

# Part 7

## A FOCUS ON DELIVERABILITY

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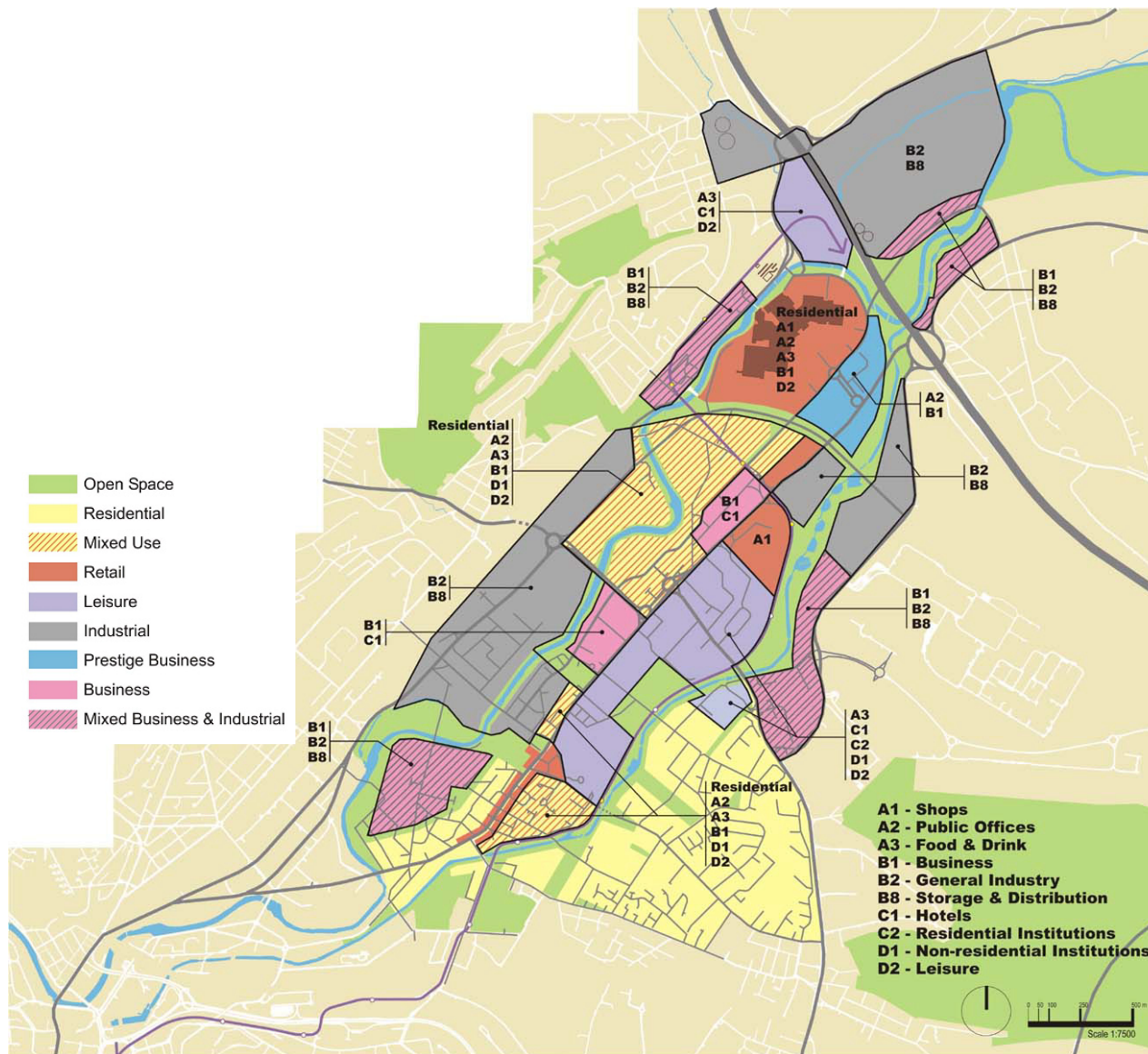


Figure 7.1: Proposed new Land Uses Plan for the Lower Don Valley Study Area

## 7.0 A FOCUS ON DELIVERY

To successfully guide the evolution of the Lower Don Valley, Sheffield City Council needs a realistic and effective implementation strategy. This strategy must ensure that the Masterplan's principles are embodied and its physical, economic and social objectives are achieved as the Lower Don Valley evolves. This will require a multi-faceted approach that:

- integrates the Masterplan within City Council's emerging regulatory framework;
- provides an appropriate delivery vehicle and related mechanism through an effective organisational structure; and,
- continues the community and stakeholder outreach involvement programme that has characterised the production of the Masterplan.

## 7.1 Integration into the Regulatory Framework

The integration of the Masterplan into the statutory planning process is a key tool for implementation. The first step should be the formal or informal adoption of this Vision and Masterplan by Sheffield City Council as a manifestation of its commitment and total "buy-in" to the regeneration of the Lower Don Valley. Adoption is a natural progression from the Council's current partnership role with this study. This commitment will provide a level of certainty for the interests of both the public and private sectors and provide assurance as to the future direction of the area.

In accordance with national guidance, Sheffield City Council is currently in the process of replacing its Unitary Development Plan with a Local Development Framework (refer to Section 3.2.2). This provides a timely opportunity to reflect the principles and objectives of the Masterplan in the newest statutory document.

The Local Development Framework is effectively a portfolio of Local Development Documents which collectively deliver the Spatial Planning Strategy for the area. The documents in the Sheffield Development Framework will include the Core Strategy, site specific allocations of land, Area Action Plans (where needed) and Proposals Map.

The first document is the Local Development Scheme (LDS) which will be published in early 2005. The LDS will set out exactly what documents will be in preparation over the next three years. It is proposed that the first document of the Sheffield Local Development Framework will be a Core Strategy document, followed by a City Policies document (replacing much of the present UDP citywide policies), a City Sites document (identifying specific development sites) and the Proposals Map.

The documents that comprise the LDS will be closely related but will not necessarily be produced simultaneously. This Vision and Masterplan for the regeneration of the Lower Don Valley must be formally incorporated into these documents at all levels, starting with the LDS.

Adopted in 1998, the Sheffield Unitary Development Plan remains the main statutory planning document for the City. Within the UDP, the Lower Don Valley is characterised primarily as a manufacturing and industrial zone for the city. However, as illustrated throughout this report, this study – coupled with the emerging Local Development Framework – presents an opportunity to more accurately reflect the true diversity of uses and economic activities that are both existing and proposed within the Lower Don Valley.

The diversity of new uses proposed in the Study Area, including housing, local shopping, employment, leisure and recreation are presented in the Land Use Plan at Figure 7.1. The multiplicity of colours on the plan is a graphic illustration of the diversity of activity which is envisaged in the Lower Don Valley – a diversity which is vibrant, strategically positioned economically, and environmentally sustainable. The variety of new uses reflects the demands of the new economy and allows the Lower Don Valley to accommodate these opportunities. It is critical that the proposed new Local Development Framework fully recognises this evolution and reinforces the agreed objectives for the Lower Don Valley - and its component parts - as intrinsic elements in the repositioning of the City of Sheffield.

## 7.2 Establishing an Effective Organisational Structure

The implementation of a complex and long-term strategy requires a comprehensive and highly collaborative approach for managing the future of this regional growth area. An organisational structure capable of facilitating the implementation of the Lower Don Valley Vision & Masterplan will need to be put in place in the immediate term. To achieve this, a multi-faceted approach is required that necessitates the development of:

- **An Implementing Authority**

Just as Sheffield One - Sheffield's Urban Regeneration Company (URC) - has taken responsibility for the realisation of the City Centre Strategy, so must a similar body take charge of the Lower Don Valley. In fact a URC model may be appropriate for the delivery of the Masterplan Vision. This option should be explored more fully with Sheffield Council, Yorkshire Forward, English Partnerships and other potential partners.

Sheffield is currently establishing the council-led Creative Sheffield Board to oversee growth areas in Sheffield, beyond the City Centre. This may also be an appropriate vehicle to drive the regeneration of the Study Area. Alternatively a separate more focussed

development authority may be required. Whatever form the implementation authority takes, it is essential that the agreed delivery strategy fully recognises the inherent risks and rewards associated with bringing forward a large scale, complex mixed use project. The implementing authority must be given the mandate to drive and integrate all the social, physical and economic development objectives of the Lower Don Valley Masterplan. This will require dedicated and permanent resources;

- **Partnership Development**

A strong commitment to a partnership approach is essential to ensure that all interests work together to promote and deliver a stable and sustainable future for the Lower Don Valley. This will require building on the consensus around the Vision for the area and inspiring co-ownership of its potential with all partners. Partners must include the Sheffield City Council, Yorkshire Forward, Renaissance South Yorkshire, Government Office Yorkshire and Humber, Sheffield First and English Partnerships, the various other implementing agencies and, importantly, partners in the private sector. Co-operation and co-ordination of all partners is necessary. Again, the Creative Sheffield Board, or alternate development agency, could act as the anchor for group co-ordination;

- **A City Staff Co-ordinating Committee**

In order to be effective, the implementing agency and its composite partners require strong support from Sheffield City Council and its officers so that the various initiatives in the area will work towards achieving the Masterplan's goals. A Sheffield City Council Co-ordinating Committee should be created to provide an inter-disciplinary forum for City officials to formulate strategy, determine capital funding priorities and review proposals of import to the Lower Don Valley.

The Co-ordinating Committee should comprise of staff from a diversity of departments including, but not limited to: Forward & Area Planning; Highways & Traffic Division; Economic Development; Development Services; Housing Services; Environment & Regulatory Services; Environmental Protection Service; City Development Unit; and community development representatives. This Committee should be led by a senior officer with direct responsibilities to the Council's Cabinet. Officers should meet on a regular basis to ensure that activities are co-ordinated and that the Council is being as proactive as possible in responding to and creating important new initiatives.

The Committee should be bolstered by the establishment of a Design Review Committee, made up of officers, private architects, landscape architects, urban designers and developers to ensure an exceptionally strong focus on quality of architecture and the public realm across future public and private development initiatives in the Lower Don Valley.

### 7.3 Funding Strategies

As identified in Section 3, the Lower Don Valley has been designated as part of the South Yorkshire Objective 1 area. As a result of this designation, the area has access to two major sources of funding: the European Economic Union and the national government. To date, however, the Lower Don Valley has not benefited from significant investment from the former source.

Public sector funding for major regeneration initiatives is delivered through a number of different agencies. Potential sources of relevance to the Lower Don Valley include amongst others:

- European Regional Development Funds (ERDF Objective 1)
- Regional Development Agency
- Government Office for Yorkshire and Humber (Northern Way, Neighbourhood Renewal, ERDF, etc.)
- Lottery Funding
- Heritage Funds
- Sports England
- Transform South Yorkshire Housing Market Renewal

Funding is also available from the national government under a number of programmes. Most recently, the government has allocated in excess of £100 million to the city regions of the north under its Northern Way programme. Delivered through the three northern Regional Development Agencies, this programme is focused on unlocking the potential for economic growth across the north's city regions' to help bridge the £29 billion output gap between the North and the rest of the UK.

Although a number of funding sources are available, the issue is one of actually accessing the funding; there is no readily available mechanism or agency to provide guidance in identifying and securing funding sources, especially by the private sector. In the City of Liverpool, it was suggested that a "One Stop Funding Shop" be established which would make it easier to access public sector resources for regeneration. The service would provide information, resources and guidance for identifying appropriate funding pools and strategically preparing funding applications and be targeted to owners, developers and non-profit agencies. This same "one stop funding approach" should be examined for the Lower Don Valley, potentially through the new Creative Sheffield Board or a dedicated Lower Don Valley Development Authority.

### 7.4 Phasing

The Masterplan Vision is ambitious and comprehensive. It proposes substantial investment across the study area over a 20 year time period. Its realisation will entail a series of both public and private initiatives.

The Lower Don Valley Masterplan provides a real opportunity to deliver a sustainable living and working environment at the heart of the South Yorkshire conurbation. There is a unique opportunity to bring forward a true mixed use scheme in the Lower Don Valley. However, to successfully deliver the concept, it is critical that many of the component parts be brought forward together – especially in Central Zone and Meadowhall Quadrant. Experience of delivering large-scale mixed-use schemes highlights the need to create the 'place' through substantive masterplanning, visioning and delivery of sustainable transport infrastructure. Only a comprehensive approach will result in a positive outcome.

The actual timing and location of development will likely be largely market-driven, based partially on economic development activities and public infrastructure improvements on the part of Sheffield City Council. It must be underscored that a certain level of public investment will be required up front in order to improve the public realm and create settings which will attract additional investment. It will be important to be strategic with these public investments if the most effective return is to be secured.

To be achievable and realistic, developments proposals need to be deliverable and well defined. During the early years of the programme, it is recommended that a focus be placed on implementing those interventions that help to gain a more detailed understanding of the Lower Don Valley area and the full opportunities offered 'on the ground'. This can be achieved through the commissioning of discreet pieces of research, such as a Water Animation Strategy, additional traffic management studies and individual detailed masterplans (or "Area Action Plans") for the four sub-districts.

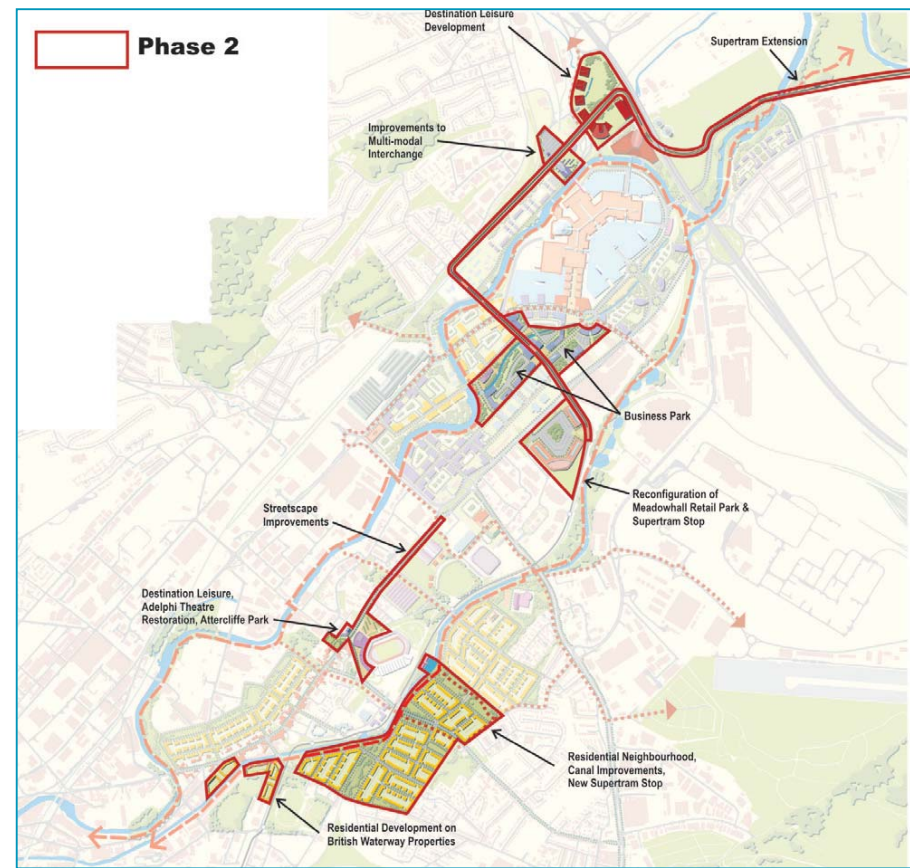
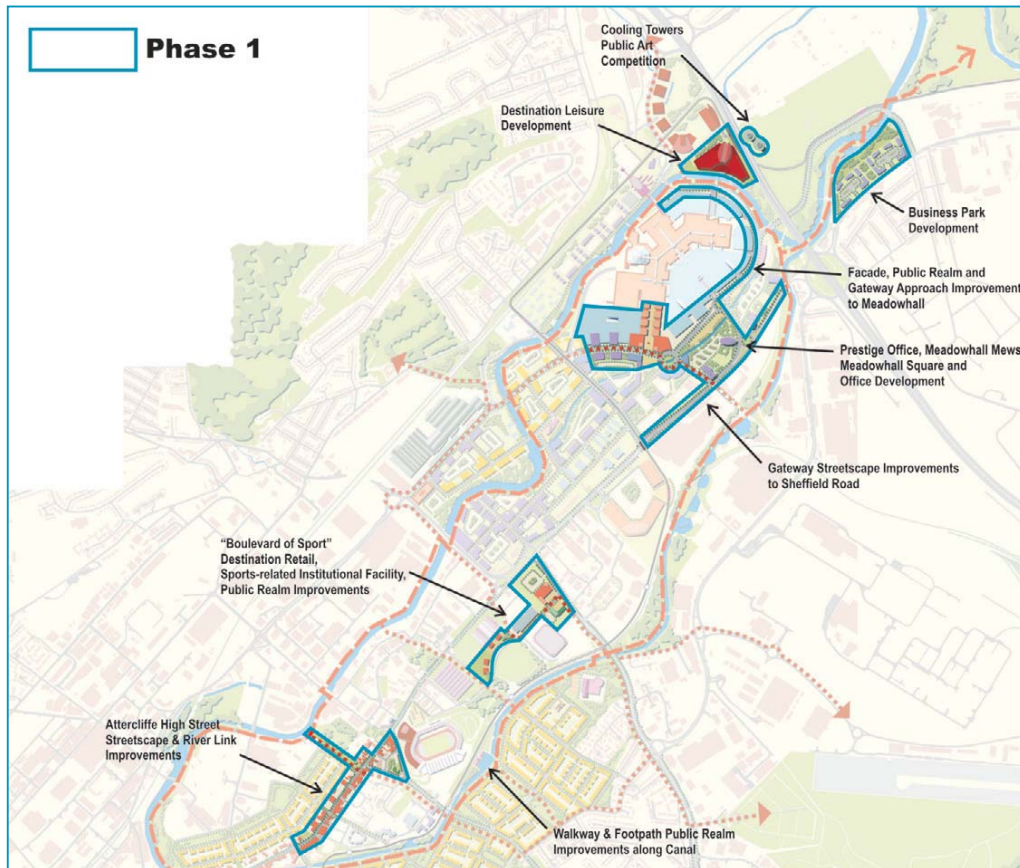
In addition, to help build confidence in the area and clearly send the message that this is an area in transition, early initiatives should also include a number of public realm improvement projects, such as environmental clean-up, general street cleaning and lighting/public art projects.

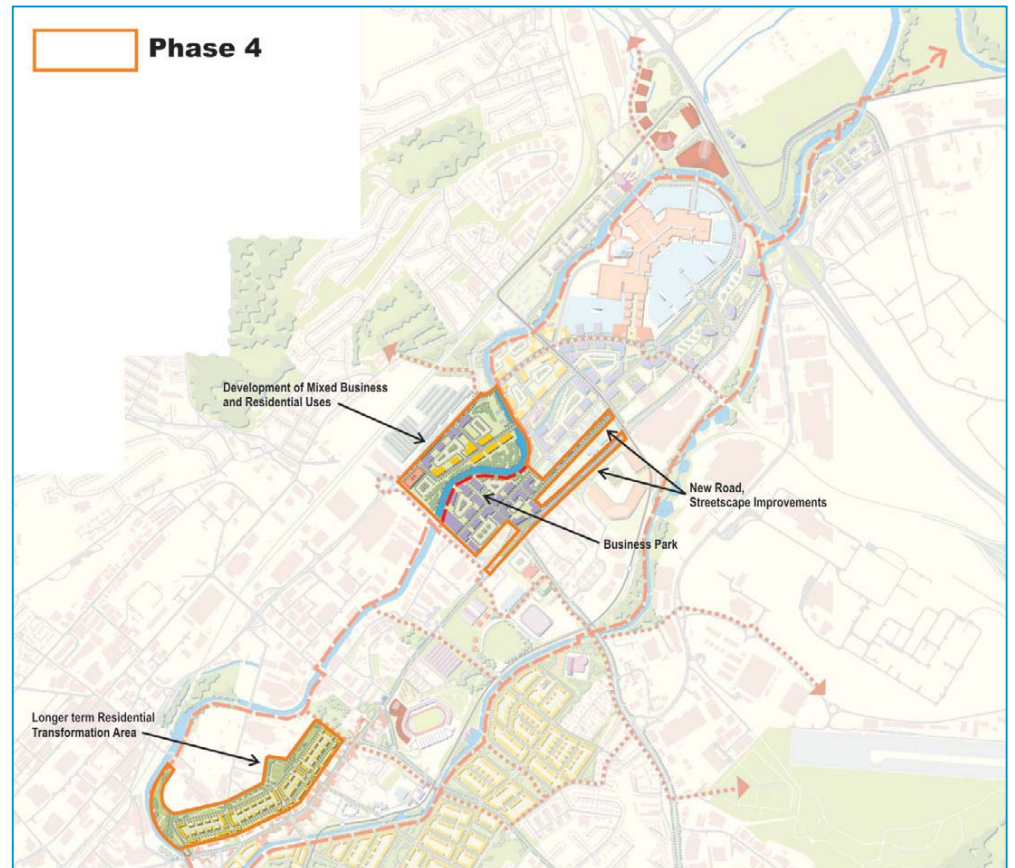
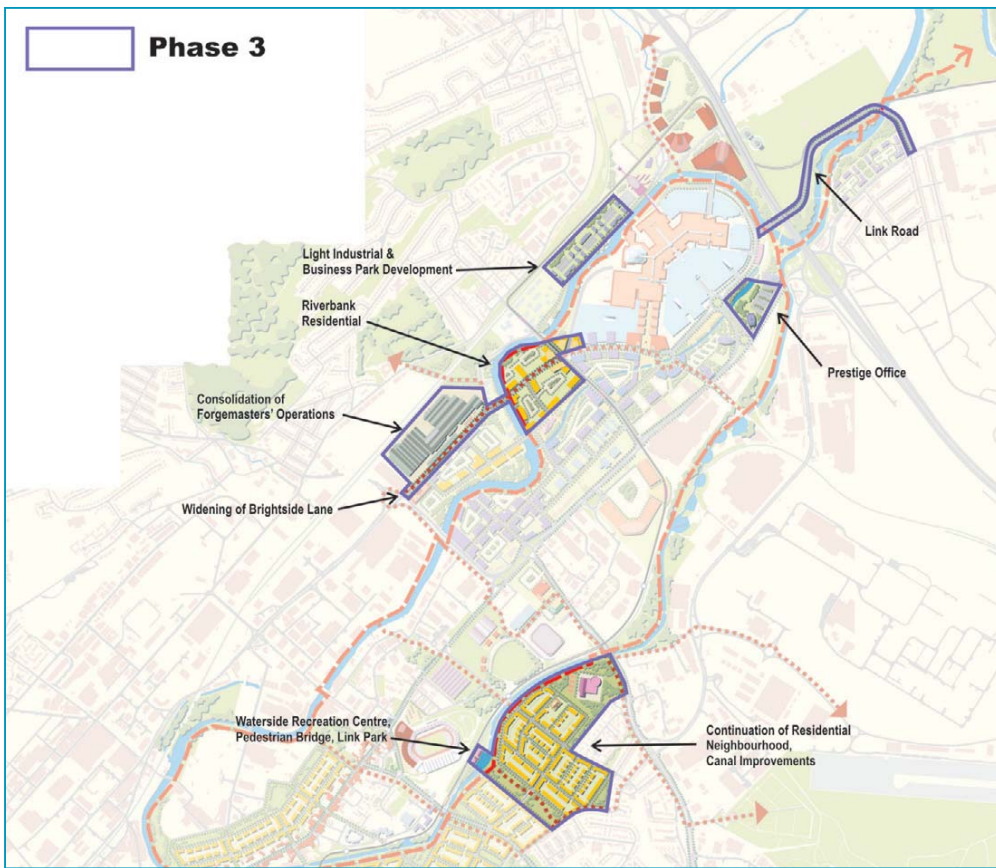
In the longer term, other elements of the Masterplan, such as the residential development north of Attercliffe Road, the continued consolidation of industrial sites across the area, and some of the community developments – such as the proposed Water Recreation Centre – only have the potential to become commercially viable once the Lower Don Valley becomes more established as a successful regeneration area and values increase accordingly.

Potential phasing scenarios for both public and private investments are set out in the plans below. Flexibility in delivery will, of course, be required. The phasing of development is based partially on

potential initiatives which arose during discussions with key stakeholders as well as identified catalytic public improvements.

As the proposals are to be delivered over an extended period, a period within which the market will see changes in demand, a flexible land use framework is required that can respond to shifting markets and evolving patterns of occupation. The essential components of the Lower Don Valley Masterplan - a significant living component, business area, leisure and ancillary retail - will not change as the Masterplan unfolds, but timing of delivery will by necessity be market dependent.





## 7.5 Key Interventions

A critical component of implementation is identifying the key interventions - or development projects - which will bring the Masterplan from Vision to reality. As a reflection of the complexity of project development and the establishment of the required market conditions necessary for the realisation of many of the Masterplan's longer term objectives, key initiatives are divided into five phases over the Masterplan's lifetime. There will be overlap between phases. The phases for the introduction of key initiatives include:

- **Foundation Projects** tend to be additional pieces of research required before any capital projects are pursued. These include further detailed masterplanning, strategy development and implementation plans. These would identify more specific design and land use parameters, as well as re-affirm priority capital and institutional initiatives.
- **Priority Projects** are the "quick hit" projects typically in areas under the sole control of private landowners and do not require complex negotiation with outside partners. Many of these are the key development and public infrastructure projects which should be encouraged to move forward in a first instance and signal the regeneration of the Lower Don Valley and principally relate to public realm improvements and creating environments for investment.
- **Medium term projects** typically involve more partners and require agreement for action. Many of these projects relate to or are dependent on infrastructure requirements and will therefore take more time to bring to fruition. The timing of these projects will be dependent on the level of infrastructure funding and the response of the market to regeneration activities in the Lower Don Valley.
- **Longer term projects** have the potential to be achieved in the fullness of time, particularly with the successful implementation of earlier projects.
- **Flagship Projects** are on-going and are those more capital intensive projects which act as regeneration and investment catalysts for the wider area.

For long-term strategies, it is critical that immediate actions are undertaken to establish some "early wins" and imbue confidence in the commitment to the Masterplan. The first step must be the endorsement of the Masterplan Vision and Strategy through formal or informal adoption by Sheffield City Council. Second, the Masterplan must be incorporated into the emerging Sheffield Local Development Framework at all levels - starting with the Local Development Scheme.

From a physical redevelopment perspective, many of the priority projects will be led by Sheffield City Council or other public sector partners and include such actions as: streetscape improvements; environmental clean-up; and/or public art projects such as lighting on the cooling towers and the Boulevard of Sport. These publicly led priority projects will signal to the private sector that Sheffield City Council is clearly engaged in - and committed to - the regeneration of the Lower Don Valley.

Another important catalyst initiative to be vigorously pursued is the creation of a partnership with Sheffield Hallam University or the University of Sheffield for an enhanced educational and training presence in the Lower Don Valley. This can be through such programmes as engineering, sports medicine, leisure studies, facilities management and/or retail sectors. There may also be scope to have one of the higher education establishments adopt components of the management and delivery of the Masterplan into their respective planning and/or regeneration courses.

The accompanying chart summarises the key interventions proposed over the life of the Masterplan and presents them on a district-by-district basis.



	Area Wide	Attercliffe Village	Sports & Leisure	Central Zone	Meadowhall Quadrant
<b>Foundation Projects (Years 1 and 2)</b>					
<i>Foundation Projects tend to be additional pieces of research required to be completed before any capital projects are pursued. These will also include further detailed masterplanning, strategy development and implementation plans. Proposals identified as foundation projects are designed to be self contained.</i>	Area Action Plans / Masterplans and design guidelines for each of four districts	District Masterplan Study	District Masterplan Study	District Masterplan Study	District Masterplan Study
	Feasibility studies for possible industrial consolidation and/or selected demolition	District Design Guidelines	District Design Guidelines	District Design Guidelines	District Design Guidelines
	Water Animation Strategy	Maintenance Strategy	Maintenance Strategy	Maintenance Strategy	Maintenance Strategy
	Co-ordinated Public Art Strategy, including Lighting Strategy	Feasibility study for relocation/expansion of Business Centre to front Attercliffe Common	Feasibility study for Waterside Community Recreation facility	Feasibility study for consolidation of Forgemaster to north of Brightside Lane	Site specific flood prevention measures study
	Transportation and Parking Strategy	Feasibility for consolidation of High Street commercial uses	Updated Programming Strategy	Feasibility of industrial consolidation and / or relocation to outside Study Area	On-going discussions with Highway Agency for M1 improvements and Junction enhancements
	Lower Don Valley Media & Marketing Strategy	Feasibility of industrial consolidation on north side of Attercliffe Road and south of canal	On-going discussions with suitable educational providers for relocation	Site specific flood prevention measures study	Promotion of Casino Application
	Way finding Strategy	Removal of trucks from Attercliffe Road	Promotion of Casino Application		Public art competition for Viaduct and Cooling Towers
	Business Development and Support Strategy	Comprehensive area clean-up (focused on streets and open spaces)			
<b>Priority Projects (Phase 1)</b>					
<i>Priority Capital Projects are "quick hit" projects typically in areas under control of a single land owner which do not require negotiation with outside partners. Generally, these projects relate to public realm improvements and create the environment for future investment.</i>		Waterway and footpath improvements along canal	Development of Boulevard of Sport	Co-ordinated streetscape improvements along Sheffield Road including landscaping, lighting, furniture and way finding.	Land reclamation and decontamination of Weedon Street development sites
		Streetscape and façade improvements along Attercliffe Common from Adelphi Theatre to former Banner Department Store	Green space and public realm improvements, including co-ordinated lighting, furniture, paving, planting and public art in Don Bowl area	Streetscape improvements along Attercliffe Common	Reuse of rail bed as a new street between Brightside Lane and Sheffield Road.
		Streetscape improvements along Worksop and Darnall roads	Streetscape improvements along Attercliffe Common and Greenland Road/Broughton Lane	General river and riverside improvements	Reconfiguration of Meadowhall Shopping Centre to allow for pedestrian access along Meadowhall Mews
		Pedestrian pathway improvements through the cemetery linking Attercliffe Road to the 5 Weirs Walk along the River Don	Canal side improvements	Consolidation of industry where possible	Creation of a major leisure destination node north of Meadowhall Shopping Centre
		Consolidation of industry south of canal	Traffic calming measures introduced along Broughton Lane		Landmark prestige office development
					Vantage Park development
					Meadowhall parking structure and general public realm improvements
					Public realm improvements at Junction 34 North and South, including City Approach Gateway feature on Sheffield Road
				Co-ordinated streetscape improvements along Sheffield Road including landscaping, lighting, furniture and way finding.	
<b>Medium Term Projects (Phase 2)</b>					
<i>Medium Term Projects typically involve more partners and require agreement for action. Many of these projects relate to infrastructure requirements.</i>		Public realm improvements across remaining areas in district, including co-ordinated lighting, paving, planting and public art	Redevelopment of the Don Valley Stadium to include a major new destination leisure occupant	Diversion of the Supertram through the Central Zone with flanking roadways	Extension of Supertram through to Rotherham Town Centre
		Restoration of the Adelphi Theatre and Burton Building	New public square in front of Stadium	Creation of Meadowhall Square around Supertram stop	Refurbishment of Meadowhall Multi-modal Interchange
		Creation of Attercliffe Park	New Supertram stop to service Sports and Leisure Hub	Reconfiguration of Meadowhall Retail Park and existing Supertram stop	New Tinsley Supertram stop
		New street network introduced south of canal	Streetscape improvements along Attercliffe Common, including landscaping, furniture, signage and lighting	New bridge across River Don	Public realm improvements across remaining areas in district, including co-ordinated lighting, paving, planting and public art
		Residential in-fill development of British Waterway properties	Public realm improvements across remaining areas in district, including co-ordinated lighting, paving, planting and public art	Junction treatments at Meadowhall Way and Brightside Lane	Consolidation of industry where possible
		Residential development south of the canal	Streetscape improvements along Attercliffe Common, including landscaping, furniture, signage and lighting	New road link from Meadowhall Way to Weedon Street	Introduction of additional leisure uses as part of Leisure Node adjacent to Multi-Modal Interchange
			Consolidation of industry south of canal	Land reclamation and decontamination of Weedon Street development sites	
				Business Park development around Meadowhall Square	
			Public realm improvements across remaining areas in district, including co-ordinated lighting, paving, planting and public art		
<b>Longer Term Projects (Phase 3 &amp; 4)</b>					
<i>Longer Term Projects are unlikely to be feasible and/or viable in the immediate term, but have the potential to be achieved in the fullness of time – particularly with the successful implementation of earlier projects.</i>		New finer grain street network introduced north of Attercliffe Street	Residential development south of canal	Consolidation of Forgemaster to north of Brightside Lane and introduction of mixed business and residential uses on site	New Link Road to Tinsley
		Residential development north of Attercliffe High Street	Introduction of new neighbourhood community centre / school	Introduction of residential development south of Brightside Lane and along River Don	Introduction of residential development around Meadowhall
		New linear park connecting established Darnall neighbourhood to canal	Major new linear park from canal to Darnall community	Widening of Brightside Lane with streetscape improvements	Business Park refurbishment and intensification along Meadowhall Road
			Waterside Community Recreation Centre	New street network introduced north of Sheffield Road.	Additional prestige gateway office development
			New pedestrian bridge across canal	Introduction of Business Park between Attercliffe Common and River Don west of Hawke Janson Street	
				Creation of new open spaces along length of river	
			Completion of 5 Weirs Walk around Forgemasters site		
<b>Flagship Projects (on-going)</b>					
<i>Flagship Projects are those key projects which must happen to act as wider catalysts for the area.</i>	Sheffield City Council adoption of Masterplan	Refurbished Adelphi Theatre and related Attercliffe Park	Boulevard of Sport	Realigned Supertram	introduction of new destination leisure use(s)
	Integration of Masterplan objectives and land uses into Local Development Framework		introduction of new destination leisure use(s)	Consolidation of Forgemasters	Extension of Supertram to Rotherham Town Centre
	Creation of Implementing Authority and Lower Don Valley Staff Coordinating Committee				Gateway office development

## 7.6 Yields, Assumptions & Take Up

The total estimated development yields represented in the Masterplan are summarised in the table below according to their general land use categories. It must be noted that these yields do not incorporate any existing development in those areas which have not been envisaged as undergoing major change. **Yields are estimates only.**

The yields presented below are based on the following assumptions.

### Office

- The take-up of office space across Sheffield between 2000 and 2003 averaged approximately 30,000m<sup>2</sup>.
- There is a range of demand for new office accommodation in Sheffield, including larger spaces (ranging from 1,500m<sup>2</sup> to 7,500m<sup>2</sup>). Whilst there are a number of schemes in the City Centre and at the Airport Business Park that could in the medium term satisfy these requirements there is little space currently available in the market. In general, market demand is running at around 25,000m<sup>2</sup> per annum on the larger requirements.
- Overall, research predicts that take-up rates across the Sheffield market will be around 40,000m<sup>2</sup> over the medium term. In line with trends over the last few years this could be met on sites in the City Centre and the Lower Don Valley.
- Within the Study Area, take-up rates of 20,000m<sup>2</sup> per annum are achievable across a variety of different office types. Over a 15-year period this would lead to take-up of 300,000m<sup>2</sup>, over 20 years this total could reach 400,000m<sup>2</sup>

### Retail

- At present the Lower Don Valley is poorly served in this convenience retail sector. The level of development proposed across the study area will support the construction of a 10,000m<sup>2</sup> foodstore, plus additional convenience retailing as necessary.
- For regeneration efforts to be successful and any new office or residential uses introduced around Meadowhall, new convenience retail uses will be required. The scale of this will be dependent upon the amount of employment and residential population achieved.

### Residential

- Market analysis points to some important trends in the Sheffield suburban housing market that support the case for housing in the Lower Don Valley. Opportunities to develop new housing are constrained in other parts of the City and evidence suggests that builders are actively seeking brownfield development in the Lower Don Valley.
- The current UDP identifies land for the construction of 10,700 dwellings over a 10-year period. Completion rates across the City are running at around 1000 per annum. The proposals put forth in this study would deliver approximately 250 to 300 homes per annum over a 15 year period – a significant but deliverable level of supply.
- These figures are ambitious. However, in order to crystallise demand for housing in this area, it will be imperative to create a sufficient “critical mass” of housing to support this comprehensive regeneration plan that includes workspace, leisure, retail and community facilities.

USE	ANNUAL TAKEUP	20-YEAR TAKEUP	MASTERPLAN TOTALS	DISTRICT
Office	20,000 m2	400,000 m2	3,110 m2	Attercliffe Village
			108,585 m2	Central Zone
			106,555 m2	Meadowhall Quadrant
			218,250 m2	total office
Industrial	10,000 m2	200,000 m2	33,940 m2*	total industrial (Meadowhall Quadrant)
Retail	10,000 m2 <sup>†</sup>	tbd	10,000 m2	Attercliffe Village
			8,070 m2	Sports & Leisure Hub
			10,500 m2	Central Zone
			11,600 m2	Meadowhall Quadrant
			40,170 m2	total retail
Residential	300 units	4,500 units**	1,130 units	Attercliffe Village
			680 units	Sports & Leisure Hub
			2,280 units	Central Zone
			150 units	Meadowhall Quadrant
			4,280 units	total residential
* Excludes consolidation of existing industrial use Includes B2/B8 mix			* Includes only Attercliffe Village	
			** Assume first five years for site consolidation and clean up	

### Leisure Uses

- The Tourism sector is envisaged as an important new economic driver in the Lower Don Valley, tied to the “re-branding” of Sheffield through the new City Centre and Lower Don Valley initiatives.
- Leisure /entertainment related uses indicated on the development yield chart include a variety of tourism and entertainment uses, including a hotel, conference centre, potential locations for a Sheffield casino and at least one other destination leisure use.

### Industrial

- In 2002, around 75,000m<sup>2</sup> of industrial and warehouse space was taken up in Sheffield - the highest level yet recorded. Take up in 2003 was much lower at 26,500m<sup>2</sup> over the first half. However, as previously noted, Polestar have announced the development of a 65,000m<sup>2</sup> printing factory on land in Tinsley.
- Trends in the industrial market are moving more towards logistics and distribution away from traditional manufacturing. Although opportunities in this sector remain, it is acknowledged that they may be satisfied in other locations outside of the City.
- Across Sheffield, demand is forecasted at around 50,000m<sup>2</sup> per annum over the medium term. Whilst the Lower Don Valley remains a strong location for industrial uses and is widely considered to be a high quality employment location (demonstrated by Polestar recent decision to locate in this area), it is predicted that similar projects will increasingly choose to locate outside the Lower Don Valley in areas less constrained by transport issues, or more specialised industrial areas, such as Waverly AMP.
- If the Lower Don Valley remains as it is - largely an industrial area - it is estimated that approximately 10,000m<sup>2</sup> of space can be forecasted per annum in the Study Area.

## 7.7 Cost

Undertaking a comprehensive regeneration initiative for the Lower Don Valley is an expensive undertaking with costs associated with site preparation, enhancement of the public realm and the costs of building out the potential development. To realise the yields presented in 7.6, the chart below estimates an order of magnitude of approximately £1.26 billion of investment will be required.

It is interesting to note that of this significant total, the major portion will be borne by the private sector in development buildout (approximately £1 billion).

The costs entailed in the revitalisation of the Lower Don Valley must be balanced against the regeneration benefits outlined in Section 5, namely the creation of 17,400 new jobs in South Yorkshire and a local economic output of £270 million per annum in Sheffield alone.

More detailed information on proposed yields and related costs are presented at **Appendix F**. It should be noted that at this early stage all yield and costs given are estimates. Additional detailed work will be required in future phases to provide more accurate calculations.

DISTRICT	ATTERCLIFFE VILLAGE	SPORTS & LEISURE HUB	CENTRAL ZONE	MEADOWHALL QUADRANT	SUB-TOTAL
Site Preparation	£34,785,000	£27,144,000	£38,328,000	£24,856,000	£125,113,000
Public Realm	£18,793,000	£14,053,000	£56,173,000	£25,905,000	£114,924,000
Build Out	£137,177,000	£108,535,000	£438,800,000	£340,428,000	£1,024,940,000
<b>TOTAL</b>	<b>£190,755,000</b>	<b>£149,732,000</b>	<b>£533,301,000</b>	<b>£391,189,000</b>	<b>£1,264,977,000</b>

Excludes all fees/VAT/surveys, fitting out of retail, GANZ office fit-out, hotel FF&B, relocation costs, inflation



# Part 8

## NEXT STEPS

***Now is the time to usher in meaningful and sustainable change to the Lower Don Valley and return it to the level of prosperity it once had. To achieve this, a new Vision for the area is proposed, structured on enduring principles of open spaces, movement networks, built form, sustainability and complementary and integrated***

In many respects Sheffield has already been successful at regenerating the city following the decline of its steel industries. However, given the huge reliance that the city had on that industry, Sheffield needs to continue its regeneration process. This Masterplan document will help guide the changes that are already occurring across the Lower Don Valley and its adjacent areas thus ensuring that maximum regeneration potential is achieved for economic, environmental and social benefit.

This important study is one of the first steps for the creation of a modern, prosperous and diverse Lower Don Valley. It signals the beginning of a long journey in partnership building between the communities of Sheffield, Sheffield City Council, local businesses, public delivery agencies, funding bodies, land owners and private developers. The Masterplan provides the context against which more detailed Area Action Plans can be introduced and delivered and should be used as the foundation for future planning and action within the boundaries of the Study Area, including:

- Establishment of a more detailed implementation plan for the immediate 12 months, based on the recommendations and proposals presented.
- Clearly identify and develop a delivery mechanism. Key partners to be involved include private sector interests, Sheffield City Council, Yorkshire Forward, Renaissance South Yorkshire, Government Office Yorkshire and Humber, Sheffield First and English Partnerships, amongst others.
- Undertake additional transport studies and explore strategies to resolve congestion issues around Junction 34.

- Vigorously pursue the bid for the Sheffield Supertram extension and realignment.
- Continue discussions with the Highways Agency and Objective One partners to ensure that economic development opportunities continue to be offered within the Lower Don Valley.
- Work in close partnership with local land owners, the Environment Agency and Rotherham Council to identify a feasible and sustainable solution to flood risk across those affected areas.
- Integrate key aspects of the Lower Don Valley Vision and Masterplan with the emerging Sheffield Local Development Framework.

If the regeneration ambitions of this Vision are to be fully realised and the Lower Don Valley is to become a desirable and attractive location for new investment, the Masterplan must be developed with the full support of the region and Sheffield Council. A collaborative and complementary approach must be undertaken. The Masterplan must continue to be closely aligned with existing and emerging City Centre initiatives to help reposition the City of Sheffield as a whole within the region, and in fact, the nation.

The Lower Don Valley Vision & Masterplan provides a clear framework for regeneration and the context within which more detailed redevelopment plans can be developed and delivered over the coming months and years.