

The views of the Scarborough Business Ambassadors February 2019 in regard to the borough council consultation on the future of Scarborough town centre

1. Overall summary

This document is produced with a singular intent: to ensure the prosperity of Scarborough with a vibrant town centre at its core, and for an honest and accurate appraisal of the current situation - with actions to make significant improvements.

(a) There needs to be a greater sense of urgency in tackling the widely-discussed concerns which have to a significant extent already been researched and documented in the Kissing Sleeping Beauty strategy produced in July 2003 which called for "a quality network of streets," "thematic zoning," with excellent examples of multi-use squares, event spaces, cultural routes and "quality paving". The 66-page document laid out a comprehensive way forward and said "Scarborough's streets are in desperate need of attention".

(b) The SBA board considers the Kissing Sleeping Beauty strategy so relevant and important that it was decided at the board meeting of February 21 to include a resume in this document of its key themes, with a view to an implementation strategy by SBC to help re-invigorate the town centre.
(The resume is at the end of this document)

(c) The Scarborough Town Centre Management Business Plan which reviewed the vision and fabric of the area between 2004-2007. It also considered quality issues that were meant to have been addressed 2007-2010 and which also referred to the physical fabric, heritage, issues of street begging and public safety, and to negotiating with owners, letting owners, developers etc over vacant properties and the poor perceptions of neglected retail units.

(d) The view of the SBA is that SBC has a central role and responsibility in securing actions to improve and enhance town centre standards although it is also accepted that the strategy requires partnerships with the private sector and which the SBA fully supports. The SBA is a 'critical friend' of the SBC.

(e) Statistics produced by Springboard (Automated Pedestrian Counting · Retail Sales monitoring and benchmarking · High Street Index and benchmarking · Retail Park car counting and monitoring · Perform - benchmarking shopping centre performance) indicate declining footfall over the past three years to an extent greater than the county and national averages:

Scarborough 2016: -4.7% (North & Yorkshire -0.5%, UK -1.1%)
Scarborough 2017: -3.1% (North & Yorkshire 0.3%, UK -0.8%)
Scarborough 2018: -7.9% (North & Yorkshire -1.1%, UK -2.4%)

(Statistics included as a separate attachment).

(f) The urgency which we have at present is because we hope to tap into the government money available to renew town centres. Of course, that is an opportunity, rather than a strategy and must not detract from us going through the proper process if it takes longer, and dealing with issues that pre-date the current retail problems.

(g) An excellent document was produced by the Town Team when we were a renaissance town in mid-2003. Large parts of it have not been implemented. Do we not need to analyse why that is? We are still talking about the need for zoning, co-ordinating culture and creating town squares.

(h) The best chance to retain and recruit staff for health services, industry and enterprise, and for the town's demographic, and for inward investment and our reputation, is to save the town centre and offer something much better, more creative, more planned, more enjoyable.

(i) The changes require quality. We need greater investment to further the quality of the offerings and the 'look and feel'.

2. Short term actions

The view of the SBA is that some pressing matters obvious to all members and to the public should be actioned more, including:

- i. Anti-social behaviour and poor image strategies (details below)
- ii. A town centre manager with the authority to resolve problems (details below) and to liaise with key groups
- iii. Any more reports on town centre strategy need timescales and dated review dates
- iv. Survey of property vacancy; Town Centre register of property ownership
- v. Greater accuracy on footfall figures
- vi. Priority programme for town centre 'grot spots' and environmental improvements (including the Grand Hotel frontage as well as the main retail streets and their upper floors, doorways etc)
- vii. Cultural developments (details below)
- viii. Lobbying the government for more flexibility on Business Rates, greater than the changes allowed in the last Budget
- ix. A review of SBC parking policy to a more enlightened approach that actively and creatively supports retailers and the business community. Parking policy that had discouraged shopping, browsing, town centre visiting by fines and the threat of fines had been "damaging," SBA board members said and parking policy should not be out of the equation.
- x. Events to help town centre shops and traders should not be held away from the town centre (eg Christmas events not to be held in future at North Bay OAT or at South Bay beach).

3. Medium and longer term actions

The view of the SBA is that the medium and longer-term themes need to be addressed in a shared timeframe and with progress reviews, including:

- i. The Aspiration agenda
- ii. Strategy to encourage younger demographic, student population and evening economy with restaurant strategy
- iii. Size of retail units to be reviewed to help encourage smaller and more independent traders
- iv. Cinema location: reconsideration of the cinema site to a town centre site and not at North Bay. One suggestion is for a cinema to be considered for the Brunswick Shopping Centre.
- v. Talks to be held with owners of vacated retail units to reduce the scale of empty shops - SBA would assist with these discussions (details below)
- vi. Review of the quality of the physical fabric of the town centre eg paving improvements, lighting, signage
- vii. Review of town parking policies to encourage more people to linger and browse at cafes, shops, attractions during the day (eg Malton free parking flexibility has increased footfall)
- viii. Reduced toilet provision decisions have sent out a wrong message of discouragement to visitors and residents
- ix. Review of hotel accommodation provision to help attract better demographic
- ix. Greater effort to review empty spaces of recent times and of recent years to create co-ordinated and creative options (details below)
- x. Clearer sense of zoning (details below) and more significant and useful town centre signage

KEY THEMES THAT THE SBA BELIEVES REQUIRE ATTENTION TO HELP SAVE AND ENHANCE THE TOWN CENTRE

1. Anti-social behaviour: Calls for more effective daily actions by authorities and agencies

Needs approaching more along the lines of the 'Broken Windows Theory' (zero tolerance to minor crime) and policing vigilance.

The SBA view is that it starts with working in education and aspiration and efforts are underway but that we need to get tough with this kind of behaviour in all its forms.

No town centre strategy will work if it doesn't seek to address this type of anti social behaviour (whilst also acknowledging the causes).

Whilst efforts within education and with families is essential, we're talking about culture change which takes a generation (at least).

There are emerging positive initiatives aiming to do this, but we do need to tackle the immediate issues too through multi-agency and community responses. The Aspirations Group is exploring a number of measures, as is the Opportunity Area, and no doubt police and community safety.

Aspiration has to be raised to make our environment and environs much more pleasing and better for future generations. We must not let up in this quest.

The problem has been present for years now, witnessed by many members of the public and it can't be good for trader morale. These examples are typical and require more urgency:

- SBA director: 'I followed a middle-aged couple having a full on domestic, walking down St Thomas Street this morning. It got so bad, I thought the male was going to actually kill the female, it was very frightening and distressing'
- 'If we do not deal with ASB in the town centre as a priority, everything else is pointless. Town centre at 4.50pm: Ambulance on Huntriss Row dealing with someone collapsed from Spice or similar; Two men extremely drunk in entrance to Marks and Spencer swearing loudly and aggressively at each other for at least 5 minutes; Two doorways with rough sleepers settling in for the night; Group of 10 teenagers 'play' fighting outside Balmoral shopping centre with hoods up; Tenant on Aberdeen Walk who daily watches drugs being dealt out of a flat window to the point it would appear it is just accepted.'

2. Empty space review

1. Need for greater creativity to deal with properties which have been empty for a long time and to deal with dereliction.
2. SBA to assist in meeting invitations to property owners and agents.
3. Need to establish the priority areas and, to maintain public and retail confidence, with more urgency.
4. What is being done to market and promote the available commercial portfolio and the opportunities for new business to come to Scarborough?

3. Zoning review and definition of 'town centre'

The SBA view is that there could be 5-7 zones around the town, eg:

- Retail
- Flamingoland
- Old town
- Bar St and Huntriss Row quality bars, restaurants and leisure
- Cultural Quarter to include the Crescent and SJT
- Accommodation and lifestyle
- Cinema and informal bars and restaurants

4. Town centre manager

1. Scarborough has had town centre managers previously but none have stayed the course; the impression is that they need more power and a degree of independence to implement strategies that were created.
2. The view of the SBA is that a new town centre manager needs to have direct and the remit to influence the implementation of what is required, operationally, creatively and strategically.

5. General actions

1. Partnerships: Chamber of Trade, particularly with the deadline for submission of the application for government Future High Street funding.
2. User profile for town centre development in the longer term
3. Incentivise the commercial landlords to improve that standards by offering change of use; re Bar St and Huntriss Row, and the old town where most of the pubs and shops are an embarrassing throwback.
4. Promote quality, authentic eating and drinking to attract people and visitors all year round.

6. Statistical communications

The SBA questions the retail statistics provided and ask for more precise detail and definition; 15,000 retail employees and 17,000 in tourism in the borough were quoted; more detailed statistics required, with sources and trends. (See Springboard statistics attached).

7. Integrating cultural strategies

The SBA supports the idea of partnership with leading organisations in significantly developing the cultural portfolio with major new quality attractions. The locations are yet to be decided but the SBA view is that any development must be iconic and pioneering.

8. Fundamental public engagements

1. Car parking policy: Needs to actively and strongly assist retailers and dining venues and independent traders (eg Malton where footfall has risen following a parking strategy re-think)
2. Toilet facilities: We need to provide a more positive reputation among the public and visitors.
3. The physical scene: more flags flying around town using the lampposts furniture (ie extending the Burniston Road OAT examples) to provide a sense of happening.

REVIEW DECISIONS THAT COULD LEAD TO BETTER TOWN CENTRE ENGAGEMENT

1. The question of Compulsory Purchase was raised both to deal with properties which have been empty for a long time and to deal with dereliction. The SBA thinks we need to give more thought to this after other attempts (ie creating a dialogue with commercial property owners)
2. SBC halted the proposal for a cinema being built on North Street but there is now a growing swell of opinion that a town centre cinema would be a useful ingredient in a better mix, attracting evening footfall, restaurants, more family-based evening economy. Current North Bay proposals now two years beyond starting date following deferrals.

3. SBA believes that we have to be satisfied that there is an acceptable long-term strategy, that the issues which are important to us have been addressed and that it is an ambitious and worthy plan for Scarborough which can be delivered and aids recruitment, retention and ultimate prosperity.
4. We have set out to work with the council. The SBA believes that we can achieve more by doing that, so that we learn to trust each other and in hope that, after debate and constructive argument, we can present a united way forward.

General SBA contributions

- Concern at the lack of progress on past extensive, relevant and detailed plans (eg KSB 2003)
- Who is taking ownership of the town centre issues?
- "I see no sign of SBC accepting their responsibility for the lack of delivery at the Futurist site or the continuing debacle at the North Bay."
- I can't believe some of the negativity around the Flamingoland Investment.
- If we continue to let SBC define the terms and pace of this process it is doomed; the consultation events appear to have the same rigour as a Zimbabwean election.
- The whole engagement of the SBA with SBC on this matter needs revisiting as a matter of urgency with a clear agenda and timetable being set.
- That the prospect of turning the PO into an art gallery has raised its head again, especially after tacit agreement regarding an extension to Woodend to house a new gallery.
- There will be matters upon which we disagree with the council and it is right that we express our views forcibly. The site of the Art Gallery might be one; the merits of dualling the A64 might be another.
- The town needs leadership now - we can't simply rely on more jam tomorrow grand projects.
- We have not formed to challenge the borough council but to support as critical friends; we are all determined to have a flourishing town centre and want to play our part.
- 'I'm doing some work with CU, SMT/Woodend, and CAVA to that end, as well as sponsoring a PhD study into aspiration in the town. I've written to SJT to see if they're interested too in extending their Outreach as part of a wider plan.'
- We should be as Scarborough residents be embarrassed that we at this moment in time we can't compete to the standard of other towns
- The outcome of these meetings needs to be a bold vision of what kind of town we want to be. I think a natural conclusion of that is the need to get some independent and professional help to draw up a proper masterplan for the town. This could only really be led by SBC.
- Where does SBC see the town in 5,10 or 20 years and how?
- How long will people be allowed to squat or sleep in the doorways of empty retail units in the main street, and what action is being taken to resolve the problems of long-empty buildings?

VISIONS: FIVE ANALYSES WRITTEN BY SBA BOARD MEMBERS/SUB-GROUPS TO HELP CLARIFY WHERE WE ARE AND WHERE WE NEED TO BE ...

1.

We have to be mindful that town centres are being smashed all around the country and the dominant reason for that is a complete shift in lifestyles and approach that none on this email have seen in their lifetimes. Technology and the internet has changed things almost overnight and forever. We, like the majority of town centres, have a physical layout essentially based on the crude post war “engineering” approach (interesting fact that post war there weren’t many ‘town planners’ but there were plenty of military engineers looking for new careers – hence we see functionality like roads through centres rather than shopper appeal / visitor appeal). Convenience is dominating this age so this needs to feature heavily in any plan.

Footfall is an important point of course, but as alluded to its not just the numbers it’s also the spending power of the numbers. There are some high-quality places here but we are dominated by cheap rooms and the associated spend that goes with that. Flamingo Land is a positive step, but it’s probably not going to change the visitor demographic. To do that we would need to improve the overall wealth of town, delivering the organic improvements that would bring, in turn encouraging visitors with better spending power to the town to make use of the good stuff we already have and ‘our’ improved facilities. This simply isn’t going to happen without more businesses and a younger, professional workforce in the town. For that we need development of A-grade office space (which would be a lead of faith for a developer) and attractive accommodation that isn’t going to be taken up by retired people.

We are not Harrogate and never will be. It sits in the commuter belt of wealth outside Leeds. We have very dramatic poverty in our town. This is why the aspiration agenda is so important. If we are going to get more wealth to the town we need new businesses coming here.

To do that we need good secondary schools.

(Harrogate has four Outstanding secondary schools – we have none). Get that right and prosperity will follow in my view.

2.

I feel strongly regarding the need to research town centre trends. Many younger people aspire to an urban, or town centre lifestyle:

- They have little or few aspirations to own a car
- They are attracted by having everything on their doorstep

This means that the days are gone when you can simply put up some flats and call them student accommodation. If Scarborough is to succeed in re-populating the centre then it needs investment in facilities such as a quality gym from an established group like Puregym etc.

It needs quality convenience shopping until late in the evening.

It needs better restaurants and more eclectic and quality food offerings. With due respect to those who operate in the town, the offers are a generation old and not appealing to this social group. Most of these restaurants have had no investment for 20 years and we expect them to be popular.

The situation requires more research and a better response which is inclusive of, and supported by local property managers and restaurateurs.

I agree totally re the cinema.

I also think that if we are to make the old town quaint then we need to shut down many of the Eastborough eyesores, some of which may be owned by people mentioned herein. You know the pubs etc I'm referring to, one in particular which is a mainstay for bigotry.

Our town centre properties are pretty stagnant.

3.

Scarborough town centre is facing many similar issues to others around the country:

1. Property vacancy
2. Drop in footfall
3. Anti-social behaviour
4. Lack of event space / ability to host events
5. Unaffordability through both rent and rates for occupiers
6. Poor street scene and connectivity
7. Malaise and a lack of engagement from the business community and users of the town centre.

The town centre strategy needs to work in combination with both the North and South bays and can't be seen in isolation. Many of the issues that were raised in the 2003 Kissing Sleeping Beauty development framework are still pertinent today.

The development on the Futurist site is going to be intrinsic to the success or failure of the town centre. If Flamingo Land can deliver a unique high volume tourist destination it could be transformative.

SBC should be asked to commit to supporting the town centre as a matter of policy.

Extent of the town centre: the town centre needs to shrink - Victoria Road, Castle Road, North Marine Road and Dean Road to go back to being residential as long as it is not by being carved into poor bedsit-type accommodation.

This should lead to a net increase in council tax as opposed to the current business rates (A lot of the units are below the small business exemption value). This process has already started at the top end of Victoria Road.

Kissing Sleeping Beauty phase 1 street regeneration is a good guide to area to concentrate on:

Proposed projects – Market Square. The 'Argos' building and town square project - this was one of the original ideas from Kissing Sleeping Beauty document. This area of town is very poor now and the building is mainly vacant and for sale.

Eastborough/Newborough could be revitalised if this was linked in to continuing the street scene improvements down to the seafront from the town centre.

Cinema:

The continued attempts to have the cinema on the North side instead of the town centre is trying to solve a current problem with a design and concept from pre-2008 crisis thinking.

This is why they are still struggling to make it fit on the site - it simply does not stack up as a property proposition in the current market.

If Benchmark want to build flats let them build flats but put their S106 payment towards a project in the town centre.

The Brunswick shopping centre

The Brunswick is in danger of becoming a dysfunctional centre due to the recent loss of national retailers and the ongoing problems being suffered by Debenhams.

Could the council buy the Brunswick and asset manage it; putting a cinema on the first floor – drive footfall in town centre and benefit from the possible increase in value by asset managing it?

(NORTHALLERTON TREADMILLS DEVELOPMENT) as an example of a council/private joint venture.

Aberdeen Walk and Albemarle Crescent

The post office move will leave a wilderness of empty space encompassing the old job centre building and the derelict KG Carpets site.

The Aberdeen House site (Thomas the Baker) was for sale within the past two years and would be available. Student accommodation on the former KG carpets site?

(This would also remove a derelict eyesore site).

Combine GP surgeries in the long-empty JobCentre building?

General points

1. Are we making efforts to access all regional and national funding that is available? Future High Street Fund and Future Place Fund (a concerted effort needs to be made to get to the front of the queue like we did with the original Yorkshire Forward regeneration of Sandside)
2. Vacancy levels are not too bad (though this could obviously change) and there is positive news coming such as Con club – Premier Inn and RBS – One Stop convenience store.
3. Going by most recent market deals there has been a 30-40% reduction in property values from peak to current in the town centre. Rents could be expected to fall by a similar level over the next 5/10 years as leases expire.
4. Several of the vacant units are not for let as the previous occupiers are still paying the rent – Thorntons and Thomas Cook. (empty but not vacant)
5. There are over 750 hotel rooms within a 150 metre radius of the town centre (Good mix)
6. Scarborough's relative geographic isolation works in its favour (we are one of the least competed town centres in the country)
7. There is already a lot of residential in close proximity to the town centre and on upper floors of most commercial apart from right on Westborough. It would obviously be beneficial to have more but we can't become too obsessed with this (This is a national issue but less so a local one)
8. Building a hall of residence for Coventry University is often raised as an option for town centre sites but I'm not sure on demand (are most of the students still relatively local?) Losing the Hull students has had a material effect on the town centre, especially the night time economy. In my dealings with Coventry I get the feeling they would like some accommodation but are unwilling to either pay for it or commit to a length of lease that would make it commercially

viable for a developer. Becoming a proper university town again would be another game changer but there is a lot of work to be done on this.

9. Marketing the town – Scarborough lacks a presence nationally – when dealing with national occupiers and agents it is quite incredible how little they know about Scarborough and the opportunities here.

Events

Moving events such as the Christmas Sparkle to the Open Air Theatre and away from the retailers and away from the town centre at a key time of the retail year sent entirely the wrong message.

- A town centre manager is needed to co-ordinate events and work on encouraging footfall.
- The town centre needs to be able to accommodate events - we are regularly told that due to terrorism etc events of any scale can't be held - ways of barring vehicular access to the town centre needs to be looked into, be this temporarily or more permanently.
- The businesses in the town centre need an organisation to represent them - possibly a re-energised Chamber of Trade - a good example is the South Bay Traders as they work together to put mutually beneficial events on. There is a general malaise in the town centre among the traders.
- The street scene needs improving - the works that were undertaken in the last couple of years have made the town centre look and feel like a motorway rather than a welcoming environment. An increased use of planters etc could possibly help. A lack of seating is regularly raised by locals.
- Property owners/tenants need to be pressured into helping with the appearance of the town centre by maintaining their buildings - there is a lack of pride in the appearance of the town centre.
- Joining up the current events and broadening their appeal by involving town centre businesses. There is a lack of knowledge or communication of events that are occurring in the borough.

Responsibilities in the process

SBC needs to take ownership of organising the town centre strategy and implementing it.

SBC to share the results of the consultation process

In the short term what projects are being put forward for funding from the first round of the Future High street fund?

In the medium/long term is there an intention to apply for funding for further regeneration projects?

Does SBC have an intention to undertake any more investments i.e. Travelodge purchase? If so, could these be used to both aid regeneration and also increase returns through asset management? Specifically is there a chance to purchase the Brunswick centre and turn this more to leisure, say cinema on the first floor?

General Aims

There is a need to get accurate visitor and footfall numbers to compare these to national trends.

We need to create a 'town centre for all' so that it appeals to both residents and tourists

Whilst trying to move the town centre offer more upmarket this needs to be in addition to the mass market appeal and not as a replacement - there is no need for one to replace the other.

Volume is very important to the vitality of the town centre.

Projects

Flamingoland coast needs our full support at what must be the largest private investment in the town in living memory. A proposed timescale would be a help. KSB should be used as a template for further ongoing regeneration works. The Market Square and street scene works from Newborough to seafront should be a priority to aid connectivity of the town centre and seed private investment in what is a very poor part of town.

Complete the North side development - admit that current guise is undeliverable and reimagine it even if this means residential.

A masterplan for the town centre would be useful - possibly an updated version of KSB.

An area of interest for a large-scale redevelopment could be the whole train station, Comet/Poundstretcher, old public toilets and bus depot area.

4.

I would like to see the residential aspect of the empty space review separated out as I believe this is fundamentally different to the retail empty spaces.

If more people were living right in the town centre, that would automatically lead to a busier town and less ASB.

Tough nut to crack but with the backdrop of the so-called housing crisis, surely these are ideal properties to be brought back into use.

I believe the process is called gentrification, which although has some negative connotations, does lead to a significant improvement in place and economy.

The first part of achieving this is to make the spaced appeal to the artisan, something that would be fed by the use of empty retail spaces as pop-up cultural events/happenings.

5.

Re the proposed gallery extension to Woodend and the future use of the Scarborough Art Gallery as a business centre (as per Woodend). You may remember that Steve Freeman former SJT CEO, Simon B and I introduced the concept of building a TATE Gallery at the rear of Woodend; however this was superseded by the introduction of futuristic thoughts of building a TATE on council land at the rear of the Town Hall overlooking the South Bay and above the proposed stunning Flamingoland Coast development (obviously subject to planning)

The St Ives TATE has been an overwhelming success as has the Liverpool TATE,

their brand brings clout and reputation that would bring enormous value to Scarborough if we were to pursue that route.

To that end can I suggest we revisit the plan to to engage with the TATE and explore the potential of a new gallery on either suggested site?

Harrogate has quality and choice of independent sector of both shops and private hotels is so attractive and impressive; in Bowness in the Lakes the same quality of artisan independent shops are equally impressive. The key result in both towns was very heavy footfall 'even out of season' with lots of European and world visitors of many nationalities and lots of spending power.

We should be as Scarborough residents be embarrassed that we at this moment in time can't compete to those standards?

However the one hurdle will be to change the 'visitor demographic' because without doubt the current major Scarborough visitor is not the visitor footfall we should be attracting? Eg do we really want the reputation of having 38 fish and chip shops and perhaps a haunt for 'weekend gangs of stag parties who are damaging our reputation as a family-friendly resort destination.

Talking to the MD of the new Pindar recently he highlighted his customers reluctance to stay because they found the town to be a little sad and preferred to stay out of town and go eg Whitby, Helmsley.

THE KISSING SLEEPING BEAUTY DOCUMENT: THE DOCUMENT THAT COULD BE THE BASIS OF WHAT SCARBOROUGH NEEDS TO CREATE A DYNAMIC, ENGAGING TOWN CENTRE. SELECTION OF THE RECOMMENDATIONS MADE IN 2003 ...

Produced for the Scarborough Town Team and published in July 2003: "At the very heart of the matter is the premise that a vibrant town needs a vibrant and attractive centre."

Market Square:

"By introducing a square around the Market location, a space will be opened up in the town centre, forming a new heart linking Westborough to Sandside. The area that abuts this location has one of the highest levels of social disadvantage of any area in Scarborough, yet it is the centre of the medieval town. This incongruence is virtually unknown in other European cities where the historic centre is the most valued area of a town."

Station Square:

"As the entry point into town for those arriving by train and bus, the station area is disconnected, unattractive and has been identified as the first priority for urgent action."

Quay Street Square:

“The correct mix of development will tackle social inclusion within the depressed area surrounding the castle, providing more people and most importantly a socio-economic mix of people.”

Sandgate Square:

“Needs to be addressed as a priority ... a with residential top floor, to shops and offices opening on to a fine-grained public space (illustration with dining areas, outdoor café seating).”

Cultural Route:

“With the council owning a significant portion of the Crescent area, the aim of the Valley Park revitalisation is to change the area into a cultural-artistic precinct ... with encouragement of more vibrant artistic functions and space for local artists and groups.”

Strategic Action Plan for the Town Centre:

Refers to better connectivity with the Stephen Joseph Theatre, linkage between the railway station and the Crescent, the Valley, and deeper public space network.

The Way Forward:

“Delivering the Urban Renaissance in Scarborough will require considerable effort on behalf of the Town Team and Borough Council. Ensuring that the momentum of the past year is not lost, as approval and building processes begin, will be critical to the success of the Renaissance.”