

# THE VISION FOR CENTRE SQUARE

## The Masterplan for Middlesbrough's Cultural Quarter

for Middlesbrough Council

  
**Middlesbrough**  
moving forward

seymour  
architecture

colour



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## October 2018

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Please print this document A3 Landscape short edge double sided  
on FSC certified paper.

The vision for Centre Square comprises of 3 sections and is supported by research and analysis not included in this document.

### Stakeholder Consultation:

Central Ward Councillors  
Teesside University  
Combined Courts  
Magistrates' Courts  
North East Chamber of Commerce (NECC)  
mima  
The Smeltery  
Cleveland Shopping Centre  
Holiday Inn Express  
Middlesbrough Council Officers  
Central Library team  
Civic Engineers - public transport study  
Central Library

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Centre Square would be a new civic centrepiece - an enhanced cultural / political / entertainment / commercial centre in the heart of Middlesbrough that builds on the significant improvements and momentum being made in the area. The masterplan provides a spatial structure, vehicle for animation, tool for stakeholders and recommendations for investment.

The masterplan strategy defines a series of measures for urban invigoration and regeneration opportunities that will strengthen Middlesbrough's position as the regional capital through creating a desirable town centre.

The study area is bound by Corporation Road to the north, Albert Road to the west, the residential district of Hazel Court to the east and steps down from Grange Road to Borough Road to the south.

The Centre Square masterplan has been developed with close stakeholder consultation with the intention of being deliverable, and is a key priority of the Centre for Cities research paper on Middlesbrough and the Investment Prospectus. It has been coordinated with mima and the Central Library redevelopment project.

### The vision is to create :

- 1 A dynamic heart to Middlesbrough as the capital of the Tees Valley;
- 2 A destination that is intergenerational, aspirational and desirable, where something is always going on, be it formal or informal;
- 3 A community focus where people naturally are attracted to;
- 4 The conditions, connectivity and infrastructure to naturally animate public spaces 16-18 hours a day;
- 5 A raised bar of urban experience that would continue to promote a positive perception of Middlesbrough and the region.

### The key moves to create Centre Square are :

- 1 Connections that open up Centre Square to the retail heart of Middlesbrough and vice versa;
- 2 Interventions that consolidate the enclosure and green presence of Centre Square;
- 3 Encouraging expansion of the successful and dynamic monthly Orange Pip events;
- 4 Encouraging use and animation of the park through spatial remodelling and investment in infrastructure for events including :
  - a. A permanent stage and seating;
  - b. A focal point for up to 10,000 people;
  - c. An enhanced screen in a relocated position as an events focus;
  - d. Food and beverage spill out potential for surrounding park in the future;
  - e. Improved accessibility to fountains.
  - f. Capacity for markets throughout the year;
  - g. Lawns for pop up sports and picnics;
  - h. Power, lighting, data and ease of servicing requirements;
5. Identification of strategically important sites for regeneration;
- 5 Supporting strategies for activation and management integrated with a wider public realm co-ordinating masterplan which co-ordinates with other initiatives such as the Railway Station masterplan, Teesside
- 6 University masterplan and Teesside Media and Innovation Village.

# CENTRE SQUARE

## MASTERPLAN : What, where & why the Centre Square masterplan?

### WHAT is it?

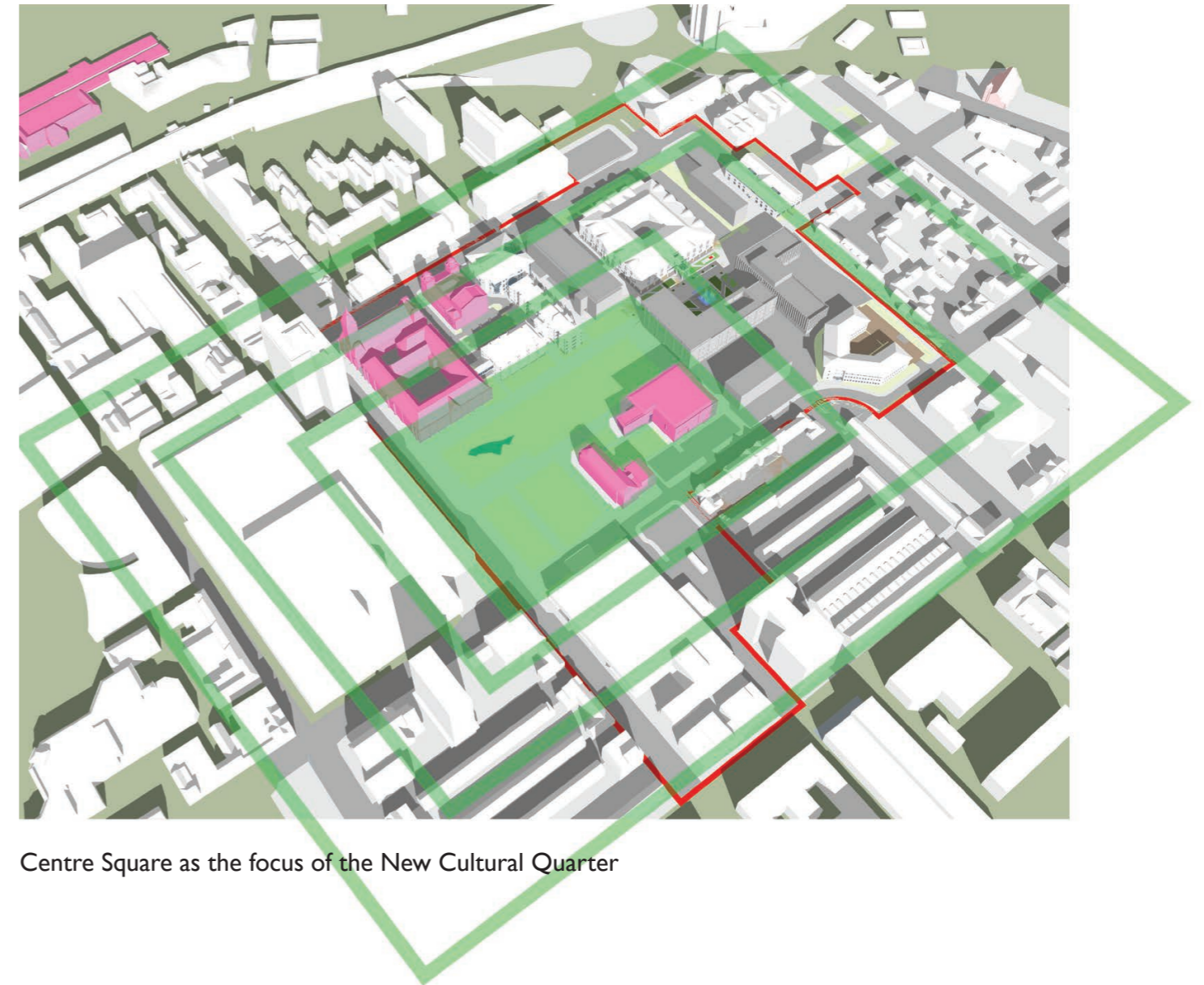
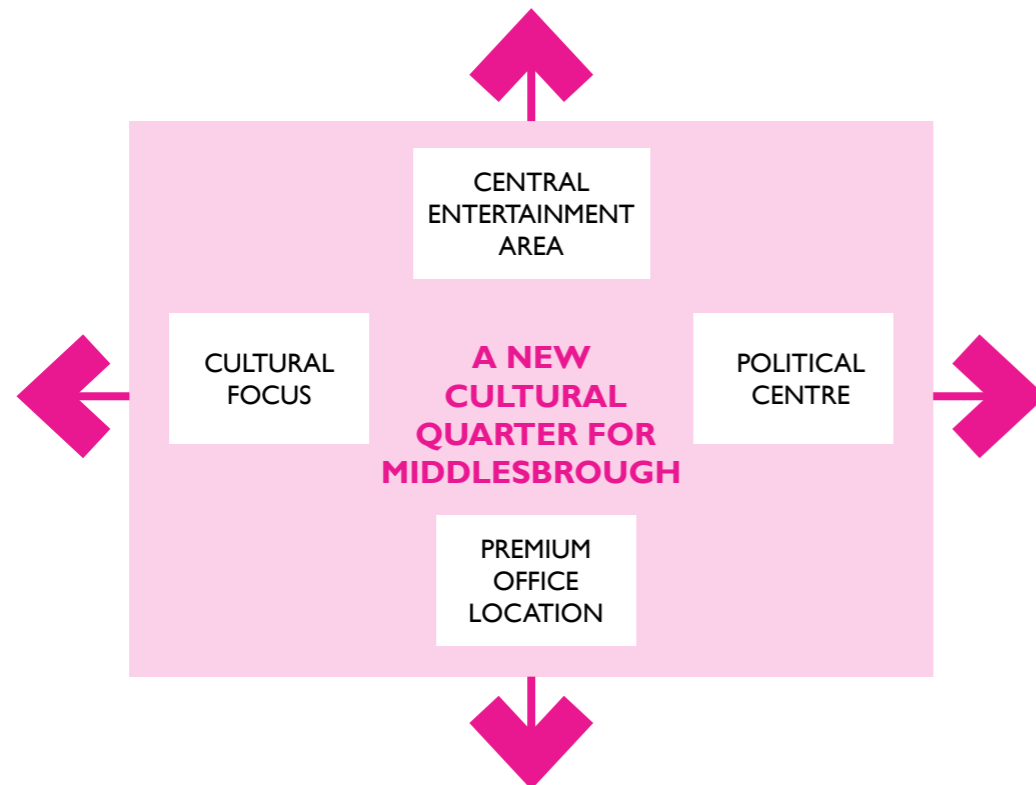
Centre Square is a new civic centrepiece that would provide a dynamic experience and portray the positive character of Middlesbrough for future generations. The masterplan will provide a new spatial strategy; a consolidation of urban form to create a legible and animated centre.

As a thriving centre, Centre Square would become a focus for culture, entertainment, grade A offices, home of Middlesbrough Council and professional services, in addition to potential city-style living.

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A good peer example to Centre Square is The Peace Gardens in Sheffield - a self managing, vibrant, harmonious, well-connected public space with human scale interventions and a contemporary twist on the steel traditions of Sheffield, which has acted as a catalyst for high quality office development.



Centre Square as the focus of the New Cultural Quarter

### The masterplan offers:

- A spatial strategy that creates an enhanced cultural quarter
- A vehicle to enable activation of the public realm and buildings
- A tool for stakeholders to shape the future of the town centre
- Recommendations for investment opportunities
- Recommendations for phasing of delivery
- Deliverability

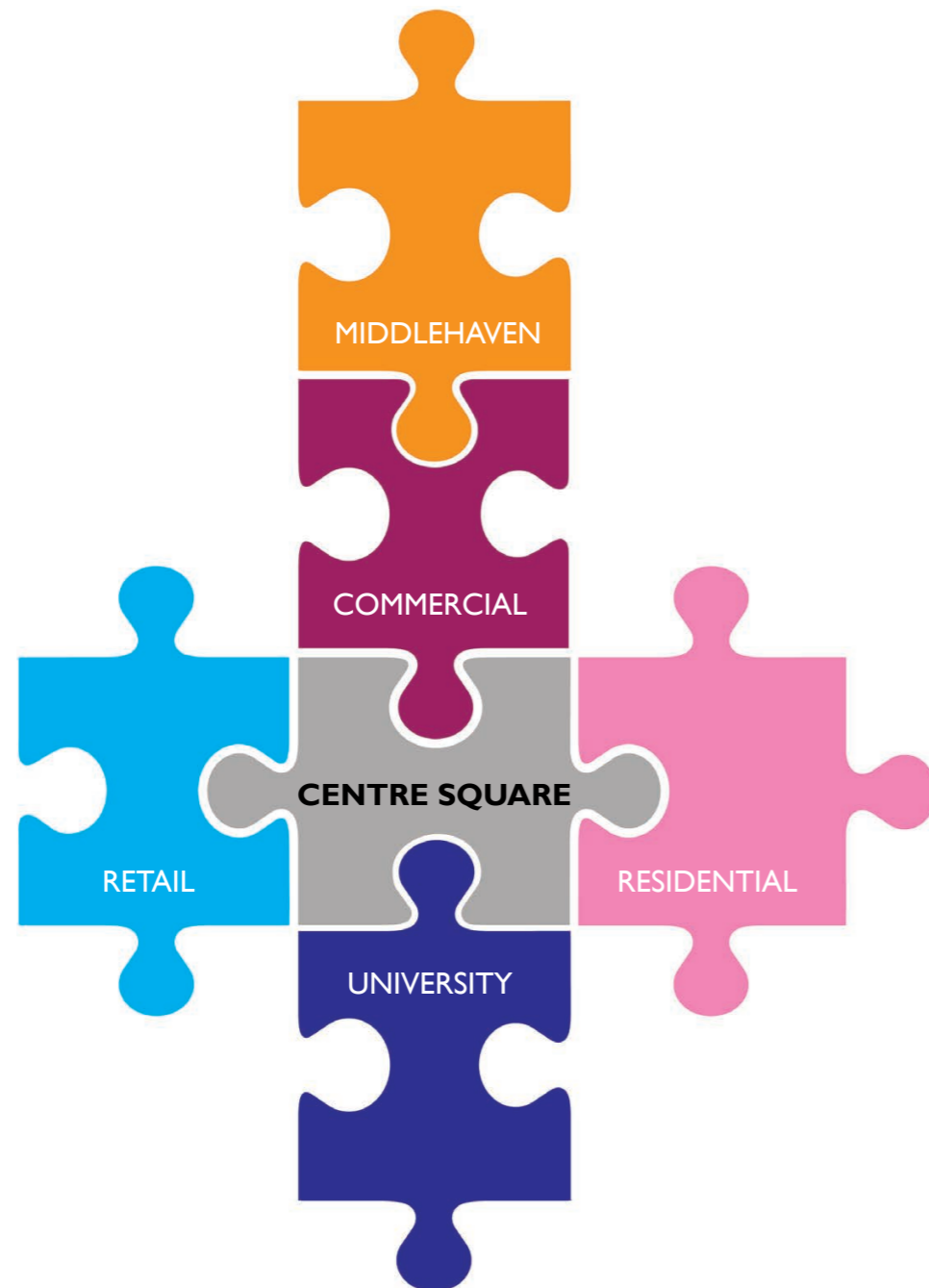
# CENTRE SQUARE

## MASTERPLAN : What, where and why the Centre Square masterplan?

### WHERE is it?

Centre Square sits in a pivotal location in central Middlesbrough, a potential melting pot between the commercial, retail and residential quarters of the town, and with Teesside University directly to the south. This unique and valuable position provides the space with huge potential for vibrancy and presence on the national stage.

It has great links to public transport, with the railway station just a 10 minute walk away to the north and many local buses running down Albert Road at the western border of the site. Additionally, Centre Square has great physical and visual links to the major roads feeding into Middlesbrough, including the A66 to the north which brings in most of the town's visitors.



### WHY is it important?

Centre Square is a key component of Middlesbrough's investment prospectus.

It has the potential to provide Middlesbrough and the Tees Valley with a civic epicentre - a regional capital that would be attractive on the national and global stages. Economic research commissioned by Middlesbrough Council has identified that a strong, high quality office provision at the core of the town is critical to future growth and vitality of Middlesbrough and the region.

The key to successful high quality office accommodation is the setting to the development and the wider holistic experience of office workers. Case studies around the world clearly demonstrate that this context is not a monoculture of commerce but should be a rich tapestry of culture, retail and entertainment set within inviting public realm with excellent public transport links. Environmental quality, quality of life and an enriched occupier experience are all critical.

# CENTRE SQUARE

## MASTERPLAN : Urban design basis

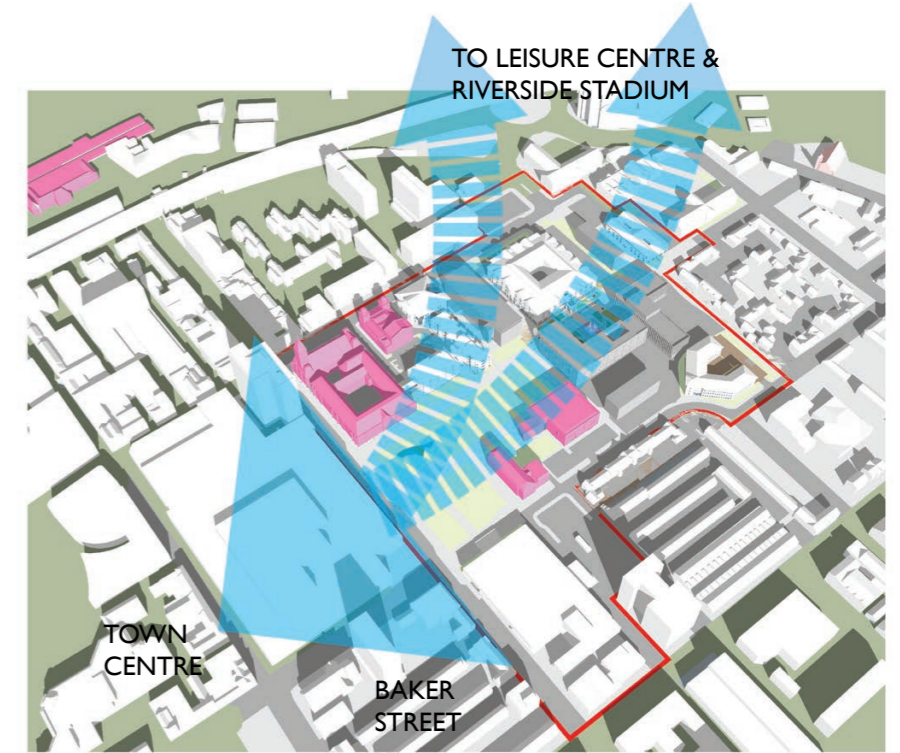
A study of the structure, functioning and plans for the future of Middlesbrough town centre has led to several key moves which have generated the masterplan.



**A** Enclosure of Centre Square helping to define it as a distinctive area of public realm in the centre of Middlesbrough



**B** Connect the retail core via the Cleveland Centre to Centre Square to open up the footfall in Centre Square

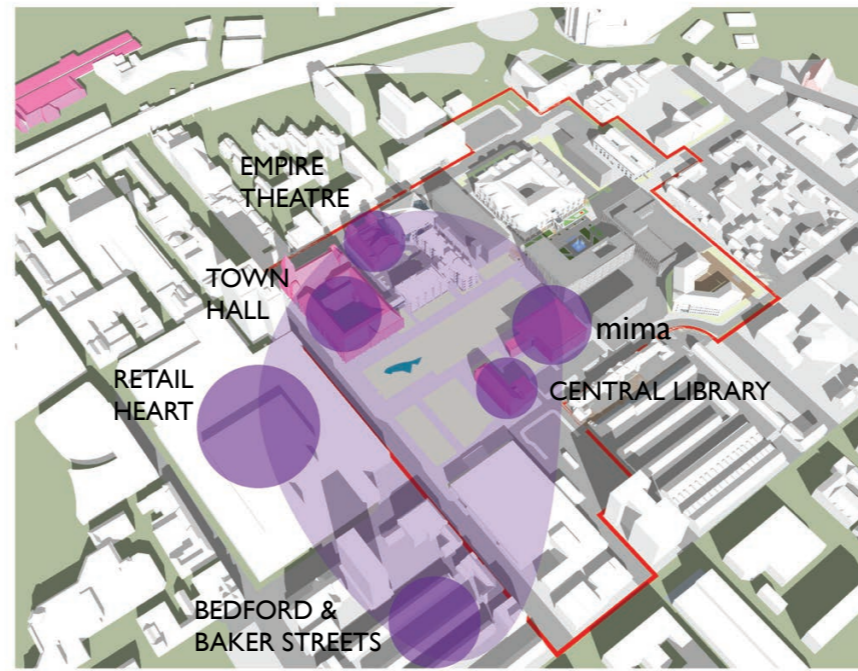


**C** Strategically connect town centre activity with leisure uses to the east including Cineworld Cinema and the Riverside Stadium

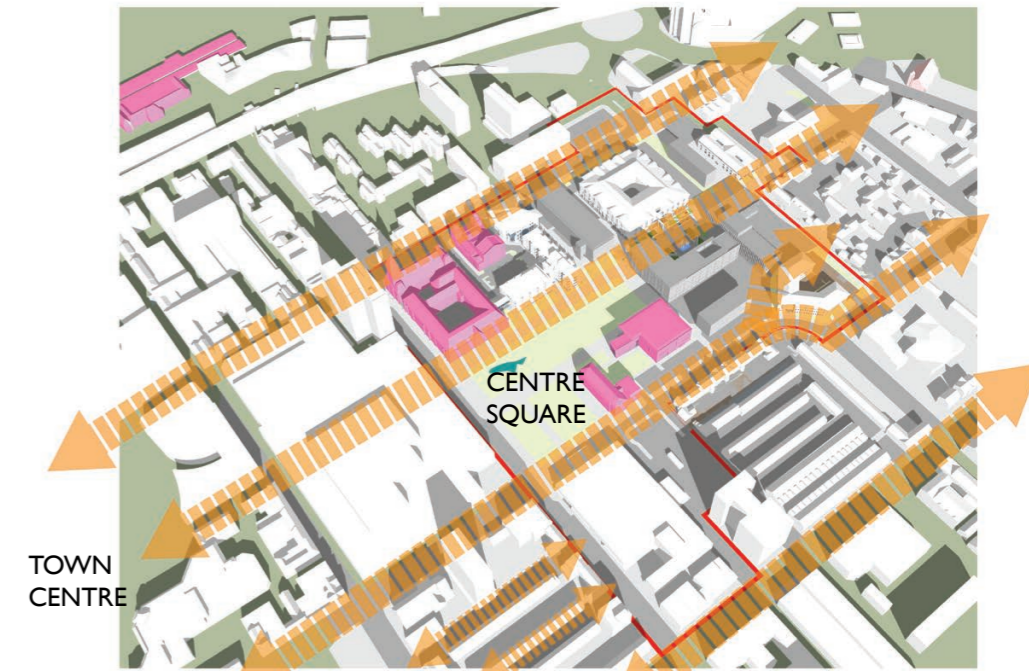


**D** Albert Road connects all that is Middlesbrough in one animated street - "the Ramblas of the North"

TO TEESSIDE UNIVERSITY



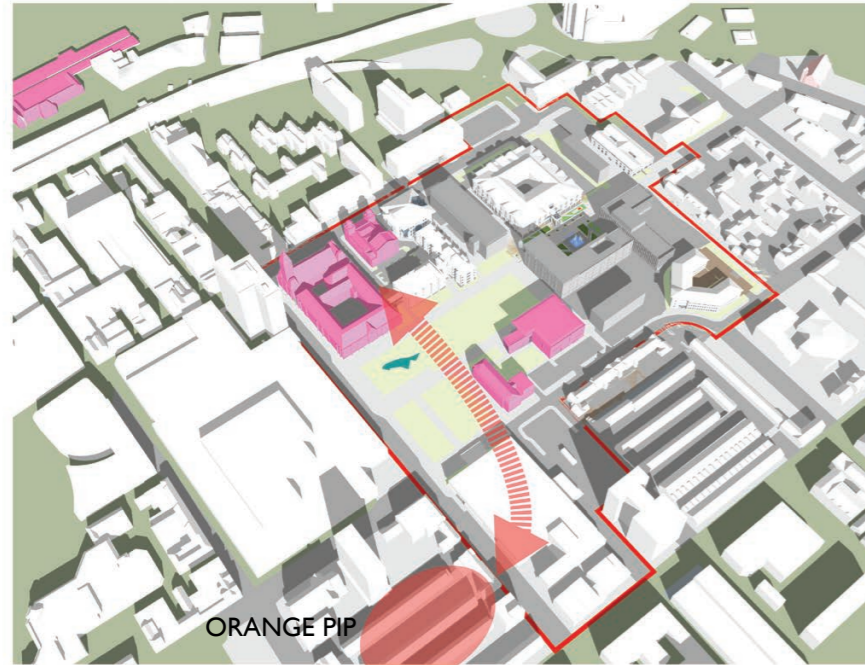
**E** Connect the hearts of cultural activity in a unified whole



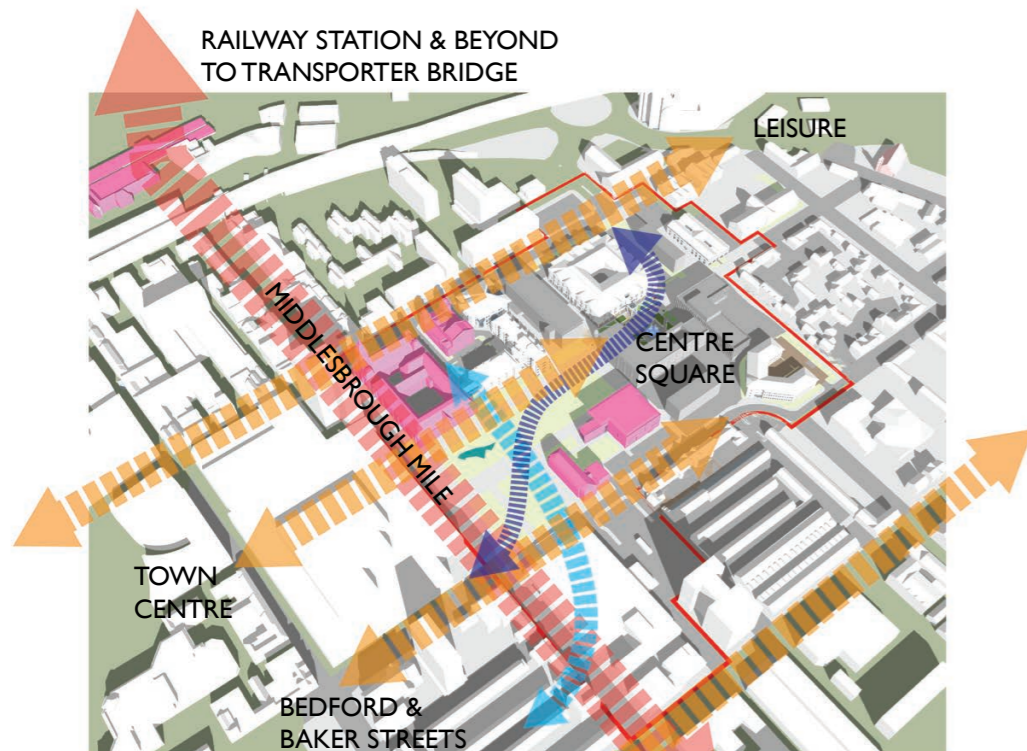
**F** East-west axes unite the town centre with Centre Square and helps to stitch the masterplan together

# CENTRE SQUARE

## MASTERPLAN : Urban design basis

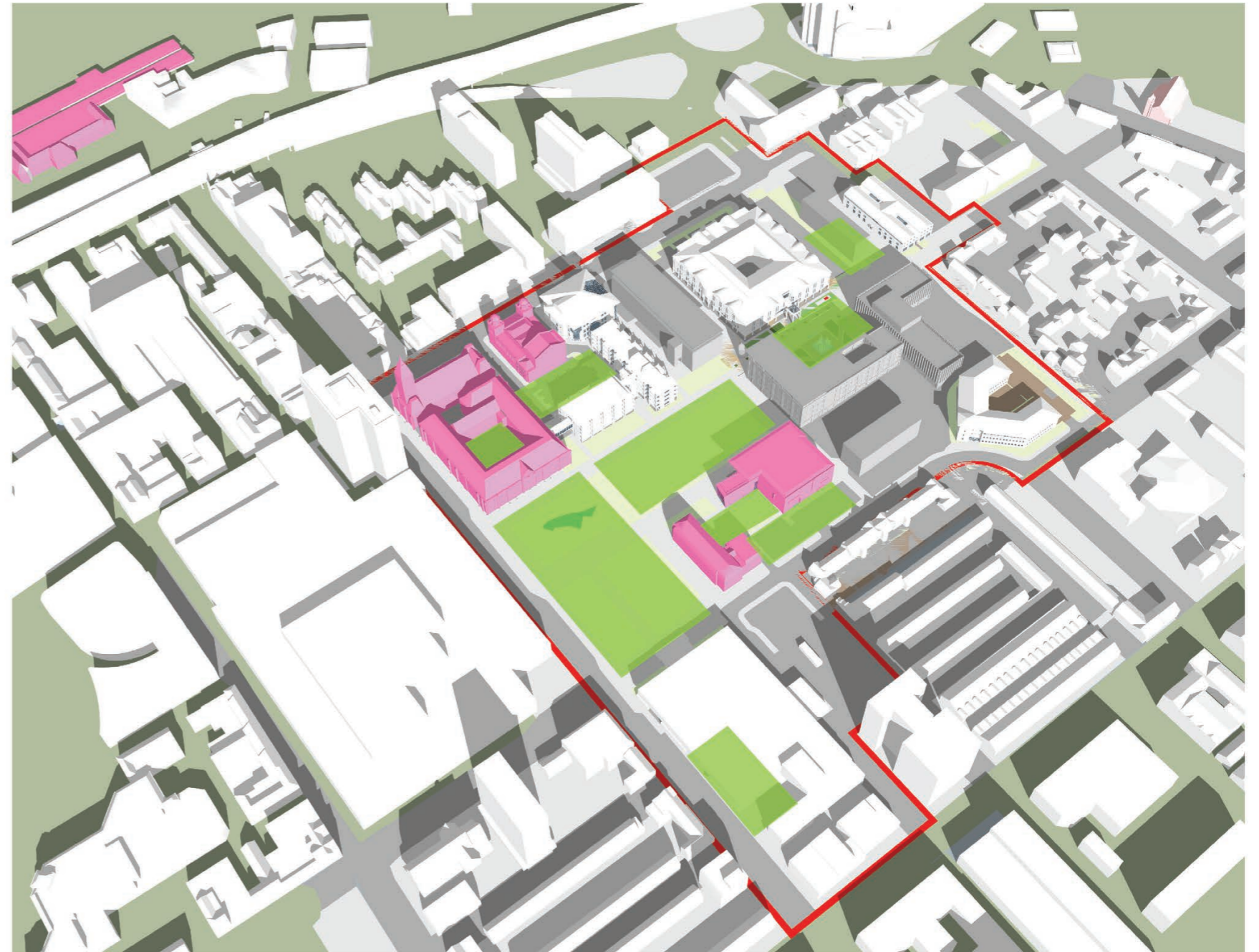


**G** Connect Orange Pip to the cultural core - the new arc and an opportunity to expand



**H** Strategic movement routes

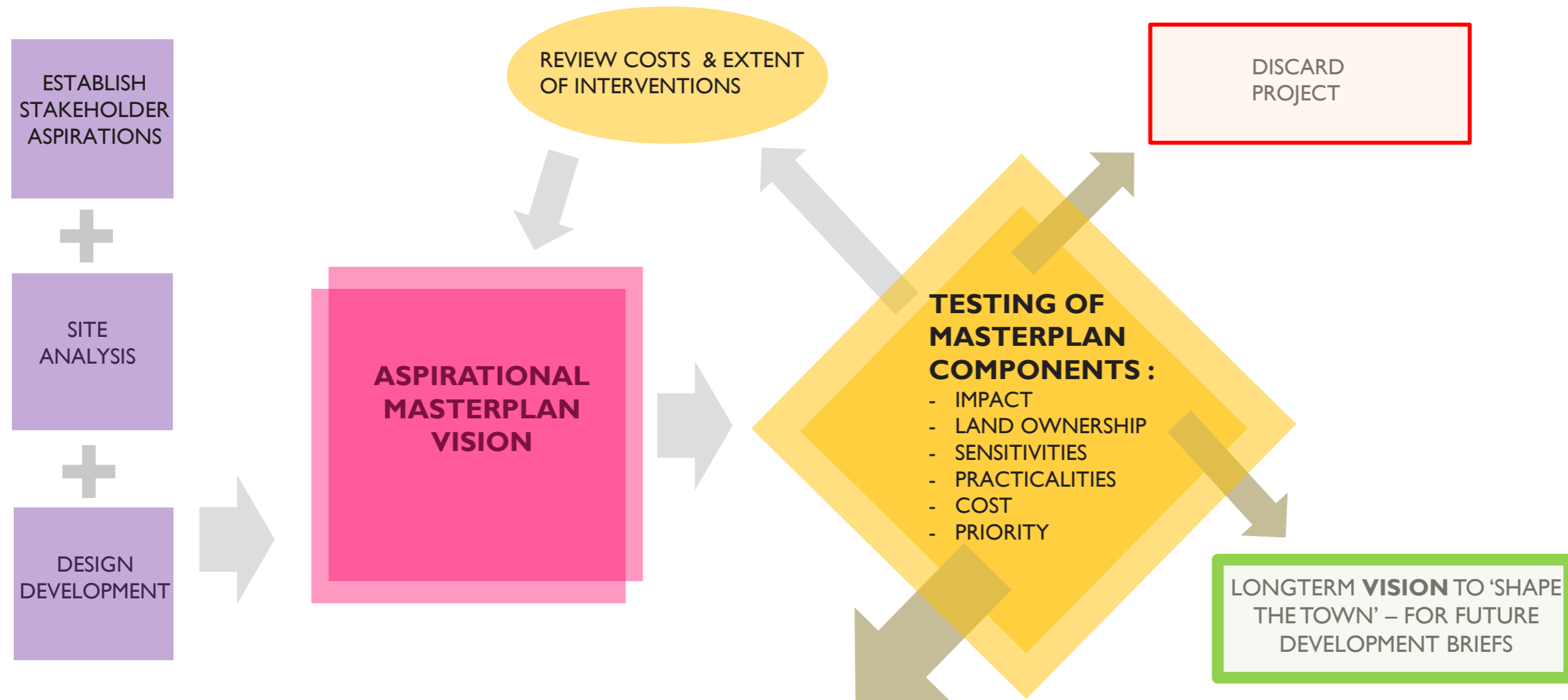
TEESSIDE  
UNIVERSITY



**I** An urban vision of interconnected green stepping stones

# CENTRE SQUARE

## MASTERPLAN : The Realisation Process



### PROGRAMME OF COSTED & DELIVERABLE PROJECTS

a. PRIVATELY FUNDED

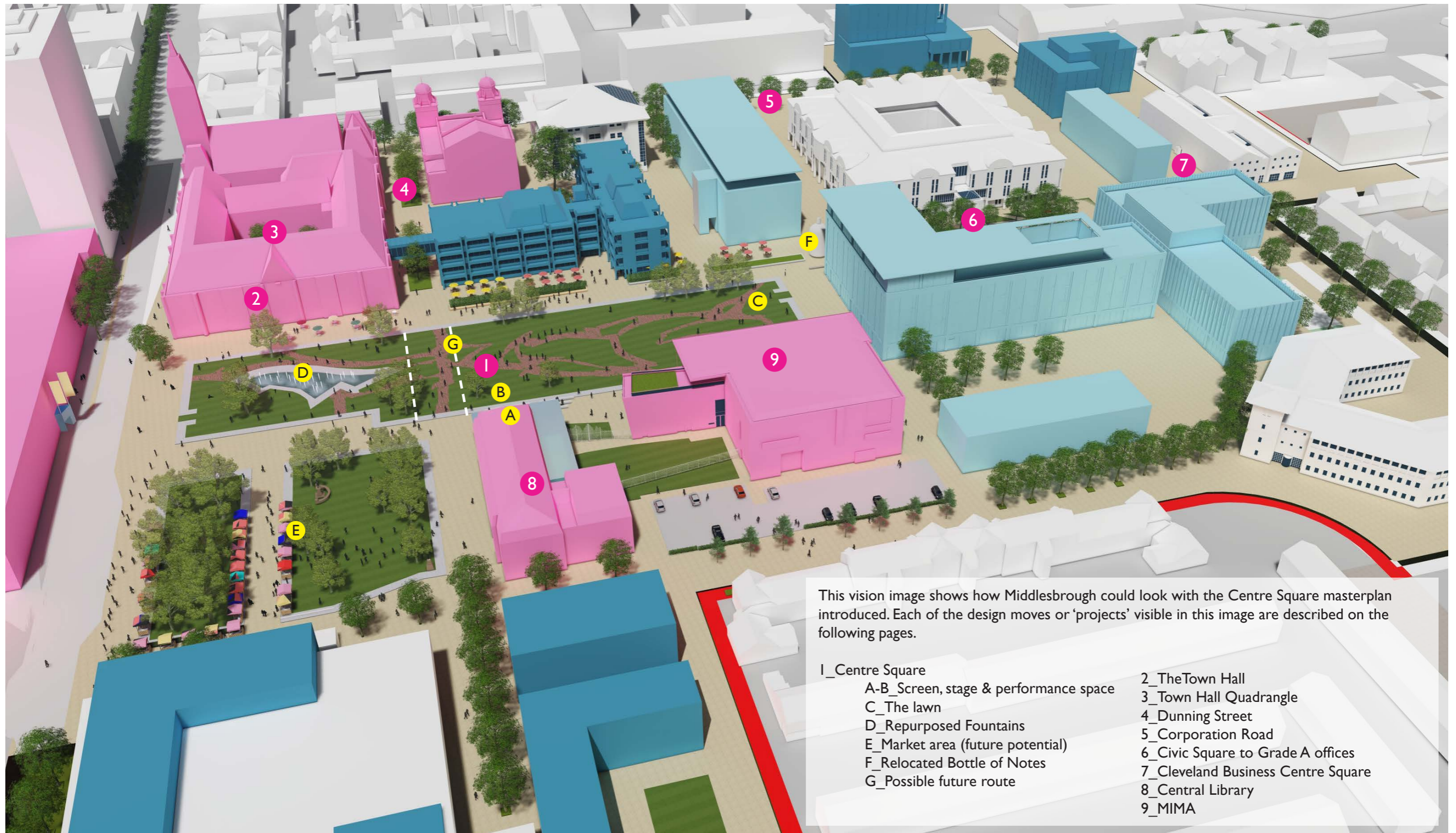
b. MIDDLESBROUGH COUNCIL FUNDED

c. PUBLIC-PRIVATE FUNDED OR GRANT-AIDED FUNDING

This diagram illustrates the masterplan process at Centre Square. Having established the aspirations on site, studied the site in depth in terms of pedestrian and vehicle movement, built massing, landscape structures and the strengths and weaknesses; a masterplan teamwork was developed which identified an organizing structure with a number of potential projects. These components were then tested and projects differentiated into those that were a long-term ambition, those to be discarded and those to be promoted for realisation whether by the public or private sector or by JV.

# CENTRE SQUARE

## MASTERPLAN : What Comprises the Centre Square Masterplan?



# CENTRE SQUARE

## MASTERPLAN : Screen, Stage & Performance Space



- The events space would cater for a walking/standing crowd of 10,000.
- Relocation of the screen from its current position on the fringes of Centre Square to a central location with greater visibility and therefore use, particularly as a backdrop for the stage and from Albert Road to draw in visitors.
- This new position would encourage people to spend longer in this central area, creating a hub of activity which would augment the cultural capital and focus of mima and the Central Library.
- A glimpsed view of the screen would be experienced from Corporation Road along Dunning Road, again drawing in visitors.
- As a revenue generator, commercial providers exist who could fund the new screen and broaden the service of broadcast including arts events, commercials, live sport, theatre and other events of local and national significance on a regular basis.
- The addition of a permanent stage beneath the screen would create a dynamic performance space for events of all scales, catering for both Middlesbrough's existing programme of events as well as a host of new ones.
- Seating provision in front of the stage and screen will encourage visitors to gather in the space throughout the day, whilst also giving a more formal and comfortable setting to the events in this space.
- The open nature of this space makes it ideal for events due to its flexibility, with plenty of space behind the permanent seating for standing spectators.
- The stage could be integrated into the current Central Library refurbishment project.

# CENTRE SQUARE

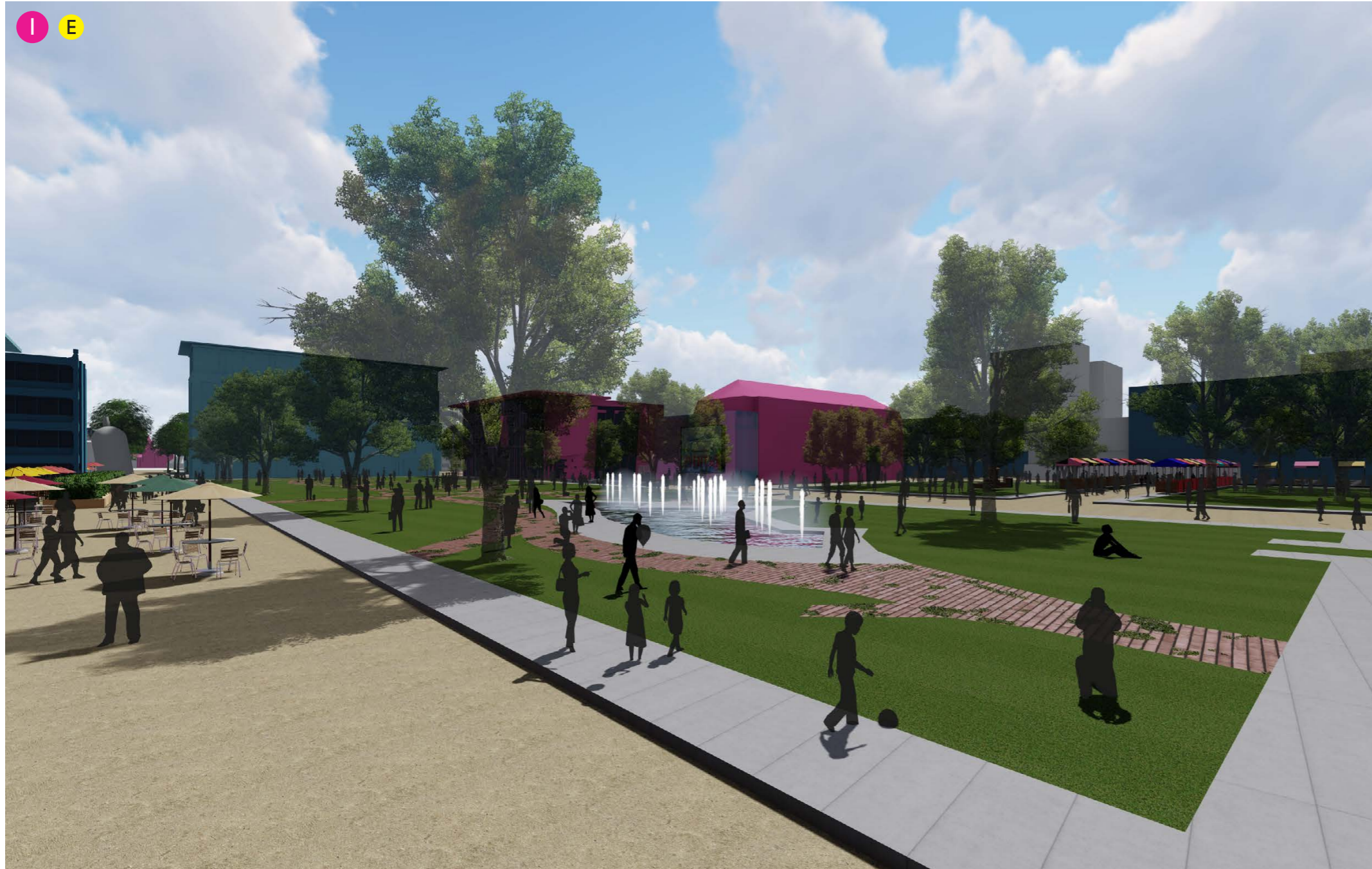
## MASTERPLAN : The Cleveland Shopping Centre - mima axis



- A principal connection runs through to the central hub of the new Centre Square from the Cleveland Shopping Centre entrance on Albert Road.
- This connection is critical in opening up Centre Square to the high pedestrian footfall within the Cleveland Centre.
- In addition, this connection would be of benefit to the Cleveland Centre in opening up to new employees of the Centre Square offices, Council employees and park visitors.
- The route could be used as one of the principal thoroughfares on market days, which would also help to create this vibrant gateway.
- The strong link to and through Cleveland Shopping Centre is a key move that draws together a unified and diverse town centre.

# CENTRE SQUARE

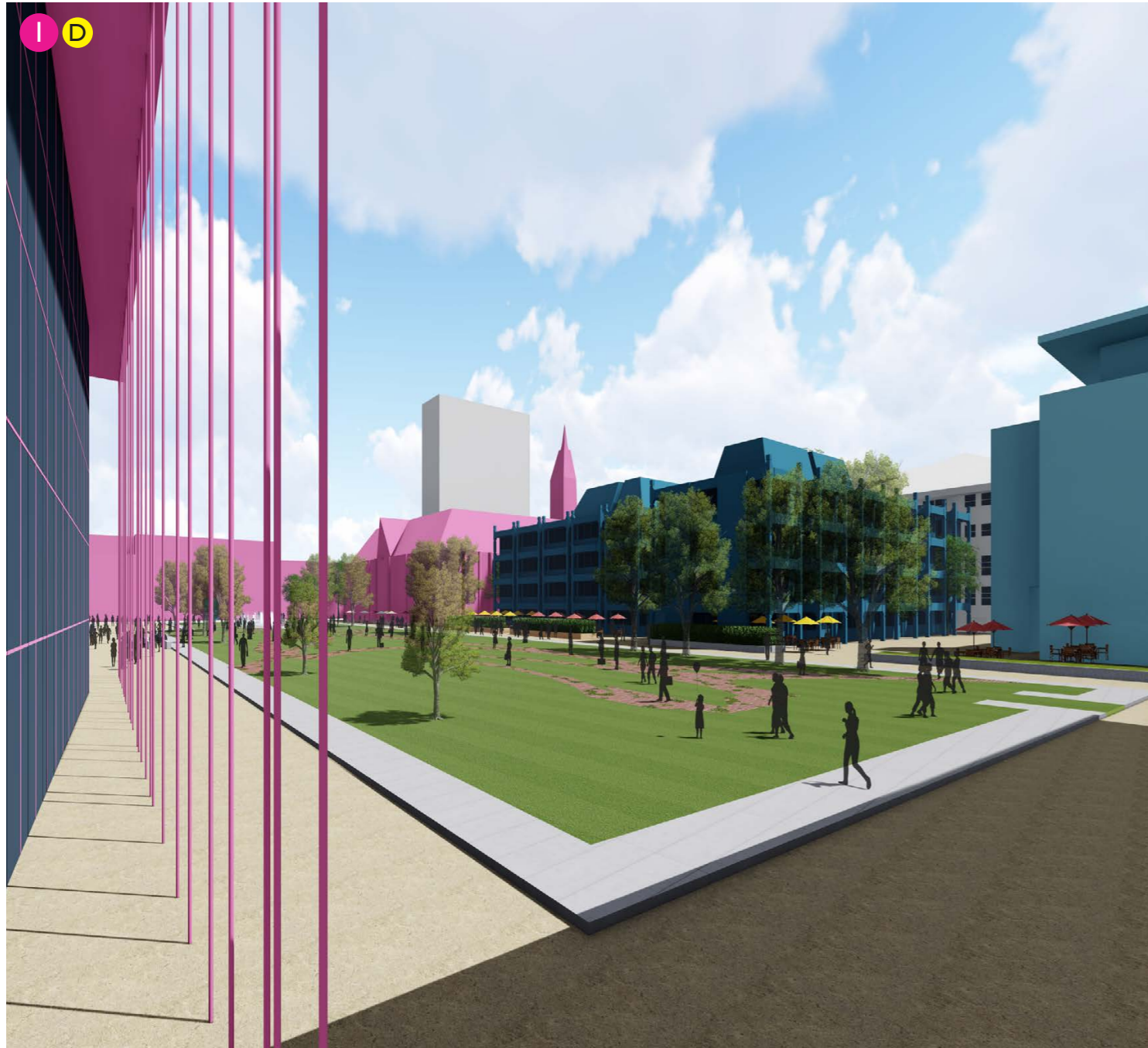
## MASTERPLAN : Repurposed Fountains



- The driver to this project is safety and playability so as to create a family destination with the fountains becoming accessible.
- The fountains are iconic in appearance but the edges and changes of level are currently a hazard particularly when events are held in Centre Square.
- The existing fountain would be repurposed to make it safe.
- The corten steel pathway past the water feature could be retained.
- The fountain jets could have new programmes installed to make for dynamic water and light shows matched to different events held at Centre Square.

# CENTRE SQUARE

## MASTERPLAN : The Lawn & market



- The Lawn area would act as a multi-functional space to host formal and informal activities including sports, picnics, as well as large markets and festivals when an overflow space is needed.
- The eastern edge would abut external food and leverage spill out from the ground floor to the Grade A offices.
- Street furniture along the edge to mima could play host to the Middlesbrough 'Town Meal'.

- This new area to the west of Central Library could accommodate more regular markets to take place in the cultural centre of Middlesbrough, a natural expansion to Orange Pip and the retain core of the Cleveland Centre.
- Would be flexible for multiple scales and spatial layouts of the markets - an ideal location for a night markets at Christmas or day markets during summer.

# CENTRE SQUARE

## MASTERPLAN : The Town Hall



- Middlesbrough Town Hall is one of the most iconic historical pieces of architecture in Middlesbrough and is Grade II\* Listed.
- The Town Hall is subject to ongoing restoration by Middlesbrough Council.
- A potential raised deck along the front elevation of the Municipal Buildings could provide a desirable food and beverage terrace in the sun for an operator if some stage in the future.
- Alternatively there is potential for a lower level space that responds to the building's half basement.
- A lighting strategy to showcase the Town Hall in Centre Square has been developed.

# CENTRE SQUARE

## MASTERPLAN : Town Hall Quadrangle



- As part of the refurbishment of the Town Hall as a venue, the quadrangle will have a key role to play.
- Potentially programmable space for a variety of events from music to poetry, wedding receptions, light shows, comedy or a cafe.
- Proposals provide a vision for the quadrangle.
- Maximise indoor-outdoor relationships and create a spill out area for the proposed cafe
- Opportunity to showcase the civic pride and heritage of Middlesbrough.
- Create a visually attractive vista and a pedestrian friendly environment that is lively, safe, healthy and sustainable.

# CENTRE SQUARE

## MASTERPLAN : Dunning Street & Corporation Road



- Well used by pedestrians at present - a key connection route to the railway station and Corporation Road.
- Key vista into Centre Square with sight of the proposed new screen location.
- Historical street between the Town Hall and Empire Theatre.
- Has the potential to be a pedestrianised street with a historical style materiality of paving and lighting.
- The 5 listed red telephone boxes are a principal feature of this streetscape and would be potentially activated as interactive art projects
- Potential for the street to become an art installation haven in the middle of Middlesbrough.
- Ongoing proposals to provide a vision for this space as part of the Town Hall project.
- Creation an elegant lighting proposal that works with the lighting of the Town Hall.
- Potential as a setting for wedding photos and receptions.
- The concept for this space references Captain Cook and his unwavering dedication towards discovery.

- Corporation Road is a gateway between arrival from the A66 and the town centre.
- In addition, it is a critical east-west axis, connecting the retail centre in the west to the leisure uses and Riverside Stadium in the east.
- The Empire Theatre is a major feature of this streetscape and sits forward from the rest of the buildings on the south side, providing an opportunity to highlight it further.
- Corporation Road would benefit from strong lines of tree planting on both sides to help improve the user experience.
- Narrow carriageways would limit and control traffic to create a grand boulevard.
- The existing iconic light columns provide structure and a contemporary feel.
- Road would benefit from strong lines of tree planting - a grand avenue

# CENTRE SQUARE

## MASTERPLAN : Civic Square setting to Grade A offices



- New proposed development 'Centre Square East' is to become a new commercial hub for Middlesbrough with Grade A office space and a new, focal, international quality civic square creating the setting.
- The central space could hold small-medium sized events, and food/beverage outlets could provide interest outside of business hours.
- Lighting of the square would be enhanced during the winter months and at night times both by light spill from the surrounding buildings and a new lighting scheme.
- Potential for light festivals to be hosted during the winter.
- Tripling of the current seating provision in Central Gardens
- Green ambiance proposed with lush, biodiverse planting that demonstrates seasonal change.
- New square responds to the geometry and proportions of the Law Courts.
- New water features would be interactive, promoting play and people engagement.

# CENTRE SQUARE

## MASTERPLAN : Cleveland Business Centre Green Square & Central Library



- Incidental green spaces such as above at the front of the building would help to draw people in.
- Incidental green spaces such as above at the front of the building at the west end of the Centre Square masterplan, balancing out the large areas of lawn on the eastern side - a threshold space.
- Connected to potential development sites at the northeast gateway to Centre Square.
- Enhances the environmental quality and civic status of the Cleveland Business Centre.



- The Centre Square masterplan has been coordinated with Middlesbrough Council's options study for the Central Library by Ryder Architecture.
- The brief is to create a more inviting facility and may a more open entrance to the library from Albert Road.
- The Screen and permanent stage at the northern side of the building could form part of the Library improvement project.

# CENTRE SQUARE

## MASTERPLAN : Activity at Centre Square



**Activity is key to urban vibrancy.** Through taking an iterative and collaborative approach to masterplanning of Centre Square, the opportunity is generated to shape the cultural quarter to cater for known, desired and potential future activities. The masterplan is a vehicle to attract such uses and provide the desired town centre animation and quality of life.

Future design of the public spaces therefore can be planned to be both shaped and incorporate the necessary infrastructure for the desired level and types of activity with the respective servicing and logistical requirements.

The adjacent diagram looks at the site through all four seasons, with potential activities / events split into the following categories:

- Seasonal Events
- Educational Activities & Lectures
- University Open Days & Graduations
- Arts & Crafts Markets
- Film, Theatre & Concert Screenings
- Food & Drink Markets
- Religious Festival
- Miscellaneous
- School Holidays/Family Activities
- Sport Screenings
- Dance, Theatre, Art Workshops & Performances

To conclude, a great opportunity exists to create a space for both community and civic events. This could be served by a combination of the public realm, cultural and civic buildings. Investments that can be of multiple uses and avoid urban clutter are highly preferable.

The activation strategy in part 3 of this document will realise the vision of Centre Square.

# CENTRE SQUARE

## MASTERPLAN : Future strategies

1	Spatial Strategy	→	<ul style="list-style-type: none"><li>Consolidate the urban form</li><li>Purposeful public spaces and landscape structure</li><li>Effective and attractive multi-modal movement and car parking</li></ul>
2	Consolidation of Urban Massing	→	<ul style="list-style-type: none"><li>A tight central cultural, entertainment, commercial and political core</li><li>Clearly define a series of public spaces to encourage vibrancy</li><li>Development briefs for key sites</li></ul>
3	Public Realm Strategy	→	<ul style="list-style-type: none"><li>Strengthen the unique identity of Middlesbrough through key public spaces &amp; routes</li><li>Lighting strategy</li><li>Design codes for key character areas of the masterplan</li></ul>
4	Car Parking Strategy	→	<ul style="list-style-type: none"><li>Remove car parking from key usable spaces</li><li>Enhance the experience of car park users between their car and destination</li><li>Located on the perimeter of Centre Square</li></ul>
5	Activation Strategy	→	<ul style="list-style-type: none"><li>Programmable buildings and public realm</li><li>Encourage vibrancy through good urban design</li><li>Pop up and meanwhile uses</li></ul>
6	Management Strategy	→	<ul style="list-style-type: none"><li>Management of events and maintenance of the assets</li><li>Exploration of different sources of maintenance and management</li><li>Provision of an infrastructure that minimises the requirements for management</li></ul>
7	Way-finding Strategy	→	<ul style="list-style-type: none"><li>Clarity of movement, ease of navigation and orientation</li><li>Enhanced experience of movement in a data enriched environment</li><li>Maximise assets for visits and reduce traffic</li></ul>
8	Art Strategy	→	<ul style="list-style-type: none"><li>Outward expression of creativity and identity</li><li>Catalyst for urban renewal</li><li>Elevation of the role and profile of mima</li></ul>
9	Smart City Strategy	→	<ul style="list-style-type: none"><li>Efficient transport operation</li><li>Public information, education, support and delight</li><li>Responsible resources management</li></ul>
10	Healthy City Strategy	→	<ul style="list-style-type: none"><li>Promotion of fitness and activity</li><li>Enhanced well-being through biophilic design</li><li>Reduced healthcare costs</li></ul>
11	Green City Strategy	→	<ul style="list-style-type: none"><li>Increased planting reduces stress and enhances well-being</li><li>Tree-lined streets increase property values</li><li>Planting reduces air pollution</li></ul>
12	Investment Strategy	→	<ul style="list-style-type: none"><li>Provide attractive economic conditions for investors</li><li>Create a dynamic setting with attractive buildings</li><li>Offer locations for regeneration with a development brief</li></ul>



# MIDDLESBROUGH CENTRE SQUARE MASTERPLAN

## Activation Strategy

for Middlesbrough Council



**c o l o u r**

Following the development of the masterplan for Middlesbrough Centre Square which included liaison between Peter Owens, Leanne Littlewood and Michelle McPhee, Colour were commissioned by Middlesbrough Council to develop this activation strategy.

The activation strategy will provide a guide to fully take advantage of the proposed infrastructure delivered by the masterplan to create a vibrant public realm. This will be achieved in four stages:

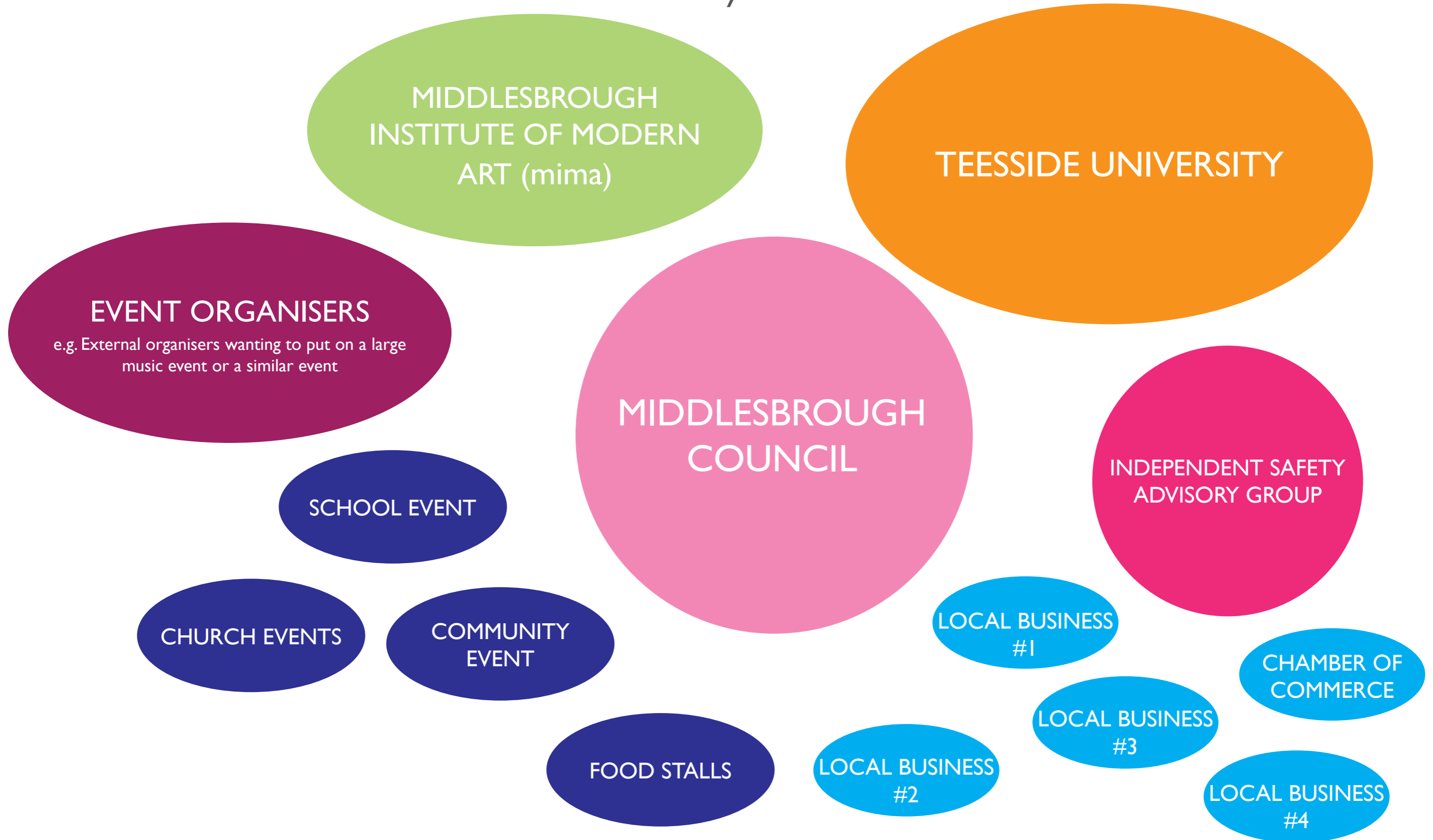
- 1) Stakeholders: Identify stakeholders that currently put on events in Middlesbrough and identify their relationship to one another and identify their key drivers (businesses, council, universities etc.);
- 2) Problems & Opportunities: Identifying problems and opportunities within this current structure;
- 3) Analysis: Analysing each problem / opportunity and using case studies explaining how other cities have taken advantage or provided solutions to similar problems;
- 4) Summary: Illustrating the current system, a proposed new system and the potential benefits of a new system. Succinct suggestions are provided on the key interventions mentioned through the document.

### WHY IS A VIBRANT PUBLIC REALM NECESSARY?

- 1 Increased profits to local businesses
- 2 Create a vibrant town centre
- 3 Attract investment
- 4 Positive PR
- 5 Attract & retain a skilled workforce
- 6 Creating a sense of community
- 7 Attract & retain a skilled workforce
- 8 Invoke a sense of local pride

# CENTRE SQUARE

## ACTIVATION STRATEGY : Stakeholders - who are they?



**INTERNAL TIMESCALES** : 12 week review by the Independent Safety Advisory Group (ISAG);

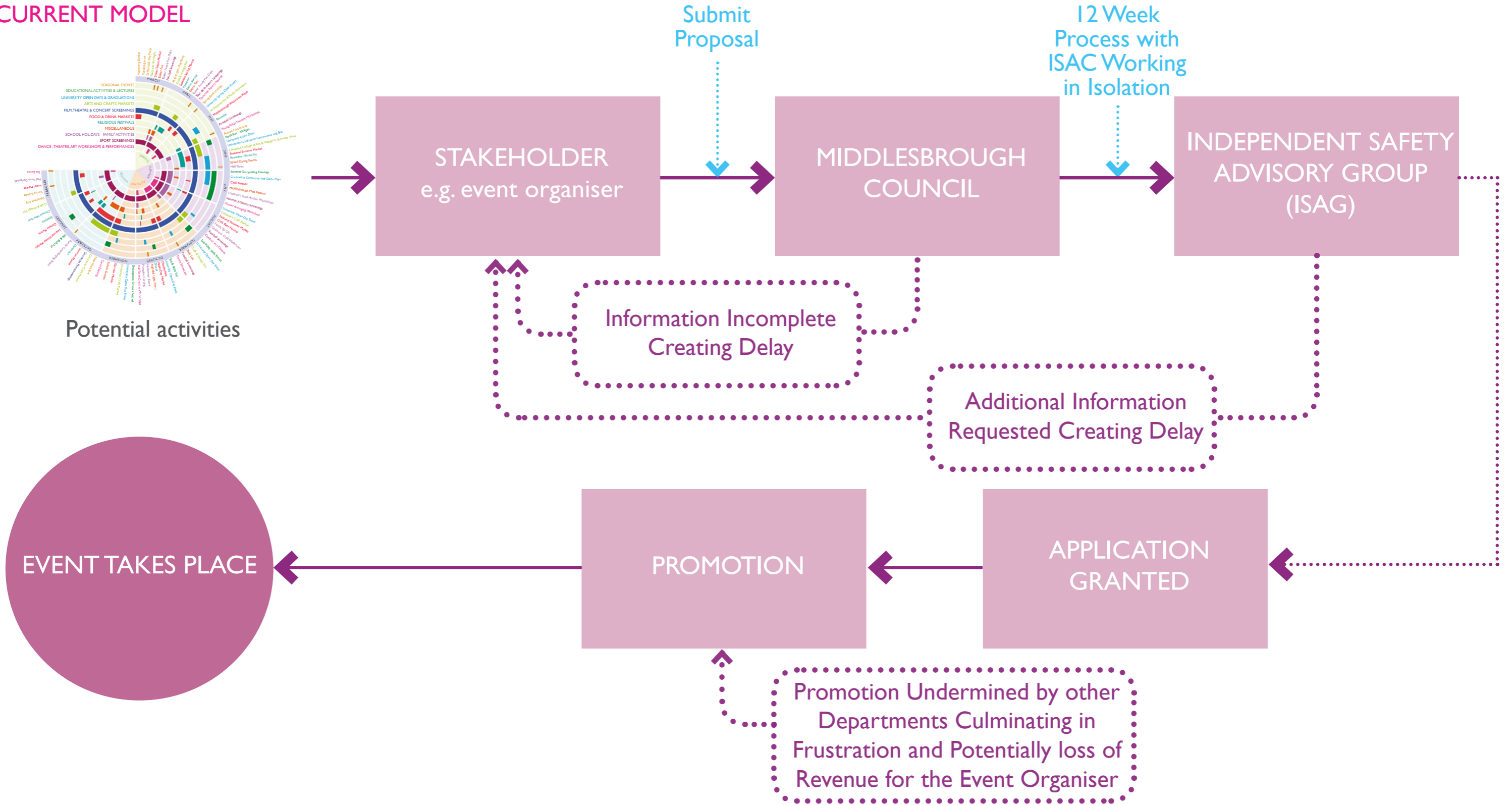
**LEADERSHIP** : Separate departments within the council acting in isolation and causing conflict for other departments;

**FRAGMENTED BUSINESS INTERESTS** : Businesses competing against each other and not for the common interest;

**CONNECTIVITY** : Opportunity to enhance and create greater synergy with Teesside University.

At present we have a disorganised, unclear system which lacks a chain of command for it to be effective.

### CURRENT MODEL

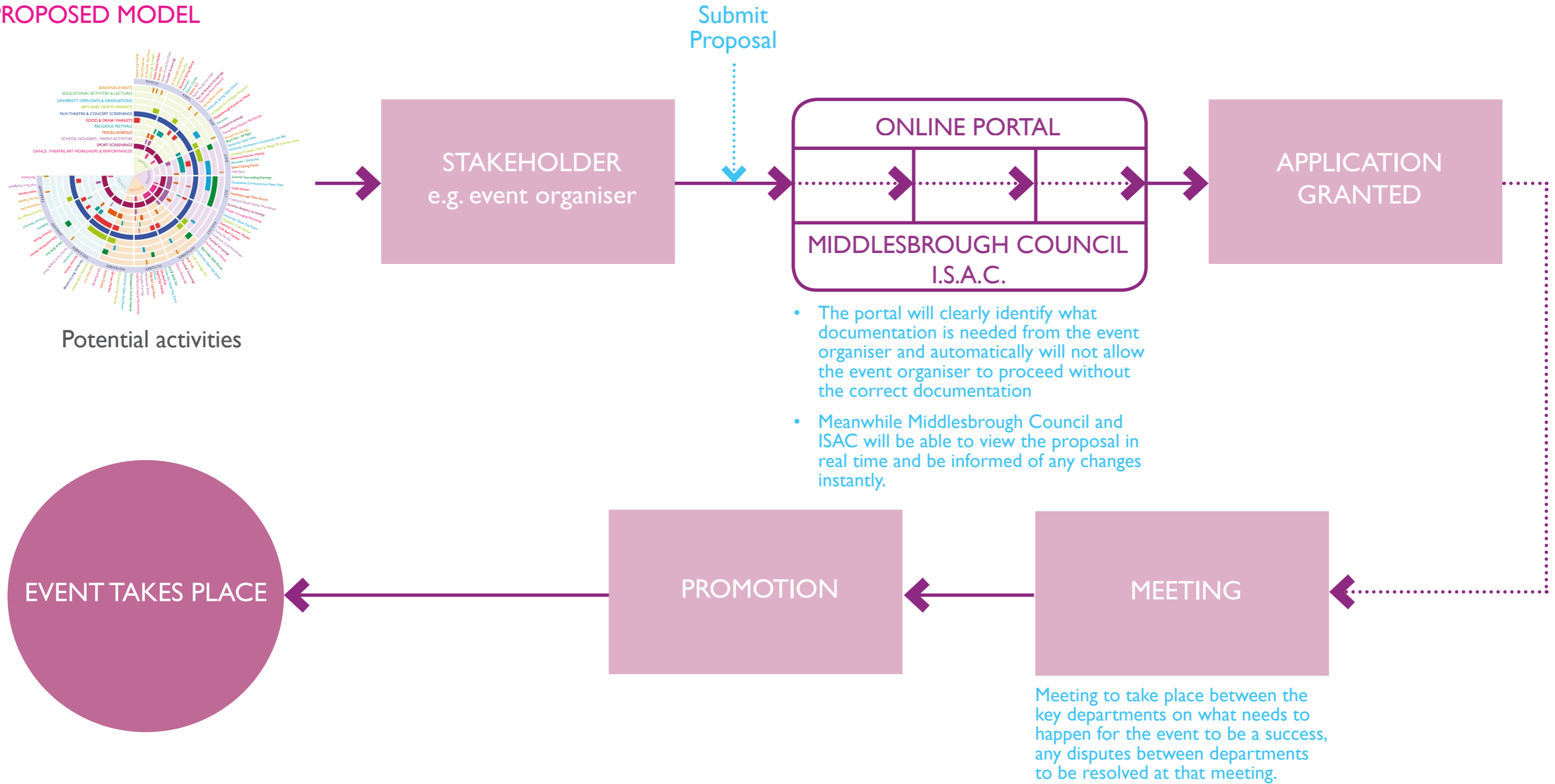


# CENTRE SQUARE

## ACTIVATION STRATEGY : Internal timescales/leadership - streamlining existing services

This restructure sees the introduction of an online portal which will automate menial tasks, thus freeing up staff. It will also allow immediate access to all parties and will keep everyone up to date with the condition of the submission.

### PROPOSED MODEL



# CENTRE SQUARE

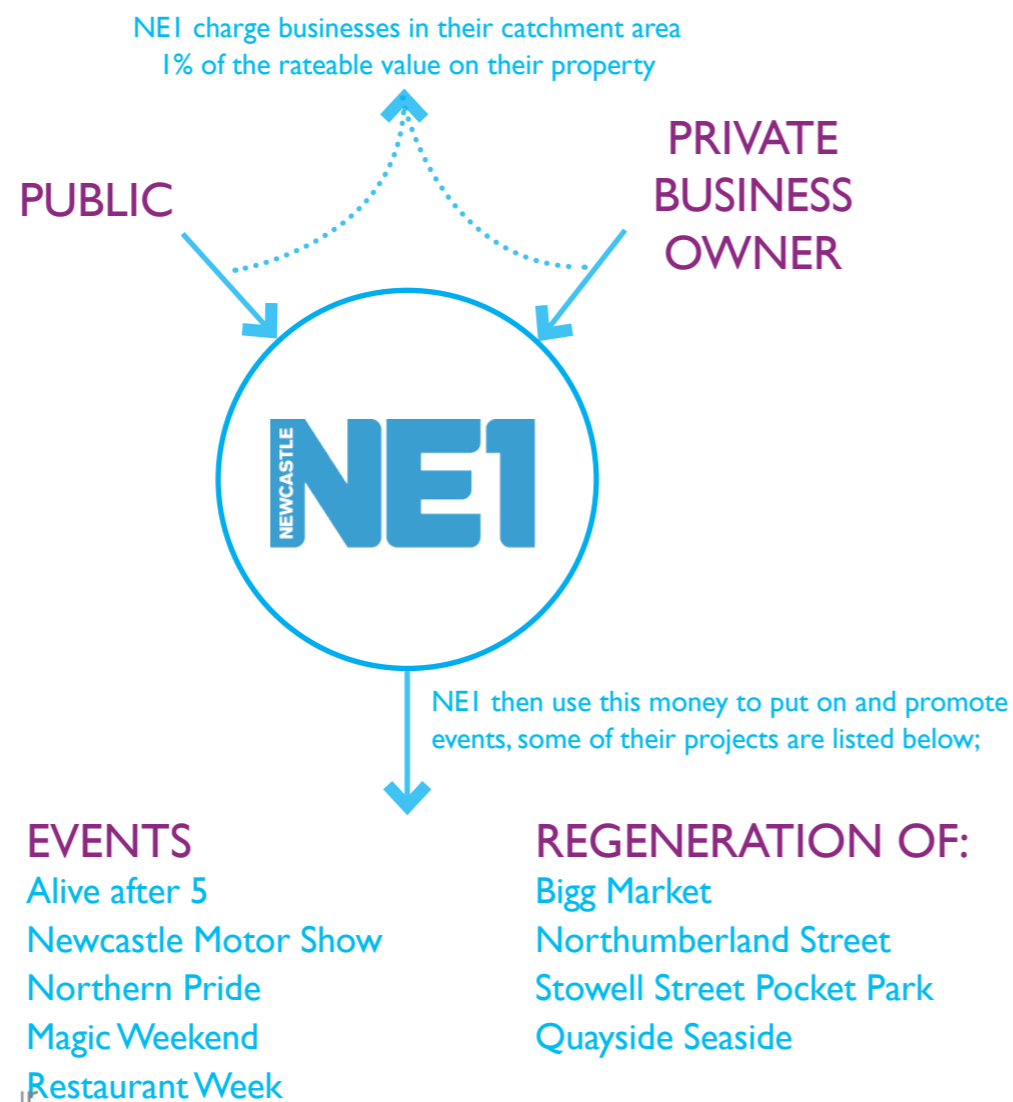
## ACTIVATION STRATEGY : Fragmented business interest - common goals

The current business structure in Middlesbrough finds each company / business vying against one another in isolation at the expense of the city as a whole. One way that cities have attempted to remedy this imbalance is to create a specialist town centre improvement organisation which could create more revenue to promote the city centre and put on additional events.

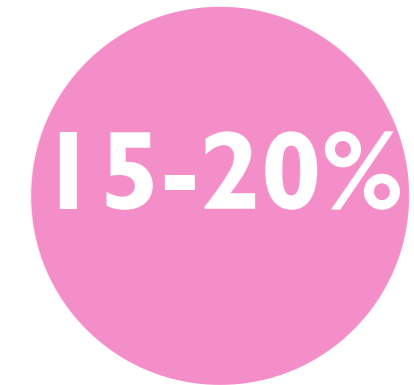
### LEARNING FROM THE BEST CASE STUDIES IN NORTH EAST ENGLAND:

NEI which is an award winning town centre improvement organisation in Newcastle is fundamentally accountable to the public and private business owners & as such every 3 years those business owners vote to either retain or disband NEI.

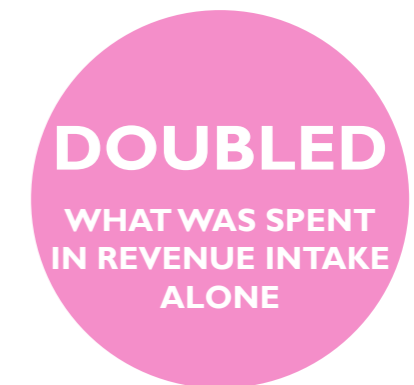
There are functions of this type of organisation that would be usefully carried out by a stand-alone new organisation created to serve the stakeholders and facilitate the activation and enhancement of both Centre Square and potentially the wider town centre.



e.g. Economic impact of the Magic Weekend



e.g. increase of revenue on local businesses during the summer months before and after instillation of Quayside Seaside.



e.g. Newcastle Motor Show: Each event costs NEI £20,000. Brings in additional sponsorship revenue in excess of £40,000. Average increase in trade year on year of +18% for surrounding businesses

**+POSITIVE EXTERNAL PR**



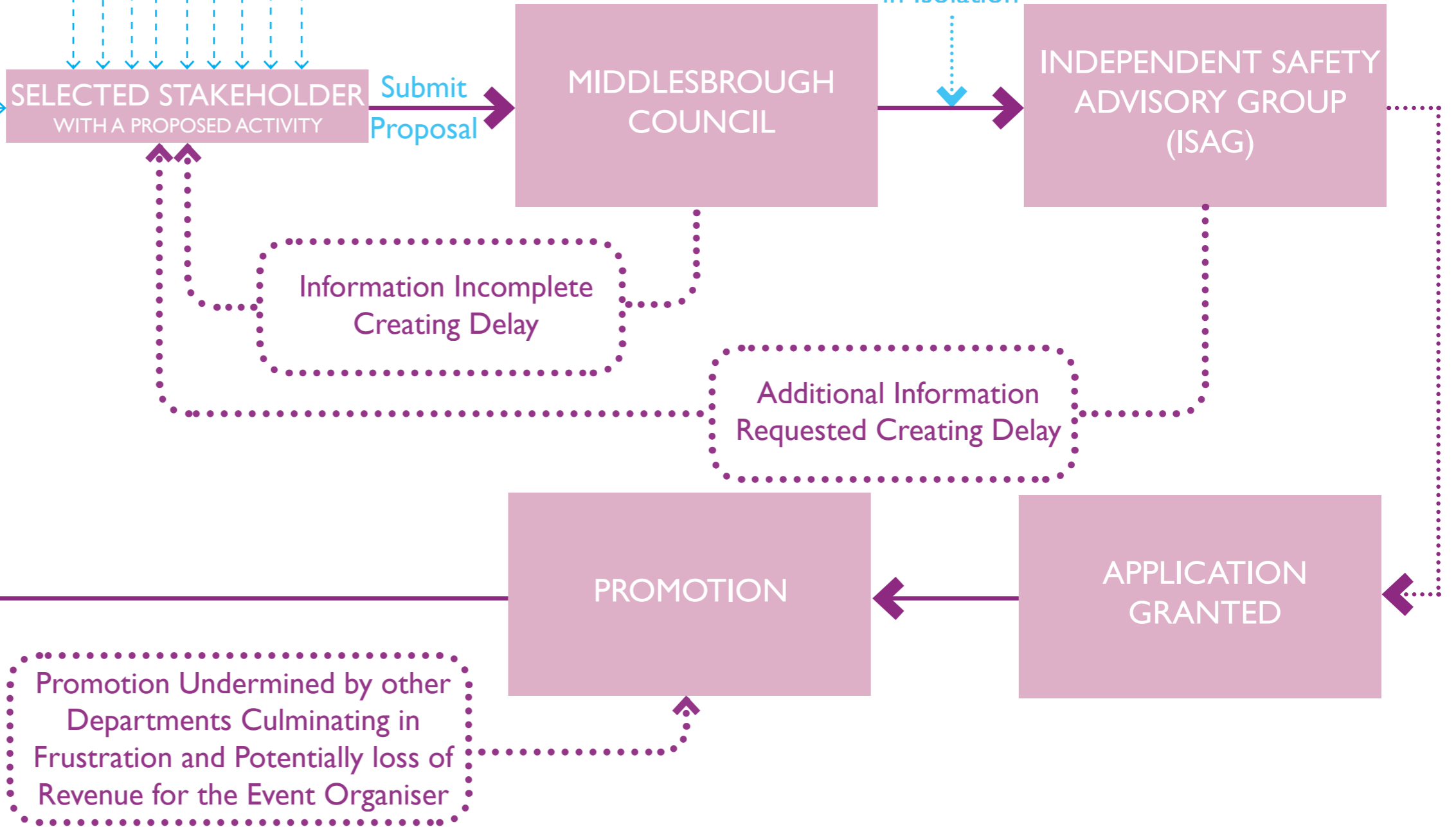
The current event structure in Middlesbrough finds each company / business / community group etc. that tries to organise an event struggling to do so either due to lack of knowledge of the process or lack of clarity on part of the council. As there is no steady stream of events the current system struggles to coordinate between various sector to allow a smooth and fast resolution to each proposal.

### STAKEHOLDERS

- Teesside University
- Local Businesses #1
- Local Businesses #2
- Local Businesses #3
- mima
- Event Organisers
- Schools
- Churches
- Community Groups



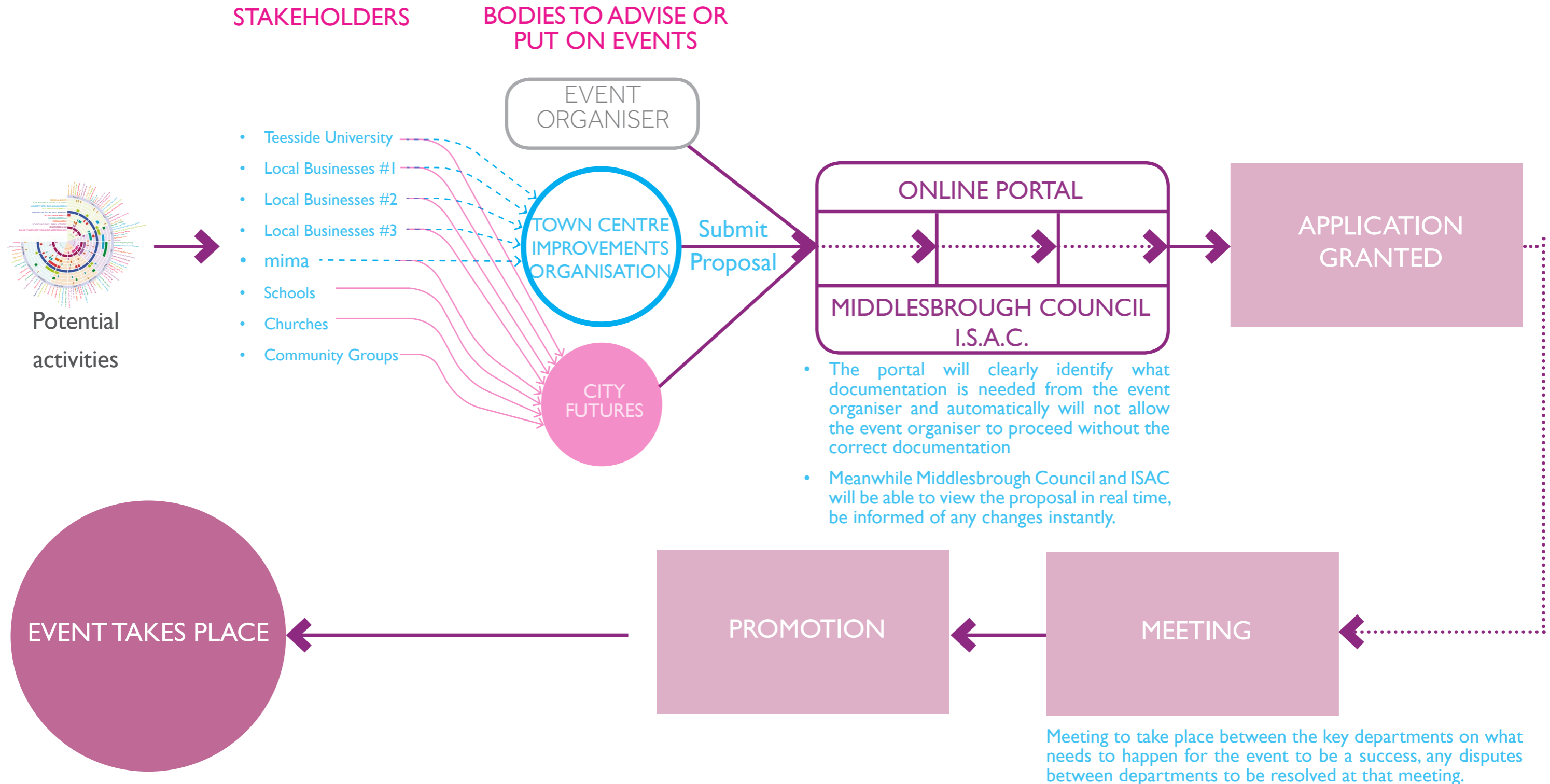
Potential activities



## ACTIVATION STRATEGY : Summary - proposed structure

As well as seeing an introduction of an online portal (see page 6 for a full explanation) this proposal shows how an independent body in the form of a business improvement district could work. This could raise additional funding to put on more events in the town. After a relationship was developed it is envisaged that it would also put the councils mind at ease knowing that all the requirements and procedures were met after what is hoped to be a long lasting relationship between the council and a standalone organisation that would carry out key functions relating to town centre improvements in the interests of all shareholders. This could be carried out by Middlesbrough Council.

A City Futures template could also be adopted to generate excitement at a more grass roots level.



**ONLINE PORTAL** : Automate menial tasks, thus freeing up staff. It will also allow immediate access to all parties and will keep everyone up to date with the condition of the submission;

**LEADERSHIP** : Meeting to take place between the Events Department and the Environment Services Department on what needs to happen for the event to be a success, any disputes between departments to be resolved at that meeting;

**PROMOTION** : Within the Centre Square proposals designated area's for advertisement should be made available;

**CONNECTIVITY #1** : Creating a new standalone organisation to unify business assets and to improve the city experience;

**CONNECTIVITY #2** : Creating a 'City Futures' template to engage the local community and local disciplines by taking advantage of funding grants to put on events and improve the city.



# MIDDLESBROUGH CENTRE SQUARE MASTERPLAN

## Management Strategy

for Middlesbrough Council



# CENTRE SQUARE

## The customer experience - welcome and behaviour

The experience of the user will define whether they return and how they might tell the story to others.

To consider an outstanding example of this we can look back to the London 2012 Olympics where 'games-makers' were introduced. The 'games-makers' were a band of volunteers whose sole job was to enliven the experience for visitors and help with any issues. In the closing ceremony the games-makers were recognised for their hugely positive contribution to making the visitor's experience of the games second to none. Their friendly and welcoming presence inspired a mood of happy celebration in-turn making people feel safe and secure, and encouraged friendly open chat between strangers.



The proposed Centre Square Grade A offices have a strong brand to them. This colour could be used for local identity.



Closer the home - NEI in Newcastle operate a band of Street Rangers to help manage the city centre streets and offer a helpful friendly face for visitors. Their active presence on the streets also allows local businesses and shop keepers with a point of contact and any issues to be addressed quickly and with minimum disruption.

The key principles that we could introduce to Middlesbrough are:

- **People to welcome people**
- Create a 'Welcome Team' of Street Wardens, possibly supported with a team of local helpers/ volunteers for large events/ activities
- If volunteers considered they need to be suitably recognised/ appreciated – e.g. Free passes to events? ...
- The Welcome Team would need to be suitably branding of so easy to recognise.

This is very specific to each event and cannot easily be generalised. Each event would therefore require its own management strategy developed by the event stakeholder group. As a baseline it would need to cover:

- The 'Welcome Experience' – how to make the customer experience the best it possibly could be. Specific to the theme of the event.
- Public transport strategy (additional trains, coaches, buses and taxis)
- Car parking strategy (possibly incorporating park & ride)
- Crowd management (inc. safety barriers, flow routes etc.)
- Public toilet access
- Additional seating?
- Security (controlled access where applicable, petty crime through to terrorism threat)
- Food & drink supply points (linking permanent facilities with pop-up street food)
- Litter and refuse
- Customer Service points
- Pre-event setup
- Post-event dismantle and deep clean



**Public realm paving** is generally a low maintenance requirement. The maintenance operations listed below to ensure a high quality environment is retained for many years to continue to provide an attractive place for people to visit:

- Sweep cleaning – generally by a ride on street-sweeper with manual sweeping of gutters and hard to reach areas. This could be programmed to follow a market day.
- Post-event deep clean – each event should allow for a deep clean follow up including street sweeping and power-washing if required (event dependant).
- Spills from food and drink – as required. Capability of vendor/ management group to respond ‘as required’ during the day to deal with spillage incidents. The specification of the material needs to be selected not to absorb stains or have a sealant applied.
- Weed growth in paving joints – Check and remove any weed growth as required during the growing seasons. This also depends on the specification of the joint within the paving – e.g. solid mortar joints will need less maintenance than dry sand joints.
- To avoid a neglected appearance colour-fast materials that don’t fade over time should be specified during the design stages.
- Annual deep clean should be programmed in, timed around events to ensure the paving retains its new clean and welcoming aesthetic. This would involve a power-wash that may include a weak detergent to remove any markings. Any detergent would need to be checked for suitability with the paving supplier.
- General litter should be removed as required.
- Winter snow and ice removal would need to be allowed for. Key paved routes could be included on a gritting programme to avoid slips.
- Gullies should be cleaned annually to remove debris.
- Damaged slabs or any that become loose should be replaced as soon as discovered and ideally within a month to avoid a neglected appearance. Patch repairs in tarmac cannot be allowed. If possible an over-order of paving material should be made to allow spares to be retained by the Council for any future repairs.



# CENTRE SQUARE

## Physical maintenance - public realm

### The outside cinema screen

- This would be subject to a regular maintenance programme as specified by the provider/ supplier.
- A regular cleaning programme should be allowed for to remove any dirt and bird mess from the screen.

### The permanent stage

- Maintenance will very much be dependent upon the design of the structure.
- Allowance for a regular cleaning programme should be made, and before and after any events.

### Seats and benches

- Designed to discourage skateboarders which could damage the furniture.



## Physical maintenance - public realm

### Market stalls accommodating potential events.

- Pop-up power supply. This will be subject to a regular check to ensure in safe working order.
- Water supply. This will be subject to a regular check to ensure in safe working order.

### Lighting

- Generally new lighting will be LED units and therefore should require little maintenance.
- An annual inspection should be allowed for to check all connections etc.
- A long term replacement programme may need to be considered dependent upon advice/ guarantees provided by the suppliers.

### Tree planting to the new boulevard

- Tree planting would need to weekly watering during the dryer months of the growing season (generally April – September). A spring and autumn feed would need to be incorporated to good horticultural practices.
- Pruning as required during the dormant seasons (November – February)
- Replacement planting if required during the dormant seasons (November – February)
- Autumn time should allow for additional sweeping operations to remove dead leaves from paving to avoid slips.

### Lawns

- To provide a high quality maintained aesthetic a weekly cut of the lawns would be required. This could be spread out to fortnightly during dry spells.
- A spring liquid fertilizer would be required to feed the lawn and promote good green colour and growth.

### Shrub, hedges and ornamental planting

- Weeding operations would be required fortnightly during the growing season.
- Litter pick would best be carried out weekly.
- Shrub pruning is generally carried out once a year during the dormant season. Some ornamental plants may require specialist/ timed maintenance which will need to be picked up in a detailed landscape maintenance plan.
- Hedges should be cut 2-3x per year to retain good form.



## The maintenance programme

The below programme illustrates the timing for management and maintenance activities identified in this document:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
<b>Daily inspections:</b>												
Water features	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange
Clean up spillages around cafés	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange
<b>Weekly actions:</b>												
Street sweep clean	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange
Litter removal & general tidiness	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange
Grass cutting	White	White	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	White	White
Plant beds weeding	White	White	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	White	White
Plant bed litter removal	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange
<b>Monthly:</b>												
Weeding of pavement joints	White	White	White	Light Green	White	Light Green	White	Light Green	White	Light Green	White	White
Plant bed weeding	White	White	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	White	White
Clean stage	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green
Clean cinema screen	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green
<b>Quarterly</b>												
Public realm deep clean	Light Green	White	White	Light Green	White	White	Light Green	White	White	Light Green	White	White
Hedge cutting	White	Light Green	White	White	White	Light Green	White	White	White	Light Green	White	White
<b>Annually</b>												
Tree and shrub replacements	Light Green	Light Green	White	White	White	White	White	White	White	White	Light Green	Light Green
Tree and shrub feed	White	White	White	Light Green	Light Green	White	White	White	White	White	White	White
Pruning of trees & shrubs	Light Green	Light Green	White	White	White	White	White	White	White	Light Green	Light Green	Light Green
Leaf removal	White	White	White	White	White	White	White	White	White	Light Green	Light Green	Light Green
Snow & ice removal from pavements	Light Green	Light Green	Light Green	White	White	White	White	White	White	Light Green	Light Green	Light Green
Lawn fertilizer	White	White	White	Light Green	White	White	White	White	White	White	White	White
Lighting and electrical inspections	White	White	White	White	White	White	White	White	Light Green	White	White	White
<b>As required/ events</b>												
Post-event deep clean	White	Orange	White	Orange	Orange	Orange	Orange	Orange	White	Orange	White	Orange

# CENTRE SQUARE

## Who would manage this?

To ensure a fully coordinated approach is taken to the Centre Square management a **single team should take overall responsibility**.

Their role will be to:

- Coordinate all events and activities.
- Coordinate the maintenance and management of the square on a daily basis.
- Organise inspections and take responsibility to ensure any actions required are addressed in a timely manner.
- Provide a welcoming and open dialogue with Centre Square customers.
- Retain a welcoming and open dialogue with all stakeholders (local businesses, operators, landowners, council departments, and the wider service industries, including the public transport operators).

There are two ways that The Centre Square Management Team could be set up.

1. Either as a team within Middlesbrough Council, or
2. A stand-alone new organisation appointed to serve the stakeholders.

Further dialogue to ascertain which would be the most suitable for Middlesbrough would be required. Both will have a number of advantages and disadvantages that would need to be considered and the decision should be made based on what would best work for Middlesbrough and best serve the customers of Centre Square.

### Street Wardens

Appointed directly to the management team, there is a clear role for street wardens/ rangers within the management of Centre Square. This would include:

- Welcome and assistance for customers
- Daily inspections of water features, play equipment, skate strip and general public realm
- Liaison with shop keepers and local businesses
- Street presence to promote a feeling of safety and discourage anti-social activities
- Notification and instructing of any repairs
- On the ground event management/ assistance

