



# McLEAN HAZEL

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MAKING CITIES WORK – PLACE MAKING

## WE SPECIALISE IN :

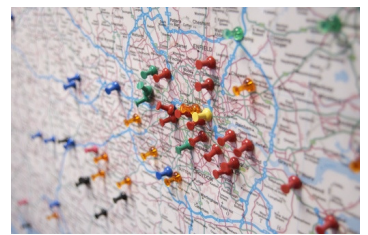
- > Policy audit and assessment.
- > Developing integrated strategies for successful cities.
- > Assessment of environment, economy, land-use, urban form, transport and regeneration.
- > Balancing infrastructure supply with demand management.
- > Innovative use of IT, new financial delivery models and implementation mechanisms.

## CREATING SUSTAINABLE CITIES

We believe the urban form has the potential to provide the best models for developing and implementing both technological and behavioural change initiatives for sustainable living. This is due to the accessibility of facilities, the availability of choice and the vitality and dynamism of city life. Our cities therefore have the potential to deliver economic, social and environmental improvements - if they are managed correctly.

City authorities must carefully balance and prioritise the interaction of any potentially conflicting goals of social (quality of life), economic

and environmental improvements. MRC McLean Hazel views the city holistically, regarding the goals as mutually reinforcing in the provision of win-win outcomes. For example, a reduction in congestion in urban areas will lead to environmental improvement whilst increasing economic productivity. We aim to provide decision makers with the necessary information and tools to prioritise and balance their investment within the city through the provision of insightful, evidence-based justifications for our projects.



## SAN DIEGO DOWNTOWN REVIEW



Prof George Hazel, Chairman of MRCMH, is part of a special advisory team conducting a peer review of the San Diego Downtown Strategy. The team is providing high-level insight into the strengths and weaknesses of the innovative downtown development strategies currently advancing in different countries

and is using this knowledge to compare and illuminate the San Diego Downtown Strategy. Running parallel to this case study review is a review of current policies, programmes, plans and reports, and of policies for future development and infrastructure.

## SEVEN DEADLY WINS

Although every city has unique characteristics there are certain principles which span geography and culture which are fundamental to the success of any city. We call these the Seven Deadly Wins. They are derived from worldwide investigations of best practice and from our own experience of cities. We aim to incorporate the 'Seven Deadly Wins' into the development of all our city solutions.

These principles outline the importance of space and connectivity within the city.

The movement of people within the city is vital to the city's economy and quality of life. Congestion leads to a decline in economic competitiveness, a decline in the quality of life for commuters due to increased travel time and an increase in local air pollution. Movement of people and goods also ensures that the city remains an attractive and convenient place to live in and visit. A city should aim to have complete connectivity, with the integration of all modes of transport,

high quality arrival points for connection with the wider region and a positive approach to management of movement as an essential part of city life. A city should optimise movement space (roads, railways, busways) and usable public space, enhancing urban vitality and ensuring a better quality of life, economic development and well being.



The City is a place of exchange:

- Maximise exchange space (shops, cultural and public buildings, cafes, squares).
- Minimise movement space (roads, railways, busways, car parks etc).
- Use exchange space effectively to generate activity, discussion, entrepreneurship.
- Capture this generated activity and ideas for the city.



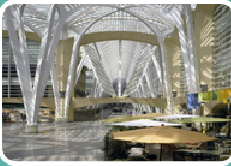
Transport is about moving people and goods, not vehicles:

- Maximise the productivity of high cost movement space.
- Manage existing networks and infrastructure - use technology.
- Consider how people want to travel - use preference and actual use data.
- Provide personalised travel aids and incentives.



The City must balance exchange and movement space:

- Balance public and private initiatives.
- Balance movement and exchange space.
- Balance land uses.
- Take maximum benefit from accessible locations (city centres, interchanges and stations).



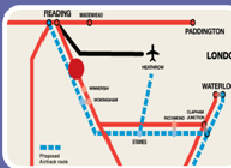
The City is a place to enjoy:

- Provide places to enjoy such as parks, places to sit, water features etc.
- Give equal prominence to managing public spaces.
- Provide the unexpected (could be pocket parks, public art, iconic buildings).
- Make walking, strolling, promenading easy.



The City is defined by its arrival points:

- Create arrival points to match the image of the city.
- Create high quality arrival points for all modes of transport.
- Consider both the arrival and the transfer (how to move from the arrival point to the city centre or other destination).
- Manage the visitor experience.



The City aims for complete connectivity:

- All modes of transport and virtual services should be effectively connected within the city and externally.
- Transport services must be user focused, providing what people need not what the supplier wants to provide.



The City has effective and integrated governance:

- Cities need leadership, long term stability of policy and strategy.
- The leadership needs to understand the city dynamics.
- Governance must provide effective funding and delivery regimes.
- Governance must seek to balance and prioritise its investment in social, economic and environmental objectives.