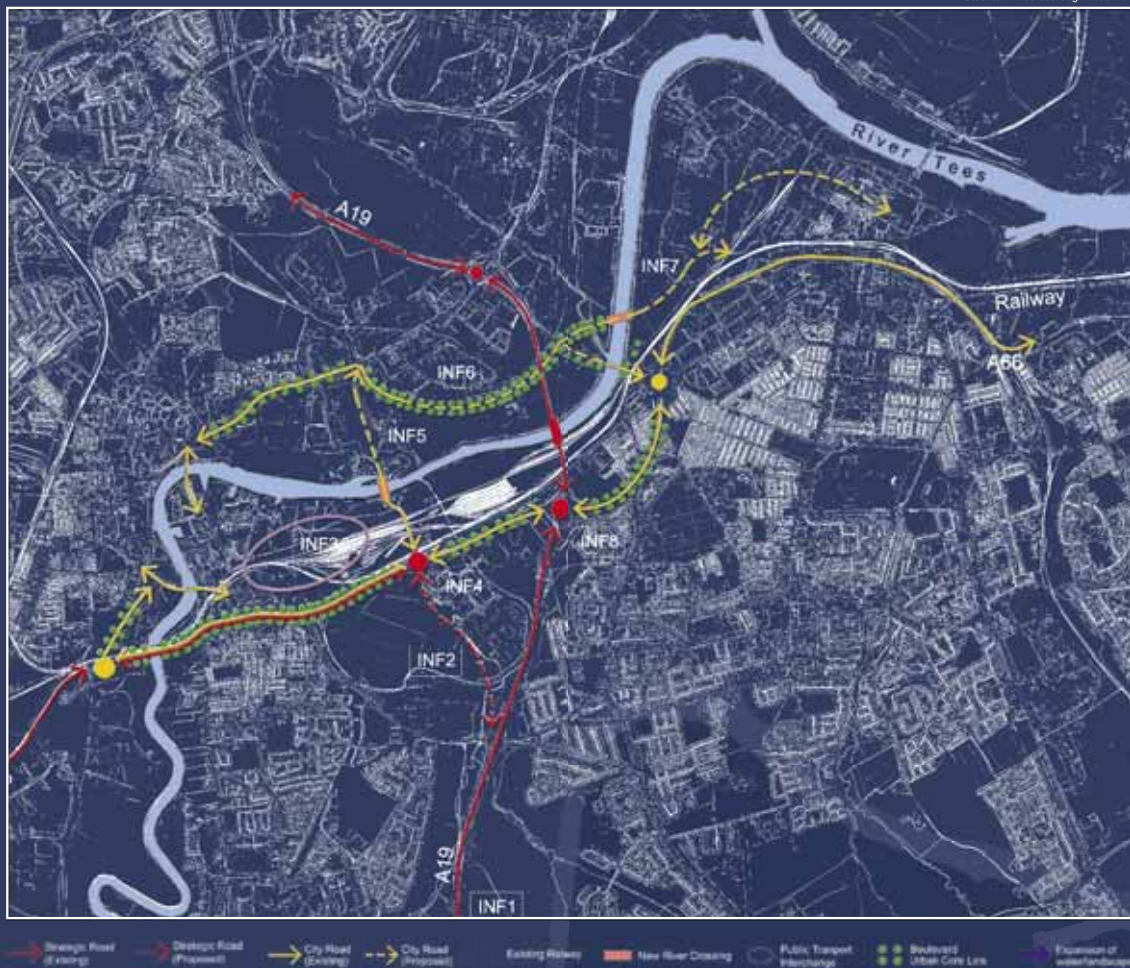
1. Radically overhauls the image for the city zone from the west and south.
2. Effectively integrates existing leisure and retail development into the city zone for more sustainable outcomes.
3. Capitalises on the new north/south link.
4. Provides opportunities for new city scale leisure, commercial and residential development

### *Sub-Area City Zone 5 – South Riverside*

1. The creation of a meaningful heartland for the new city core.
2. The potential to add real value to the offers of the urban centres and the wider city-region through enhanced transport, leisure and city assets.
3. Maximises the use of the riverside in creating value and activity at the heart of the city core.
4. Provides a new sustainable arrival gateway for the city core and wider city-region.

## **Key Infrastructure**

22. The key infrastructure improvements and their relative priorities are as follows. These assume that the proposed improvements to Hartington Interchange are implemented and the South Stockton Link Road is completed.
  - INF 1- Improvements to A19/A174 Junction – short term.
  - INF 2- New link from Mandale Interchange to Teesside Park Interchange – medium term.
  - INF 3- Rationalisation of the Marshalling Yards and new City Station – longer term.
  - INF 4- Rationalisation/Simplification of A66/A19 Interchange – longer term.
  - INF 5- New Link from Teesside Park Interchange to Portrack Lane via the existing Tees Barrage – short term.
  - INF 6- North Boulevard West (Portrack Lane to Tees Bridge Approach Road) – short to medium term depending on timing of development of Portrack Riverside.
  - INF 7- North Boulevard East (Tees Bridge Approach Road to Hartington Interchange including new low level crossing of the Tees) – medium term.
  - INF 8- South Boulevard - medium term.



## Sites and Projects

23. For each zone a set of key projects/priorities has been defined. Each contributes in different ways to the strategy and development stages. For example, some projects relate specifically to urban centre expansion, while others address the creation of green/blue heartland and city asset development. What emerges is a matrix of projects and spatial outcomes to which they contribute, and for each project a variable timeframe. It highlights:
- Focus on Middlesbrough West and Stockton East in enabling urban centre expansion, with South West Ironmasters, South Riverside Park, St. Mark's Basin and Town centre/Riverside links as key short-term projects;
  - The importance of Riverside North and South in creating the green/blue heartland, with Portrack Gateway, Billingham Reach and the Events car park as key short-term projects;
  - The essential role of the A174/A19 junction alterations as a short-term priority to enable the wider range of strategic infrastructure investment to become workable. Notably, the strategic infrastructure projects are critical to all stages of the development framework; and,
  - The priorities for intra-city connectivity focus on creating the new city boulevards. As well as improving connectivity between the two centres, these internal links create key corridors for locating new city asset development.

24. Specific projects are defined as having signature status. In effect, these are projects, which will serve to redefine Tees City through quality and scale. These projects will mark the new city by creating assets that signify the scale of ambition and stimulate new external perceptions.

South West Ironmasters	A prominent site, with potential to realise riverside aspirations for Middlesbrough, highly visible from the A66 and A19.
Middlesbrough Riverside	The key opportunity to create an exemplar waterside project for Middlesbrough, which maximises contribution to housing market renewal.
Greater North Shore	Riverside opportunity to build on the aspirational scale of development led by Middlehaven and North Shore, capable of extending the university and business assets of the city.
Portrack Gateway	A strategic site for iconic representation of the green-blue heart, in a highly prominent location relative to city and strategic routes.
Maze Park	Critical asset for watersports development, as a symbol of a new national role for the city, linked to distinct water-based assets. A catalyst project to other water based sport/leisure opportunities along the River Tees.
New City Station	Symbolic architectural statement to present a new image of the city at a central gateway. An iconic feature in the green-blue heart, reflecting the new city design ambition.
Second Tees Crossing	A possible long-term project to capitalise fully on green-blue heart delivery and secure a lasting change in the waterscape context of the city.

## 6. Status for the Vision/Strategy and Governance Arrangements

25. Moving forward with fundamental change in the form proposed requires a delivery approach based on strategic planning not project management. The vision therefore requires an enhanced form of urban management – one that:
- places the vision at the heart of sub-regional policy making;
  - is driven by strong political collaboration;
  - embraces the widest set of stakeholders within and beyond the city-zone;
  - gives the highest level of confidence to the private sector and reduces, or at least is perceived to reduce, investment risks;
  - is led by strategic planning not opportunism.
26. In many ways the Tees Valley is already acting as a city-region, and the Tees Valley vision confirmed the critical role of the city-zone long before the Northern Way. Nevertheless, to take forward the new city vision, existing mechanisms of urban management between Stockton and Middlesbrough will require review. This should focus on three principal objectives:
- to achieve status for the vision;
  - to promote and market the vision;
  - to co-ordinate delivery activity.
27. Change on this scale needs effective management. This needs to mean more than simply SMI becoming an agenda item for meetings of existing agencies. To make progress, the Initiative needs direction and championship, and thus some level of dedicated resource. Key issues such as branding/promotion of the Initiative, influencing key policy processes and co-ordination of public/private investment activity need leadership and a concentration of high level skills in marketing, communication, strategic planning and development management.
28. *In the short-term* the focus should be upon generating momentum and profile, which should be achievable by establishing a dedicated executive resource, the **Tees City Team**, drawing together appropriate officers from the local authorities, Tees Valley Regeneration and other agencies as appropriate. Appointment of a **Tees City Director** to lead the early stages of the Initiative should be given full consideration. This role would include external liaison, including with the Northern Way team. Indeed, as a new city-region, Tees City could set the pace in new governance mechanisms for cities across the North. This opportunity should be developed further in consultation with the emergent Northern Way Executive.
29. In terms of political level alignment to the Initiative, in the short-term this should be confirmed through a well publicised **concordat** setting out the collaborative principles that will govern working arrangements between the two local authorities and potentially the Local Strategic Partnerships. These should relate to, inter alia:
- collaborative strategy development arrangements;
  - communication/consultation protocols;
  - resource sharing, and;
  - decision making frameworks.
30. Consideration should be given to the formation of a **Tees City Board** but only if this can be demonstrated as adding value, rather than adding to organisational proliferation in the area.
31. In the *medium and longer term*, governance arrangements will evolve and will need to reflect regional and national policy. Over time, mechanisms should be established to increase levels of political interaction between the two authorities, including joint resourcing of projects, joint bidding for major external investment opportunities, events/facilities etc. and collaborative policy development. The potential to combine buying power in terms of service delivery and development needs should also be examined. In this context, the potential for a Tees City construction skills and training initiative could enhance the prospects of local labour utilisation in the delivery of highest quality development and public realm projects. These measures will over time develop a **culture of collaboration** between the authorities that will help to enhance external perception of Tees City as a single entity and improve the prospects of securing external public and private investment.

## 7. The Scale of Change and Ambition

32. The future success of the Tees Valley city-region economy will depend on the ability of Stockton and Middlesbrough to meet its aspirations and establish itself as a city at the heart of the city-region. In order to bring about economic prosperity and sustainability within Stockton and Middlesbrough and ensure the long-term future of the Tees Valley, there are a number of challenges that must be met, most crucially:

- to reverse the trend of declining population and attract people to live, work and play in the city;
- to increase gross value added within the economy;
- to position Stockton and Middlesbrough nationally and internationally in the knowledge economy;
- to establish diversity and balance within the economic structure of the area;
- to reduce unemployment;
- grow the business base by sharpening the entrepreneurial and innovative focus.

33. With these challenges in mind the table below summarises the long-term targets for Tees City to which the SMI development strategy seeks to contribute. The targets combine measures of economic competitiveness, property market sustainability and environmental change. These are ambitious targets for Tees City and the Tees Valley city-region to be matching the best Northern Way cities and where possible to be performing as well as national and European comparators.

Key Competitiveness Indicators – Long-Term Targets		
Competitive City	Stockton-Middlesbrough 2001	Tees City 2025
Economic Measures		
Population growth	-2.1%	Increase population within the city zone by 15% in the next 20 years. A consequential impact would be to contribute to population growth in the wider city-region.
GVA per head	£11,205	To be within 10% of the best performing city-regions within the Northern Way in 20 years (currently this is Leeds at £16,904).
Degree level workforce	14.2%	To match the best performing city-region within the Northern Way in 20 years (currently this is Newcastle at 25.1%).
Diversity/knowledge economy	Business Services –12.4%	To match the best performing city-region within the Northern Way in 20 years (currently this is Manchester at 26.6%).
Unemployment	8.5%	To fall below the national average in 20 years (currently in Great Britain this is 2.2%).
Innovation score	Tees Valley 84	To perform as well as Munich in 20 years (currently stands at 151). (Munich offers a reasonable comparator given similar current employment structure to Stockton-Middlesbrough)
Business stock	14.6 per 1,000	To match the best performing city-region within the Northern Way in 20 years (currently this is Manchester at 25.3 per 1,000).
Property Measures		
Prime office rent (£ psf)	14	To achieve prime office rents which are no more than 25% less than those in Newcastle upon Tyne in the medium to longer term.
No. of city living apartments	0	Increase the number of city living apartments within the city core by 3,000.
Retail ranking eg Promis	Middlesbrough = 39 Stockton = 158	Increase retail ranking to within the top 30 (Middlesbrough) and the top 100 for Stockton.
Leisure/hotel	3 branded hotels	Aim to achieve 5 branded hotels – including a boutique hotel eg. Malmaison or Hotel du Vin.
Environmental Measures		
Vacant and underused land	534 Ha	To reduce the volume of underused land to match the performance of best Northern Way cities. Currently Newcastle upon Tyne (136 Ha).
Design awards	None	Three buildings shortlisted for CABE/RIBA awards.

## 8. Creating a Competitive City-Region - The Next Steps

34. The SMI has identified the **three Big Ideas** or **Key Organising Concepts** which underpin the strategic development frameworks for the city-region. These being;

- **The green-blue heart** - the physical context.
- **Connectivity** - 21st century networks.
- **Collaboration** - the binding agent for the new city region.

These provide the Macro Themes, and will help prioritise individual projects.

35. Set out below are the **key short-term actions** for the development of the SMI. These are targeted under the headings of governance, strategy development and physical intervention and represent a rounded package of interventions that will facilitate the carrying forward of the strategy.

Project / Action	Partners	Cost Estimate	Rationale
<b>Governance / Organisation</b>			
Hold a Tees City Symposium	SBC, MBC, LSPs, TVR EP, ONE	£200,000	To launch the SMI and provide a 2 day focussed event with high profile media coverage with the purpose of launching Tees City, securing national recognition and wide stakeholder support.
Formulate and agree Tees City 'concordat'	SBC, MBC, LSPs	N/A	To set the framework for long term political alignment to the vision and the mechanisms for collaboration between the local authorities at member and officer levels.
Develop branding strategy for Tees City	SBC, MBC, TVR, TVP	£100,000	To create a new, positive and dynamic image for the city at the outset of the process.
Appoint Tees City Director	SBC, MBC, TVR, TVP Northern Way team EP, ONE	£80-100,000	To provide leadership and direction to the development and delivery of the Tees City strategy from the outset.
Appoint a Tees City team	SBC, MBC, TVR, TVP Northern Way team EP, ONE	Initially secondees from key partners	To provide executive resources to support the Director.
NewCity-Region Marketing / Branding	SBC, MBC, TVR, TVP Northern Way team EP, ONE		Awareness and recognition of the city-region is remarkably low. The two authorities need to seriously consider how it wishes to present itself to the outside world. Branding is about creating a clear positioning for the SMI that represents the inherent strengths of the new city-region. This is <b>not</b> a logo or slogan exercise. Perception and awareness of the SMI are poor. This needs to be addressed.
Working closely and diligently with the universities	SBC, MBC, TVP, Universities	N/A	Universities provide one of the key dynamic elements of successful post-industrial economies. The universities in S/M are one of a handful of genuine opportunities / "energy points" in this city-region economy. The SMI must exploit it through, for example, spin-out companies, associated science and business parks, incubator space, R&D support based on major companies in the area. Also explicitly address the issues of graduate and post-graduate retention and attraction.
Stronger town centres	SBC, MBC	Initially secondees from two councils	Stronger collaboration between the two town centres.

Create a new economic and business model for the city	TVR, SBC, MBC	N/A	The need to direct resources towards generating a step-change in competitive performance. This model should reflect "new ways of doing things round here, changing attitudes and changing the underlying behaviour and culture of the city-region". Do not neglect the culture-change which will be required in the city-region.
<b>Strategy Development</b>			
Masterplanning of City Sub Zones	SBC, MBC, TVR, TVP	£200,000	Setting the context for both policy and regeneration agendas and facilitate project evolution. This more detailed stage of work needs to be effectively integrated to the planning policy agenda in the form of the LDF(s).
Design Competition for Portrack Gateway	SBC, MBC, TVR, TF, BWB	£75,000	To set up the delivery of the first Signature project for the green-blue heart. This approach will also help to raise the profile of SMI and contribute to the re-branding and marketing.
Submission to the RSS	SBC, MBC, TVP	N/A	Ensuring that the regional agendas for the North East begin to reflect the aspirations for the emergent city core and wider city-region in terms of allocations etc.
<b>Physical Interventions</b>			
Develop the Airport	TVR, ONE		"The best performing places in Europe have two things in common: great airports and great universities" (PDPM Competitive European Cities). This is not quite Stockton-Middlesbrough yet but at the very least it is a foothold; and something to build on. Many of Stockton-Middlesbrough's competitors do not have these assets.
A symbolic project- A New, Niche, Conference Centre and / or Exhibition Centre	SBC, MBC, TVR, TVP Northern Way team EP, ONE	£30-50 million	This is a business-facing facility; will increase outside awareness of the city-region and will help develop business tourism.
A really good hotel	SBC, MBC, TVR	Private Sector funded	To help set high standards of customer care, to increase awareness of the city-region and to service the new conference centre.
'Urban Villages'	SBC/MBC	N/A	To create new development opportunities for residential activity in order to attract population back into the urban core.
MIMA	MBC, TVR, ONE	£19 million	Development of a major new flagship development for the city that will make a new statement about the cultural ambitions of the place.
Greater Middlehaven	MBC, TVR, ONE, EP	£1.2.million	Facilitation of the greater Middlehaven project through land assembly and purchase.
<b>Infrastructure Projects</b>			
New link from Teesside Park Interchange to Portrack Lane	MBC, SBC, JSU, Highways Agency	£5.6. million	Provides a critical north-south link for the city improving access to key sites and alleviating pressure on other riverside links.
Improvements to A19/A174 Junction	MBC, SBC, JSU, Highways Agency	£250,000	In order to facilitate strategic use of the A174 and enable the A66 to operate as a key link for the city, capacity at this junction must be improved.

## 9. Conclusion - A Portrait of Change

36. The development of the SMI will require significant change in all aspects of the place. What will this mean... Set out below are pen pictures of the emergent Tees City in the next five, ten and twenty years.

### In five years time...

- The Tees Valley city region partners are signed up to the strategy and a joint LDF for the Tees City will have been developed. The RSS will have recognised the Tees City urban area as a legitimate planning definition and have shaped its policies accordingly making the emergent city respectable as a centred approach.
- The developments at Middlehaven and North Shore will be bringing forward new quality development that is setting a new level of profile and aspiration for the City core.
- An iconic statement of the green-blue heart is in place to national and international acclaim.
- The urban centres are beginning to establish themselves as complementary urban cores in the city context with new development of scale and quality.
- A project champion/ team has been appointed for the SMI and the development of the strategy in the form of more detailed masterplans is taking place.
- The Northern Way is recognising the progress being made in the Tees Valley and major investor interest is increasing.
- The strategic transport agenda is being influenced by the SMI proposals and decisions are being taken on a future Local Transport Plan that will help to deliver some of the key projects.
- The brand or identity of Tees City is nationally recognised.

### In ten years time...

- Two complementary urban centres have emerged with a vibrant mix of leisure, commercial and residential uses.
- Middlehaven and North Shore are in the later stages of development and new sites are being explored and brought forward.
- As a result of the SMI, the unsustainable trend of outward migration is being reversed and Tees City is becoming re-populated.
- The first phase of the green-blue heart has been developed on Portrack Riverside. This new mix of riverside recreation, leisure and environmental assets has set a new standard for urban landscape and has won a number of national and international awards.
- Significant new transport investment is being made with the new link to Teesport via the A174 established and the first phases of the urban boulevards in place.
- The international water sports facility at Tees Barrage is established and holding events.

### In twenty years time...

- The green-blue heart is now in place and maturing with new development coming forward. The Tees Riverside is an exciting and vibrant heart to the city.
- The infrastructure is now in place with a new river crossing and the urban boulevards complete. A new central station is being explored.
- Tees City is now punching its weight directly with the premier northern cities of Leeds, Newcastle, Manchester, Sheffield and Liverpool.
- A second barrage is under consideration to enable the expansion of the water environment and specifically the international watersports centre.
- Development pressures are such that there is now a shortage of land and policies are required to protect the essence of the green-blue heart.



in partnership with



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