

# MediaCityUK



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## EXECUTIVE SUMMARY

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MediaCityUK is a purpose-built creative and media development in Salford Quays, Manchester. It aims to bring together companies from across the sector and establish an international centre for excellence in the digital media and creative industries. It is expected to create more than 15000 jobs and provide workspace for 1100 creative and related businesses.

The overall research aim is to assess and appraise the MediaCityUK project to what extents it will contribute to the sustainable communities vision put forward by the UK government. Therefore, the focus in the research is on the social sustainability to appraise the project and explore how MediaCityUK will support the local community and to investigate how that could be simulated via adopting BIM and GIS concepts.

The objective of this report is to elaborate the Mediacity project including its vision and programme in regard to its contribution to sustainable communities through the use of a range of research methods as detailed below.

The report has four main parts. Part 1 is an introduction to MediaCityUK project and in this part physical properties of MediaCity, the role of public organizations in the project and sustainability issues related to sustainable communities are covered.

Part 2 is about New Century City (NCC) and Ideopolis concepts. In this part, the given concepts are defined, NCCs around the world are briefly introduced and Manchester City Region is evaluated as an Ideopolis. This part also expresses the importance of university engagement with NCC and Ideopolis concepts.

Part 3 is the analysis section of the report. In this part, the data collected via literature review, interviews and focus group meetings are analyzed systemically. Initially, interviews are analyzed and interpreted with concept mapping techniques which helped to recognize various evidences from Mediacity project in terms of environmental, social and economical sustainability. It is then followed by the evaluation of the MediaCity project with NCC and Ideopolis projects by benchmarking the recognized evidences of the MediaCity against the features and characteristics of those NCCs and Ideopolis in order to understand to what extent Mediacity is an NCC and contributing to Ideopolis vision for Manchester. This analysis helped to measure how well MediaCity can help for sustainable communities through knowledge intensive regeneration. As a result of these evaluations from concept mapping and benchmarking, SWOT analysis has been carried out to clearly identify Strengths, Weaknesses, Opportunities and Threats of MediaCityUK project in regard to sustainable communities. Finally, Part 4 describes a vision based on the findings and concludes the report accordingly.

The target group of this report is the stakeholders involved in the MediaCityUK project as well as the members of the consortium in the research.

## PART 1: INTRODUCTION

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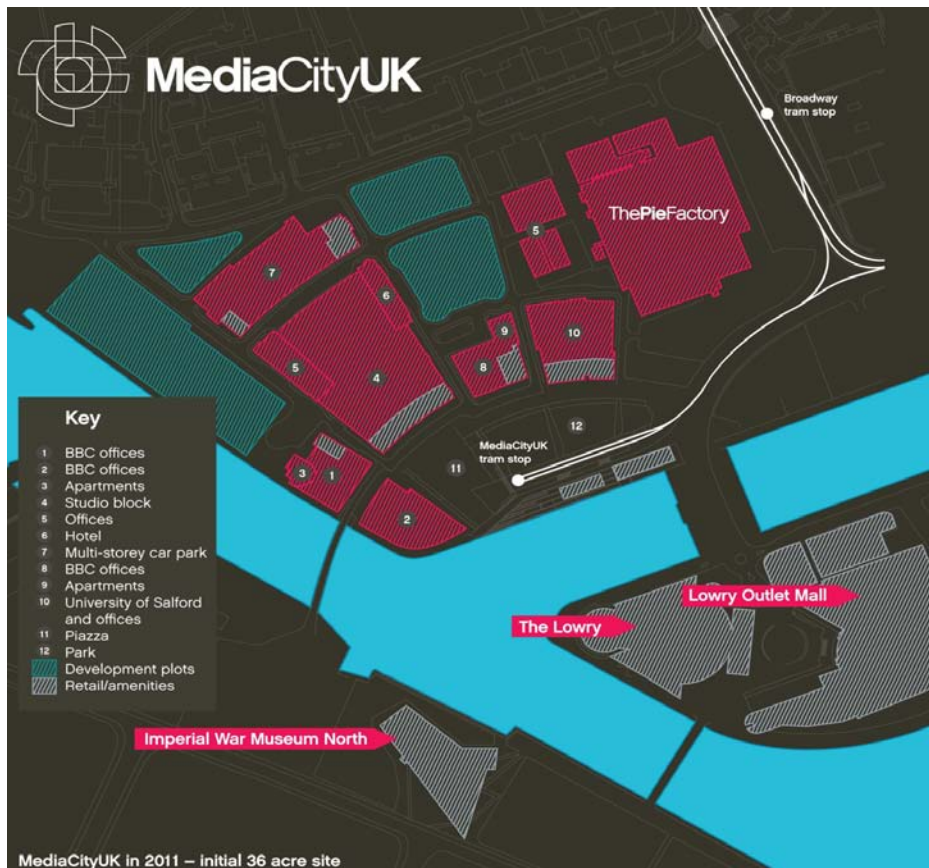
### 1.1. BACKGROUND

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A media oriented development at Salford Quays is already underway. The UK's first purpose-built media city is set to become an internationally significant hub for the media and creative industries. At the core there will be the relocation of several BBC departments from London together with the BBC's existing Manchester operations. Beyond BBC, world-class production facilities will be available to other broadcasters and the region's burgeoning independent sector. Ultimately, MediaCityUK will be the natural destination for a whole range of businesses, spanning broadcasting, film, publishing, digital, gaming, advertising, mobile, software, ICT and academia. The first phase, covering 36 acres, will be completed in 2011 but there is potential to develop up to 200 acres of land over the next decade, depending on demand ([en.wikipedia.org/wiki/Mediacity:uk](http://en.wikipedia.org/wiki/Mediacity:uk)).

The city will start coming to life from spring 2010, when the first residents start moving into their new apartments. Throughout the year – and into 2011 – the rest of Phase 1 will gradually open for business. As stated in the master plan, here's what's being built on the initial 36-acre site (the equivalent of roughly 18 football pitches) ([www.mediacityuk.co.uk](http://www.mediacityuk.co.uk)):

- Office space – 700,000 sq ft (65,032 sq m) (spread across five buildings)
- Studio block – 250,000 sq ft (23,225 sq m)
- Retail/leisure space – 80,000 sq ft (7,432 sq m) (divided into units)
- 378 apartments (divided between two towers)
- 218 bed hotel
- Five-acre public realm area, including piazza for 4,000 people
- A technical infrastructure supported by 18 million metres of fibre-optics which is a medium for telecommunication
- Tram terminus, extending the current line
- Foot bridge across the Manchester Ship Canal, linking Salford Quays with Trafford Wharf
- 300 cycle bays
- Multi-storey car park with approximately 2,200 spaces



**Figure 1.1** The map of MediaCityUK Phase-1 ([www.mediacityuk.co.uk](http://www.mediacityuk.co.uk))

It will form an iconic architectural trio with The Lowry and the Imperial War Museum North. MediaCityUK will provide an environment where the creative and media industries can thrive. Peel the developer has suggested that in the future it could accommodate employment opportunities for 15,500 people, training posts for 1,500 people per year and space for 1,150 media, creative and related businesses. BBC will move around 2,500 staff to MediaCityUK; which will involve relocating five London-based departments, along with the entire local and network broadcasting currently operating out of Manchester city centre. The University of Salford will also have a presence at MediaCityUK, with a brand new campus for more than 800 students and staff (Urban Vision & Salford City Council joint report, 2009).

In addition to one of Europe's biggest high definition studio facilities, MediaCityUK will host different facilities, including offices, apartments, bars, restaurants, shops, healthcare services and a new tram stop. Centred on a waterfront public realm area twice the size of London's Trafalgar Square, MediaCityUK will be a destination in its own right, capable of accommodating large scale events for up to 9,000 people.

MediaCityUK is being developed and managed by Peel Media, a division of the Peel Group, supported by a public sector partnership of Central Salford URC, Salford City Council, the NWDA and a range of other stakeholders.

## 1.2 HOW IS SALFORD CITY COUNCIL INVOLVED IN MEDIACITYUK?

As explained by the council:

“Salford City Council is fully supportive of the development of MediaCityUK. We see it as a fantastic opportunity to make a real difference for our communities and to create tangible opportunities for our residents. As part of the MediaCityUK Public Sector Partner (PSP) programme, Salford City Council is involved in the development of the site and its transport infrastructure to create an accessible investor, visitor and employee destination. In addition, we are using this exciting development as a catalyst to raise the profile of Salford, to raise aspirations and to create job opportunities for local residents.”

(<http://www.salford.gov.uk/mediacityuk.htm>)

## 1.3 WHAT IS THE PSP PROGRAMME?

In support of the MediaCityUK development, a partnership between Salford City Council, Central Salford Urban Regeneration Company and the North West Development Agency has been created to co-ordinate activities with wider public and third sector groups across three programme areas:

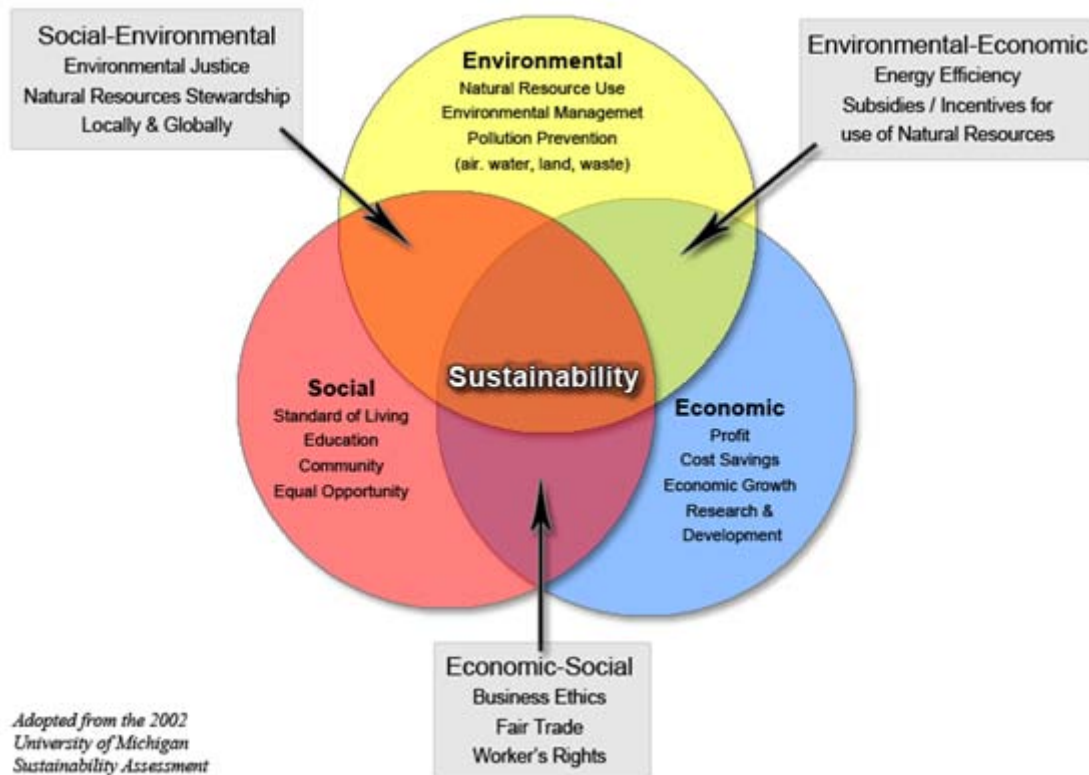
- Place - Supporting the development of the MediaCityUK site and transport infrastructure.
- Sector and Economy - Using MediaCityUK as a catalyst to grow the digital and creative industries and developing relevant skills throughout the North West.
- People and Communities - Using MediaCityUK to increase aspirations and opportunities for local people by delivering community benefits, linking education and jobs, and exploiting regeneration opportunities.

(<http://www.salford.gov.uk/mediacityukpsp.htm>)

## 1.4 SUSTAINABILITY

A simple definition of sustainability emphasizes that sustainability is improving the quality of human life within the carrying capacity of supporting eco-systems. The diagram below shows the complex relations of social, environmental and economic issues that overlap and emerge

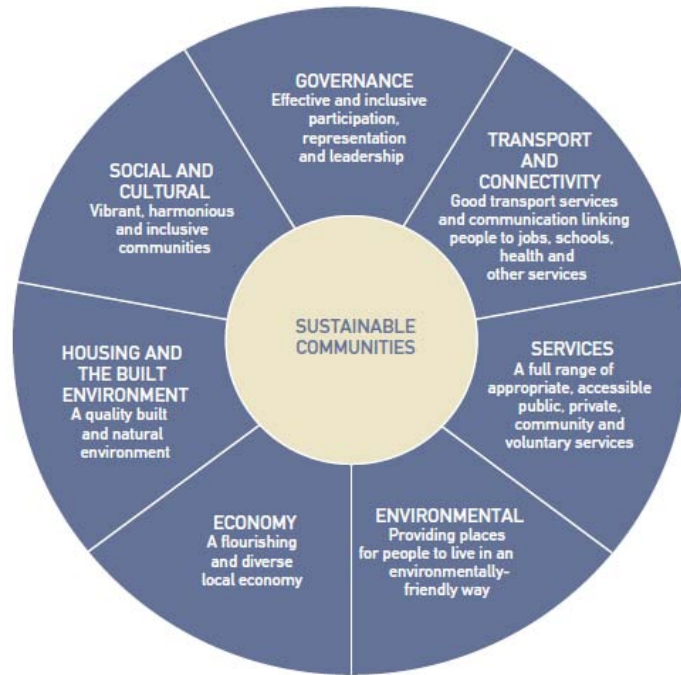
the concept of sustainability. In this report, MediaCityUK project is evaluated in terms of social, economic and environmental aspects of sustainability.



**Figure 1.2** The holistic view of sustainability ([www.vanderbilt.edu/sustainvu/sustainability.php](http://www.vanderbilt.edu/sustainvu/sustainability.php))

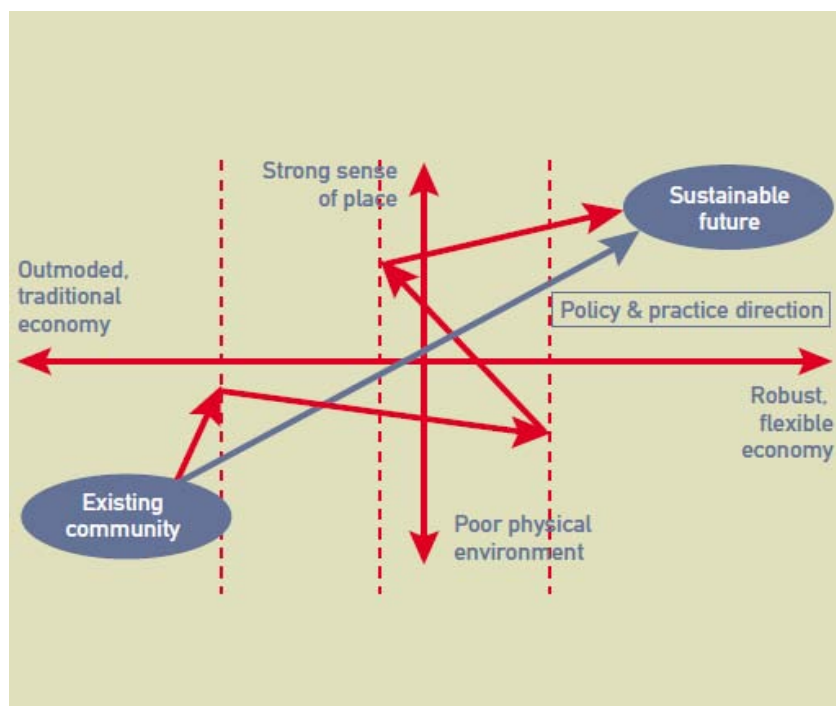
There is a strong evidence of economic and environmental issues of sustainability in MediaCityUK project such as being a media oriented business cluster and integration of renewable energy technologies (see Part 3 section of the deliverable). When it comes to the social part, in line with the aim of this research, the focus is on the interaction between the “real estate development” and the surrounding local community, which is mainly linked to the topic of “Sustainable Communities”. As stated in The Egan Review - Skills for Sustainable Communities: “Sustainable communities meet the diverse need of existing and future residents’ their children and other users, contribute to a high quality of life and provide opportunity and choice. They achieve this in ways that make effective use of natural resources, enhance the environment, promote social cohesion and inclusion and strengthen economic prosperity.” In line with this definition, The Egan Review identifies seven key components of a sustainable community and derives a framework for delivery which is summarised in the following diagram of Eagan Wheel of Sustainable Communities:





**Figure 1 .3** the Egan Wheel of Sustainable Communities (The Egan Review)

Additionally, in the figure below, The Egan Review indicates how progress towards delivering a sustainable community may be pursued over time. It is stressed that although a straight line towards a clear direction is an ideal approach, the path may vary due to specific barriers and blockages.



**Figure 1.4** Moving In the Right Direction (The Egan Review)

In addition to the sustainable community concept explained in the Egan Review, Manchester Independent Economic Review (MIER) draws the attention to the concentration of deprivation in the City Region, which is identified according to the 2007 Index of Multiple Deprivation, IMD (MIER, 2009).

MIER identifies four types of deprived areas:

- Isolate areas: Neighbourhoods in which the destinations and origins of household movements are similarly, or more, deprived areas
- Transit areas: Neighbourhoods in which most in-movers come from less deprived areas and most out-movers go to less deprived areas
- Escalator areas: Receive in-movers from equally or more deprived areas whereas out-movers go to less deprived areas
- Gentrifier areas: Where the arriving population comes from less deprived areas and the departing population goes to similarly or more deprived areas

Skills, educational performance, housing areas, economic performance of the surrounding area, and the area demographics are stated as the key drivers affecting area deprivation.

Having deprived regions in the surrounding area, the MediaCityUK project should be evaluated in terms of how it performs over the neighbourhood in terms of key drivers affecting deprivation. In addition to all, as stated by Department for Environment, Food and Rural Affairs -DEFRA-, the government of the UK has a strong vision and strategy on sustainability which mainly includes:

- Sustainable consumption and production
- Natural resource protection and environmental enhancement
- Building sustainable communities
- Climate change and energy (www.defra.gov.uk)

## 1.5 THE MEDIACITY PERSPECTIVE TO SUSTAINABLE COMMUNITIES

Contributions of MediaCityUK project to sustainable communities as stated in [www.mediacityuk.co.uk](http://www.mediacityuk.co.uk) according to government's Sustainable Communities Plan -2003:

- The project is an iconic facility where people want to live and work now and in the future

- It is purpose built, well planned, and environmentally friendly
- It will meet diverse needs of the future residents => transport, parking, safety, local attractions etc.
- Views of Peel Group will be determined after the interview

Key stakeholders and their roles in the project are:

- BBC: main occupier
- Peel Media: developer and manager of the project
- Bovis Lend Lease: management contractor
- PSP: the partnership is working closely with MediaCityUK's management contractor, to create job opportunities for local residents, and to enable local businesses to supply the materials and labour to the UK's biggest construction site outside of the Olympics

After opening in 1894, the former docks became the driving force to the economical structure of the region. More than a century later, MediaCityUK is helping The Quays to reinvent itself once again various businesses, a place to live and work, decentralised power generation (energy usage transformation). Therefore, the project is considered as a regeneration project

In regard to the general public being involved in the conception and realization of the Media City Project at different levels of the project, "Salford City Council, Central Salford Urban Regeneration Company and the Northwest Regional Development Agency have a major delivery programme designed to make sure that all possible local benefits are driven from this key regeneration programme. This includes ensuring MediaCityUK will be a spectacular place to work and visit, making sure transport links are excellent and connecting local communities and school children with all of the excitement and opportunity MediaCityUK will have to offer" ([www.salfordonline.com](http://www.salfordonline.com)).

The outcomes of the interviews during the research (see Part 3) points that, MediaCityUK, with recreational facilities and viewing galleries in the studios, will be an open-access destination for people to visit and enjoy their time. Furthermore, engagement of the university is a key factor that promotes Continuous Professional Development (CPD) and is a good opportunity to create hope and make the local people consider university. Additionally,

it is within the scope of this project as a future work to identify the contribution of MediaCityUK project to the public health issues.

KPIs given below, which mainly refer to the construction period, are prepared to draw a general picture and are according to the criteria stated by “Centre for Construction Innovation” (www.ccinw.com). The developer -Peel Group- should be interviewed to elicit appropriate information for the research study which is also covering the operation phase of MediaCityUK project after the completion of construction.

KPIs for Environmental issues:

- Impact on environment: low CO2 technology for CHP, low waste site, ship canal is being used to transport granite to piazza (low transport emissions for construction process), absorption chillers to cool the studios (uses canal water)
- Energy use: 2x 9MW gas turbines, 2MW CHP and 1.5 MW absorption chillers, all eco friendly and decentralised
- Whole life performance: selection of materials (like pre isolated pipes), power system, purpose built infrastructure
- Transport: enhanced public transport (tram & bus), multi storey car park, bicycle bays and canal

KPIs for Social (Respect for People) issues:

- Employee satisfaction: Local builders Freemont R&R is now working at MediaCityUK. As narrated by SalfordOnline, Scott Stirling from the company said: “I’ve been with Freemont R&R on MediaCityUK for around nine months. It is by far the biggest and most prestigious project that I’ve ever worked on and it has presented a great opportunity to develop my concreting and general construction skills whilst gaining an NVQ Level 2 in general contracting.” (PSP Press Release, 2009)
- Training: Urban Vision’s report states that workers in MediaCityUK project are developing their skills as well through the National Skills Academy for Construction. A huge amount of training is being carried out from trade specific training, Health & Safety training as well as professional and NVQ qualifications. There are over 80 apprentices on site, with plans for more as the building work continues (PSP Press Release, 2009). Additionally, The Salford City Council wishes to develop a Specialised Diploma in

Construction and Built Environment and Bovis Lend Lease and Urban Vision have offered to support this course (Salford City Council and Urban Vision ,2009).

- Respect for People: “Respect for People” (by CCI) and “Investors in People” frameworks are taken into consideration.

*KPIs for Economic issues:*

- Client satisfaction: purpose built project
- Lean construction: minimizing waste – also an environmental issue
- Life cycle costing: selection of materials like contribution of decentralised power generators and pre isolated pipes for the infrastructure
- Local sourcing:
  - As of March 2009, £178m out of £301m worth of MediaCityUK contracts have been awarded to Greater Manchester contractors, including £63m awarded to Salford contractors. This is as a result of targeted efforts to get local firms into the Bovis Lend Lease supply chain and has seen major contracts awarded to Salford and Greater Manchester firms, following workshops to get businesses involved.
  - Already 50 per cent of the workforce in the MediaCityUK is residents of Greater Manchester, with over 10 per cent from Salford. (PSP Press Release, 2009)

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## PART 2: NEW CENTURY CITIES AND IDEOPOLISES

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New Century City (NCC) Projects, including MediaCityUK, are a new class of large-scale real estate development projects that seek to achieve multiple public and private outcomes. NCC projects are test-beds of emerging ideas about city design, urban planning, public - private partnership and infrastructure delivery. If the boundaries of NCCs are broadened to the city scale rather than local real estate development, a new concept called 'Ideopolis' emerges. Ideopolis is a framework for city regions to develop knowledge-intensive industries and improve quality of life.

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### 2.1 NEW CENTURY CITY (NCC) CONCEPT

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As described by Massachusetts Institute of Technology, New Century Cities (NCC) is a joint research project among the Centre for Real Estate, City Design and Development in Urban Studies and Planning, and the Smart Cities Group/Media Lab which focuses on a new generation of development projects. These very large-scale projects are deliberately located at the intersection of technology, urban design, and real estate development. They can already be found in New York City, Cambridge, Massachusetts, Belfast, Helsinki, Copenhagen, Seoul, and Singapore. These projects vary in size and in how their development is organized and led (<http://ocw.mit.edu/NR/rdonlyres/Urban-Studies-and-Planning/>).

NCC projects are some of the largest developments undertaken since the "New Cities" projects of post-World War II Europe. As mixed use projects, they are home to technology enterprises, including enterprises that leverage information technology, and to creative workers who both live and work in the development zones.

Each New Century City is the result of intensive planning and the enlightened cooperation between institutions, corporations, and governments. Residential use is a common element to nearly every one of these developments, yet much effort is cantered on the technology space and the creative synergy that will result from this unprecedented public and private cooperation. Also a definition with more solid boundaries is available from the third global workshop of "New Century City Developments – creating extraordinary value" in Seoul in November 2009: Industry, government, and institutional action in several cities around the world are converging to create new geographic clusters that promote specific business sectors. The intent of this convergence is to develop the human and social capital that will

make these sectors successful in the global economy. These clusters are being established within large-scale real estate development project areas that are referred to as New Century City developments, or NCCs. They are driven by inter-organizational and cross-industry collaboration, open systems for R&D, and workers who have the aptitudes and skills required by the networked, knowledge economy of the future. NCCs are an appropriate response to the current environment of industry transformation, rapid change and uncertainty.

#### 2.1.1 DISTINCTIVE FEATURES OF NCC:

New Century City projects aim to deploy and test current and emerging ideas about city design, planning and development. As real estate projects, these places:

- Provide mixed use and working/living environments that anticipate emerging lifestyles
- Blend digital media into the physical cityscape
- Support business and social activity in physical and online venues
- Use advanced information and community-oriented technologies for efficient management of urban services
- Promote sustainability
- Express narratives that celebrate the experience of place and community
- Leverage transformation of educational systems
- Foster linkages between universities, and between universities and businesses
- Facilitate working relationships among small and large companies
- Foster new processes and arrangements for incubation

#### 2.1.2 PRINCIPLES OF NCC:

The principles guiding the creation of NCCs more closely resemble those of modern enterprises than of traditional city planning. Those principles include:

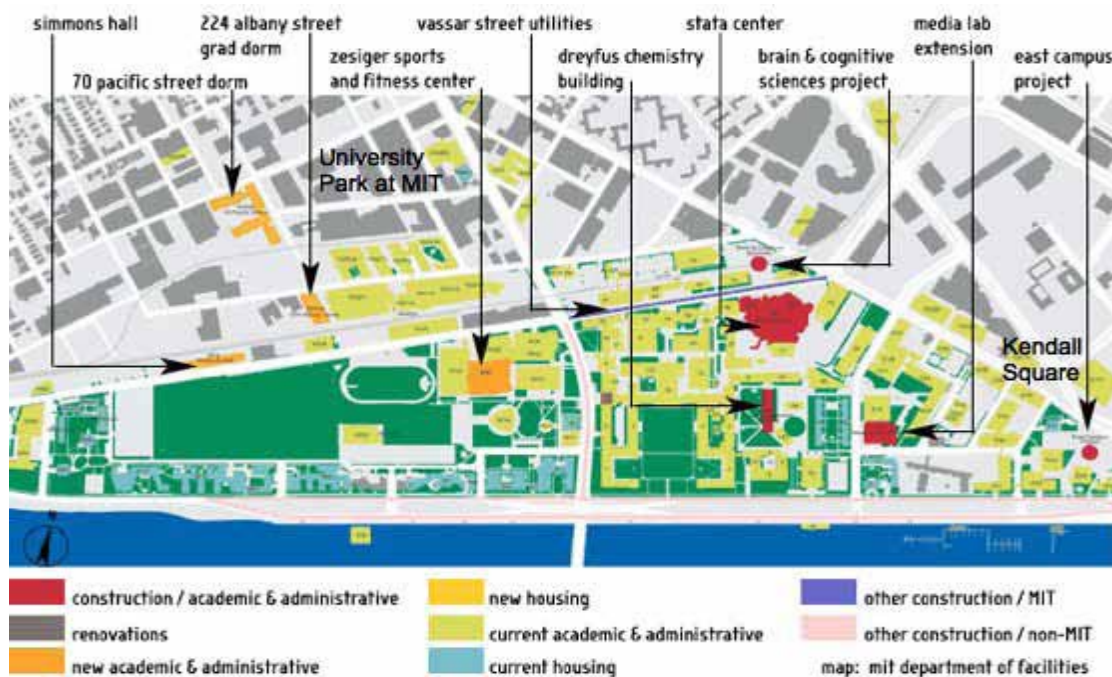
- A strong narrative about intent future context
- Guidance by strategic vision rather than by rigid master plans
- Agility – the ability to accommodate rehearsing, beta testing , and continuous improvement
- Guidance by evolving partnerships and the integration of multiple interests
- Decentralized authority and varying degrees of power and influence

### 2.1.3 NCC AROUND THE WORLD

Information about NCCs has been compiled from the 3<sup>rd</sup> NCC Global Workshop report that took place in Seoul- South Korea in 2009.

#### 2.1.3.1 MIT/KENDALL, CAMBRIDGE, MA

MIT Kendall is located in Massachusetts, USA and comprises a land of total 298 acres. It is not in the sense of NCCs like those others around the world, because it is not a single development. It is under construction since 1916, and is dynamically re-shaped over time as the vision and leading role of MIT diverse. The emergence of the area around MIT as a knowledge-based economic zone started in the middle of 20<sup>th</sup> century, replacing an antiquated 19<sup>th</sup> century manufacturing district. The incremental renewal of the area was spurred by new science and technology based enterprises emerging after World War II, the needs of the Cambridge municipality to rebuild its economic base, and MIT's desire to enhance the quality of its environment and to provide a supportive physical setting for start-up companies emerging from MIT's laboratories and workshops. What happened within this area illustrates the achievement of many of the human and social capital objectives that motivate NCC developments and its experience is qualitatively comparable to the NCCs.

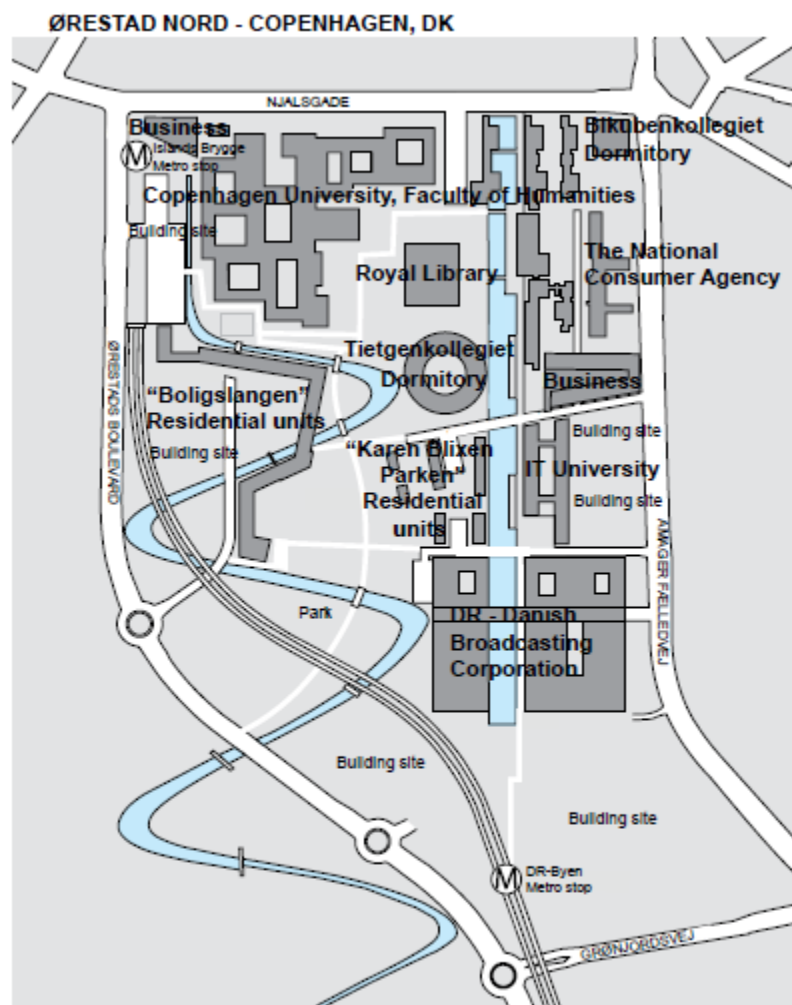


*Figure 2.1 MIT Kendall site layout (NCC Workshop, 2009)*



### 2.1.3.2 ØRESTAD NORD, COPENHAGEN

It is located in Ørestad district of Copenhagen, Denmark and comprises 110 acres of land. Master plan was prepared in 2004 and the date of the project is 2025. The project houses a unique network of research institutions, private enterprises and public organizations, which together strive to strengthen cooperation within the fields of culture, media and communications technologies. The vision for Ørestad North/Crossroads Copenhagen is to establish a place as a unique crossroads where people and creative ideas get together, and where knowledge is developed and used. Straddling traditional boundaries, it is a zone of inspiration of new projects, new products, new forms of social interaction and knowledge.



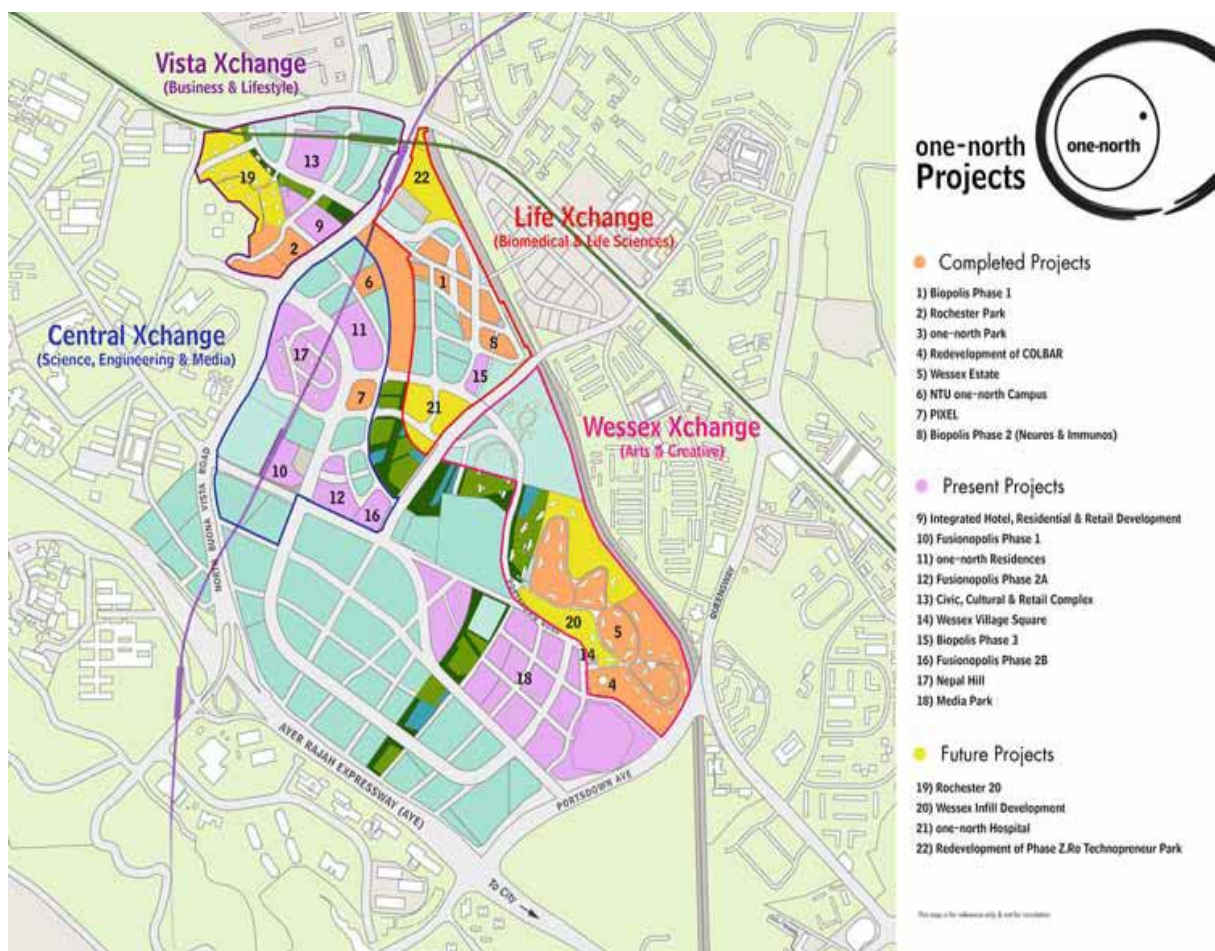
*Site plan for Ørestad Nord (courtesy Ørestad Nord Gruppen)*

**Figure 2.2** Site Plan for Ørestad Nord (NCC Workshop, 2009)

### 2.1.3.3 ONE-NORTH, SINGAPORE

It is located in Buano-Vista, Singapore, and comprises 450 acres of land. The project is under construction since 1995. One-north is envisioned as Singapore's icon of the knowledge economy. Its focus is on the critical growth sectors of biomedicine, information and communications technologies and media. one-North is organized around three industr clusters or "Xchanges" :

- Life Xchange: it covers 20 hectares of land and focuses on biomedical sciences
- Central Xchange: encompasses a mix of infocomms, media, science and engineering industries along with residential uses and covers 30 hectares
- Vista Xchange: corporate and business service centre of one-North
- Wessex Xchange is a future project for arts

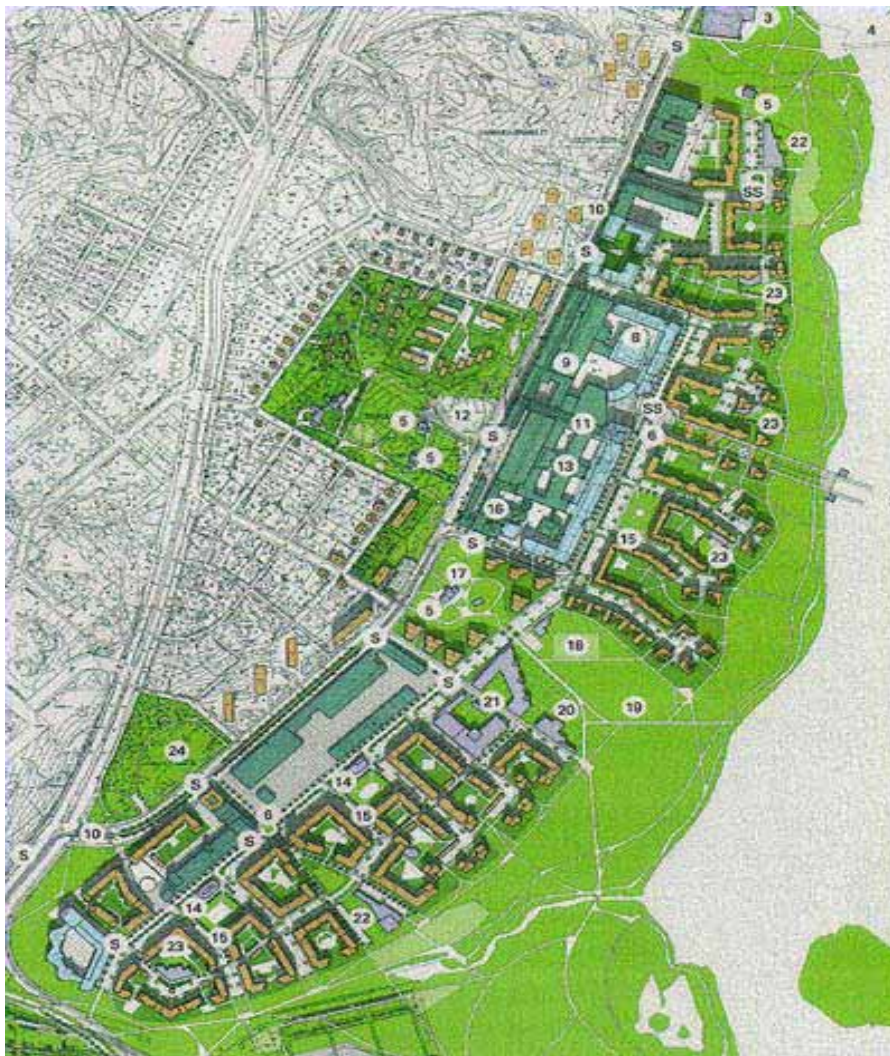


**Figure 2.3** The Phasing Plan for one-North (NCC Workshop, 2009)

One-North's mixes of uses are carefully selected, clustered and interconnected. The master plan creates opportunities for human interaction by paying attention to interstitial spaces.

#### 2.1.3.4 ARABIANRANTA, HELSINKI

The project is located in Helsinki, Finland, and it covers a land of 210 acres. The project started in 1999 and expected completion date is 2013. Arabianranta as a pilot project experiments with 'delivering' knowledge, just as the city delivers other services to its residents. It is conceived as a "futuristic business park", that combines living, studying and working on the same site. Art and design is what people value about Arabianranta and the development reinforces this vision through its mix of land uses, urban design, and educational institutions.



*Figure 2.4* Site Plan for Arabianranta (NCC Workshop, 2009)

#### 2.1.3.5 SEOUL DIGITAL MEDIA CITY (DMC), SEOUL

It is located in Seoul, Korea, and covers a land of 135 acres. Date of planning and development of the project is from 2000 to present. The Seoul DMC is a future oriented, media industry complex that serves a major centre for information and communications technologies in northeast Asia. It is also an incubator for developing new working relationships between large, established companies and start-up ventures, academic researchers, and global R&D networks. The digital media and IT industries are attracted to the DMC because they:

- Value the project's spirit of innovation and human capital development
- Recognize that the project's mix of tenants and R&D centres offer multiple opportunities for developing their industry
- Enjoy the amenities offered on-site including parks, housing, entertainment and retail



*Figure 2.5* Seoul DMC under construction (NCC Workshop, 2009)

#### 2.1.3.6 TITANIC QUARTER, BELFAST

It is located in Queen's Island, Belfast, Northern Ireland and covers 185 acres of land. The master plan was completed in 2004-2006 and the completion date for the Phase one is 2009, and Phase 2 will be completed by 2012, and further phases up to 2023. Titanic Quarter is a mix-use waterfront development project firmly rooted in the history and character of Belfast. The project aims to drive high quality investment and economic development in Northern Ireland, and become a high-tech hub for the telecommunications, connected health, education

and media sectors. It seeks to become a major social and business meeting place with housing, commercial space, academic activities, galleries, theatres, parklands and water sports all easily connected to Belfast's city centre. Titanic Quarter aims to be a place for tourism, working, connecting, relaxing, living and learning.



*Figure 2.6* A sketch of Titanic Quarter (NCC Workshop, 2009)

#### 2.1.3.7 MILLA DIGITAL, ZARAGOZA

The project is located in Zaragoza, Spain, and covers 264 acres of land and is under construction since 2005. The Milla Digital development is a key element in promoting Zaragoza as a city of innovation and knowledge, where housing, private firms and public facilities are fully engaged in knowledge-intensive activities. The project is conceived as a place of recreation, learning, modernity and vitality to help:

- Create a global identity for Zaragoza
- Position the city as a regional centre of technological innovation
- Build local skills in the use and development of information technology
- Activate currently unutilized urban spaces
- Express the evolving history and culture of Zaragoza



*Figure 2.7* The Milla Digital illustrative site plan (NCC Workshop, 2009)

Key properties of Milla Digital make it a good match to MediaCityUK as an NCC at conceptual level. Both projects are clusters of media and creative industries and both aim to be regional centre of innovation for delivering information technology. The point that differs two projects is that Milla Digital aims to be a driving force to the city, whereas MediaCityUK is not that strongly linked to the development of the city.

#### 2.1.3.8 MASDAR CITY, ABU DHABI

Covering 8900 acres of land, Masdar city is a huge development located in Abu Dhabi, United Arab Emirates. The project started in 2007 and the expected completion date is 2016. Masdar City is the world's first clean- technology cluster located in a carbon-neutral, zero-waste smart city. The six square mile, 22 Billion US Dollars special economic zone in Abu Dhabi seeks to become a global centre for innovation, research, product development and light manufacturing in the fields of renewable energy and environmental technologies. It aims to be a functioning blueprint for sustainable living around the world.



*Figure 2.8* Aerial rendering of Masdar City (NCC Workshop, 2009)

## 2.2 IDEOPOLIS CONCEPT

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In conceptual level, the term “Knowledge Society” refers to any society where knowledge is the primary production resource instead of capital and labour. Knowledge societies have the characteristic that knowledge forms a major component of any human activity. Economic, social, cultural, and all other human activities become dependent on a huge volume of knowledge and information. A knowledge society is one in which knowledge becomes a major creative force.

As described by Houghton and Sheehan in 2000, “The Knowledge Economy” is emerging from two defining forces: the rise in knowledge intensity of economic activities, and the increasing globalization of economic affairs. The rise in knowledge intensity is being driven by the combined forces of the information technology revolution and the increasing pace of technological change. Globalisation is being driven by national and international deregulation, and by the IT related communications revolution. However, it is important to note that the term ‘Knowledge Economy’ refers to the overall economic structure that is emerging, not to any one, or combination of these phenomena.

In economic terms, the central feature of the IT revolution is the ability to manipulate, store and transmit large quantities of information at very low cost. An equal important feature of these technologies is their pervasiveness. While most of earlier episodes of technical change

have centred on particular products or industrial sectors, information technology is generic. It impacts on every element of the economy, on both goods and services; and on every element of the business chain, from research and development to production, marketing and distribution. Since the marginal cost of manipulating, storing and transmitting information is virtually zero, the application of knowledge to all aspects of the economy is being greatly facilitated, and the knowledge intensity of economic activities greatly increased. Increasing the volume of knowledge intensive economic activity is essential if developed countries are to remain prosperous. This reflects a transition from an economy based on land, labour and capital to an economy where the source of comparative advantage is likely to be found in the production of information and knowledge.

Knowledge intensity increases productivity growth and prosperity through innovation. It is important to be clear too that the knowledge economy is not just about science and technology: it is about highly skilled individuals adding value to all industries and about knowledge intensive industries, which are more likely to employ highly skilled individuals. In order to meet knowledge society, knowledge economy and the "city" definitions in the same point, The Work foundation developed a concept called "Ideopolis". The Ideopolis is the vision of a sustainable knowledge intensive city that drives growth in the wider city-region. It gives cities a framework for developing knowledge-intensive industries that will be economically successful and improve quality of life. The Ideopolis is a framework for growth within a region. Successful Ideopolises need to work with, and will drive economic growth in, other cities and areas within their region.

Cities benefit enormously from using the Ideopolis framework to increase their knowledge intensity. Cities with more knowledge intensive industries and occupations are more economically successful and can improve quality of life for many local people.

### 2.2.1. CHARACTERISTICS OF IDEOPOLISES

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- High levels of economic success
- High levels of knowledge intensity
- A diverse industry base including distinctive specialist niches
- One or more universities that have a mutually beneficial relationship with the city, leading to industries built on research strengths, transfer of knowledge to businesses and the retention of graduates



- Strong communications infrastructure and good transport links within the city and to other cities, including by air, rail and road
- A distinctive long-term ‘knowledge city’ offer to investors and individuals alike, created by public and private sector leaders
- Strategies to ensure that all communities benefit from the economic success associated with knowledge.

#### 2.2.2. THE DRIVERS OF AN IDEOPOLIS:

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- Creating the physical knowledge city – having the architecture and accommodation that knowledge intensive businesses and workers require
- Building on what’s there – recognising the city’s existing strengths and weaknesses and playing to these
- ‘Diverse specialisation’ – having a diverse range of economic specialism for which the city is known
- High skill organisations – organisations that rely on the ‘high road’ to productivity through high quality jobs and highly skilled people
- Vibrant education sector embedded in community and economy – one or more universities linking closely with the city and businesses, supported by good education institutions helping all individuals develop their skills
- Distinctive ‘knowledge city’ offer – a distinctive offer for knowledge intensive businesses and workers who are considering investing, working and living in the city, supported by diverse cultural and leisure facilities
- Leveraging strong connectivity within and outside the city-region – good communications infrastructure combined with quick links both within the city and to other cities via air, rail and road
- Strong leadership around knowledge city vision, supported by networks and partnerships – civic or private sector leadership around the vision of a knowledge intensive city, based on strong networks across different industries
- Investing in communities – investing in strategies to ensure the benefits of knowledge intensity are experienced by the whole community.

There is a ‘tipping point’ at which knowledge intensive businesses generate benefits for the city above and beyond any other sector. This tipping point is increasing year by year. Based

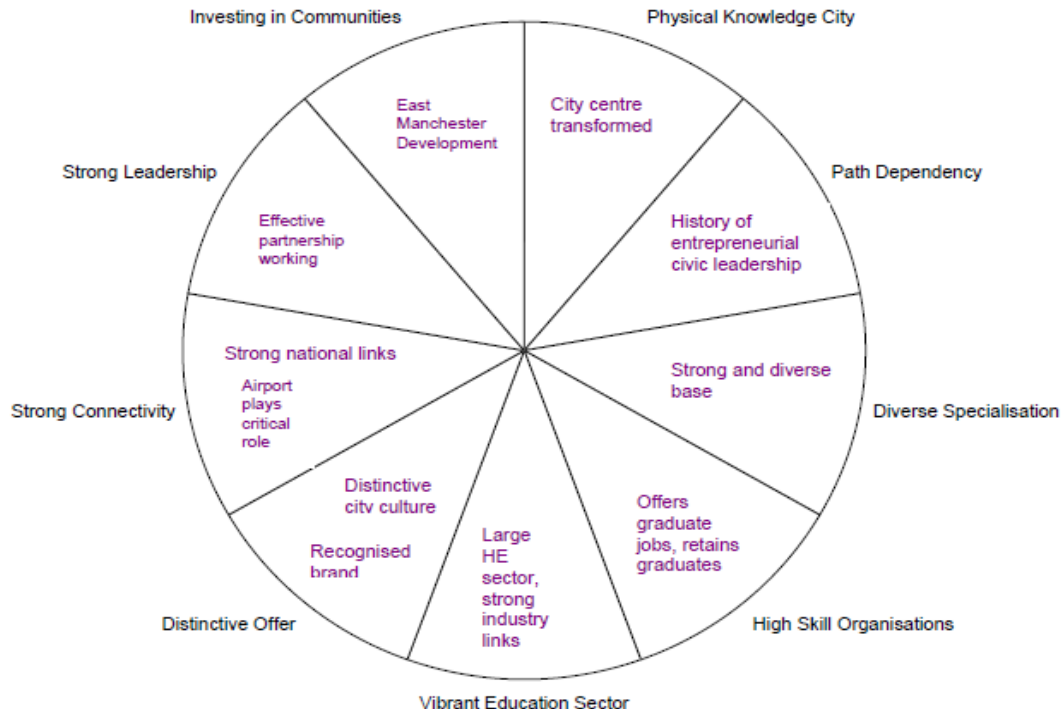
on the OECD definition of knowledge intensive businesses, 17 per cent of a city's businesses need to be knowledge intensive for there to be a significant impact on economic success. Based on The Work Foundation definition, 25 per cent of a city's businesses need to be knowledge intensive (The Work Foundation, 2006).

There is also a 'tipping point' at which knowledge intensive occupations make a real difference: cities where more than 14 per cent of the working population is senior managers are more successful. Cities that have more than 19 per cent of their workers with degree level qualifications see a significant increase in their economic success, and this increases further when more than 29 per cent of the working population have a degree.

### 2.2.3 MANCHESTER AS AN IDEAPOLIS

In the report "Creating an Ideopolis: Case study for Manchester" published by work foundation in September 2006, Manchester is evaluated in terms of strengths and weaknesses in the perspective of nine drivers of Ideopolis concept.

#### Strengths of Manchester:



**Figure 2.9** Strengths of Manchester (Williams et al., 2006)

Weaknesses of Manchester:

**Figure 2.10** Weaknesses of Manchester (Williams et al., 2006)

As a general outcome of the report, as shown in figures above, Manchester is moving towards Ideopolis status, particularly as it has been one of the most forward-thinking cities when it comes to the knowledge economy, demonstrated by the creation of Knowledge Capital in 2002. The next stage is to consider how Manchester can make use of these strengths and address these weaknesses and, crucially, to consider whether the current policy and institutional architecture enables the city-region to do this. Additionally, MIER states that the productivity rankings of Manchester is the highest in North, but stresses that it is still low comparing to the size of MCR's economy. In MIER, it is emphasized that, the most important issue to deal with is "skills" which plays a major role in the gap between North and Southeast UK (MIER, 2009).

### 2.2.2 EMBEDDING UNIVERSITIES INTO KNOWLEDGE CITIES

Universities are stated as "vital" in a more knowledge intensive economy both as creators and consumers of knowledge. It is narrated that: "...the city-university relationship is seen as pivotal to helping places across the UK adapt to changes in the wider economy, increase the

*proportion of knowledge intensive jobs and workers, and deliver beneficial outcomes for communities”* (Williams, Turner and Jones, 2008). Six main bullet points are emphasized regarding to university-city interaction:

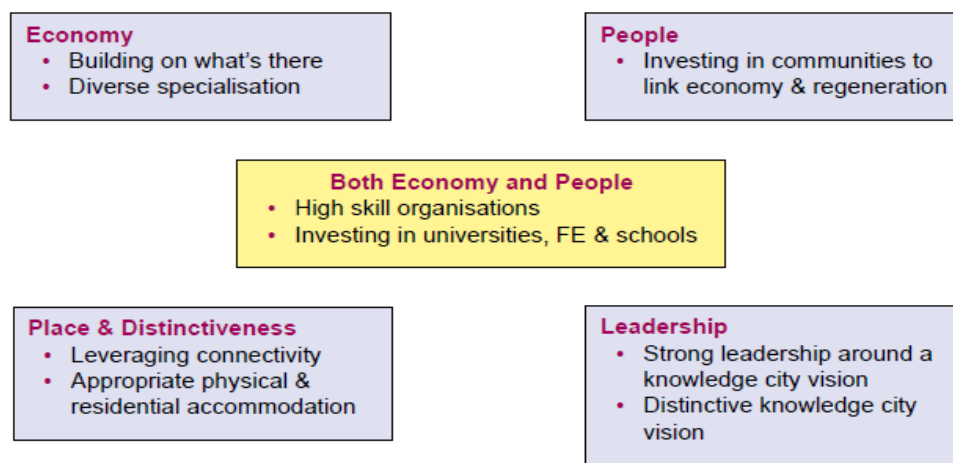
- It is vital to recognise that different universities have different missions, and that different cities will have different visions of their economic and social future
- Expectations about the impact of universities need to move beyond a narrow focus on science and technology to consider their impact on sectors such as financial and business services and the creative industries
- Cities and universities need to identify in more detail what their distinctive strategies to adapt to the knowledge economy are, and then where they have common goals
- Cities and universities need to work together differently on different issues
- Government needs to review the flexibility of the funding and incentives it provides for joint working provided to both universities and to local authorities and sub regional partnerships
- City and university leaders need to demonstrate the importance of overcoming cultural barriers that prevent joint working

|  | <b>City priorities</b>  | <b>Education institution local priorities</b>  |
|--|---|--|
| <b>Economy – what economic impact do you want to have in a more knowledge intensive economy?</b>                                     | <i>Having a diverse set of specialised knowledge intensive industries with high productivity which build on existing strengths and create high skill jobs</i>   | <i>Knowledge creation, knowledge transfer, employer engagement and offering high quality jobs to talented people at different levels, with an economic impact benefit of contributing to the productivity and the labour market of the city as employers</i>   |
| <b>Leadership – what role does leadership play in achieving your overall mission?</b>  | <i>Having a distinctive vision for future growth in the knowledge intensive economy and the capacity to deliver this through different institutions, working with talented people across different sectors. Attracting talented people to leadership roles.</i> | <i>Needing to demonstrate global and local leadership to achieve global and/or local mission. Acting as an ‘anchor institution’ locally to help attract and retain talented staff and students to work in and around the university. Supporting local economic impact as well as the development of high quality research and spin-outs.</i> |
| <b>Place – what impact do you hope to have on the built environment and infrastructure of the city to achieve your core mission?</b> | <i>Having an attractive city which enables people to have a high quality of life, to travel to work and businesses to work efficiently and productively, and helps to attract and retain visitors, residents and businesses to the area</i>                     | <i>Expanding campuses to provide appropriate facilities for students, staff, research and business spin-outs where appropriate; for some universities, embedding these campuses within the cultural and commercial districts of cities</i>   |
| <b>People – what impact do you hope to have on people?</b>   | <i>Attracting and retaining high level graduates, working with FE to develop intermediate skills and working with education institutions to help tackle rather than exacerbate inequalities</i>   | <i>Working with local voluntary and community sectors and using academic expertise to support investment in communities, to widen access to further and higher education and to demonstrate economic impact where appropriate eg through generating jobs both directly and indirectly</i>  |

Table 2.1 Priorities for cities and education institutions in the changing economy (Williams, Turner and Jones, 2008)

The idea of embedding universities is not only an issue with Ideopolis concept, but also is a part of UK government's strategy. As described by Jones and Evans in 2008, current UK policies are "encouraging" links between universities and industry. Additionally, it is mentioned that a ten-year science and innovation investment strategy has been announced in 2004, which is designed to help the UK to exploit the new commercial opportunities offered by new technologies. Furthermore, they said that, many cities have been seeking to develop and attract these types of new technology through expanding the higher education sector and encouraging knowledge between universities and high-tech industry in order to create high-value jobs. From Ideopolis perspective, it is expressed that an almost symbiotic relation between academic and corporate worlds has helped many cities retain advantage (Westwood and Nathan, 2002).

Given Table 2.1 is a detailed adaptation derived from the figure below:



*Conditions of success and drivers of success*

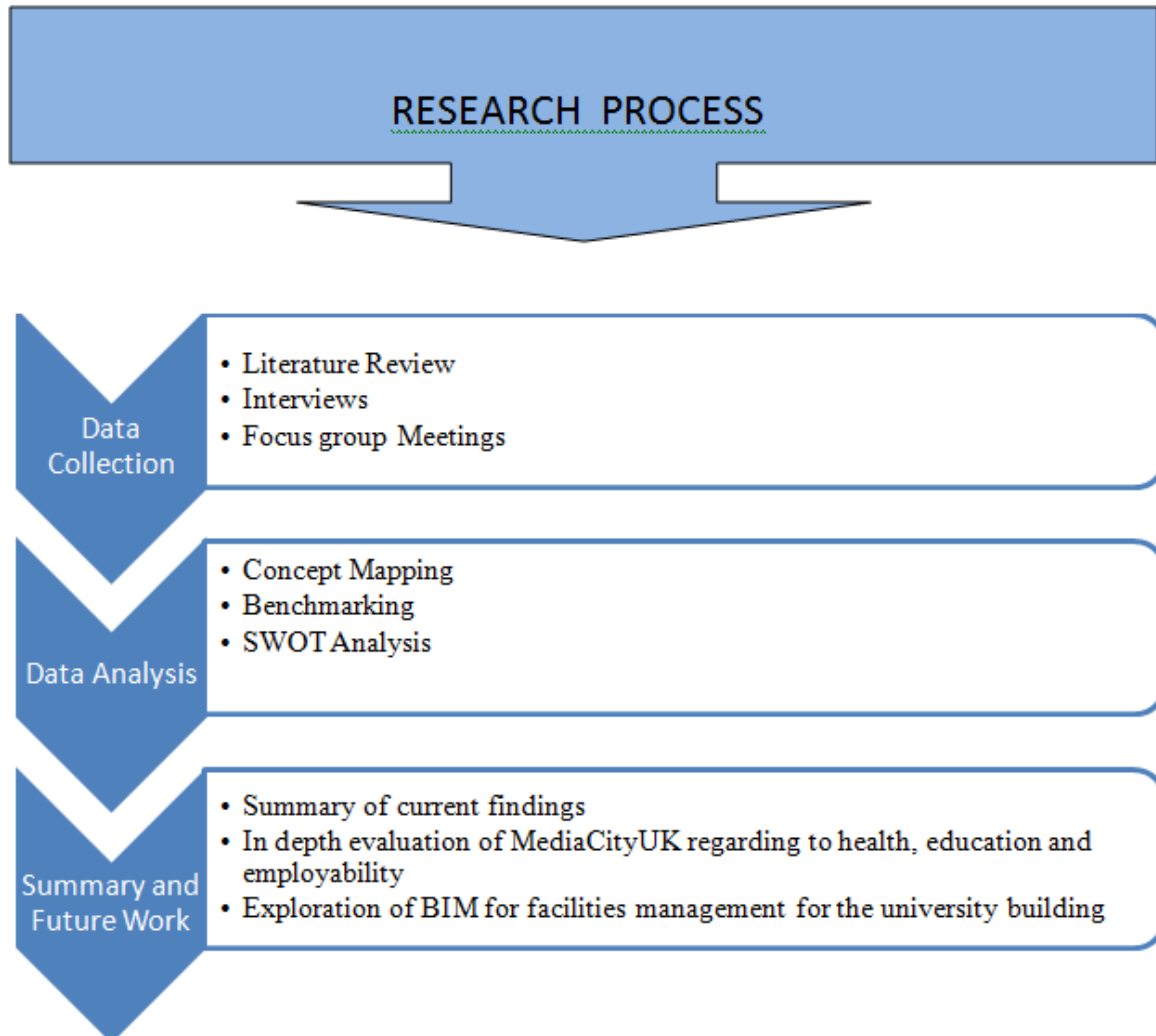
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**Figure 2.11** Conditions that drive a city towards becoming an Ideopolis (Williams, Turner and Jones, 2008)

## PART 3: MEDIACITYUK

### 3.1 DATA COLLECTION AND ANALYSIS

Data collection and analysis is illustrated in the research process diagram below.



*Figure 3.1 Research Process*

Data collection process includes stages of literature review, interviews with professionals and focus group meetings. Physical properties of the project and properties of NCC and Ideopolis concepts are obtained mainly through the literature review. More intense understanding of the social aspects of the project is obtained through the interviews. Focus group meetings are where this research process is shaped and the findings are discussed.

Data analysis process contains the stages of concept mapping of interviews, benchmarking of concepts with MediaCityUK and the SWOT analysis of the project. By concept mapping, the

complex relations between physical, social and economical aspects of sustainability regarding to MediaCityUK are outlined and appropriate properties of NCC and Ideopolis concepts are matched to relevant tangible evidences linked to MediaCityUK. Benchmarking between NCC, Ideopolis and MediaCityUK is made to identify in what aspects the project overlaps the concepts. In line with the literature review, concept mapping and benchmarking process; a SWOT analysis is carried out to identify the strengths, weaknesses, opportunities and threats of the MediaCityUK project.

The final section of the research process followed throughout this report is to summarise the current findings and identify the issues for future work. Description of the project, pros and cons stated by data analysis are expressed in the summary section. The points that require future work are defined according to outcomes of the overall findings.

### 3.1.1 PHYSICAL AND ENVIRONMENTAL SUSTAINABILITY OF MEDIACITYUK

MediaCityUK uniquely integrates sustainability measures throughout its planning, design and construction, and as a result it is the first development in the world to become a BREEAM approved sustainable community. About the BRE accredited Sustainable Community scheme, this research project team's preliminary assessment is that the scheme has a focus on the environmental performance of the buildings, and socio-economic sustainability issues related to Sustainable Communities definition of the government are remained unstressed. It is a necessity to see the full BRE report for MediaCityUK in order to make accurate comments. The research team would like to investigate the detail further before drawing any conclusions.

Working closely together with the clients' team of Cofely, Bovis Lend Lease and Peel, Vital Energi have already completed the installation of an underground network of specialist pre-insulated pipes, which will link the core of this centralized energy, the energy efficient 'energy centre', to nearby buildings, distributing heating and cooling to those working and living in the new media complex.

Employing a company that can not only deliver the energy infrastructure for MediaCityUK but also add value, design and innovation to such a significant and extensive scheme, Vital Energi's knowledge and expertise has also been utilised to carry out detailed design works

relating to the construction of this impressive energy centre housed within a purpose built two thousand space multi storey car park on the site.

In addition, taking advantage of the development's waterside setting located right next to the Manchester Ship Canal, Vital Energi's in-house design engineers have also developed a novel on-site canal cooling system. The system has been designed to extract recyclable canal water which will then be used to cool the BBC studio buildings in the winter months and provide cooling for the absorption chillers and the CHP unit during the summer. By integrating the cooling from CHP with "free cooling" from the canal, this provides for even greater cooling efficiency in the overall system, helping to lower energy bills on this high profile development and also reduce the impact on the environment.

Vital Energi's project engineering team are currently installing of all the generating plant, equipment and pipe work that makes up the 40MW tri-generation energy centre. The carefully selected and sizeable plant and equipment within the energy centre includes two 9MW gas boilers with room for modular expansion to add an additional two 9MW boilers, a 2MW CHP engine providing heat and power and a 1.5MW absorption chillers providing cooling to the studios.

MediaCityUK is a significant project for Vital Energi, the first of its kind in the UK which is being undertaken by an organisation with a significant track record in the delivery of decentralised energy generation and distribution projects, with the design expertise to ensure that the solution not only meets environmental and technical requirements but also importantly integrates into the scheme as a whole ([www.vitalenegi.co.uk](http://www.vitalenegi.co.uk)).

A new tram station on the Manchester Metrolink network is being built to serve MediaCityUK. MediaCityUK Metrolink station will be at the end of a new 360 meters (0.22 mi) branch line from the Eccles line which is being built as part of Phase 3 of the Metrolink expansion project. MediaCityUK station will open in 2010. Trams will run to Piccadilly via Harbour City station and G-Mex. Further expansion plans will see more lines added to the network in the next few years, including lines to Didsbury, Droylsden and Rochdale (GMPTE, 2009).



### 3.2 THE INTERPRETATION OF THE INTERVIEW WITH MEDIACITYUK

This interview was carried out with John Holland from the MediaCityUK project office at the University of Salford. The first of all in the interview, the NCC concept was elaborated and discussed how it is matched with MediaCityUK project. It is said that the project has a strong knowledge-intensive economy based on the creative industry. Engagement of the university is identified as the key point that makes the project different from being only a business cluster and university's role in promoting CPD in local community that may enable gaining skills and creating jobs for the local people. Secondly, it is expressed that the developer of the project is enlightened in terms of social issues regarding to neighbourhood and considers the benefits of the local community, and creates recreational facilities on the project site. Lastly, the project is said to be accessible in terms of leasing options and it is considered to be attractive for its purpose built infrastructure.

The key points from the interview are highlighted below.

- Familiarizing with the NCC concept and sharing documentation
- Discussion of what “success” means: it is discussed that success has a different meaning for each of the participants of the project, which at the end overlaps in the point that is the overall success of the venture. As an example, producing and developing content is a success for BBC whereas profit is a success for Peel, the developer. At this point, Dr Arayici signaled that there is a big threat for the project in terms of evaluating “success”. He expressed that, as it was in London Docklands project, achieving economic success but failure in social sustainability may create an isolated island of wealth.
- Knowledge society and knowledge economy: There is strong evidence of knowledge economy and knowledge society. There is a “Media Content Lab” to help media professionals to improve creativity. Also, it is expressed that the boundaries of MediaCityUK are terminated with the aid of digital technology in terms of knowledge sharing.
- How the project differs from an industry cluster : it is stated that, contribution of the university, and project's international dimension by contribution of MIT, and participation of media companies (communications, game etc.) differs the MediaCityUK from general perception.

- How the community will benefit: it is discussed that vision about the community benefit is limited, and broader information to build up a strong vision will be gathered during the time of the research project from BBC, Peel Media and other participating bodies. Besides that, John Holland explained about involvement of PSP (public sector partnership) in the project. Additionally, open-access approach of the project, and recreational facilities like piazza, children playgrounds are emphasized in terms of adding value to the benefits of the surrounding community. It was also mentioned that the University of Salford, as a participant of the project, has passion for continuous professional development which may lead, with the funding support of the development agencies, creating apprenticeship or voluntary work for the local community.
- Dr Arayici explained how it would be useful to apply BIM and GIS models for the simulation of interaction of MediaCityUK with the surrounding community in terms of social sustainability. Dr Arayici also expressed the importance of investigating the impacts of MediaCityUK not only to the local region but also to the Greater Manchester.

The given concept map, Figure 3.2, in downward direction is the outline of the findings from the interview with John Holland. The findings are given in a categorized form in terms of physical, social and economical aspects of sustainability. The bottom line indicates the NCC and Ideopolis concepts. The upward flow beginning from the bottom line indicates the appropriate characteristics of the concepts and which tangible properties of MediaCityUK suits those stated characteristics. The findings and concept benchmarking and the relation between the nodes of the concept map are explained below:

In terms of physical sustainability, MediaCityUK has an improving transport infrastructure with improvements in trams, canal and parking facilities. MediaCityUK is designated as a regeneration project because it transforms the brown land located in the Quays region into an iconic development that has the potential to add value to the surrounding. The project also has a purpose built ICT infrastructure which enables MediaCityUK to virtually terminate its borders and remotely communicate with other knowledge centres within the city region and beyond. It is also stated with the thick red arrow that the infrastructure has an important role to assist knowledge based economy and knowledge societies.

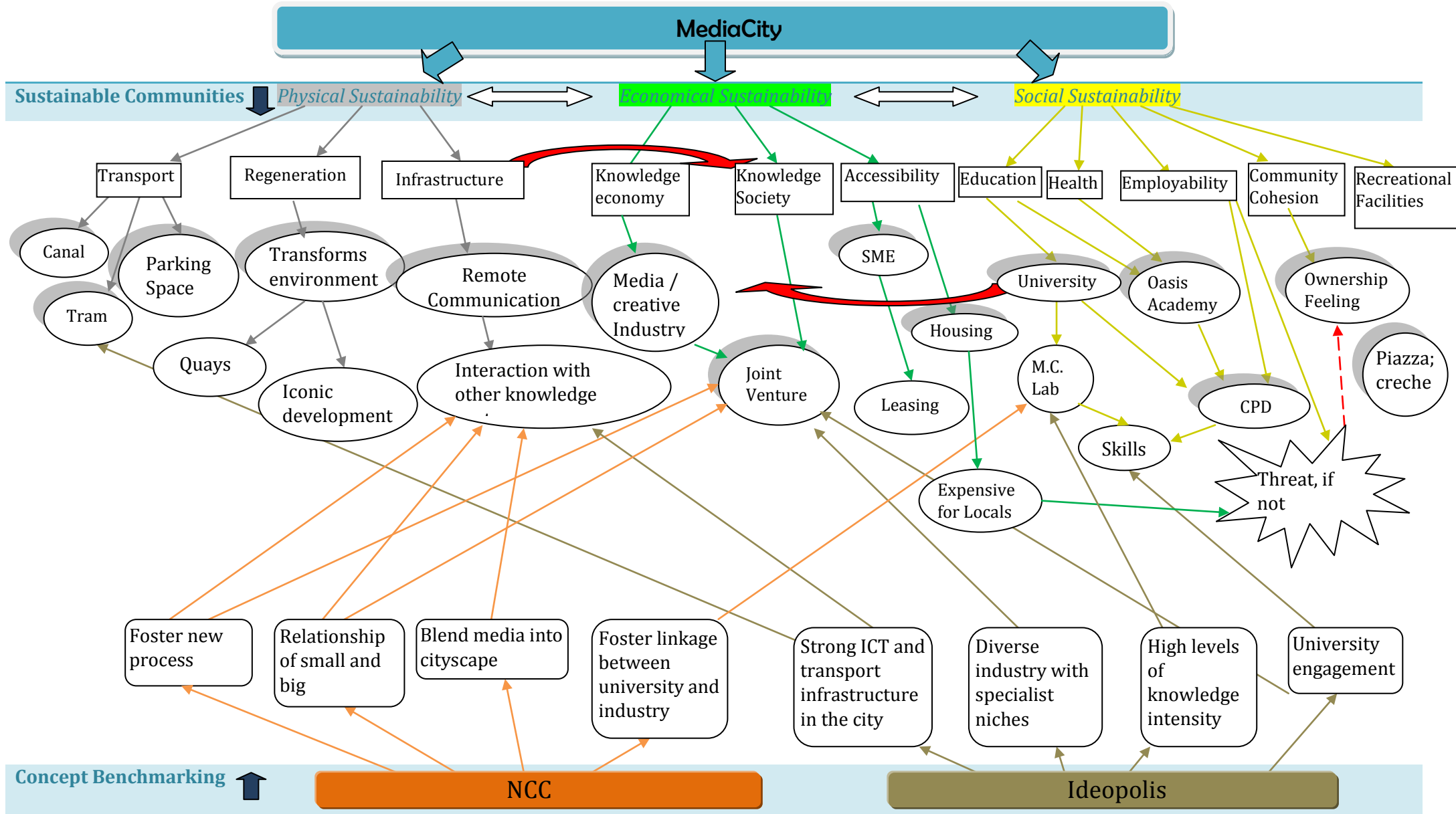


Figure 3.2 Concept Map for the interview with MediaCityUK with an awareness about NCC and Ideopolis

In terms of economical sustainability, MediaCityUK promotes knowledge economy by clustering media and creative industries within. The project offers office spaces with leasing options and that makes it accessible for the small and medium companies along with the big enterprises. Joint venture opportunities between tenant companies have a great potential to form a knowledge society. Additionally, it should be expressed that the housing is far beyond the local community can afford and that can be a threat to community cohesion by weakening the ownership feeling.

In terms of social sustainability, the strongest point of this project is stated as embedding Salford University and Oasis Academy into the business cluster. The University of Salford will be offering Media Content Lab to support knowledge society and is very keen to offer CPD programmes for the local community to gain skills and increase employability. The university plays an important role on the knowledge intensive economy and formation of a knowledge society and that is stated by the thick red arrow on the diagram. Employability should always be on the focus in order not to isolate the MediaCityUK from the surrounding deprived regions. The Oasis Academy will be promoting CPD and additionally it will contribute to health issues by offering walking groups and healthy living courses. MediaCityUK has recreational facilities like piazza and crèche for the local people and visitors to benefit which will have a positive impact on community cohesion.

As a result, MediaCityUK is a NCC because it fosters new processes by the opportunities of joint ventures of involving companies and by remote communications with other knowledge intensive centres which also has the opportunity to blend media into cityscape. The Media Content Lab enables to foster linkage between industry and university. Furthermore, MediaCityUK contributes to Ideopolis because it offers niche media and creative industries. It offers improving tram routes for transportation and offers remote interactions with other knowledge intensive centres within the city which is a good evidence of strong ICT infrastructure. The project embeds the university in order to gain skills.

### 3.3 THE INTERPRETATION OF THE INTERVIEW WITH URBAN VISION

This interview was carried out with Jane Dean from Urban Vision at their office in Salford Quays. Initially, features and characteristics of the project were elaborated to justify it as a regeneration project. It was clarified that the project transforms the brown land in Salford

Quays area into an iconic development and the project offers recreational facilities not only for the residents of MediaCityUK but to the local people living in the neighbourhood. Secondly, it was expressed that knowledge-intensive industries were involved in the project which is the key driver to become a hub for creative industry based knowledge economy. Last but not least, the investigation of how the functions of the buildings would have impact on the local community in terms of public health, employability and education was discussed. Lastly, integrating BIM and GIS to simulate those impacts is considered as a way forward for a potential solution. Finally, at the end of the interview, it was agreed that those concepts has the potential to add value to the sustainable communities.

The key points from the interview are highlighted below.

- Helen Sharman gave a presentation on what this research project is trying to achieve and stated that MediaCityUK and local community interaction is in the core of this study.
- Dr Yusuf Arayici explained the value that may be added to the project by applying BIM and GIS technology that would be used for short/medium/long-term simulations of interaction between MediaCityUK and the surrounding community.
- The effects of “buildings” (developments) on the community cohesion and community benefits were identified as key points to be determined.
- Jane Dean expressed that it would be useful to work on a narrow selection of topics due to shortage of time and workforce effort for wider selection of numerous topics, and suggested health and employability matters would be ideal points to work on.
- Jane Dean also added that transportation is a major barrier to employment.
- It is discussed and suggested that a further investigation is required to determine how MediaCityUK health facilities would contribute to public health.
- It is agreed to share data to develop a strong vision.

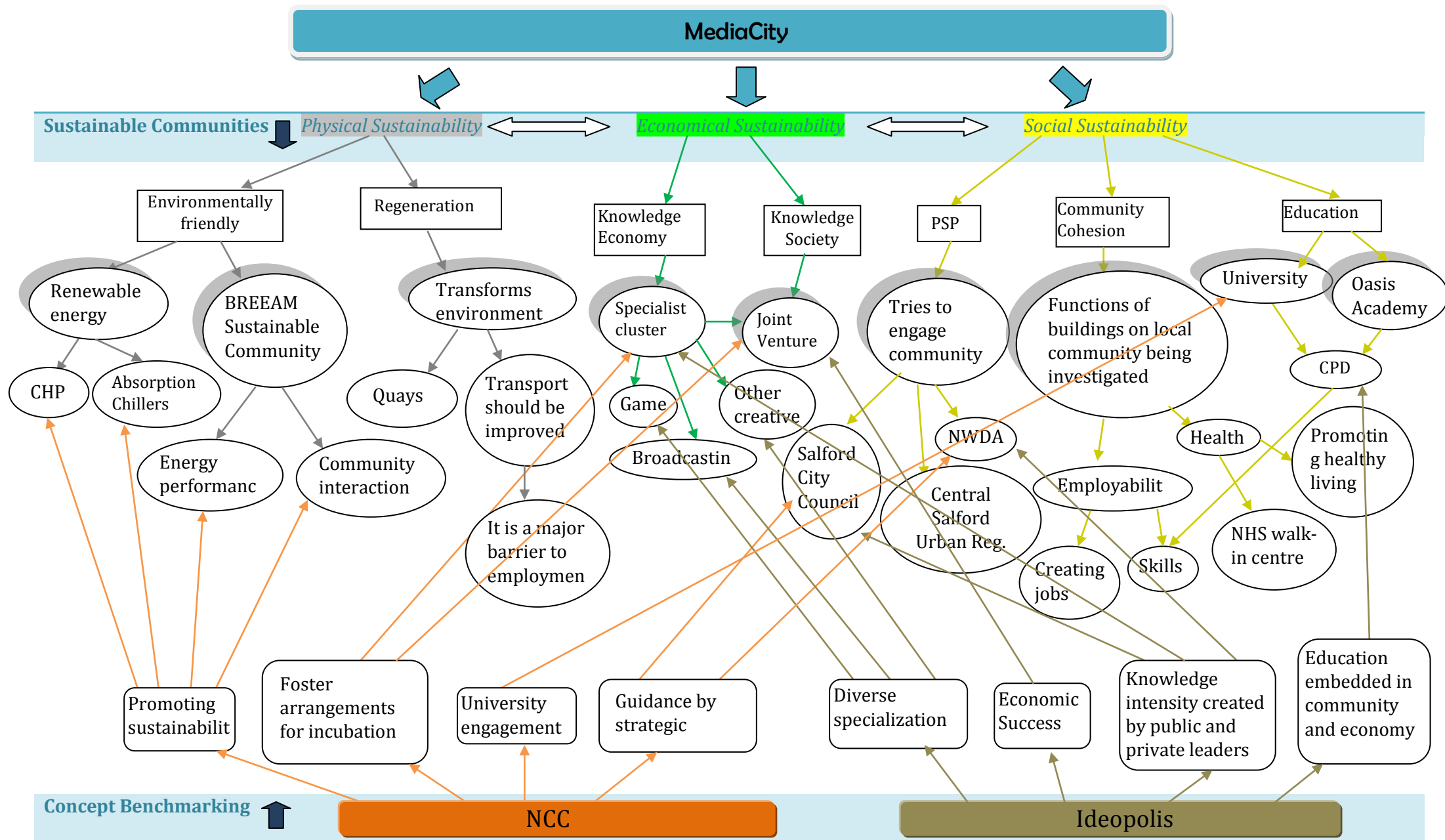


Figure 3.3 Concept Map for the interview with Urban Vision with an awareness about NCC and Ideopolis

The given concept map, Figure 3.3, in downward direction is the outline of the findings from the interview. The findings are given in a categorized form in terms of physical, social and economical aspects of sustainability. The bottom line indicates the NCC and Ideopolis concepts. The upward flow beginning from the bottom line indicates the appropriate characteristics of the concepts and which tangible properties of MediaCityUK suits those stated characteristics.

The findings and concept benchmarking and the relation between the nodes of the concept map are summarized for sustainable communities vision. In terms of Physical sustainability, MediaCityUK is environmentally friendly. It integrates sustainable energy technologies like CHP and absorption chillers to its energy infrastructure. Also, the project is known to be the first development to obtain BREEAM Sustainable Community certification which covers energy performance of the development and how it interacts with the local community. But as stated early in Physical Sustainability section in Part 3, the socio-economic coverage of the certificate should be evaluated in detail. In terms of economical sustainability, the project has a strong knowledge-intensive economy that is based on the specialist cluster formed by gaming, broadcasting and other creative industries. The project offers good opportunities for joint ventures between the involving companies and that cooperation has a big potential to form a knowledge society. In terms of social sustainability, it is expressed that Public Sector Partnership (PSP), which tries to engage the community with the project, is one of the main stakeholders. PSP is formed by the Salford City Council, Central Salford Regeneration Company and North West Development Agency. To create and improve the community cohesion, it is emphasized that the effect of MediaCityUK on health and employability should be investigated in order to obtain improvements. Gaining skills and creating jobs are stated as key drivers of improving employability. Promoting healthy living, which is also issued by the Oasis Academy, and a proposed NHS Walk-In centre are expressed as contributors to health issues.

As a result, MediaCityUK is a NCC because it promotes sustainability with integrating sustainable energy technologies like CHP and absorption chillers. What's more, the project is BREEAM Sustainable Community certificate awarded. The project has the potential to form a base to foster arrangements for incubation by enabling joint venture opportunities within a specialist business cluster. Salford City Council, North West Development Agency and Central Salford Regeneration Company are important actors of the project which indicates

presence of guidance by strategic vision rather than rigid master plans. Also the engagement of the University of Salford puts MediaCityUK in the NCC category. Furthermore, MediaCityUK contributes to Ideopolis because the project offers diverse specialization including gaming, broadcasting and other creative industries. Joint venture opportunities within the cluster offer economical success. It is emphasized that education is embedded in community and economy by CPD offers of the Salford University and the Oasis Academy. Engagement of major specialist companies and partners of the PSP indicates strong knowledge intensity created by public and private leaders.

### 3.4 OVERALL SUMMARY OF THE INTERVIEW FINDINGS

It is seen that both interviews point out the importance of identification of the impact of MediaCityUK on the surrounding deprived communities. The contribution of the university to the project is expressed as playing a key role in both academic support to media industry and creating community cohesion by CPD opportunities. As a common view, in terms of local community benefits, investigating public health and local employability issues may bring quick wins. It is all discussed and agreed that integrating BIM philosophy has an importance to obtain short/medium/long term simulations of contribution of MediaCityUK to the sustainable communities scheme.

#### *Outcomes from the focus group meetings:*

These are the periodic meetings that draw the path to the research.

- A clear understanding of dimensions of sustainability : environmental and socio-economical
- Working on the sustainability criteria: matchmaking the related criteria to the project
- Agreeing on arranging a focus group workshop related to public health as a future work
- The need of further interviews with the professionals from the parties involved in the project to identify the correlation between the project and its contribution to create sustainable communities

### 3.5 EVALUATION OF MEDIACITY WITH THE NCC AND IDEOPOLIS CONCEPTS

The NCC and Ideopolis concepts overlap each other in many aspects. The main difference is the scale that they cover. NCCs more commonly refer to “real estate developments, whereas Ideoplis concept refers to an entire city in terms of “scale”.

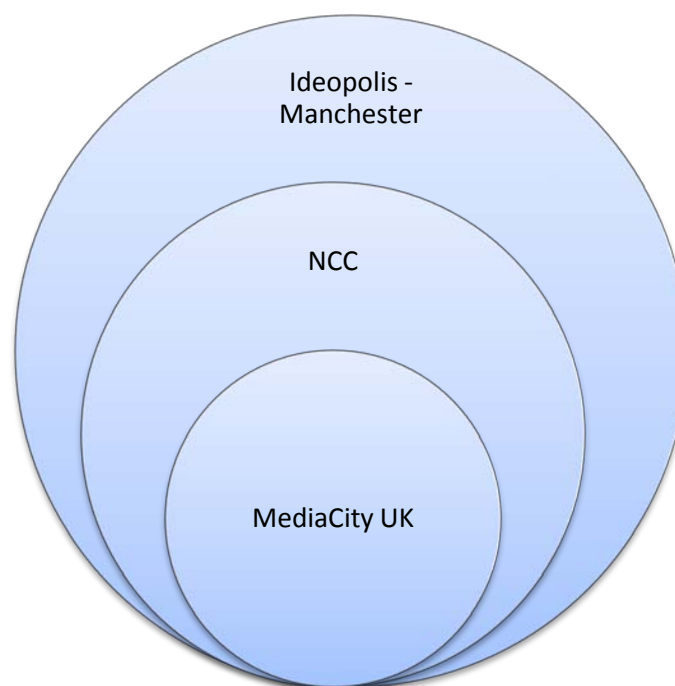


Major Similarities of concepts:

- Promoting sustainability (social and environmental)
- Adding economic value
- Creating destination for living and working
- Constructing links between universities and knowledge economy
- Foster new arrangements for incubation
- Investing in communities

Major Differences of concepts:

- Scale
- Diverse industry base : NCCs are interested in more “focused” sectors
- Building on what is there : Ideopolis makes a diverse assessment on strengths and weaknesses of the city and plays on it; spectrum of an NCC is much more limited



**Figure 3.4** Position of MediaCityUK vs. NCC and Ideopolis

The Venn diagram given above is a good way to visualize where MediaCityUK stands among concepts.

### 3.5.1 MEDIACITYUK AS NCC:

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The points listed below indicate evidence for why to refer MediaCityUK as NCC

- It creates a destination both for living and working
- It promotes sustainability : renewable energy and local employment
- It blends digital media into city : studios, other creative arts
- Strong relations with the Salford University
- It levers transformation of education systems: hands on application opportunities for media students
- Facilitates working relations among small and large companies : local media/creative technology companies and BBC
- It is guided by a strategic vision rather than rigid master plans: knowledge intensive

The points listed below indicate how MediaCityUK is different from a Business Cluster

- It is an open access, iconic development where local people can visit and enjoy themselves (studios)
- University's contribution , combines students and professionals : creates knowledge transfer
- Local community's contribution (courses, employment, visits) : creating the feeling of ownership (poor evidence)
- Additional facilities (NHS walk-in centre) : supports public health

### 3.5.2 MEDIACITYUK'S CONTRIBUTION TO IDEOPOLIS-MANCHESTER

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- As a NCC, it will create added value to the city ( niche industry)
- Regeneration of Quays area (transforming weakness into strength)
- Embedding the university (improving knowledge society and increase number of qualified employers)
- Strong leadership around knowledge city vision (a strong network of media industry)
- Contributing a knowledge-intensive society which enhances narrowing the gap between North West and the Southeast of UK in terms of "skills". The issue of skills is also emphasized in Manchester Independent Review, 2009.

### 3.6 SWOT ANALYSIS

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SWOT Analysis is a strategic tool for auditing a project and its environment and SWOT stands for Strengths, Weaknesses, Opportunities and Threats. The aim of a SWOT Analysis is to identify and terminate the barriers in order to minimize Weaknesses and Threats and maximize Strengths and Opportunities. In the SWOT Analysis of MediaCityUK; economic, environmental and social aspects of sustainability of the project are taken into consideration. NCC and Ideopolis concepts are also used as supportive guidance to identify SWOT.

#### Strengths of MediaCityUK:

- ✓ Knowledge society
- ✓ Knowledge economy
- ✓ University contribution
- ✓ Environmental sustainability
- ✓ Purpose built, well planned
- ✓ Local sourcing (construction stage)
- ✓ Iconic development that will add value to the region
- ✓ Regeneration project : transforms Quays
- ✓ Open-access

#### Weaknesses of MediaCityUK:

- Expensive housing for local people
- Poor evidence of local community benefits (employment)

#### Opportunities:

- ✓ Opportunity to increase creativity in media industry
- ✓ Attracting telecommunication companies for Phase 2
- ✓ Small companies : joint venture possibilities

#### Threats:

- May cause lack of ownership feeling
- May become an “island of wealth” : like London Docklands

## PART 4: VISION

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### 4.1 SUMMARY AND CONCLUSION

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Based on the waterfront of Manchester, Salford Quays, MediaCityUK is the most significant media development in the UK. The main aim of the project is to create a dedicated, purpose-built 'city' that will become home to a number of broadcasting and new media companies, including parts of the BBC. Development is strongly supported by Public Sector Partnership. It is an iconic development that transforms the appearance of Salford Quays. It is environmentally sustainable, and has a continuously improving transportation infrastructure. It is also aimed to have a positive social impact on the local community.

These properties of the project, makes it a good match to the New Century City concept, which is initially formed by MIT, and briefly means new geographical clusters where knowledge- intensive human capital, social capital and specific business sectors are combined. NCC concept, if well implemented, works effective within its boundaries with a limited positive socio-economic impact on the surrounding. To assess a city-scale area, a new concept called Ideopolis is derived. Ideopolis covers a larger area at a city scale, and is supplied by diverse spectrum of industries unlike NCCs. Besides that, NCCs and Ideopolis are in line with each other, such as promoting sustainability and creating knowledge societies.

The main aim of this research is to identify KPIs of MediaCityUK project and gaining knowledge to identify how the project will contribute to the sustainable communities. After data collection via interviews and detailed analysis (comparative and SWOT), some pros (knowledge economy, university engagement, possibilities for future business) and cons (threat of alienating the local community) are identified towards reaching the research aims.

In conclusion, MediaCityUK project is an impressive, well planned and organized media focused development that aims to create a knowledge intensive economy and society which will also contribute to the social sustainability in its local region. The project has a good base to promote environmental sustainability and to develop strong networks of knowledge intensive business. But the problem is that, is it possible for the MediaCityUK project to achieve an “overall success”? Is the “base” of the project strong enough to contribute social sustainability just like it does contribute to environmental sustainability?

The project may face the same problem as the London Docklands area. London Docklands is a story of economical success, but many authorities and research bodies call it “island of wealth” which indicates failure in terms of social benefits of the local community. It should always be considered that “success” is a multidimensional achievement. Not to face the same problems, a strong vision with strong evidence should be developed about MediaCityUK and its contribution to the social sustainable communities.

## 4.2 FUTURE WORK

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- Further investigation on barriers (if any) to promote social sustainability in MediaCityUK project to obtain a clear understanding of what is not working well.
- Research on how to contribute MediaCityUK to public health issues.
- Research on how to increase local employability in MediaCityUK.
- Integration of GIS and BIM to simulate the social interaction with the neighbourhoods and the MediaCityUK

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