



Hammerson

Positive Placemaking

Positive Places



Our placemaking approach

What is placemaking?

This strategy sets out a definition of placemaking that is specific to Hammerson. However, placemaking is a broad concept with multiple elements and definitions.

The concept of placemaking ultimately descends from architecture and the practice of designing places for people, rather than for infrastructure. Emerging schools of thought focus on placemaking as a community-focused approach to design and development, and placemaking is now commonly understood as both a process and an outcome. The Project for Public Spaces, a leading think tank on placemaking, uses the following definition of placemaking:

With community-based participation at its centre, an effective placemaking process capitalises on a local community's assets, inspiration, and potential, and it results in the creation of quality public spaces that contribute to people's health, happiness, and wellbeing.

This was used as a working definition at the start of the process of creating our own placemaking strategy. However, a number of frameworks and pieces of guidance are emerging on the topic of placemaking, from sources including Government, think tanks, academics, architects and built environment professionals. These were also drawn on to inform the development of our placemaking strategy.

Our vision

At Hammerson we create desirability for consumers, brands, commercial partners and communities.

We have built our reputation on creating best in class assets that deliver positive change for their neighbourhoods. With every development we undertake, every planning permission we win, every building we purchase and every decision we make about the management of our assets, we aim to make somewhere a better place.

This placemaking strategy draws on the knowledge and experience we have gained through delivering successful schemes, and articulates how we will continue to anticipate the socio-economic, technological and cultural changes that will shape the great places of the future.



Our placemaking principles

Our approach to placemaking is founded on four placemaking principles.

The four placemaking principles that underpin our approach to Placemaking will be supported by asset-specific objectives and will be applied to our assets in the UK, France and Ireland.

Creating a Sense of Place

- Design that generates a sense of local pride
- High quality and well maintained streets and public spaces
- Assets that feel safe and welcoming for all
- Places that respond to the local context and heritage

Enabling Innovation & Enterprise

- Supporting local entrepreneurs and enterprises, particularly small and medium sized businesses
- Bringing in temporary uses to provide variety and support innovation
- Anticipating and accommodating change - technological, demographic, physical

Supporting Local Economies

- Generating training and employment opportunities for local people
- Attracting inward local investment
- Supporting a relevant mix of uses
- Helping places to thrive

Building Local Relationships

- Establishing and building on strong, positive relationships with local stakeholders
- Participating in local civic forums and society
- Ensuring the asset is fully accessible to the community and via a variety of travel modes

1 Creating a Sense of Place

We aim to create iconic destinations that are at the heart of the community and underpin a strong sense of place. This means delivering high quality, accessible public space, a safe and welcoming environment for our visitors and responding to the local context and heritage surrounding our assets.

We want people to feel happy when visiting our destinations. We take care to design and manage high quality public space, with an appropriate leisure offer, seating, shelter, arts and culture to achieve this. We also seek to ensure that everyone feels safe and welcome when they visit and that the design of our assets supports peoples' health and wellbeing. Our design approach seeks to deliver high quality space for our tenants and for their staff to work in. Ultimately, we endeavour to create places that people are proud of, whether they are working with us, living in the neighbourhood or just visiting.

Case study: Community Focused Design

We want our destinations to serve the community today and in the future. We aim to do this by involving individuals from across all sections of the community in the design process. At Brent Cross, the Consultative Access Forum considers, reviews and comments on the development, providing valuable feedback to incorporate into the physical design of Brent Cross and other assets.

At Victoria Gate, Hammerson worked with Leeds College of Art and professional artist Peter Barber to create a vibrant piece of artwork for the Lyons Works Building in Leeds. The designs are inspired by the clothing heritage and existing type-face found in Leeds' arcades, Tetley Brewery, signs, iron work and stone decoration from the Victorian arcades of Victoria Quarter.

At Westquay South we have transformed the public realm, creating a vibrant plaza adjacent to Westquay Shopping Centre. It has been designed to improve connectivity of the public realm, linking it to the existing cycle network, the park and the waterfront. The plaza overlooks the medieval town walls and the scheme has been designed to celebrate the heritage inherent within the site whilst enhancing the surrounding urban landscape.

In Leicester, we organised a two day community-led design and involvement initiative with The Curve - the local theatre, to develop content for a new light sculpture in St Peter's Square. On-going management and sourcing of material is led by local organisation Wotbox. This approach has achieved a strong sense of community ownership and engagement resulting in innovative art work by local artists reaching a wide audience.



2 Enabling Innovation & Enterprise

We aim to create places that are entertaining and exciting, by offering a range of services and experiences that are unique to each location and that support local and small businesses.

We have a long history of supporting local enterprise, including small to medium sized enterprises, and we provide opportunities for these organisations to flourish both at our assets and elsewhere through our partnerships.

Through this support, we provide opportunities for businesses to succeed, as well as a variety of experiences for our visitors.

Case study: Supporting Local Enterprise

Our partnership with Pop-Up Business School supports start up business with two weeks intensive training and access to trading space in our shopping centres. At the The Oracle, Reading, the initiative supported 145 local people with training followed by the opportunity to run their business in a retail unit within the centre. We are partnering with Pop-Up Business School to deliver a programme of similar events across the portfolio.



Initiative France is a unique network of 227 organisations across France providing financial and technical support to entrepreneurs. Hammerson has supported Initiative France since 2010. Working with nine different associations we support a range of activities including summer schools, business skills workshops and access to space for testing new products. In 2016 15 start-ups were selected by the Paris Initiative to use a pop-up store on the mall at Italie Deux for two weeks. This allowed these new entrepreneurs to test their products in a low risk, supportive environment with access to thousands of potential customers, whilst providing our visitors with exciting new products. Initiative France has very positive outputs. The success rate after three years for business start-ups supported through Initiative France is 88%. This compares very well with a national average of 66%.



3 Supporting Local Economies

We aim to create places that have a positive impact on the surrounding economy and enhance the existing retail offer.

Our retail destinations aim to generate positive impacts on local economies, supporting local businesses and services and attracting further investment to the surrounding areas. Based on a sample of six of our properties, we have identified that a new Hammerson asset typically attracts over £90 million of additional inward investment to an area.

We are also keen to monitor the impact that our assets have on the local high street to ensure our communities can access a variety of retail experiences and a mix of uses, and that local businesses are supported.

Our assets support over 43,000 jobs, largely for local people, in retail, management and in our supply chain. A significant proportion of these jobs go to hard-to-reach groups, such as those previously not in education, employment or training, enhancing their health and wellbeing. We also support local people in developing skills and attaining qualifications.

Case study: Let's Talk Shop at Brent Cross, Barnet

Barnet Council has estimated growth of 10,000 retail related opportunities in the next 5 to 10 years. Let's Talk Shop is encouraging local people to consider retail related careers as demand in this sector grows.

Upcoming plans for the Brent Cross extension will generate new jobs, particularly for people living locally. Many of these opportunities will be in retail and young people, a particular concern in terms of employment, are a target group expected to benefit significantly. The Let's Talk Shop initiative is a way of ensuring young people are made aware of the opportunities a career in retail can provide. Through working with retailers we can ensure that they have access to pre-employment training that enables them to be ready to step into roles as they arise. So far Let's Talk Shop has linked hundreds of local people with job opportunities at Brent Cross and supported over 200 people into employment.



CGI impression of the future development at Brent Cross

4 Building Local Relationships

Through strong local partnerships and collaboration with key local stakeholders, we ensure our places remain relevant and focused on what really matters to local people.

This includes partnering with local authorities and local community groups, and actively participating in civic society and forums. We also seek to engage with young people who are often a key demographic in the locations around our assets, through working with local schools and university groups.

Knowing what matters to local people enables us to provide events, activities and services that meet the needs of different community groups and to support the existing rich network of community programmes and organisations that operate in towns and cities.

We also provide the means for local people to access our destinations easily and conveniently. The location and design of our assets ensures they are easy to get to by different modes of transport, but also easy to get around so that they are fully inclusive.

Case study: Local Engagement

Wot Space at Highcross in Leicester is the UK's very first brokerage agency providing a space-matching service for young entrepreneurs. By providing the project with a retail unit at Highcross, Leicester we have supported the development of this initiative and enabled collaboration with 39 partner organisations, projects and groups. In 2016 98 people were supported by Wot Space to utilise space in the centre for a range of pop-up events and activities from designer boutiques, makers workshops, free health checks and have-a-go disability sports activities to arts and crafts for school children.

Our annual Positive Places local bursary scheme supports local community partners chosen by staff at our assets. As well as a grant, the partner has access to centre space to fundraise or manage activities. For example, in Bristol the Brandon Trust ran a pop up market. On our Leeds Victoria Gate development, as part of our Community Plan, in partnership with East Street Arts, Sir Robert McAlpine, Leeds College of Building and Leeds City Council, we have transformed an empty unit into a unique temporary project space. 130 Vicar Lane will offer a range of free workshops and a project space targeted at local 18 - 30 year olds. This joint enterprise project aims to support, develop and provide a platform for young people who are looking to gain experience in working in the creative industries.



Embedding Placemaking within our business processes

Development

Our Sustainable Design Standard sets out our sustainability vision for Hammerson developments. This placemaking strategy is embedded within the Sustainable Design Standard and consequently flows through into the Sustainability Vision for each development, the Project Sustainability Brief and the Sustainability Implementation Plan. Our True Value Toolkit, launched in 2013 and developed further in 2017 as part of our socio-economic footprint study, is used to identify material focus areas for each scheme and these inform the placemaking element of each of our developments.

Asset Management

Each of our assets has a Positive Places Plan, updated annually, that reflects our Positive Places sustainability strategy. The Positive Places plan is informed by the True Value Toolkit and linked to the asset business plan. The placemaking strategy is incorporated into each Positive Places Plan through a series of placemaking and community engagement targets that are delivered by the on-site teams.

Reporting on Progress

As part of our Net Positive objective we will be reporting progress against the four key target areas of carbon, resource use, water and socio-economic impacts. Our Socio-economic footprint and the True Value toolkit will be used to establish baseline measures for each asset in the key relevant socio-economic areas during 2017. We will then monitor and report our progress in generating positive placemaking change in each of those areas for each five year period within the Net Positive time line, with the first report due for the period ending 2020.



Our Net Positive Objectives

In 2017 our sustainability vision became even more ambitious, with a bold new objective to become net positive for carbon, resource use, water and socio-economic impacts by 2030.



Carbon

Net Positive for Carbon means emissions avoided exceed emissions generated.



Resource Use

Net Positive for Resource Use means waste avoided, recycled or re-used exceeds materials used that are neither recycled, renewable nor sent to landfill.



Water

Net Positive for Water means water replenished by external projects exceeds water consumed from mains supply.



Socio-economic impacts

Net Positive for Socio-economic impacts means making a measurable positive impact on socio-economic issues relevant to our local communities beyond a measured baseline.

Net Positive and Placemaking

Our socio-economic impact is one of the four pillars of our Net Positive ambition.

Successful placemaking is central to our business model and to achieving our Net Positive objective. The approach laid out in this document will shape both how we deliver on this Net Positive pillar and how we measure impacts.

This placemaking strategy builds on our True Value of Shopping Centres research, which was launched in 2013. The toolkit we developed and have updated, provides a framework for measuring the socio-economic impacts of our assets and informing both development and asset management decisions. Hammerson worked with JLL Upstream Sustainability Services to undertake this placemaking work. More details of the outputs are available on the Positive Places website.

Hammerson Positive Places

Our sustainability vision is to create retail destinations that deliver net positive impacts economically, socially and environmentally.

Positive Places is our strategy for making that happen.

If you have any questions about our placemaking strategy or the information contained within this document please contact the Hammerson Sustainability Team at:

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**Positive
Places**