



**Final Report**  
**May 2011**

# **Stanley Street**

**strategic direction for  
a vital urban quarter**



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Feria Urbanism is a dynamic design studio that specialises in urban design, urban planning, urban strategies and public participation. Established in 2007, it has been involved in a diverse range of projects across the UK and has developed key skills in organising community engagement events that inform urban strategies. Using a variety of spatial mapping techniques, exciting visualisations and captivating diagrams, Feria Urbanism reveals the potential of place.

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# **Stanley Street**

**strategic direction for  
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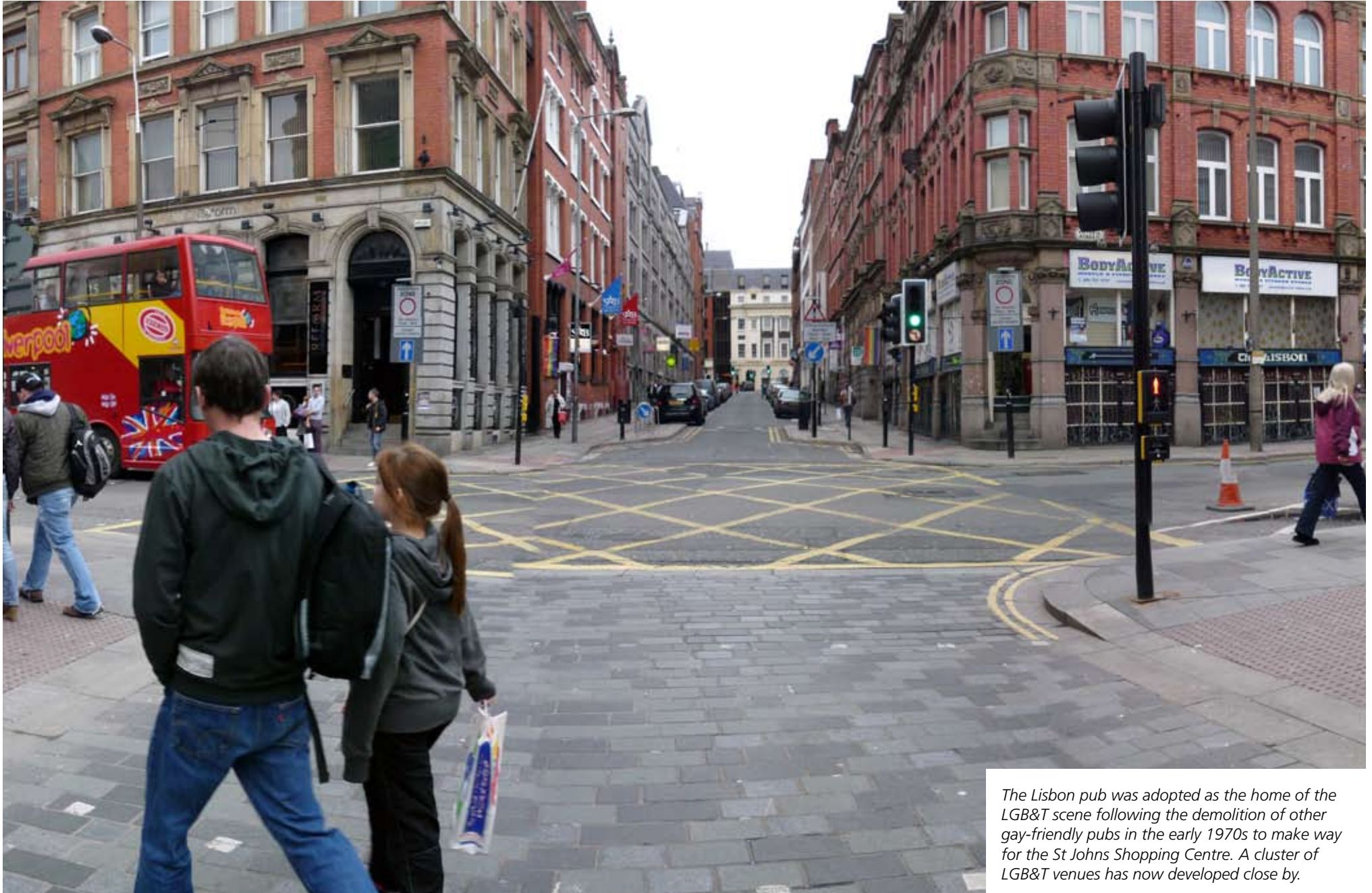
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*The Lisbon pub was adopted as the home of the LGB&T scene following the demolition of other gay-friendly pubs in the early 1970s to make way for the St Johns Shopping Centre. A cluster of LGB&T venues has now developed close by.*

# Executive Summary

Stanley Street is widely recognised as the “gay village” of Liverpool. This report recommends this identity as the centre of the Lesbian, Gay, Bisexual and Trans (LGB&T) scene is given official support by Liverpool City Council, other agencies and organisations, both public and private, as a means of enhancing and promoting the area, and by extension, the city as a whole.

However, while Stanley Street itself is considered to be at the centre of the scene, official recognition must identify a wider urban quarter, reflecting the role played by nearby streets, such as Cumberland Street and Eberle Street. It is therefore recommended that the “Stanley Street Quarter” is adopted as the description to be used. This particular title has no reference to the LGB&T offer and, therefore, has the benefit of embracing the non-LGB&T specific uses found within the area.

A series of specific urban design and architectural interventions to Stanley Street can make a positive difference, with the restriction or the removal of traffic and parked cars vital to create a space within which street-life, events and

other creative uses can flourish. Demolition of a particular building on the street to create a new civic space is also recommended to deliver a focus attracting new investment. Meanwhile, modification of individual buildings to create greater transparency, visibility and more inclusive access will further support the development of the quarter.

The adoption of a precisely-worded positioning statement, that describes the qualities of the quarter is also vital in order to inform subsequent work, such as the adoption of a brand identity. The entertainment offer is currently too limited, with a focus on youth and after dark and the use of “micro-events” is recommended to help change perceptions of the area, increasing a sense of quirkiness and culture. These should attract new users, deliver greater investment in daytime uses aimed at an older crowd and raise the quality of the offer.

All of these interventions will combine to increase feelings of safety and security, building on recent successes. The creation of new partnerships and networks between the private, public and third sectors will be vital to deliver these changes.







*The area around Stanley Street has developed over time to be the de facto gay quarter of the city centre. However, this study recognises the role other streets play in the support of LGB&T venues and establishments.*

# Introduction

## Background to the study

In 2010 Liverpool City Council commissioned “Designing out Crime”, a research project to explore ways of improving safety in the city after dark. One of the key recommendations of this extensive piece of work was to create a vision for the city’s “gay” quarter. The area around Stanley Street in the city centre has developed over time to be the de facto gay quarter of the city. There is a vibrant night time economy of bars, pubs and clubs which cater for the lesbian, gay, bisexual and trans (LGB&T ) community. This is overlaid by local businesses of small retail outlets, offices and some residential properties catering to the wider community.

## Active development and promotion

The direction of the area, and the formulation of a defined strategy, has been a point of discussions for a number of years. A decision has now been made, by Liverpool City Council and its partners, to actively develop and promote the Stanley Street Quarter. This should harness the potential in the area, particularly from the LGB&T community and other key stakeholders to create a first rate destination for residents and visitors. Development and promotion will cover marketing, physical design, land use mix and operational offer to put the area on an equal footing with similar areas both nationally and internationally.

To support the development of the area, a consultation exercise to gather views on how this could best be achieved has been undertaken. This is the final report of that study.

## Study team

Through a competitive tender process, Liverpool City Council and its partners selected an external consultancy team to undertake this exercise on behalf of the Council and its partners.

The team was led by Richard Eastham of Feria Urbanism, an urban design practice based in Bournemouth that specialises in urban design, urban planning, urban strategies and public participation. Feria Urbanism was an instrumental part of the team that delivered the “Designing Out Crime” report for the Council and so Richard already knows well the challenges associated with Stanley Street.

The Feria Urbanism team also included Adele Maher, an urban planner and urban designer with extensive experience of delivering participatory workshop events.

Feria Urbanism was supported by Lisa Worthington of Tandem Marketing, a full service marketing consultancy based in Poole. Tandem develop marketing campaigns that connect with consumers and drives sales, especially in the food, drink and leisure sectors.

The team was strengthened by Kevin Turner, a sexual health adviser working for the Dorset County Hospital NHS Foundation Trust. He is currently the manager of a support centre responsible for addressing the sexual, psychological and emotional needs of the LGB&T communities in Bournemouth. For this project, Kevin provided advice on LGB&T issues and an interpretation of the wide range of consultation responses.

Finally, the first stage ideas for branding and identity were prepared for use at the workshop by Revolting Art + Design. The second stage ideas were prepared by designer and illustrator Rachel Wallis.

## Steering group

The project was effectively managed by a steering group that comprised a City Council officer, a member of Liverpool Vision (the regeneration agency in the city) together with representatives of the Liverpool Charities and Voluntary Services (LCVS), the Liverpool Pride board (an annual LGB&T festival) and the city’s LGB&T Network.

- Mike Cockburn — City Centre Manager
- Jenny Douglas — Liverpool Vision
- Adam Simpson — Liverpool LGB&T Network
- James Davies — Liverpool Pride
- Gail Jordan — LCVS

Valuable administrative support for the study, including organising venues, sending out invitations to events and compiling list of stakeholders was provided by the Liverpool City Centre Management Team within the City Council.

## Study aims and objectives

The objective of this exercise was to develop a “strategic vision” for the LGB&T quarter. This should sit within the framework of the ambitions of the city centre as a whole with a dedicated gay quarter and an inclusive city being complementary objectives, supporting our continued successful efforts to ensure Liverpool is both a positive and inclusive place on a city-wide basis.

The strategic vision includes an outline of how the physical realm and the mix of land uses should look, how the area integrates with its neighbours, how it is diversified and marketed, as well as investigating the feasibility of options for delivery.

To achieve these objectives, there was a need to gain an understanding of a range of issues, including:

- current LGB&T attitudes towards the Stanley St area including both users and non-users
- attitudes of local non-LGB&T businesses to the development of a gay quarter
- the key features and requirements for the development of a gay quarter
- the current and future obstacles to development
- attitudes towards the local public realm and the quality of the urban environment, including streets, buildings and civic spaces
- perceptions of local safety.

## Research methodology

The key stakeholders include the LGB&T community, local residents, local business owners, the Council and its partners and other associated agencies. The methods employed included an intensive two-day block of face to face interviews, when over 40 different individuals and groups were engaged, and a participatory workshop exercise, attended by over 50 people. These techniques ensured that the views of many local stakeholders are represented in this final report.

While the majority of the work was understandably focused on Liverpool, the study team also looked to other



# the study team met 42 people and organisations in 48 hours

places to find useful and appropriate lessons through an understanding of how other LGBT&T quarters (both nationally and internationally) have been successfully and actively managed, developed and promoted.

The study team also developed its own original ideas on how approaches to an improved public realm and urban environment, including interventions that improve streets and spaces could be applied to Stanley Street, within the context of the wider city centre.

Finally, the study team suggested approaches towards attracting new investment together with ideas for effective marketing, branding and promotion.

This report brings all these various strands of thinking together to create a strategy setting out a strategic direction for the area.



## Why this project matters

Many “gay villages” began as a response to widespread prejudice against groups and individuals considered different and therefore unwelcome in mainstream society. The LGB&T community has experienced such prejudice, and continues to do so to varying degrees.

The gay villages found across the UK, and internationally, can be seen as a reaction to this prejudice. With a safety-in-numbers attitude, they helped create small spaces and places within urban areas where an element of self-expression could be achieved, relatively unhindered. While this approach provided some respite in an intolerant city, it did not directly address the underlying causes of prejudice and intolerance.

### Technology, Talent and Tolerance

Current thinking in social and economic research is starting to reveal significant findings about the benefits that can be accrued by places that are accepting of difference and diversity.

Firstly, it is widely accepted that technology, both the twentieth century variety (e.g. production lines, automation and mechanisation) plus the digital and social media revolutions of more recent years (e.g. widespread PC ownership, the web and smart-phones) plays a vital role in the economic success of cities.

**“Creative people, whether they are Andy Warhol or Bill Gates, John Lennon or Mick Jagger, they all want to express what’s inside them. So places that allow that are the places that will gain an edge in the entrepreneurial realm”**

— *Richard Florida, Author and Economist*

Secondly, the talent and creativity of ideas from specific individuals at a specific point in time has long been recognised as having a direct bearing on the economic success of places. This is as true during the communications revolution as it was during the industrial revolution.

Tolerance is now also being identified as a third crucial factor in economic success. Tolerance in this instance is better expressed as respect and acceptance. A respect and acceptance of difference and diversity is not, it appears, just something society does because it is moral, ethical and the right way to treat people. It also has underlying economic benefits. Social and cultural well-being really add a lot to economic growth.

Evidence thus far for this has been drawn from within the high-tech sectors in America, where between a third and half of all technology and communications companies have

been founded by people who were born outside the USA. There is an emerging body of evidence linking respect and acceptance of ethnicity, nationality and migrant status with the economic success of cities, of regions and of nations.

### Why urban quality is vital

There is also a body of evidence that supports the assertion that knowledge-based entrepreneurs and creative classes look to locate in urban areas that have shared characteristics. These characteristics are linked to social amenity and quality of life — places that are pedestrian-friendly, compact, mixed-use, public transport focused, green and healthy. These very same cities also have a reputation for being accepting of diversity and difference and for being “gay-friendly”.

Further research from America has showed a correlation between a concentration of hi-tech and knowledge-based entrepreneurs, the creative classes and “gay-friendliness” in US cities such as Boston, San Francisco, San Diego and Austin-Texas.

### Gay rights equals economic success

Places that are more open, places that value people, places that are more meritocratic are the places that are going to attract more people with skill and ambition and entrepreneurial verve. The “gay and lesbian factor” can be used as an approximate variable for a place that is very open-minded and self-expressive.

The lesson here for Liverpool is that official endorsement, official promotion, and public-private investment in the Stanley Street Quarter as the de facto gay village of the city supports a message that the city is a creative and inclusive place. This is a vital message that inwards investors, entrepreneurs and job creators need to hear.



## “The real key to success in the creative age is allowing people to self-express”

— Richard Florida, Author and Economist

As page 90 explores, the social and cultural “push factors” that led to the consolidation of Canal Street, Manchester as that city’s gay village have receded as societal attitudes towards the LGB&T community have shifted. The UK is a more accepting place generally of LGB&T issues than it was even a decade ago. However, there remains an economic argument for a specific urban space within which LGB&T self-expression can flourish. The lesson from Hurst Street, Birmingham (see page 88) supports this assertion. In uncertain economic times, when public-sector funds are being cut, cities have never been keener to attract private sector investment, to create jobs and generate wealth.

### The Liverpool context

Liverpool has many of the attributes that an urban area requires to attract the relocational interest of the creative classes — i.e. pedestrian-friendly, compact, mixed-use, public transport focused, green and healthy. Urban renewal of the city has been based around a strong and sound set of urban design principles that have delivered a step-change in these characteristics.

However, research for this project has revealed that many stakeholder believe that a “large minority” of Liverpool’s straight community are not as accepting of self-expression



*“The Difference”, by Scott Page, is representative of a new strand in economic and social theory examining how progress and innovation may depend less on lone thinkers and more on diverse people working together and capitalising on their individuality. Groups that display a range of perspectives outperform groups of like-minded experts. Diversity, it would seem, yields superior outcomes.*

as in other places. A number of interviewees, who were either from outside Liverpool, or had spent time living away from Liverpool, considered that, in comparison to other places, men in the city could be more aggressive, less accepting and more juvenile in their attitudes towards the LGB&T community.

The same interviewees felt that greater recognition of Stanley Street as an “official” LGB&T area, by city and public authorities and by private investors, would improve this situation; increasing understanding and promoting greater acceptance across the city within the wider community. This argument was articulated often during the research for this project and provides a strong counter weight to the suggestion that greater consolidation could undermine acceptance and respect by weakening the need to create an accepting city centre as a whole.

The city’s strong Catholic heritage was mentioned by several stakeholders as an influencing factor as to why Liverpool may be less accepting of LGB&T self-expression than other places. However, the influence on society of established and organised religion is waning and other stakeholders said how more moderate faith groups had been an important source of support to them when they came out.

### Demographic diversity equals economic success

The economic context to this study is that there are clear and distinct advantages for companies, businesses and places through an acceptance of diversity and inclusiveness. This is being proved theoretically through recent social and economic research.

This strengthens substantially any social, equality or moral arguments for further study, recognition of and increased investment in Stanley Street as a vital urban quarter, within an increasingly respectful, accepting and successful city.

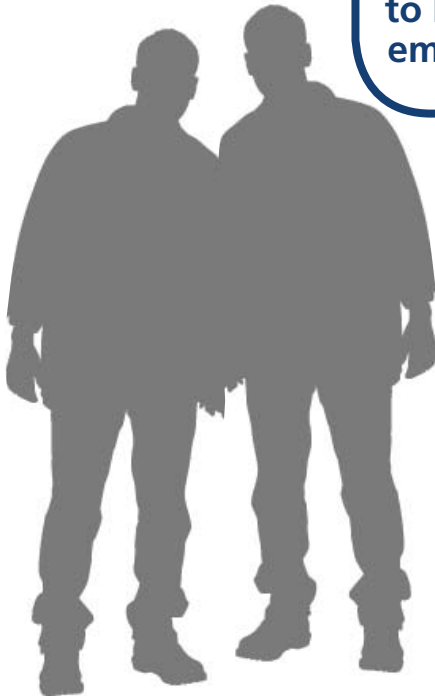


*Hackins Hey provides a vital link between Stanley Street and the Commercial District. It also hosts several LGB&T venues and is flanked by opportunity sites that have yet to be realised. This report informs how these sites could be developed.*

**// It would be great if you didn't need gay areas because everywhere in the city was so accepting. Unfortunately that isn't the case //**

**// Everyone, and everywhere, is linked in someway. The city needs to continue to be brave and embrace change //**

*\* stakeholder interviews*



# City Context

## Transforming the city

The dramatic changes to Liverpool city centre over the last decade reflect the confidence of a world city. A reinvigorated retail heart, a successful knowledge economy, including three universities, significant level of city centre living, a reconnected waterfront and a vibrant and safe night-life are signature achievements. It appears, however, that LGB&T offer has yet to be integrated into the city offer as effectively as it could be. This report should mark the start of that integration process. The recent adoption of the "Liverpool Plan", a bold initiative that seeks to represent the collective efforts of the public and private sector stakeholders on behalf of Liverpool, is timely for Stanley Street. The Liverpool Plan will be a constantly evolving plan that will take into account new opportunities and changing circumstances. The creation of a successful LGB&T quarter needs to be part of this:

*"The next several years represent a critical moment in-time for Liverpool to establish a strategy and action plan to help ensure its growth as one of the UK's most important cities to visit, to invest in, to work in and to live in." [The Liverpool Plan]*

## Part of a framework

The Stanley Street Quarter needs to fit effectively and securely within a framework for change. To do so, it needs to embrace a wide range of uses, not just night-life and not just LGB&T focused either. The diversity and eclecticism of the area is a defining characteristic, a quality that in turn reflects an eclectic and diverse community. There is an authenticity and charm that comes with the rough edges and research for this project have revealed a determination not to lose this. With only a few exceptions, venues and establishments in and around Stanley Street are locally owned and managed, a useful check against short-termism that should ensure long-term support for the aims and objectives of the project.

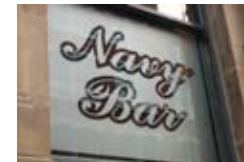


## The Liverpool “Gay Village”

The cluster of 20 venues and establishments that cater for the LGB&T community is focused around Stanley Street but it is important to note the role Cumberland Street (Masquerade, Poste House), Eberle Street (Garlands and GBar), Temple Street (Heaven, Destination) and Temple Lane (Curzon) also play. The recent arrival of Splash Sauna on Fazakerly Street is somewhat away from this cluster but its location was very much informed by the practicalities of acquiring a venue that could obtain planning permission — this operation would have located closer to Stanley Street had suitable premises been available. The Lisbon pub was seen by almost all participants in the study as a landmark institution, long established as the heart of the LGB&T scene. The critical mass of venues in this area underlines why the Council are keen to consolidate and enhance this specific offer as part of a promotion and development strategy.

Most of the venues and establishments that comprise the scene in the city are almost exclusively orientated to the night-time economy although some do have a limited daytime offer alongside this.

A notable exception is the Armistead Project, an NHS advice centre, well-respected and supported by the LGB&T community.





*The image above superimposes the range of LGB&T specific venues (blue dots) over an aerial photograph of the city and places this between the city quarters already recognised by Liverpool City Council and other agencies and partnerships. This demonstrates that the scale of the Stanley Street area is significant enough to also require some sort of formal recognition. The Stanley Street area is "book ended" in the west and east by two important civic buildings, the Town Hall and the Municipal Offices.*

Stanley Street and the surrounding area sits between other urban quarters.

This is one of the area's strengths — the sense of discovery that comes with the eclecticism of city quarters that are "between" other places. Layers of interest can be found in the people, the architecture and the streets and spaces, and while this is true of other parts of Liverpool, these layers are important to the LGB&T community and their sense of history and belonging to the city.

The surrounding quarters already benefit from identified strategies. For example, the Cultural Quarter (focused around the St George's Hall and Walker Art Gallery); the Retail Heart (focused on Liverpool ONE and City Central); the Commercial District (located between Tithebarn Street / Chapel Street, Pall Mall, Leeds Street and King Edward Street / New Quay); and the Waterfront (focused on the Three Graces and the Pier Head).

The focus for prime office accommodation is now focused on the Commercial District, while the secondary office market is found towards the Waterfront, leaving the office space in and around Stanley Street and Victoria street "tertiary" in terms of quality. This is reflected in the higher than average vacancy rates and, as research for this report has revealed, the difficulty commercial agents have in letting this space.

Each of the adjacent quarters has a clear role, identity and purpose within the overall promotion of the city and, as a result, has benefitted from substantial private and public investment over recent years, especially Liverpool ONE and the Waterfront. Meanwhile, although the Stanley Street area has been identified as a "live / work" area in the City Centre Strategic Regeneration Framework (Liverpool Vision, 2000) there has been no formal recognition of the LGB&T element, and the area has received little investment thus far. This report should begin to change this.

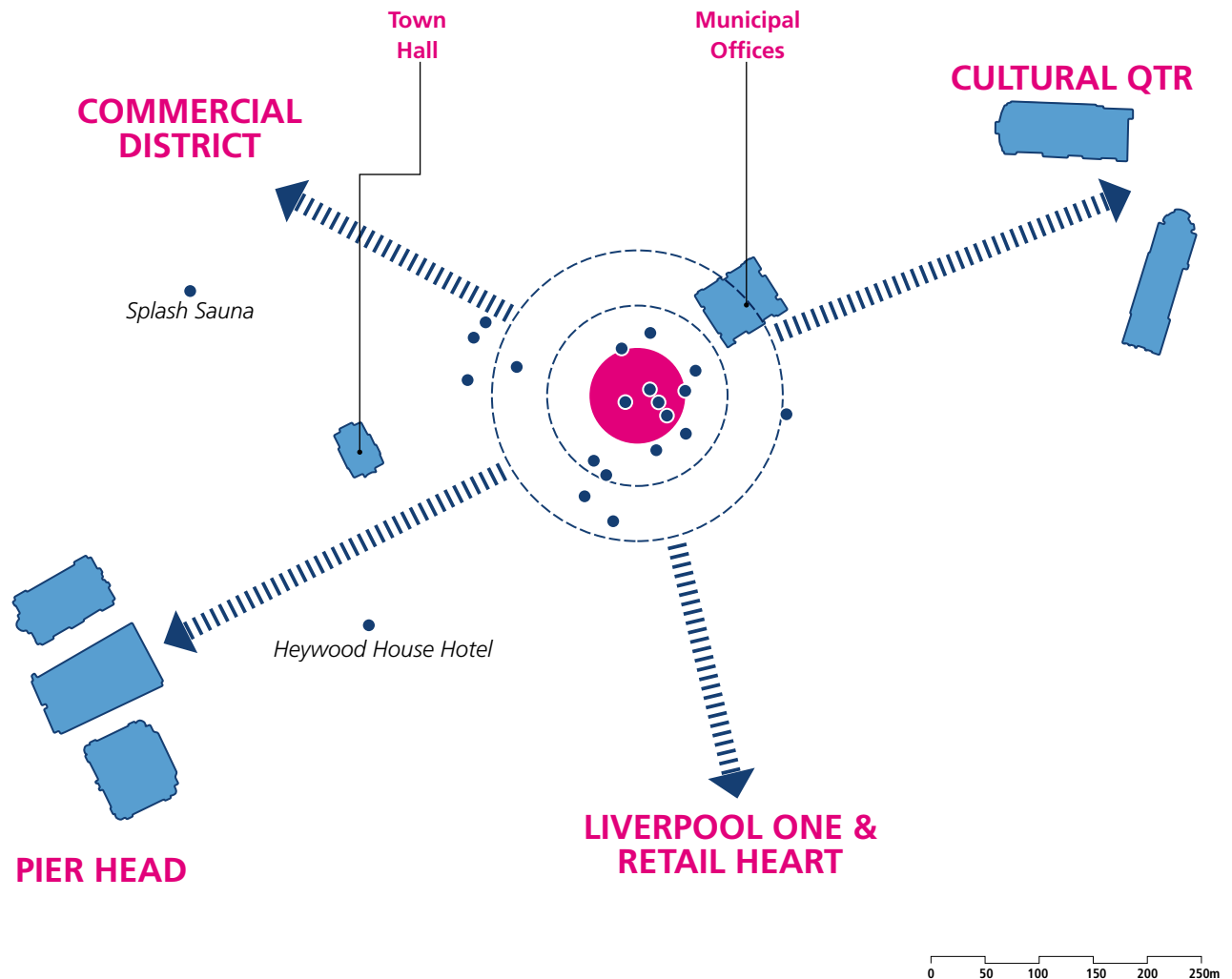


## A place to begin an exploration

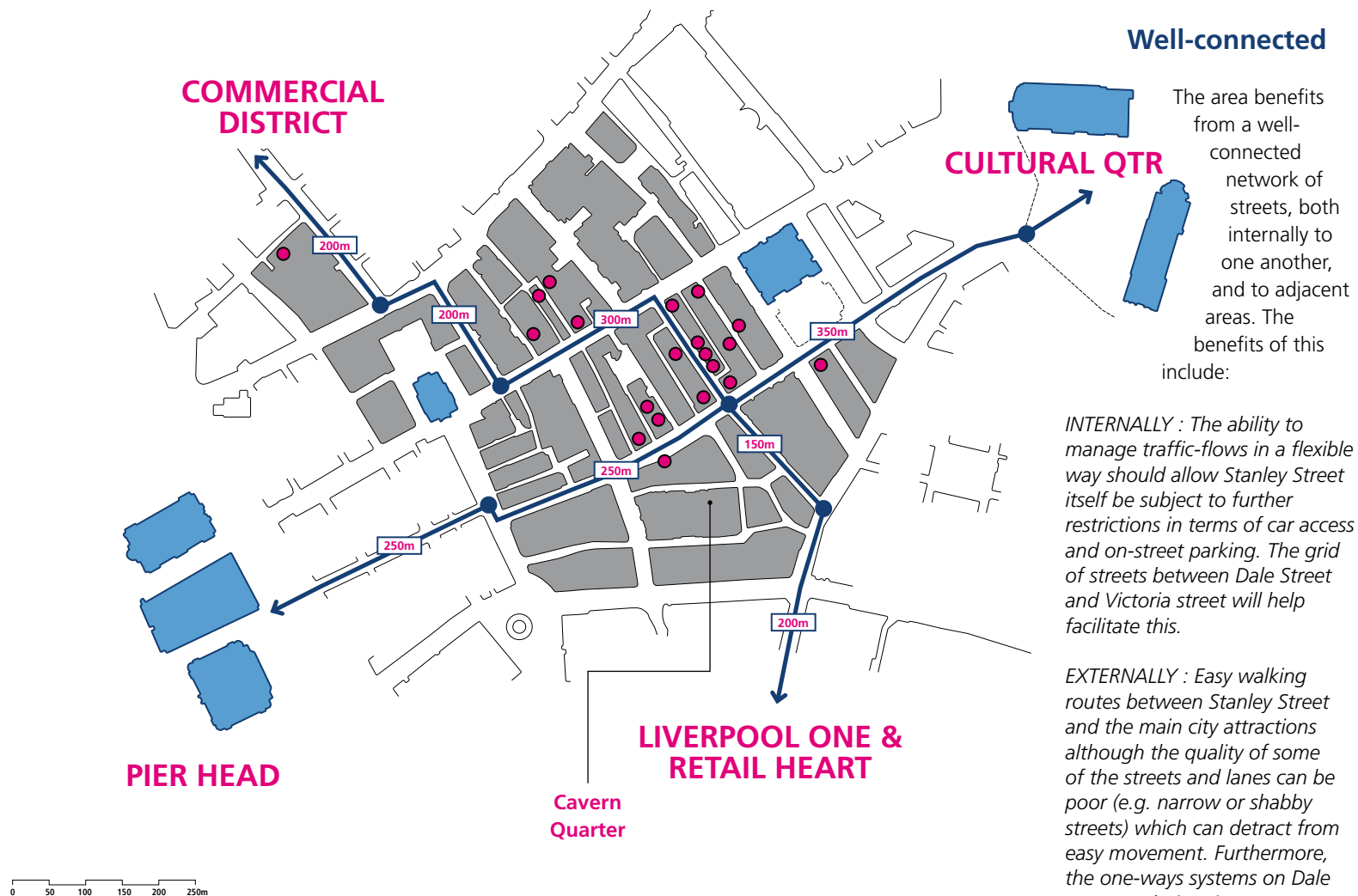
The cluster of venues and establishments are well-placed between the main attractions of the city. Investors, workers, visitors and tourists all have regard for the Commercial District, the Retail Heart, the Waterfront and the Cultural Quarter when choosing a new office location, taking a lunch-time stroll, planning a weekend break or experiencing the heritage and culture of the city.

Within this context, the Stanley Street area is extremely well-placed to capitalise on these connections. Could a future role for this area be as a place to stay? The logic for this hypothesis is as follows:

- This central location of the Stanley Street area places it within easy walking distance of the main attractions.
- There is significant investment in the accommodation sector already, with planning permission recently granted for new high quality hotels on both Dale Street and St Thomas Street, while the “Hard Days’ Night” on North John Street, the “Eleanor Rigby” on Stanley Street (south) and the Premier Inn on Vernon Street, all form the beginnings of an “accommodation cluster”.
- The “Heywood House Hotel” on Fenwick Street, just 400m west of Stanley Street, is vital to this mix, as it already markets itself as being “gay-friendly”.
- The friendly-welcome and energy of the LGB&T scene could provide a very positive setting for visitors and tourists in the city. However, a step-change in the quality and diversity of the LGB&T offer is required before this aspect can be embraced with confidence by tourism bodies and through promotional materials.



*The image above places the range of LGB&T specific venues (blue dots) between the other identified quarters. This demonstrates how well-connected the area is relative to other places that are high on the “must do” list for city centre tourists. Could a future role be as a place to stay, and from which to begin an exploration of the city?*



The study team note that tensions exist between the Stanley Street area and the nearby Cavern Quarter, centred on Mathew Street:

*"It's still not very safe, friends of mine have been mugged. Victoria Street is a dangerous area ... lots of flash points as well as Mathew Street and all the lads who hang out there" [stakeholder interview].*

However, it is also noted that the Council and its partners are actively seeking to rediscover the Cavern Quarter's musical heritage, which should, if successful, reduce the potential for disorder and disturbance.

The study team also have reservations about some of the details of the recent public realm works along Dale Street, details that reinforce the current one-way traffic-flow. This restricts the ability to return this street to a two-way flow in future years, if required. A switch of this nature would help better integrate the Stanley Street area with its neighbouring quarters.

The image above shows the principal walking routes between areas (blue lines). These represent a 6 minute walk to the Waterfront; a 4 minute walk to Liverpool ONE; a 4 minute walk to the Cultural Quarter; and an 8 minute walk to the Commercial District.

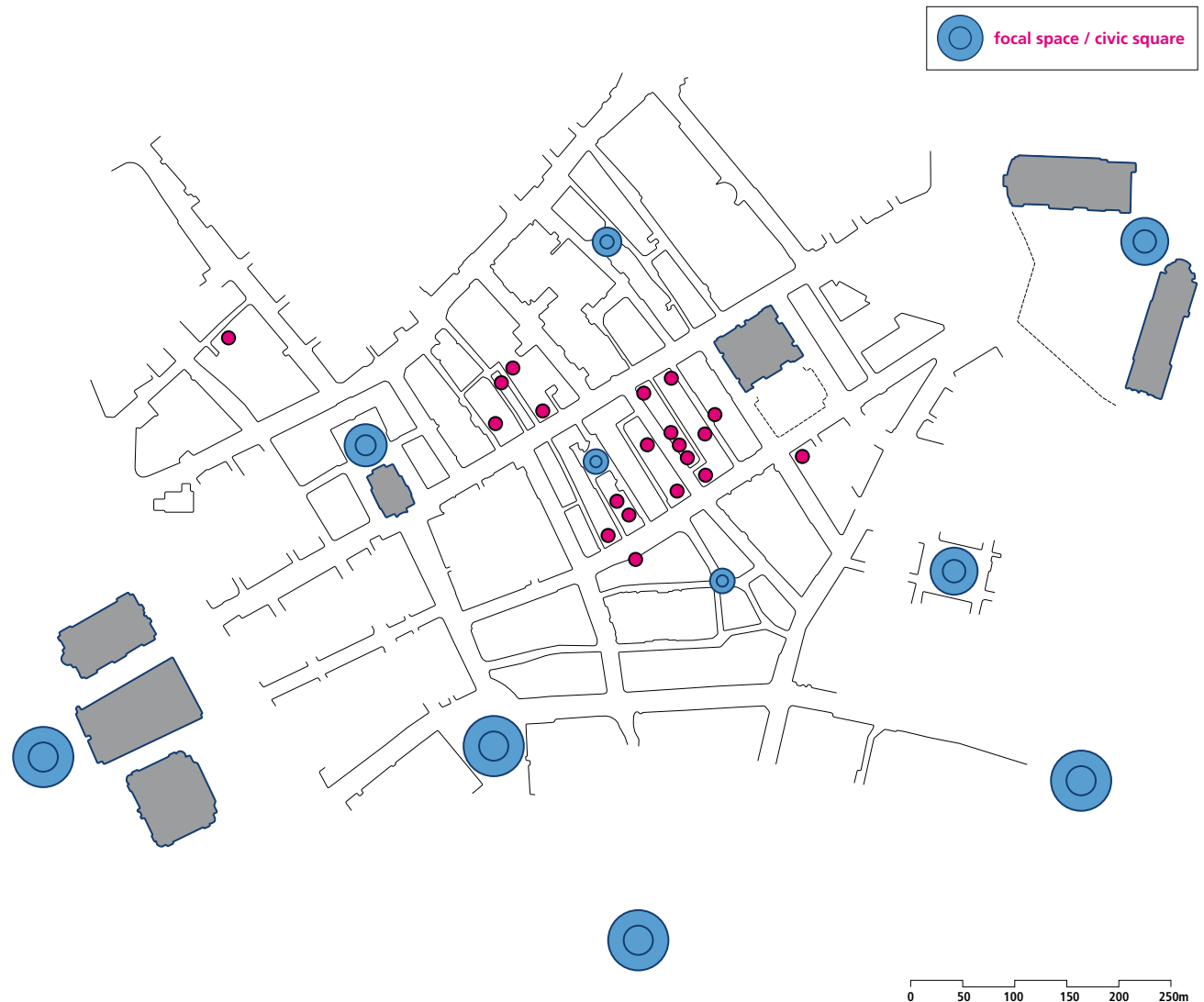
## Focal spaces

The city enjoys a range of civic spaces at a variety of scales, helping support life and vitality. Such spaces provide a focus for specific activities (e.g. retail, culture, commerce), provide a respite from the intensity of city life and allow people an opportunity to dwell and spend time. Stanley Street has no such spaces and this is clearly to the detriment of this emerging quarter.

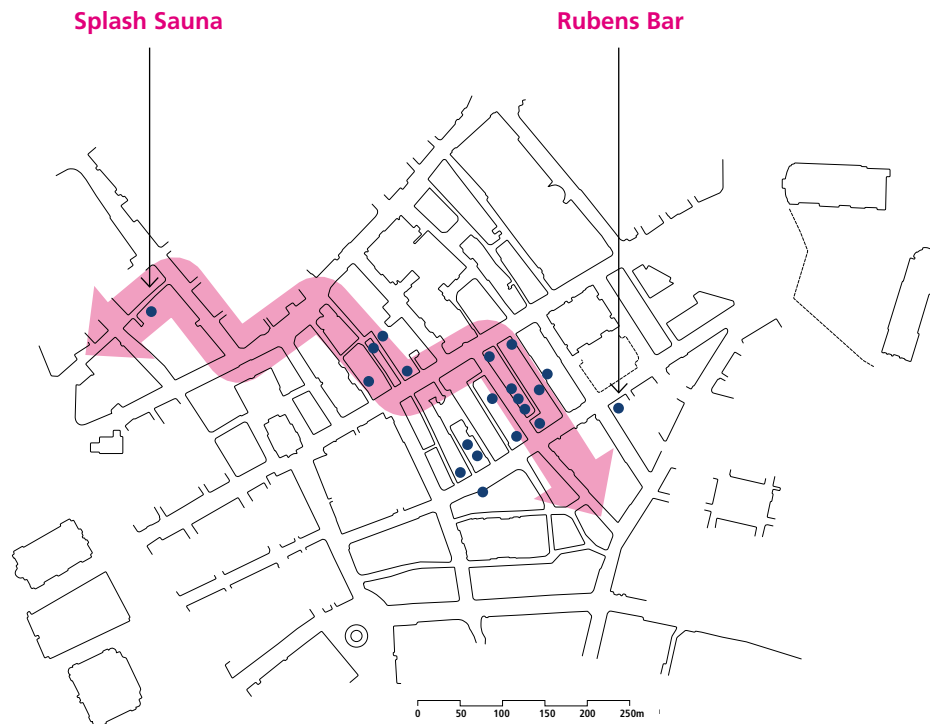
*"... there's no square, no focus. This is what the areas needs" [stakeholder interview].*



Examples of the range and type of squares and spaces in the city: Exchange Flags (top), Chavasse Park (middle), and Temple Square (above).



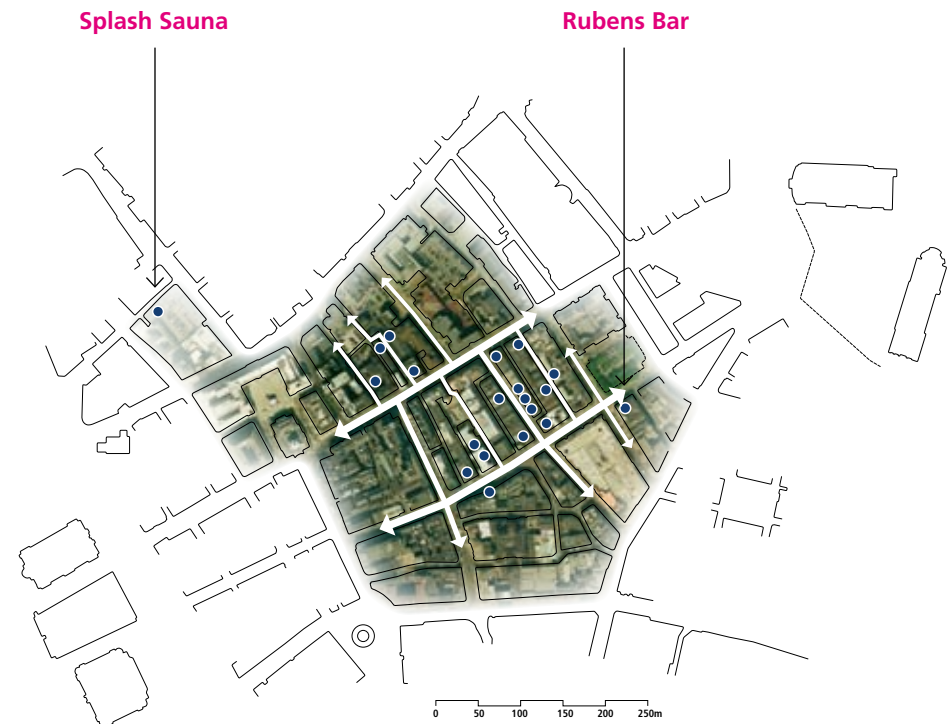
The image above places the range of LGB&T specific venues (pink dots) relative to urban spaces, including small-scale focal spaces and larger civic squares. It reveals that none of the individual venues face onto a public space. This frustrates the ability for increased street-life and "spill-out" of activities into the public realm, diminishing the potential for visibility of the scene within the city. In response, this report recommends the create of a new public square along Stanley Street (see pages 41 — 43).



### A linear route linking all venues...

Linking the range of LGB&T venues, from Splash Sauna in the west to Rubens Bar in the east, using Old Hall Street, Chapel Street, Hackins Hey, Dale Street, Stanley Street / Cumberland Street / Temple Street creates a linear “zig-zag” concept. This route was a response to the recent opening of Splash Sauna, seen as a critical new use to strengthen and enhance the LGB&T scene in the city. Located some distance from Stanley Street, the linear zig-zag route sought to tie this venue into the main Stanley Street cluster of uses.

The zig-zag also provides a potential context for new investment. For example, entrepreneurs looking to invest in a new LGB&T focused business could look for premises or development sites along the zig-zag as a means to help strengthen and consolidate the quarter. When presented to at the workshop event, several group thought this concept had merit, with one naming it the “Rainbow Route” with the suggestion that rainbow-themed paving details or signs could thread the streets and spaces together.



### ... or a wider network of streets creating a quarter?

However, the linear route was considered weaker than an alternative option of a connected grid of streets, focused around the existing cluster of venues. Workshop participants were keen to strengthen and enhance the existing offer before branching out into other areas. The location of the Splash Sauna should not detract from the heart of the area, which is Stanley Street, supported by Eberle Street, Temple Street and Cumberland Street:

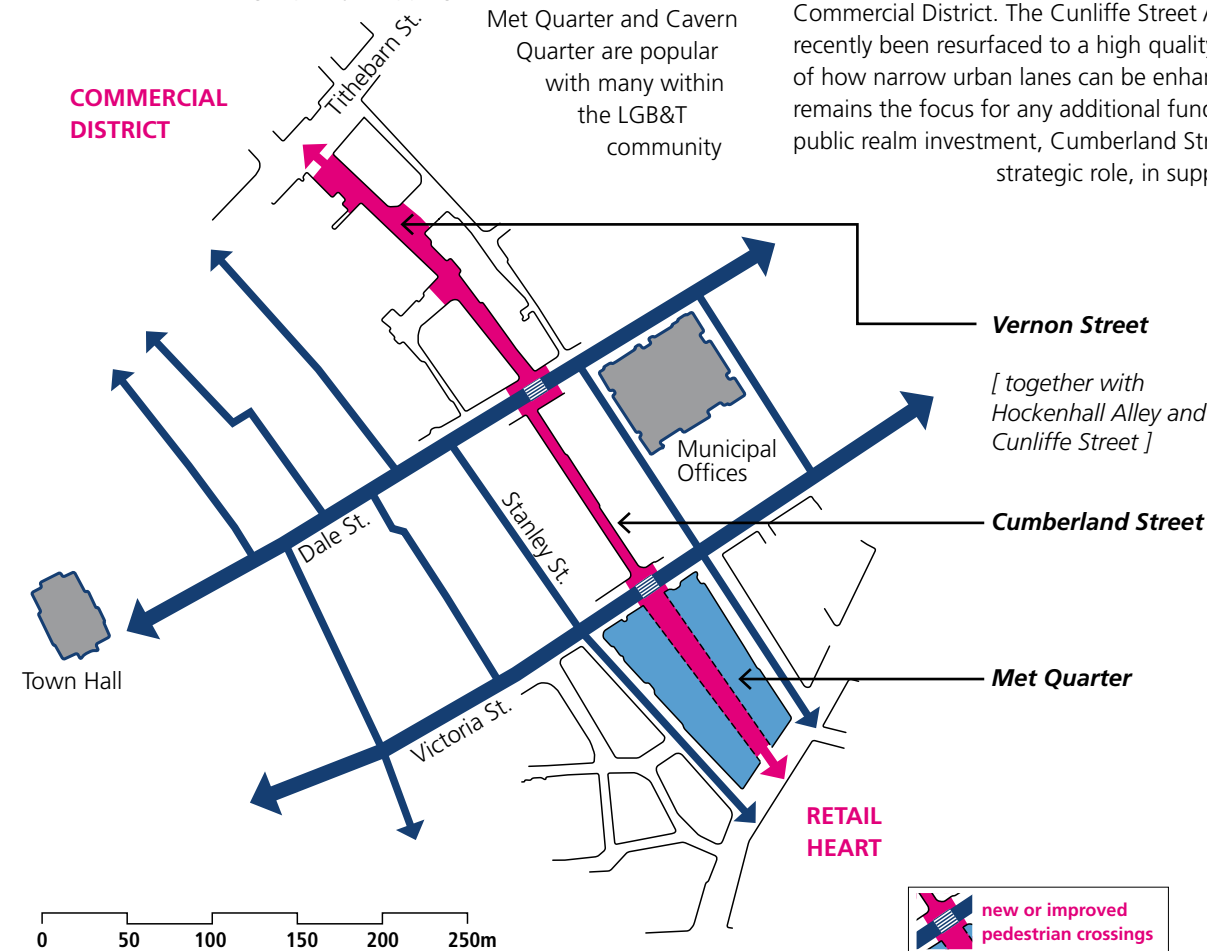
*“It’s got to be here! It just can’t be anywhere else!” [stakeholder interview].*

The opening of an LGB&T specific venue south of Victoria Street (within the Cavern Quarter) is considered highly unlikely due to its incongruity with the typologies of venues currently there. However, should progress be made to help rediscover this area’s musical heritage (see page 68) there could be a welcome within the Cavern Quarter for an LGB&T specific music venue some time in the future.

## Significance of Cumberland Street

The recently commissioned “Strategy for the Main Retail Area” (Drivers Jonas Deloitte with BDP, February 2011) — known as the MRA Strategy — identifies a need to improve links between Met Quarter and Cavern Quarter with the Commercial District, while supporting and protecting the Met Quarter as a key anchor in the north of the major retail area and a destination for high quality shopping. The brands on offer within

Met Quarter and Cavern Quarter are popular with many within the LGB&T community



(e.g. Mac Cosmetics, Vivienne Westwood). This assessment gives greater significance to Cumberland Street as a key connector. Already a vital part of the identified LGB&T cluster, this narrow street can feel quite intimidating at times, especially after dark when the only lighting is incidental, from adjacent venues and residences. However, its southern end aligns directly with the Met Quarter's northern entrance / exit and its northern end is almost directly opposite Cunliffe Street / Hockenhall Alley, that leads directly to Tithebarn Street, a key gateway to the Commercial District. The Cunliffe Street / Hockenhall Alley link has recently been resurfaced to a high quality and provides a good example of how narrow urban lanes can be enhanced. While Stanley Street remains the focus for any additional funds for street enhancement and public realm investment, Cumberland Street has a hitherto unrecognised strategic role, in support of the main retail area but also the city's LGB&T quarter.



(1.) The northern frontage of the Met Quarter, facing onto Victoria Street has been identified in the recent retail study as a “break-point” in the retail offer of the city, with the quality and quantity sharply dropping off north of this. The relatively hidden access points into the building and the internalised nature of the retail offer have been identified as weaknesses. (2.) Cumberland Street and (3 and 4.) Cunliffe Street / Hockenhall Alley connect Met Quarter with the Commercial District.



A challenge facing the Stanley Street area is being able to bring together a disparate set of land uses and character areas into a coherent and identifiable quarter, good enough to sit alongside others. It is hoped this report is the start of that process.



## Cluster development

Liverpool Vision, the City Council and the Mersey Partnership are currently working with the city centre neighbourhoods helping businesses in these areas to develop their identity and identify opportunities for growth. The areas include Rope-walks, Baltic Triangle, the Waterfront, and the Hope Street Quarter. At this time, the Stanley Street area is considered too disparate and without a clear enough identity to be part of this. However, it is hoped that this project is the beginning of a process whereby the LGB&T focus can drive a change, bringing with it other businesses and formulate a clear strategic direction for the future. By doing so, the Stanley Street area could be in a position to be considered alongside — and equal to — these other important areas in future years.

## ACTION POINTS

1. The central location and easy access from the heart of the Stanley Street Quarter to other key city attractions should be used to maximum effect in future marketing and promotion.
2. The growing importance of the quarter for hotel accommodation will be a strength now and into the future. A clearly branded “gay hotel” will be of benefit to the area.
3. The area has potential for increased retail uses should the aims of the Main Retail Area strategy (MRA) be achieved. Cumberland Street should be assessed for public realm enhancements as part of the implementation of the MRA strategy.
4. Continued efforts to moderate the behaviour of revellers within Cavern Quarter and rediscover its musical heritage will assist continued development of Stanley Street Quarter as a quality LGB&T destination.
5. Subject to the successful implementation of other necessary actions, the Stanley Street Quarter should be given formal recognition and considered for inclusion in future phases of the cluster development.



*The participatory workshop event was used to test concepts and ideas for change with key stakeholders. This was a critical part of the process as it gave the study team a clear indication about preferred options moving forward.*

# Workshop Event



*The intensive workshop session required hands-on facilitation from the study team to elicit responses and process the results in real time: Kevin Turner (top), Adele Maher (middle), and Lisa Worthington (above).*

## Testing the ideas

A pivotal point in the study process was the participatory workshop event as it allowed the study team to test ideas for change that it had formulated during the early phases of project. In order to do this efficiently, the event brought into the same room the majority of the identified project stakeholders. Previously engaged on a one to one basis earlier in the project, they were now engaged through a series of group tasks. By asking them to collaborate in groups, rather than acting as individuals, participants had to work towards a consensus. This has helped the study team enormously in moving towards a set of clear recommendations and actions.

In terms of project momentum, the group format was particularly useful in bringing together stakeholders who would not usually share each other's company. For example, club promoters, sound engineers, restaurateurs and urban designers all exchanged ideas and reactions to the concepts presented. This helped to develop a shared sense of purpose and ownership amongst those present. It also allowed them to listen to other perspectives, not just the usual voices they hear day to day.

## Seven tasks, seven times

To make the event as productive as possible, the event gave participants seven specific tasks to complete. With around 50 people in attendance, they formed seven different groups with around 7—8 people in each. Each group was given a maximum of 20 minutes to complete each task, before moving on to the next. This gave the study team 49 responses and these have been vital in helping to determine the strategic direction for change. Over the next four pages, there is a brief summary of the results of each of the workshop tasks with more detailed exploration of the results found throughout other sections of this report.





## Task One Streets & Spaces

Eight different street options were presented, with ideas for partial or total pedestrianisation, new artworks, welcome archways and overhead canopies. Participants were asked to rank the options and provide comments on suitability and appropriateness.

### Main messages and results

- a car-free street should be the aim of any changes to the street layout; any early changes should have regard to this end goal; the creation of a new civic square was seen as very positive albeit challenging to deliver
- new “flush” surfaces were preferred; overhead canopy supported but concerns over maintenance; welcome archway helps integrate Stanley Street into a wider network of city quarters; outdoor seating and tables were seen as essential to an improved street life.

For more detailed analysis, see pages 45 — 61.

**// We want more people walking through with families and kids, bring in more cafes so that people can eat and use the space more ... we need to remove cars if outside eateries are introduced as no one wants to be sat eating their sandwich as a car drives past //**

*\* workshop participant*



## Task Two Land Use Planning

Participants were given a base plan and a series of coloured squares to represent different land uses, including hotels, cafe-bars, restaurants, night clubs, shops and offices. They were asked to re-plan the area, deciding what range of uses they would like to see in and around Stanley Street.

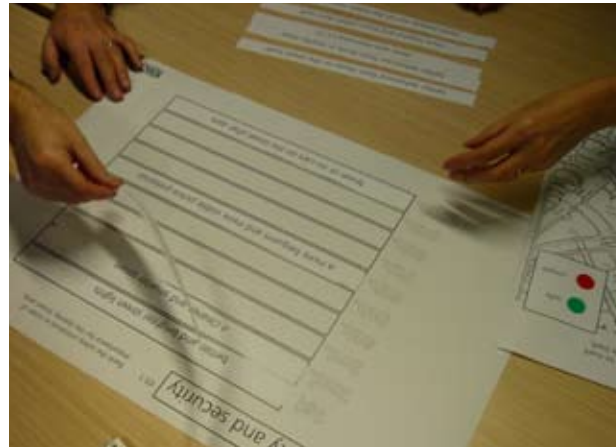
### Main messages and results

- nobody suggested more night clubs over and above those already in place
- all participants looked to secure more daytime uses on the street, such as shops and food-led uses including cafes and restaurants
- the emerging cluster of hotels was supported and seen as a way to attract visitors and give people a base to stay when exploring the rest of the city.

For more detailed analysis, see pages 33 — 39.

**// A stronger police presence would be beneficial to the area. Not in the sense of greater volume, but in the familiarity of officers to the area. I fear that a greater police visibility will create the impression that this is a dangerous area ... it isn't //**

*\* workshop participant*



### Task Three Safety & Security

A range of safety initiatives were presented at the event and participants were asked to rank them in order of effectiveness, together with a street plan, onto which they were asked to mark areas they felt safe and unsafe.

#### Main messages and results

- a “cleaner and smarter street” and a “more active street frontage” were seen as being most likely to increase feelings of safety, followed by “better and brighter street lights” and “more people on the street more often”
- more helpful police and door staff were considered to be more important than more visible police or door staff; the taxi-rank marshals have been a great success in creating a feeling of order and safety after dark; the Temple Court and Mathew Street area south of Victoria Street was felt to be threatening due to displays of public drunkenness and aggression.

*For more detailed analysis, see pages 73 — 75.*



### Task Four City Connections

A city plan at 1:1000 scale was presented, onto which a range of existing LGB&T venues and establishments, and the routes between them, had been marked. Participants were asked to expand, contract and add to this to inform decisions about growth and investment.

#### Main messages and results

- majority of participants wanted the focus on a specific area or quarter, rather than a linear route or just one or two streets
- the southern boundary to any quarter was generally agreed to be Victoria Street, with most establishments to be found north of this, both now and into the future
- most participants want a focus on creating a strong, vibrant quarter around existing uses, before thinking about branching out.

*For more detailed analysis, see pages 17 — 25.*





## Task Five People & Time

Participants were asked to mark on a graph where they felt the area was now and where they would like it to be with regard to its daytime / night-time offer and with regard to its demographics.

### Main messages and results

- all participants felt the area was too narrowly focused around a night-time economy, with not enough daytime uses or entertainments not based around alcohol
- all participants felt the area did not cater effectively for an older crowd (i.e. over 30 years old) with not enough venues appealing to this demographic
- all participants felt the area should try to achieve some sort of equilibrium between day and night, young and old. This message has implications for the Cumulative Impact Policy study currently being undertaken.

*For more detailed analysis, see pages 38 — 39.*



## Task Six Positioning Statement

Participants were given a range of words and phrases from which to construct a statement that effectively and clearly defines how the area should be presented, promoted and marketed. This will also help inform future branding.

### Main messages and results

- the phrase “QUARTER” was favoured as it allows for the inclusion of other streets which form part of the LGB&T offering, such as Cumberland Street and Eberle Street
- the majority of participants chose not to make specific reference to “GAY” or “LGB&T” in the name
- the unique selling points included “DIVERSITY, CULTURE, VIBRANCY, QUIRKINESS and INCLUSIVITY”.

*For more detailed analysis, see pages 63 — 71.*



## Task Seven Branding & Identity

A range of images, logos and brand identity concepts were presented to participants and they were asked to rank their preferred ideas. Participants were alerted to the clear link between this task and the previous one, Task Six.

### Main messages and results

- the rainbow theme was still seen as current, widely recognised and something to be incorporated into any future brand or logo
- although there was general enthusiasm for a clear brand and identity for the area, none of the concepts presented were received any real support from the participants
- none of the concepts were seen as effectively reflecting the nature of Liverpool scene — “not Scouse enough” was a common response.

*For more detailed analysis, see pages 77 — 85.*

**// As an older woman, I don't think there's any where around Stanley Street to go with my groups of mates, where we can sit and talk and hear ourselves over the music. We tend to go elsewhere in the city, like Lark Lane, Liverpool ONE or the quieter parts of RopeWalks //**

*\* stakeholder interview*

**// Plenty gay people live in Liverpool, but they, like many people, just don't socialise down that way [Stanley Street] because it only currently offers one form of entertainment //**

*\* online response to project press release*



## Joining the dots

The outcomes of the event have been processed and used to inform this report. While certain tasks produced a fairly decisive view on matters (e.g. Street Design) the team have taken a nuanced view of areas where there was no clear majority opinion (e.g. the ideas for Branding and Identity). In such instances, areas for further examination are identified.

Striving to identify mutually beneficial ideas was an essential part of processing the workshop results. Areas of change or intervention that can lead to shared or widely supported outcomes is vital to ensure project momentum and value for money. Mutually supportive themes include:

- removing cars creates space for street cafes and a relaxed atmosphere;
- removing cars encourages new investment →
- street cafes and a relaxed atmosphere attract an older crowd; older crowds are currently deterred from the area →
- street cafes work best with ground-floor access to encourage outside table service; the area is perceived as being "too hidden" due to a proliferation of basement bars →
- modifications that drop sill levels on the ground floor can create a more vibrant street scene, the result of new lobbies or mezzanine levels →
- more people, more often on a street makes a place feel safer and more vibrant; a cleaner and smarter street will make it feel safer and encourage private investment →
- the area is seen as too night-time focused and more food-led uses are needed to bring in a daytime crowd →
- food-led uses can often benefit from traffic-calmed or car-free streets; food-led uses often attract an older crowd →
- a network of streets to create a cluster or quarter, rather than a linear route was preferred →
- demolition to create a focal square would link Davies Street with Stanley Street, supporting the focus on a network concept →
- the term "quarter" was seen as more flexible and useful than the just "street" further supporting the need for better connectivity between areas.

This series of actions, although not necessarily in the order set out above, all combine to create a momentum for change. Each of the actions are explored further in subsequent sections of this report, when the ideas are tested in more detail.





*The subterranean nature of SuperStar Boudoir is typical of many venues that cater for the LGBTQ+ community along Stanley Street. While the quality of the offer inside is excellent, the building form does not actively promote the scene to the public.*

# Visibility, Access & Land Use

**“ I can’t get into a single venue because every single one has steps down or steps up. I once went to ‘The Jupiter’.... that was good. No steps, but I couldn’t use the loo! ”**

*\* stakeholder interview*



## If you were to start again, would you choose Stanley Street?

During the research phase, when over 40 interviews were undertaken by the study team, a recurring theme in the responses was the unsuitability of the venues with specific regard to a open and transparent scene. The commonplace nature of basement bars and the absence of any large format, light and airy cafe-bars specifically aimed at the LGB&T community was noted as a weakness. Such was the recurrence of this theme, the study team began to ask, “ ... if you were to start again, would you choose Stanley Street?” and most replies were a prompt “No”.

However, this was quickly countered with a recognition of the critical mass of venues already in and around Stanley Street, the sense of what was described as a spiritual home, centred around The Lisbon pub and the need to improve and enhance the location rather than find a new location within the city. Key to this enhancement is increased visibility and better access.

People with movement disabilities also struggle to experience the scene as easily as they should and for a community that has suffered prejudice over many years, as the LGB&T community has, to not be as welcoming and as inclusive as possible was noted as being a sore point to many engaged with this project.

## A balanced approach

While there was widespread support for a more visible presence, the basement format can be very successful for bars and clubs. Intimacy, atmosphere and intensity are all amplified by low ceilings and being in a different world. Furthermore, an element of privacy will always be welcomed. An example given during the workshop event was of a young man, recently “out” as being gay but wanting to experience the Liverpool scene in a relatively private way in a basement bar. But as he grows in confidence, he may then wish to be “seen to be out” in a more transparent venue at street level. Therefore, the template for interventions proposed here should be applied to selected venues only, not everywhere. Aside from the prohibitive costs involved, the resultant “transparency everywhere” would not be welcome nor desirable.





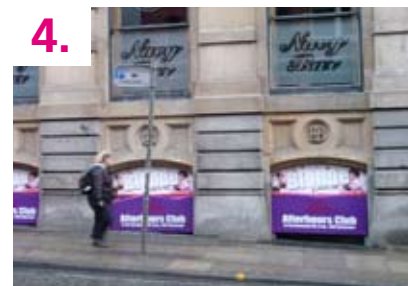
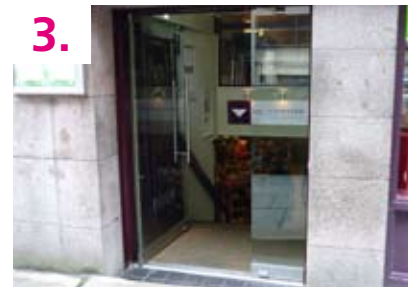
Suggested intervention at Stanley Street / Mathew Street junction. The photo (above, left) shows the current situation while the sketch (above, right) shows how refurbishment can drop sill levels down to ground level to create a more active street frontage, with life and activity inside now able to spill out onto the adjacent street. Concept sketch and photo supplied courtesy of FCH Architects.

The need for visibility and better access goes beyond the practical. It is a positive statement of acceptance and inclusively. The development of a positioning statement was a key part of the workshop event (see page 30) where the theme of inclusively was raised by many participants. In this instance it is about a community welcoming of all; and of a city welcoming of this particular community. As one online response to the project to the press release said:

*"... I tend to go with the Harvey Fierstein\* view on this, 'visibility at all costs'. Liverpool's gay quarter is a step towards legitimizing our existence in this fantastic city"*

*\* American playwright and gay rights activist*

If the LGB&T scene in the city is to flourish in its current location, then targeted interventions of this nature will be necessary to create the conditions in which a more diverse range of land uses can be nurtured. The desire for more street life, cafe culture and reduced reliance on the night-time economy as the mainstay of the scene were all widely held opinions. The Council, through a combination of its regulatory controls, including planning policy, Conservation Area and Listed Buildings consents, and licensing conditions can create the framework within which the private sector investors can deliver the necessary changes. For more on this, see page 38.



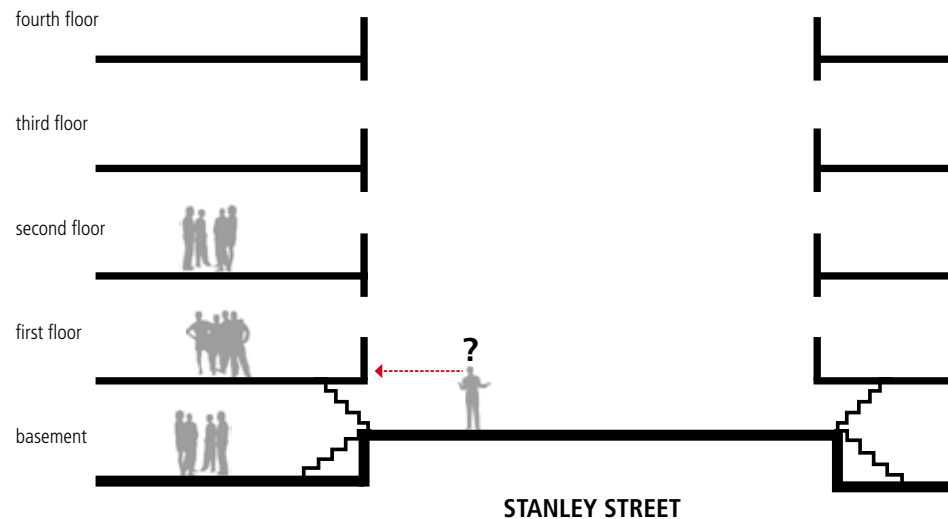
Many venues and establishments in and around Stanley Street have no genuine ground floor level, instead they have a combination of a basement and a first floor. This results in difficult access and restricted visibility into and out of the venues.

1. Peter Harland Tailors (No. 6 Stanley Street)

2. Metro Bar (Nos. 5-9 Fowlers Buildings, Victoria Street)

3. Deli Fonseca (No.12 Stanley Street)

4. Blonde and Velvet Underground Bar (Nos. 27-29 Stanley Street)

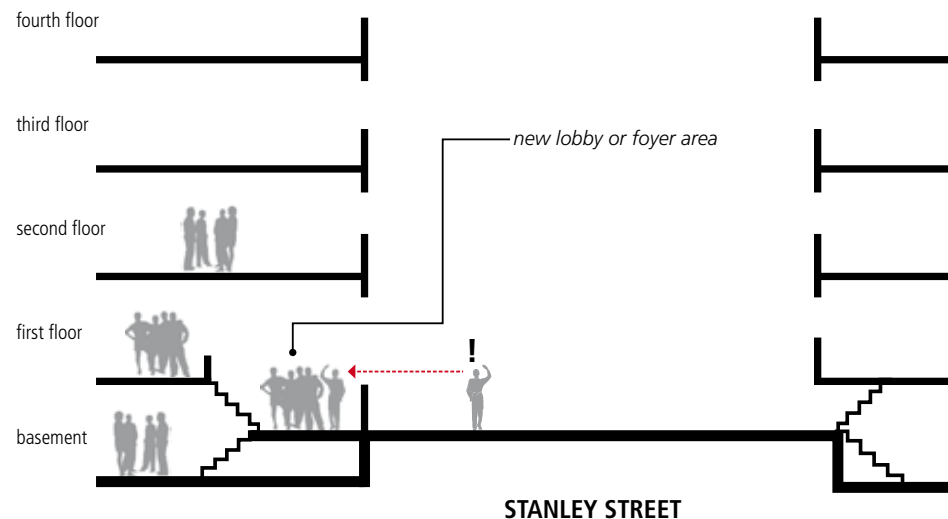


### Current situation

Most buildings on Stanley Street date from between 1850 and 1890 and take the form of grand commercial premises, several previously occupied by banks. The slightly elevated nature of the first floor and the subsequent basement prevents any visibility into the venues from the street. The resultant lack of animation both day and night is to the detriment of the street scene. It also prevents would-be clients of the clubs and venues “window shopping” before committing to entering a venue.

**// When you are carted off downstairs, it feels like you are being thrown back into the closet //**

*\* stakeholder interview*



### Proposed modifications

Maintaining the floor levels but setting back the staircases to create lobby or foyer entrance would assist in providing “shop windows” for the lively LGB&T scene. The intimacy and atmosphere of a basement bar could be complemented by a light and airy double-height space with a mezzanine first floor. The study team tested this concept with architects and designers who have converted many buildings in Liverpool and it was considered to be a viable and credible response to the issue. This report therefore recommends that further investigations are undertaken to identify which buildings on the street are most suited to this conversion technique.



Anatomy of a street

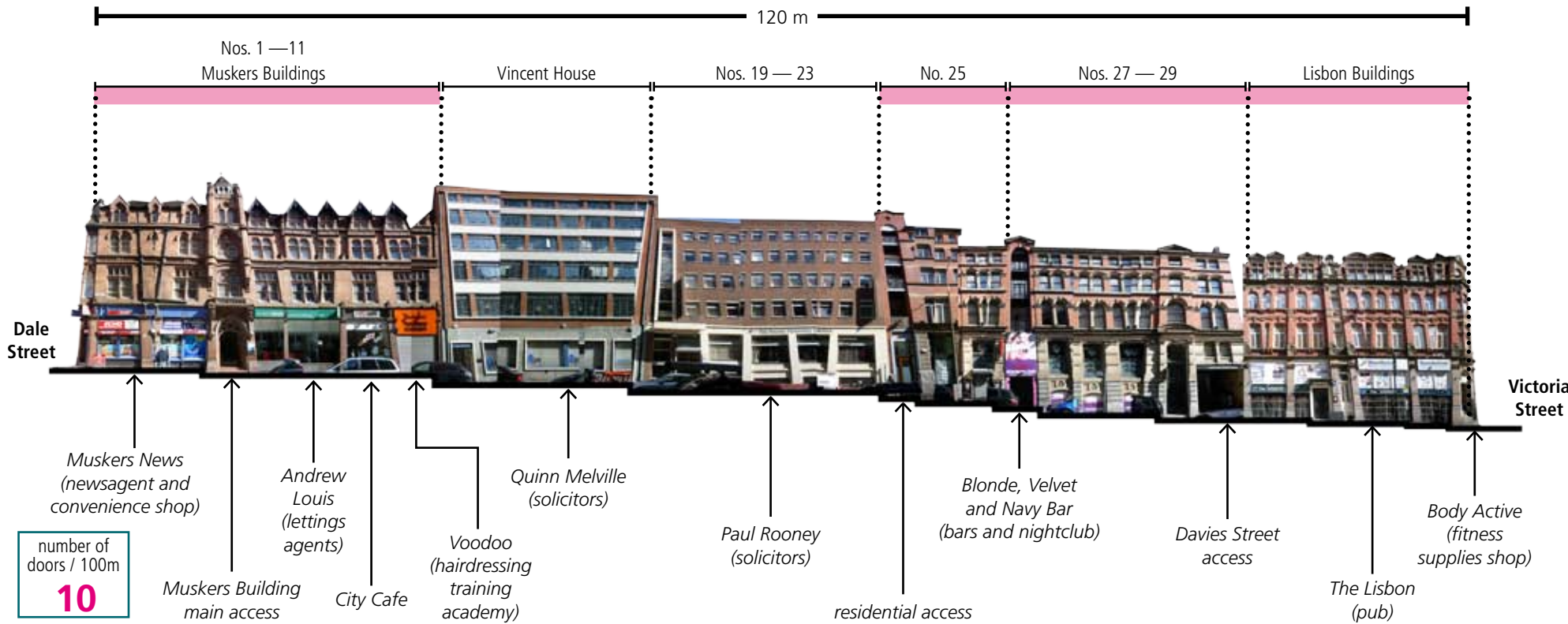
A more detailed plot by plot examination of both sides of Stanley Street reveals separate clustering of day and night-time activity. The daytime uses tend to be towards the Dale Street end, and these are mainly offices that do not necessarily interact with the public, in the way that shops or cafes do. The only uses of this type at the present time are Deli Fonseca and City Cafe. Meanwhile, the night-time uses tend to cluster at the Victoria Street end. Therefore any new investment aimed at the LGB&T market could aim to mix the uses more, moving up the hill towards Dale Street as and when premises become available.

Heritage-led controls

Substantial sections of the street comprise Listed Buildings, a status that gives added protection to the buildings as regards demolition, modification and alteration. The lack of lifts or ramps to assist easy access can be attributed in part to the widespread listing status, preventing such interventions. Furthermore, the whole street is subject to the controls afforded by the Castle Street Conservation Area, that seeks to maintain the character of the area that results from its heritage.

Despite these heritage-led controls being in place, the quality of external signs (e.g. flags, fascia boards and advertising) is poor and likely to be in contravention of the relevant planning controls. It is therefore recommended that enforcement action is taken by the Council, to improve this particular aspect of street appearance, in accordance with the requirements regarding Listed Buildings and Conservation Areas.

Grade II Listed





## Levels and topography

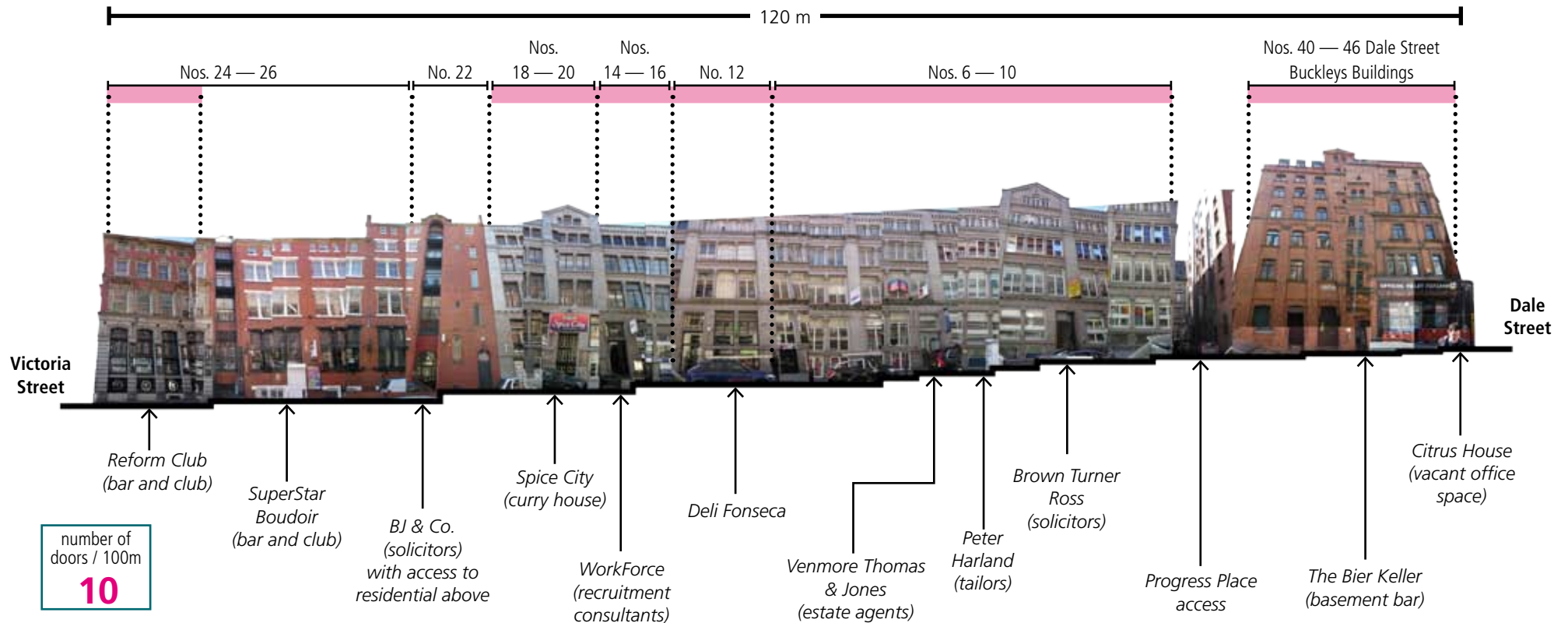
Interventions to create more visible street level activity (see page 35) must have regard to the heritage-led controls but must also assess levels and topography. The street rises gently but perceptibly from Victoria Street to Dale Street. This results in a variation in terms of basement depths at different points along the street, with greater floor to ceiling heights more likely towards the Dale Street end.

## Street length

At 120 metres in length, Stanley Street is comparable to other examples where a transformation to a shared surface has been undertaken. New Road, Brighton is 150m long and phase one of Exhibition Road, London (see image, right) is 125m long. This length lends itself to an efficient and relatively affordable transformation but with sufficient scale to make a tangible step change in look, feel and performance.



Artists' impression of a transformed Exhibition Road.





## Diversity and quality

The Council is currently in the process of considering the use of a Cumulative Impact Policy (see box, right) to regulate the volume and type of licensed venues in the city centre. This will involve the demarcation of various geographical areas. These could include the whole of the city centre, the Ropewalks, the Cavern Quarter (possibly also including Victoria Street) and/or Stanley Street. At the moment, the main sources of evidence for the policy are crime statistics. More research is needed which directly attributes issues of crime, disorder, public nuisance to the customers of licensed premises operating within the city and specifically within the boundaries of any proposed zones.

### License Types

When defining a CIP, as well as a geographical boundary, the specific type of licenses that are subject to the policy must also be defined. The workshop tasks expressed a desire to rebalance the mix of activities around Stanley Street (see page 30) and it is likely that different license types that would be affected in different ways by a CIP.

For example, it is unlikely that any evidence gathered in the city centre will show a link between that restaurants and disorder problems (this is not the case in all towns and cities where strips of curry houses sometimes have late night order issues). Given that research for this project has identified a desire for a more diverse Stanley Street area, the Council should not deter new food-led premises from investing and therefore these types of operations should be excluded from a future CIP.

The crime mapping analysis in the “Designing Out Crime” report clearly reveals a spatial link between incidents of crime and disorder and the location of bars, pubs and clubs. Therefore, it is these types of operations that are likely to be included in any future policy as they appear to be at heart of the night-time crime and disorder problems in Liverpool.

The CIP could, should it be adopted in the manner described above, prove to be a very useful tool in “nudging” night-time economy operations in and around Stanley Street to become more food-led and less alcohol-led. By extension, the place could assume a greater daytime focus, in line with stakeholder aspirations.

## What is a Cumulative Impact Policy?

Home Office Guidance to the Licensing Act 2003 allows for “Cumulative Impact Policies” (CIPs) to be established where evidence suggests that the number and/or nature of licensed premises concentrated in an area is such that it is having an impact on crime and disorder, public nuisance, public safety or the protection of children from harm. In order to promote licensing objectives, licensing authorities are, in these circumstances, permitted to adopt a CIP as part of their Statement of Licensing Policy. This creates a presumption against the granting of new premises licenses, new club premises certificates or variations to existing licenses or certificates (e.g. requesting later operating times or extra activities).

Some licensing authorities have sought to include off-licensed premises in their CIPs and/or to indicate a ‘core hours’ provision wherein the CIP applies only to applications for trading beyond certain specified hours (e.g. midnight).

CIPs only become operative if the licensing authority receives a relevant representation to an application from what are known as “responsible

authorities” (e.g., Police, Fire and Rescue Service, Planning, Trading Standards, Environmental Health or Child Protection services) or an Interested Party (e.g. a person living or running a business in the vicinity of the licensed premises or a Ward Councillor). In the absence of any representation, the licence application must be granted despite the existence of the policy.

The views of residents, community groups, responsible authorities and stakeholders are therefore important as it is their representations that will trigger the policy and thereby ensure that it can be effectively applied.

Applicants also need to be aware that the special policies exist and will need to address the issues as part of their applications in order to show that they would not add to the problems in the area. The views of the licensed trade in an area being considered for a CIP are therefore also important as they, together with any new entrants to the market, would be subject to the new regulations should a CIP be approved.

**// We can't impose a gay village ... we have to let it grow naturally but we can encourage certain businesses to develop in the area //**

**// Only 20% of business in the city use the universities, and hardly any in a meaningful way that utilises knowledge transfer ... doing this properly could be key to getting new uses into the area //**

**// Maybe a creative area, potentially targeting fashion students, enabling people to promote themselves //**

**// All you hear on the scene is 'wouldn't it be nice to walk into a high end bar for cocktails?' but this only really happens on Hope Street //**

**// We really need a top quality, clearly promoted gay-friendly hotel //**

*\* stakeholder interviews*



## ACTION POINTS

1. Identify landowners, free-holders or lease-holders that would support a premises modification to deliver a more visible ground floor.
2. Identify sources of grant funding, or similar, targeted at increasing inclusivity and access, to assist in the delivering of a pilot scheme.
3. Use planning regulations to deliver a cleaner and tidier street through the enforcement of Conservation Area controls and Listed Building controls.
4. Pursue continued engagement with daytime non-LGB&T businesses (e.g. solicitors) and younger members of the LGB&T community. These are key stakeholders that have not been fully engaged in the project thus far.
5. Forge closer ties with the city's academic institutions to determine future trends in creative uses.
6. Engage fully with the imminent CIP consultation process to shape it as closely as possible to the wishes expressed by the stakeholder groups.
7. Continue to promote hotel development in the area, with the aim of a clearly-defined "gay" hotel.



*Temple Square was created through the demolition of a derelict building and was instrumental in bringing investment to Temple Street. This positive impact led to nearby buildings being refurbished and reoccupied, bringing life back into the area.*



**“ A new square is our aspiration, it’s our vision and that’s where we should be all aiming for. It’s just absolutely wonderful but we must consider pathways towards that ... we want to have something that can gradually move in stages to ”**

*\* workshop participants*



# New Civic Space

## A focus, a catalyst and a destination

The proposal to demolish a specific non-listed office building on Stanley Street to create a new civic square was presented by the study team at the workshop event. This was met with much enthusiasm during the workshop event, but seen as challenging in the current economic climate and therefore seen as a longer term ambition.

However, a contrary argument was presented by development and design professionals as part of the stakeholder interviews. They felt a deal could be done quite early on, especially given the identified over supply of sub-optimal office accommodation in this part of the city. Moreover, the catalytic effect of new public spaces is well-documented, no more so than in Liverpool where Concert Square, Temple Square and St Peters Square have all been instrumental in attracting additional private sector investment.

For this reason alone, these particular stakeholders identified this intervention as the most significant for Stanley Street.

Notwithstanding this optimism from these particular stakeholders, the study team still urge caution about the likelihood of this intervention being delivered in the short-term, especially in the absence of any significant public sector funds.

## The right scale

The scale of the square that could be achieved on Stanley Street would be similar to other city squares that have recently been created in Liverpool. These are human in scale, comfortable and intimate, yet large enough to accommodate some outdoor seating, small-scale events and artworks.

- *Concert Square* 30m x 20m
- *Temple Square* 35m x 25m
- *Wolstenholme Square* 45m x 25m
- *St Peters Square* 30m x 30m
- ***New “Stanley Square”* 32m x 18m**





(from top to bottom) Hewitts Place, Temple Square and Exchange Flags all bring a focus to public life in the city to varying degrees. Stanley Street lacks any civic space to provide a focus for the LGB&T community.

**// There is a deal to be done here ... the current occupiers could be found a new home within the area to make way for the square ... it would make a massive difference //**

**// If you were to hang your hat on just one thing to kick-start the area, it would be this //**

**// When should it happen? Straight away. Don't wait until the end ... nobody will make an effort to come and see new paving, that's just a finishing touch. A new animated public space is what will attract people, nothing else //**

*\* stakeholder interviews  
(property developers, urbanists  
and architects)*

Below : Urban design principles diagram for the new square include visibility from Victoria Street and Dale Street, encouraging spill-out activity from Deli Fonseca and Crash Studios onto the new space, and providing a new focus for the LGB&T community by breaking the linearity of Stanley Street.



### Life. Spaces. Buildings.

*"Traditionally, planners and architects start designing new city areas and the redevelopment of existing city areas by placing and planning buildings. Public and private spaces occur between the buildings – some spaces more deliberately planned, others as "leftover space". Life in these spaces might or might not evolve. What planners and architects ought to do is to turn this conventional way of planning up side down and introduce a more controversial planning process with the people and the life of the cities and public spaces in focus. First, we need to envision the future life of an area to be able to plan successful spaces, and when the spaces are formed we can develop guidelines for planning of buildings."*

**Helle Søholt**  
**Partner, GEHL Architects, Copenhagen**



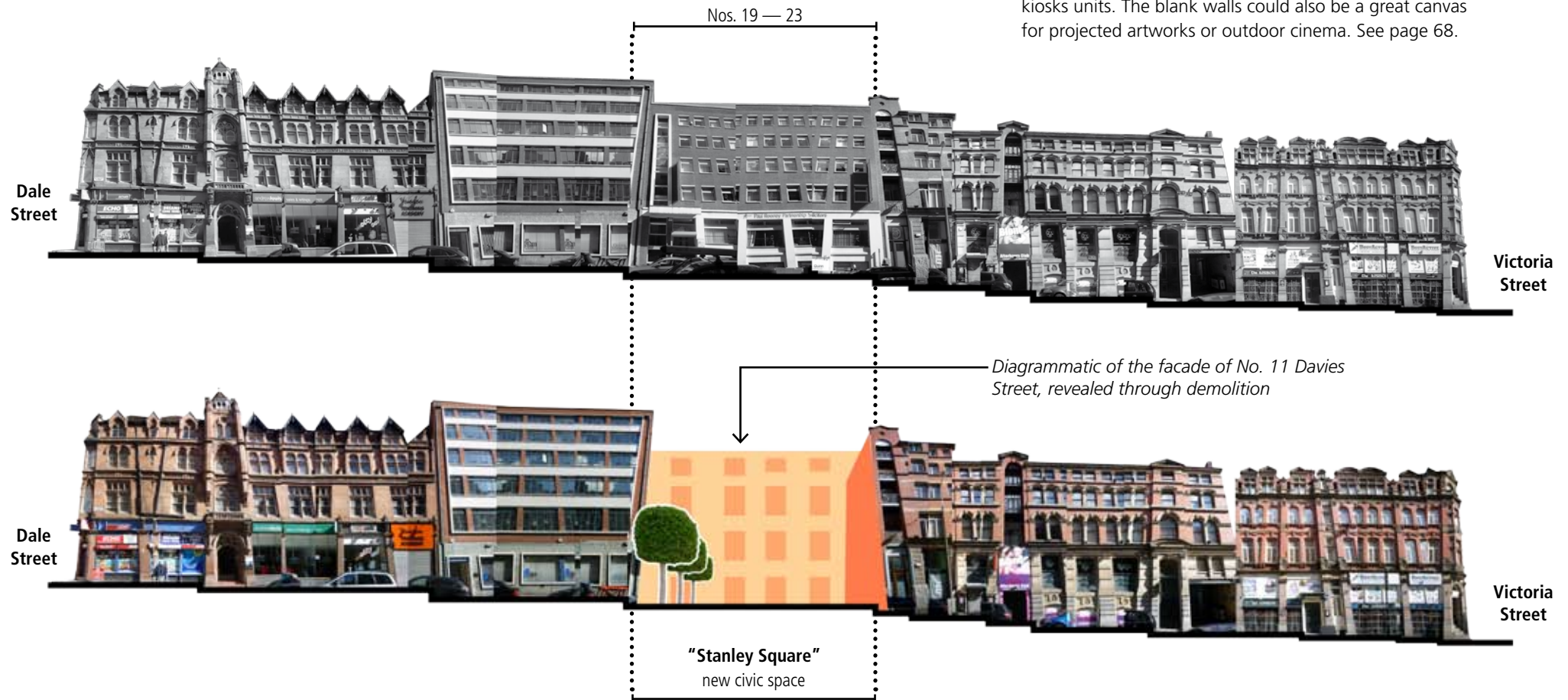
## Benefits of this particular intervention

The removal of Nos. 19 — 23 Stanley Street would reveal the elevation of No. 11 Davies Street, home of Crash Studios. Recently renovated at considerable expense, with the active involvement of English Heritage, this warehouse building could be given a fresh lease of life, by allowing it to front onto the new public square.

Nos. 19 — 23 are not listed (see page 36) and while they are in a Conservation Area, have no significant architectural merit. Indeed, they could be seen to detract from the obvious architectural qualities of other nearby buildings. Furthermore, the quality of office space it provides is now perceived as tertiary within the hierarchy of commercial floor space on offer within the city. Therefore, while there is obviously an inherent value in the property, and the owner

and occupiers would need to be adequately compensated for its removal through a comprehensive deal, no valuable land use or accommodation will be lost that cannot be reprovided elsewhere.

The resulting blank facades (on the southern flank of Vincent House and the northern flank of No. 25) would need to be dressed in an appropriate manner. These could be activated through new modular architecture, such as kiosks units. The blank walls could also be a great canvas for projected artworks or outdoor cinema. See page 68.







*The southern section of Stanley Street, adjacent to the Met Quarter, has benefitted from recent investment in public realm improvements. Is it time for a similar investment in the northern section to create a smarter and more successful street?*

**// It's all about it becoming pedestrianised, I don't know why we bother with the road. I appreciate that you have to have deliveries going in and out ... so just lower the bollards when you have deliveries? If we could just pave the whole area over, that would make a massive difference! //**

*\* stakeholder interview*



# Street Design

## Look, feel and performance

One of the main points on discussion throughout this study was the way in which Stanley Street looks, feels and performs as a city street. A widely held opinion was that "something needed to be done" to improve the street. Stanley Street was seen by many respondents as shabby and tired in its present state and will only look even more so in comparison to its near neighbours once the final phases of the city's "Big Dig" public realm works are completed on Dale Street, Castle Street and Sir Thomas Street.

In recent years, many other city streets across Liverpool have benefitted from significant investment in new surface materials and street furniture. This public sector money has raised the quality of environment, increased investor confidence, brought in new private sector investment, made the city feel safer and reduced recorded levels of crime.

## The same but different

There was a widely held opinion that in comparison to other streets, Stanley Street appears to have been overlooked by the authorities for new investment. By extension, rightly or wrongly, this can be perceived as the LGBT community also being overlooked by the authorities.

However, there is great opportunity in the fact that Stanley Street was not part of the recent round of street improvements as it will allow Stanley Street to be different to its neighbours, should stakeholders decide to take such a route. This differentiation could be expressed through the use of materials, colours or designs.

Alternatively, it may be that there is a wish to be more in keeping with other nearby streets, a reflection of a desire to be part of an integrated city. This approach was certainly favoured by Liverpool Vision, recommending that any changes have regard to the City Centre Public Realm



Implementation Framework (Liverpool Vision, June 2005), using the palette of materials and specifications details used elsewhere in the city. This still has the flexibility to allow the creation of specific character areas.

## Longer and more frequently

While many of the interventions explored during this aspect of study have significant cost implications, several “quick wins” have also been identified. These could bring about benefits without requiring major funding.

The main piece of traffic regulation infrastructure are the rising bollards at the southern end of Stanley Street. At the present time, these are only in their raised position (and therefore restricting traffic



*Rising bollards were installed on Stanley Street, Eberle Street and Cumberland Street in 2008 at a cost of £260,000. This study revealed a desire for those on Stanley Street to be raised more often and for longer.*

movements) from 22h00 until 06h00. This is in line with the associated Traffic Regulation Order (TRO) adopted by the Council in 2008. An amendment to this TRO to allow the bollards to be raised at an earlier hour, say 18h00, could be enabled by the Council relatively easily subject to political support and officer recommendations. It is understood that resistance to raising the bollards at an earlier hour at the time of their installation came from businesses who felt their customers needed to arrive and park on the street in the evenings.

However, given the availability of alternative parking just a short walk away from the street and the limited number of spaces that are likely to be available each evening from an estimated total of just 30 on-street spaces, this objection is not considered strong enough by the study team in the face of widespread support for earlier raising of the bollards.

In addition to this, and subject to considerations surrounding loss of revenue (see page 52), removal of car parking spaces can also be achieved without significant capital outlay costs to the Council. Even without any spending on new surfaces, the removal of car movements and car parking would allow more street life to begin to take advantage of the spaces created. However, more detailed engagement with business is needed with regard to this measure, to ensure their needs can still be accommodated should this change happen.

These interventions need not result in a permanent change in the first instance. Instead, it is recommended that such changes are introduced for a trial period initially to test their effectiveness, with monitoring and evaluation procedures in place. Any shift in traffic management priorities can also be marked by eye-catching events to help promote and encourage more interesting and creative use of the highway spaces that have been reclaimed.

One such opportunity is later this year, 17th September 2011. This is designated “Parking Day”. On this day, the takeover of on-street parking spaces is encouraged, to be replaced by temporary uses such as pocket parks, games such as table-tennis and picnics. This event has become increasingly popular in the USA, Denmark and Germany. This is something Liverpool should consider taking part in as it could benefit Stanley Street in particular.

## De-clutter the street

Another “quick win” is a street audit to determine the scope for de-cluttering and a tidying up the street. Such audits are increasingly recommended as a precursor to any more substantive works and can result in significant improvements to the street scene. It is recommended that any such audit is undertaken by Council officers working alongside businesses and the community. A shared approach such



*There is a significant amount of highways clutter and road paint on the street, particularly at the southern end adjacent to Victoria Street. Much of this could be rationalised, removed or relocated to create a tidier and smarter street.*

as this foster greater understanding of the issues and helps a Council deliver a more responsive solution. A de-cluttering exercise could also be a precursor to the introduction of new “rainbow” street signs, recognising the LGB&T focus of the street (see page 59).

## Impacts on the network

One key finding from the research of particular importance were the opinions of transport planners from the Council and from Merseytravel. Both felt that the partial, or even total closure of Stanley Street to regular traffic movements would have little or no negative impacts on the rest of the network, subject to further testing. This is due to the benefits afforded

by a flexible grid of streets, providing a range of alternative routes. This is an important message that needs to be at the heart of any further design work or public engagement and consultation.

## Options for consideration

While the study recommends the immediate exploration of the identified quick wins, it is also keen that a long term vision is established for the street. Given the fact the "Big Dig" did not address Stanley Street directly, the opportunity to think boldly and bravely about the future of the street remains. In response, the study team prepared eight options exploring longer term change and these were presented to stakeholders at the workshop event. The way in which the options were developed and presented showed a gradual increase in the level of interventions, from minor adjustments to major modifications.

Participants at the workshop correctly identified a risk in committing to a minor change now, based on limited funds being available, only to find such works abortive should more funds be secured at a later date. Therefore, preferences for short-term change were only for interventions that can be used as a platform for further interventions at a later date, subject to funding. Pages 48 — 51 set out the options presented to the workshop.



*New Road, Brighton has been deemed a great success. Not fully pedestrianised, instead pedestrian priority is achieved through use of a shared surface and quality materials. Through a collaborative design process, the street was re-imagined with a natural stone surface. Since its opening, the street has become well-used as a centrepiece of Brighton's Cultural Quarter and is one of the most popular visitor attractions in the city.*



*"Parking Day" encourages on-street spaces to be given over to a variety of other uses for just one day a year to highlight the impact car parking has on city centres. This event has become increasingly popular as a way to help re-imagine the street in its current form before any commitment is made to re-engineering it. Such an event on Stanley Street could be a great way for the LGB&T community to test ideas and celebrate their part of the city.*

**// It would be great if they could pedestrianise it all ... Cumberland Street and Stanley Street ... that would make such a difference, especially in the daytime //**

*\* stakeholder interview*





## OPTION A

### parallel parking both sides

This first option is essentially a “business as usual” scenario albeit with resurfaced carriageway and pavements, together with a general de-cluttering of the street (i.e. removal of unnecessary traffic regulation objects such as post and bollards alongside a rationalisation of street furniture). This option does allow for the inclusion of some new street-tree planting, subject to underground services and conditions being deemed suitable. While the main benefit of this option are clearly the improved visual appearance of the street and the retention of most, if not all, of the current parking provision, the intrusion and dominance of car parking will remain a negative influence on the look and feel of the street. The continued presence of large amounts of parking will continue to hinder the development of a genuine street life.



## OPTION B

### parallel parking east side only

A modification on Option A is to limit on-street parking to a single side of the street, in this instance the eastern side only. This has the benefit of allowing pavement widening on the western side, a significant reduction in the visual impact that parked cars have on the street scene while retaining some “utility” parking — that is to say, parking for those deemed essential users, which could include service vehicles, those with a disability or a limited number of residents that live in the upper floors of the street. The western side tends to receive sunshine in the mornings, rather than the afternoons, although this is limited to a degree by the high-sided nature of the street section (i.e. the ratio of street width to building height). Nevertheless, this may be a significant factor in encouraging pavement cafes on the western side before midday, especially as this side is where Deli Fonseca is located (No. 12) one of the few land uses on the street that can offer this service.



## OPTION C

### parallel parking west side only

A variation on Option B is to limit on-street parking to the western side only, and by doing so allow pavement widening on the opposite side of the street. This has the same benefits as the previous option (i.e. allowing wider pavements, reducing the visual impact from parked cars and retaining some utility parking). The eastern side tends to receive sunshine in the afternoons, rather than the mornings, and despite overshadowing from the adjacent buildings, this may be a significant factor in encouraging pavement cafes after midday. A key factor identified as missing from the Stanley Street mix is the “afternoon scene” comprising a more relaxed food-led offer, to complement the night-time economy. The western side is more likely to accommodate this than the opposite side, if only through the sunlight pattern in this part of the city.



## OPTION D

### deflected route, limited parking

Stanley Street is currently a one-way street, with the traffic-flow direction running from Victoria Street to Dale Street. In common with many one-way streets, traffic speeds along Stanley Street appear to be higher than in comparable two-way streets and this has an impact on noise, safety and the ease with which people can cross the street. High traffic speeds are also a deterrent to street life, such as pavement cafes. This option looks at how the carriageway can be deflected as a means of reducing speeds, while also creating build-outs i.e. distinct areas where the pavements can be made wider. These areas can accommodate some limited on-street parking. In line with the previous options, these parking spaces would be reserved for utility parking needs.





## OPTION E

### deflected route, no parking

This variation on the previous option looks to maximise the opportunities created by the deflected route by removing all parking. Instead, the spaces are given over to even more extensive pavement widths that can accommodate blocks of outdoor tables and seating. These tables could be temporary fixtures, associated with an adjacent land use, such as a cafe or bar; or they could be permanent fixtures in the form of new street furniture, designed to be multifunctional. For example, attractively and ergonomically designed block-work that encourage people to sit and enjoy the street while also preventing car parking in these areas. This option also has greater scope for additional street-tree planting.



## OPTION F

### shared surface, limited parking

While all previous options retained a defined carriageway (i.e. a running lane for vehicles and bicycles distinct from pavement space for pedestrians) this option uses the concept of “shared space” in which the distinction between carriageway and pavement is deliberately blurred. The result is significant reductions in vehicle speeds and a greater priority for pedestrians. Removal of the kerb line, or a significant reduction in its height, together with the use of the same surface material across the width of the street makes it “read” as a single space to be shared by all users. This option gives the greatest flexibility for outdoor street life in the form of cafes, tables and chairs as such activities are not necessarily limited to the non-carriageway sections of the street. A limited amount of parking can be incorporated into this option, in an arrangement that further slows vehicles speeds. In recent years, the shared space concept for street design has gained a widespread acceptance and many good practice design guides now exist.



## OPTION G

### new public square, limited parking

The research phase of the project revealed that many stakeholders in the Stanley Street area felt that area lacked focus, that there was no space that was the centre of activity or life for the LGB&T community. This design option considers how the creation of such a space can be incorporated into the street. It modifies the previous option, based around the concept of shared space, and introduces a civic space. This can be integrated with the street through the use of surface materials that break up the visual south — north linearity of the street. This option still retains some on-street parking as part of the overall design.

*For more on the creation of a new civic space, see pages 41 — 43.*



## OPTION H

### new public square, no parking

The concluding option in this sequence combines the shared surface approach to street design, the creation of a new focal space and the removal of all on-street car parking spaces to optimise the use of the space for outdoor seating, temporary events and other street life activity. This is the most comprehensive and radical of all the options presented here. It also has the greatest financial implications, for both public and private sectors.

*For more on the creation of a new civic space, see pages 41 — 43.*

## The preferred way forward

The eight options for change as shown here were all presented to the workshop event for consideration by participants. The overall response was that a street based around **Option F** that uses the concept of shared space, would be a preferred design. Participants were made aware of the cost implications of this approach but felt it was the only option that really gave the best opportunity for street life in the form of outdoor cafes, seating and events to flourish in the way they wished to see happen. For more on the workshop event, see pages 27 — 31.

## Revenue implications

The Council need to assess the loss of revenue from the removal of all or some of these parking spaces against the benefits that can be delivered. The street in its current form accommodates around 30 on-street car parking spaces. These are paid-for spaces, with coin-operated meters used to regulate parking. The annual revenue to the Council is estimated to be around £50,000 — £100,000 each year and some or all of this income would be lost through removal of on-street spaces.

This study has shown positive support from most stakeholders for a move towards a generally car-free street in one form or another, although daytime businesses (e.g. some legal firms) have expressed their reservations about this particular change. Clearly, a balance needs to be struck between loss of revenue, impact on businesses and the benefits of removing car spaces. As a guide, the number of parking spaces that can be retained and incorporated into a highly modified street are estimated to be around 10 to 15 on-street spaces. This figure is based on the layouts in Options B, C, D and F.

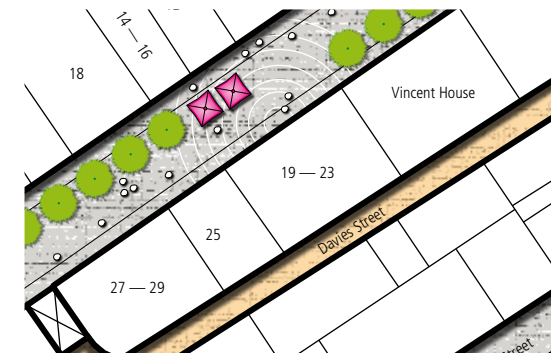
## Further matters to be considered

In order to develop the preferred concept further with a view to eventual implementation, subject to funding being secured, there are a series of technical matters to be considered. These are beyond the scope of this study but are listed here to inform the next stages. These include the following issues, but others may come to light as further studies are undertaken.

- implication of modifications to Stanley Street on the highway network, in the Dale Street and Victoria Street parts of the city centre, with particular regard to bus and car movements
- location and status of statutory services (e.g. gas, electric, drainage, water) held underground
- land ownership and the extent of public highway
- the access needs of all businesses and residents that live and work on the street, both day and night
- access to buildings, “right to light” issues associated with basements, cellars and level changes
- needs of vehicles turning into and from adjacent streets including Progress Place and Davies Street
- continuing service access and appropriate hours of the day in which this can best be achieved within the overall aims of the area
- techniques to effectively consult with all stakeholders when a more detailed design has been developed

The diagram opposite shows an illustrative concept scheme for a comprehensive redesign of the street. Key interventions include:

- Circular paving details incorporating rainbow colours to reflect the LGB&T focus of the street and create a distinctive sense of place and a memorable image
- These circular motifs can deliberately spillover into adjacent streets (e.g. Victoria Street) to further enhance the reach and integration of the LGB&T community with the wider city
- The circular motifs can integrate with artworks, gateway features or other identifying markers that may be introduced at either end of the street
- Introduction of street-tree planting on either side of the street, and in the new public square together with new outdoor seating and street furniture
- This redesign option is not contingent on the delivery of a new square and can be delivered either before or after — see extract below.







## Current situation

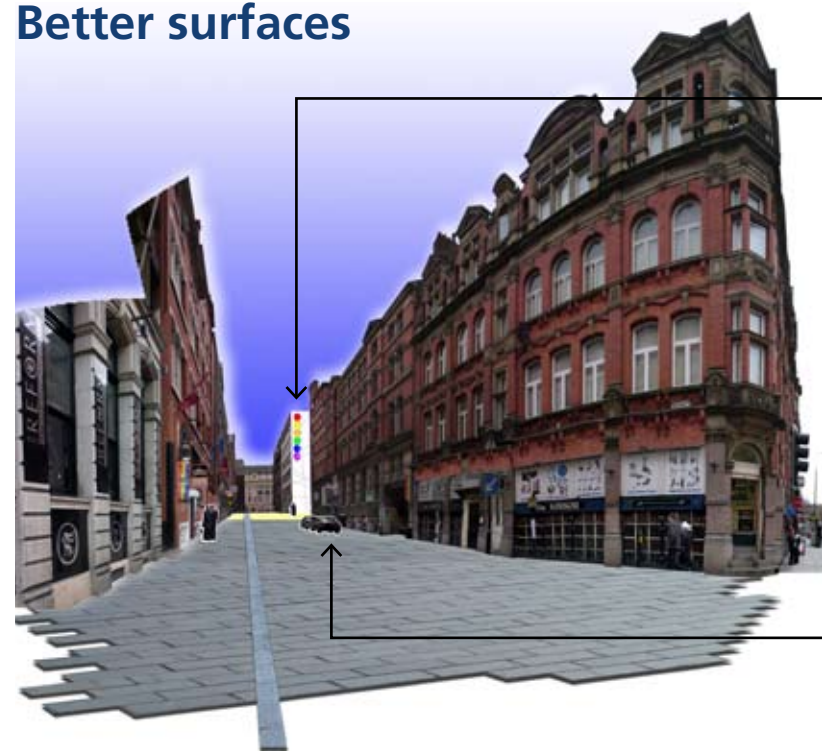


In support of the series of eight street redesign options (see pages 48 — 51) a set of three-dimensional visuals were prepared and presented at the workshop event. These expressed ways in which the re-imagined street could look, feel and perform. Participants were asked to respond to these with their own thoughts and ideas, in the context of their preferred street design options.

The starting point of the street today was used as a reference from which changes would be made. The interventions included:

- better surfaces
- greater visibility
- informal and formal seating
- archways, artworks and canopies

## Better surfaces



*Any new civic square should be visible from either end of the street and act as a pull for the passer-by.*

*Blurring the distinction between pavement and carriageway does not necessarily mean banning cars completely.*

There was widespread agreement that the quality of the street surfaces at the present time are poor and that investment would be much appreciated. However, all stakeholders and participants were also acutely aware of the financial implications of such investment in a time of spending cuts and economic uncertainty; architects and urban designers interviewed for this study estimated that a scheme similar to that shown in the image above would cost in the region of £2m — £3m. However, senior politicians also encouraged the study team to think boldly so that, “... *in a few years when the good times are back we have something, a plan, to work with*”. Nevertheless, the impact of such investments in isolation from other initiatives was considered to be limited. Of potentially greater significance would be the creation of the square (see pages 41 — 53) and the active encouragement of more street-life through the removal of car parking. Better surfaces would no doubt add a quality feel to the whole area but, in themselves, could not trigger the shift in feel and performance that all stakeholders and participants are looking for.

**// ... all the venues are either underground or upstairs, from the outside you can't see in ... it's weird, it's like 'oh it's a gay place, but it's like hidden away, behind closed doors' ... I think that gives it a bad vibe, it makes it something secretive or dirty or something that you want to hide away from //**

\* stakeholder interviews

**// Pink Bar seems to be a hot-spot for disorder ... it's a shame because it occupies a really prominent place on the street and should be a great advert for the scene //**

**// I think the street could have a unique selling point because there are some lovely buildings down there //**

## Greater visibility

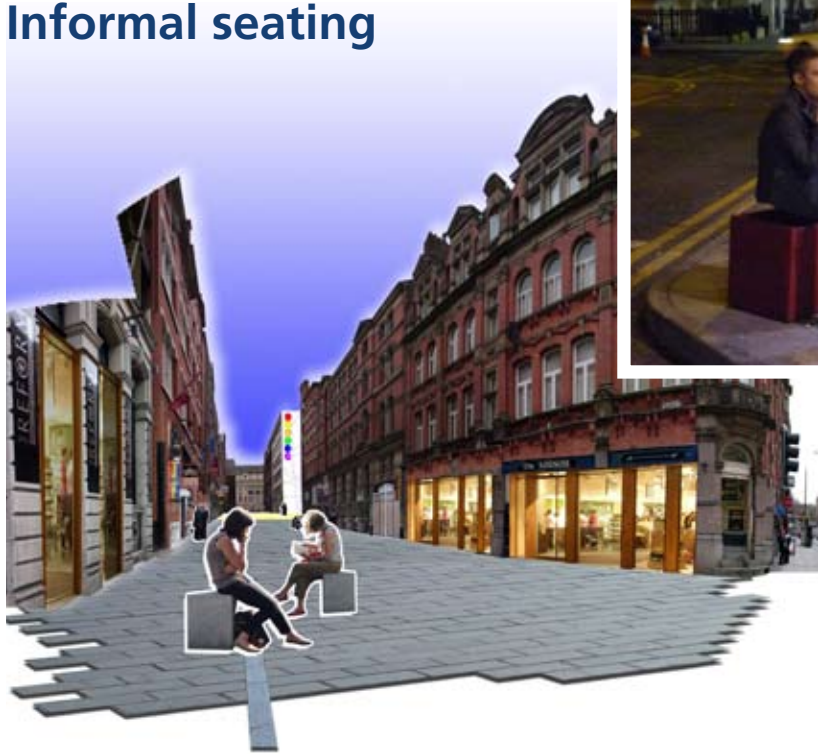


*This image shows modifications to The Lisbon pub. However, it is illustrative purposes only to demonstrate the effects of greater visibility and not a formal proposal for change.*

As explored on page 35, this study concludes that it will be possible to modify buildings along Stanley Street to present a greater visibility to the street. The findings from Task 3 at the workshop event are very informative here: brighter windows and doors to create a "more active street frontage" and "more people on the street, more often" were seen as two of the best ways in which the street could be made to feel safer. Street level venues, unlike basement bars, are also more likely to operate both day and night and therefore take advantage of any opportunity to begin to operate as street cafes. So there is a mutually supportive position to be reached — a livelier, safer feeling street with more daytime activity and greater visibility of the LGB&T community. A corner building, when modified in this way, will have the greatest benefit in terms of promoting and expressing the presence of the LGB&T community. Such changes will be led by private landowners and commercial operators, with the Council as stakeholder and regulatory authority through its licensing, highways, heritage and planning powers.



## Informal seating



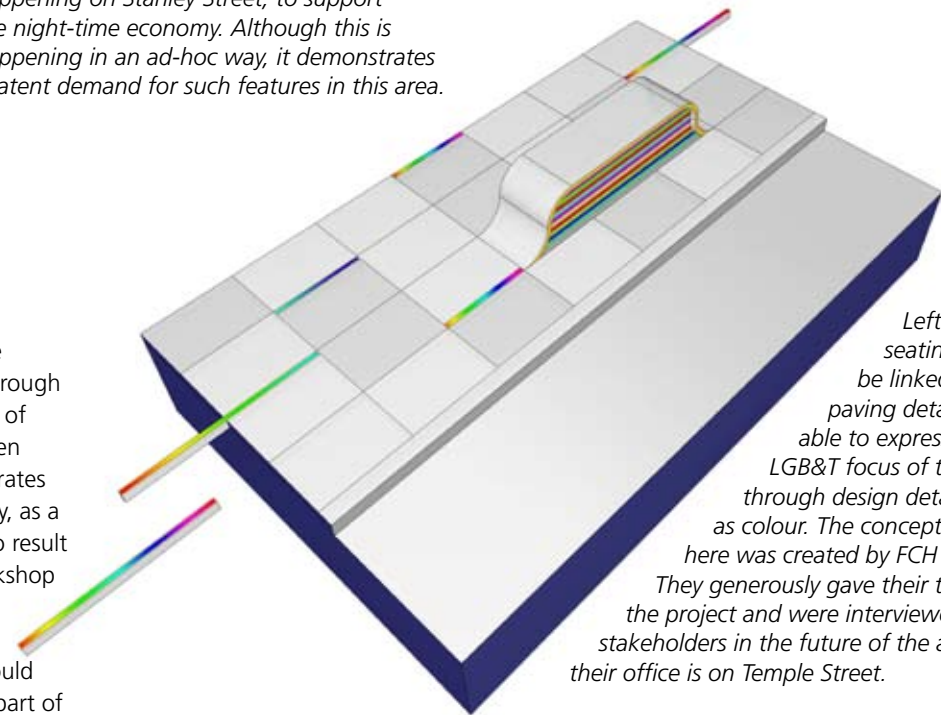
*Above, left: Informal seating is already happening on Stanley Street, to support the night-time economy. Although this is happening in an ad-hoc way, it demonstrates a latent demand for such features in this area.*



*Right: Photomontage of a new paving design that could subtly incorporate the rainbow stripes, threading together Stanley Street, Cumberland Street and other areas. (image by FCH Architects).*

All streets, wherever they are, provide a combination of two key functions; the “place function” — a space where people spend time, and the “link function” — a space through which people move from one place to another. Interventions to the street in the form of new materials, street furniture and lighting are capable of shifting the balance between place and link quite dramatically. New Road in Brighton (see page 47 — 60) demonstrates a dramatic shift from “link” to “place”, with an estimated 600% more staying activity, as a result of investment in the public realm. In the case of Stanley Street, a shift is likely to result in the development of more of the land uses most favoured by stakeholders and workshop participants, such as cafe bars and other food-led establishments.

The provision of simple street furniture that allows people to dwell, relax and wait would help facilitate this shift from “link” to “place”. Its introduction should be an integral part of any new traffic management regime, have clear relationship to any new surface treatments and also express a clear identity for the area.



*Left: Informal seating could be linked to new paving details and able to express the LGB&T focus of the area through design details such as colour. The concept shown here was created by FCH Architects. They generously gave their time to the project and were interviewed as key stakeholders in the future of the area as their office is on Temple Street.*

**// We are quite keen on more daytime uses with more cafes, especially if the sun was shining and you are able to sit outside and have your lunch or your breakfast or whatever ... not just it being about 'it's nine o'clock at night and it's all night life'. If we had seating and tables and stuff and it was pedestrianised, that could be used all day and all evening //**

**// Having the bollards up specifically in the evening reinforces the sense that this space is just for the night-time economy ... so I can see whilst there is concern about revenue, chucking up the bollards at a certain time only gives you half the opportunity to use the space creatively //**

*\* workshop participants*

## Formal outdoor seating



Several tasks at the workshop event all pointed to a shared conclusion; the need for a more animated street: the land use planning task concluded that more food-led uses, rather than alcohol-led uses, were needed on the street; the street design task wanted space taken away from cars; and the people and time task concluded the area was too focused on the night-time and young people. These are mutually supportive and indicates a more relaxed approach appealing to a broader generation of users is wanted. The short-hand of “cafe-culture” was used to capture this desired atmosphere. One stakeholder interviewed said the success of Canal Street, Manchester was not down to its night-life, but its afternoon offer of casual dining and relaxed drinking. Re-imaging the street to be a place where such activity can flourish must be a key competent of any feasibility study into the future of Stanley Street. While there are clearly capital costs for the Council to deliver such a space, there will be some revenue benefits to be had, through income from pavement cafe licenses granted to venue operators.



## Canopy of flags



*Right: Lighting canopy over Temple Court and Mathew Street is perceived as a successful measure. The lessons about how this was successfully delivered (e.g. from the fire service, private landowners etc) should be used to inform decisions over similar ideas for Stanley Street.*

*Above left: Temporary bunting and flags were used successfully to dress Stanley Street during the 2010 Pride event. Would a permanent version frustrate the opportunity for something special when events and festivals are held in the street?*

Using overhead installations to express the identity and cohesion of the area as the heart of the LGB&T community was explored. Workshop participants were keen that something could be used to identify the area. Reference to the nearby Mathew Street overhead lighting canopy was made, with stakeholders and participants feeling it had been very successful in giving that area an identity. The success of the rainbow bunting used during the 2010 Pride event led to ideas of a more permanent installation, on a grander scale. Issues for further consideration for either the lights or a flags/bunting approach are numerous and include: obtaining permission to attach fixtures to private property; access along the street and to upper floors of building by the fire and rescue services; obtaining permission from building owners for way leaves (i.e. electric supply cables) on private property; long term maintenance and choice of robust materials — concerns were raised that flags or bunting could look quite shabby quite quickly if not looked after.



**“ There are a lot of ‘hidden histories’ within the LGB&T community in Liverpool and Stanley Street is a place to express this more. How we do it I’m not sure, it could be statues or other artwork, but I do think there is more to celebrate ... but we don’t want to be too backwards looking ”**

*\* workshop participant*

**// An overhead arch is too much like Mathew Street and may encourage 'the lads' from over the road ... but then I think about it, and it offers continuation with the rest of the city ... a sense of integration //**

**// Mathew Street has one, and I think that it makes it identifiable, people will see it and think, 'this is an area that I want to be in' ... maybe we could design something with the rainbow colours built into the archway? //**

\* workshop participants



Above: Liverpool City Council dual-language street sign.



Above: Street sign in Washington Square West, Philadelphia, USA. Known affectionately as 'The Gayborhood' this area is the heart of the LGB&T community in this city. In response, the city authorities added a rainbow stripe flash to many of the street signs.

## Welcome archway



An alternative to the concept of flags or bunting, is a welcome gateway arch. More permanent in form than the bunting, this would act as an identifying marker to the LGB&T area most likely be located at the southern end of the street, at the Victoria Street junction. With more LGB&T uses north of Dale Street, to place such a gateway at the northern end of Stanley Street would not be appropriate. With other parts of the city already having such structures (e.g. Cavern Quarter, China Town) it was seen as a device that could help legitimise the Stanley Street Quarter in the eyes of residents and visitors alike. More subtle street signage, such as the example from Philadelphia (see left) was supported, particularly as it may be less expensive to deliver and therefore could be another "quick win":

*"I think having the street signs in the area would be cheap and very flexible, you could use the rainbow street sign elsewhere as the scene expands ... it's already been done in China Town where we have Chinese lettering alongside the street name" [workshop participant]*

# Nurturing the right uses

A recent study commissioned for English Heritage (Impact of Historic Environment Regeneration; October 2010) has identified a strong link between investment in historic environments and an increased commercial viability of the surrounding land uses. Historic buildings and places tend to nurture types of commercial, leisure and cultural activity that are not easily created elsewhere in towns and cities. Research evidence has shown that this happens because people feel relaxed and comfortable in historic environments, leading to a greater propensity of food, drink and leisure uses.

The majority of the historic areas assessed in the English Heritage study are dominated by commercial activity that is independently owned and managed. This is certainly true of the Stanley Street area of Liverpool, helping differentiate it from other parts of the city. The same can be said of the RopeWalks, another heritage area within Liverpool.

## Visitor destinations

There is also evidence that the further people live from a city, the more likely they are to be influenced to visit it by the nature and quality of its heritage assets. This explains why places like Brighton, which nurture large scale commercial activity in historic environments, become so popular as a visitor destination. This is also true of Liverpool. There is a strong direct relationship between the number of Listed Buildings in a place and their popularity as a destination for a day out.

## New Road, Brighton

Amongst several case studies, the report looked at New Road, Brighton (right). This street, just 150m long, sits at the heart of Brighton’s cultural quarter, linking the Royal Pavilion Gardens to the new library. Through a collaborative design process, New Road was re-imagined in 2007 as a shared space at a cost of around £2m. This intervention has resulted in dramatic shift in the way the street is used:

- 62% increase in pedestrian traffic
- 93% reduction in motorised traffic
- 600% more staying activity
- 22% increase in cycling activity

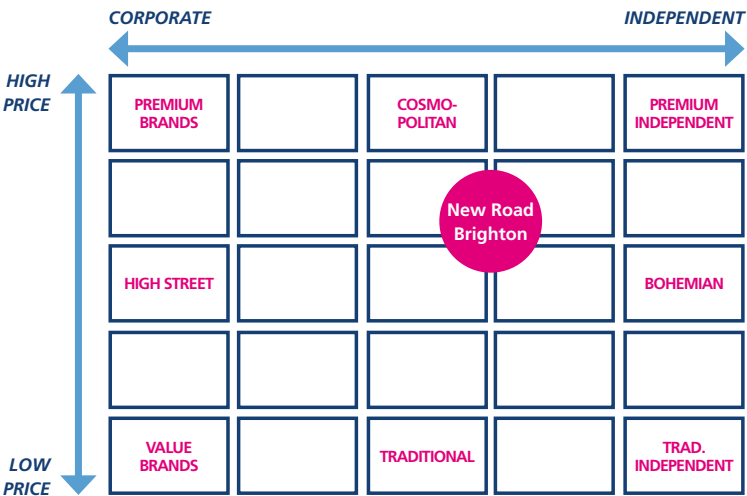
(source: GEHL Architects)

The street has now a concentration of unique businesses, including a substantial leisure dimension, particularly in the form of bars and restaurants, and informal uses associated with the theatres, such as pavement cafes. This helps to differentiate it from other parts of Brighton, such as the main retail area, increasing its appeal further.



## What this means for Stanley Street

This place-making framework (right) helps describe the commercial offer found in New Road, Brighton. In common with other area historic areas surveyed, the operators tended to be independents offering a higher quality product. In the case of New Road, this offer was described by the report authors as somewhere



[ Source: Impact of Historic Environment Regeneration, October 2010; AMION Consulting Limited with Locum ]



between an “independent, cosmopolitan and bohemian” offer. This description is similar in feel to that expressed by the draft positioning statement for the Stanley Street Quarter (see pages 63 — 71) developed through the workshop event, as a place that is, “ ... quirky whilst cultured, diverse whilst inclusive and vibrant”. This suggests that the type of land uses and activities that stakeholder wish to see in and around Stanley Street, can also be delivered in that type of historic urban environment. For more of lessons from Brighton, and other places, see pages 87 — 91.

## Conclusions and recommendations

The common occurrence of heritage assets in and around Stanley Street, in the form of Listed Buildings and Conversation Area status, should not be a deterrent to continued investment in a cultural and leisure-based economy. Indeed, evidence from elsewhere has shown a heritage context can support such an economy effectively, often more effectively than in areas without such assets.

While radical interventions to redesign the street, using a concept similar to that used at New Road, Brighton, would assist significantly in shifting it from a place to move through to a place to stay (i.e. the “link” to “place” transformation) other lower-cost options should be explored first, such as more creative use of the bollards to enable celebratory events, such as Parking Day, that have a “do it yourself” attitude and can start to transform the feel and look of the street. Radical street design would require significant funds and it is unrealistic to expect that funds for such a project could be secured in the immediate future.

The demolition of Nos. 19 — 23 is something that should be explored. The study team believes that this could have a dramatic kick-start impact on the sense of place and on investor confidence. However, although some stakeholders thought the square could be delivered in the short to medium term, the study team consider this to be difficult to achieve in the absence of any large amount of public sector funds and that it is a long term, aspirational change.

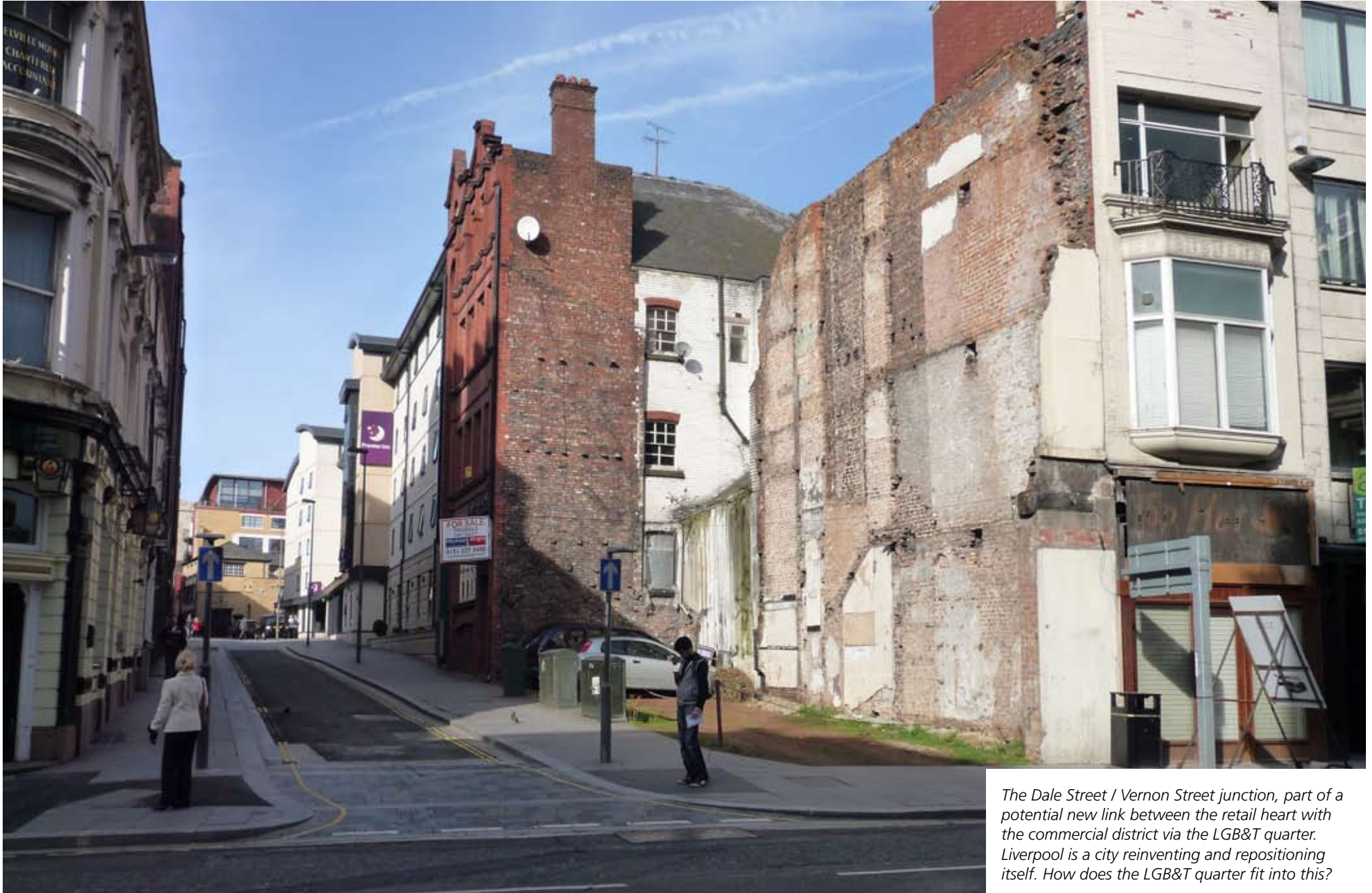
Immediate public realm actions should include a community-led “place-check” style street audit, working with Merseytravel, Liverpool Vision and Council transport planners and heritage officers, with the aim of removing clutter and enforcing an appropriate standard of advertising and signage for a heritage area. This should quickly deliver a cleaner and tidier street, and this was considered by workshop participants to be the most useful public realm intervention with regard to safety and security. See pages 73 — 75.

## ACTION POINTS

### New Civic Space & Street Design


1. Undertake a street audit with the aim of removing unnecessary clutter to deliver a tidier street.
2. Revisit the Traffic Regulation Order associated with the Stanley Street rising bollards with a view to them being used more often and for longer periods of time.
3. Undertake a more detailed review of all occupiers access requirements and of parking revenue obtained by the street. Secure technical and political support for a gradual reduction in on-street parking.
4. The Council should be stricter in its application of heritage-led controls on the street, but should consider a more relaxed and supportive response to any pavement cafe application it receives.
5. Obtain detailed land ownership details, leasehold and freehold agreements for all of Stanley Street to understand further the implications of demolition and street redesign.
6. Begin land-owner negotiations over the future of Nos. 19-23 and look for a successful relocation settlement for the current occupiers (Paul Rooney Solicitors).
7. Ensure Stanley Street is including in future revisions of the strategy documents, such as the Local Transport Plan, that are required to secure funds. Look for other funding and bid opportunities.
8. Constantly cross-reference the sort of uses and activities that are sought after and the type of street being created to ensure both are mutually supportive.
9. Assess how LGB&T specific artworks or design details (e.g. welcome archway, rainbow street signs) could be secured in the short-term, but with regard to a long-term vision.





*The Dale Street / Vernon Street junction, part of a potential new link between the retail heart with the commercial district via the LGB&T quarter. Liverpool is a city reinventing and repositioning itself. How does the LGB&T quarter fit into this?*

# Positioning Statement



**// Arty businesses, these bring a lovely vibe. The creative atmosphere would be great for that area. What Stanley Street needs is a place to display our own art and culture there is no real area for us to express ourselves ... there is a real opportunity for creativity in the gay area. But I'd be wary of branding it as an 'LGB&T-only' area as it could then become a tourist area and you risk driving out the community you're trying to support //**

*\* stakeholder interview*

## What makes this place special?

One of the key tasks during the workshop event was Task Six, Developing a Positioning Statement (see page 30). This task was specifically devised in response to the findings of the early research phase, especially during the two-day block of interviews held on February 24th and 25th. During this time, a variety of conflicting views emerged about the Stanley Street area. While a key "common-ground" finding was a sense of Stanley Street being the spiritual home and the base, or centre of gravity, for the LGB&T community in the city, opinions over what it comprises, what makes it special, what its character is and what it should be called all differed markedly between stakeholders..

## How can we capture this?

The results of the workshop task helped to pin down the essence of the area to some degree. The study team have processed the responses gathered at the workshop to produce a definitive positioning statement, albeit in draft form. Now in place, this draft set of words can be tested further to ensure it is robust and accurate, and has widespread support. A final positioning statement, once agreed, will allow a series of subsequent tasks to be more precisely defined. Such tasks include the organising of events, a marketing strategy, branding and identity, and promotion. All these tasks should be mutually supportive and reinforcing but they can only be so if all are guided by a single and final positioning statement. This report suggests the sort of events and promotions that the study team believes fit the draft positioning statement at this time. Research has shown that one of the most common mistakes in drafting positioning statements is not developing benefits that are unique or sustainable. To this end, the study team have strived to ensure the suggested actions are both appropriate to the area's perceived and real identities, and are appropriate to the prevailing economic conditions.

**66% of workshop participants preferred the term "QUARTER"**

**17% of workshop participants preferred the term "VILLAGE"**

*The term "village" did provoke some negativity as it was deemed over-used with respect to branding and labelling specific LGB&T areas. It was also seen as too closely linked to nearby Canal Street, in Manchester and possibly inappropriate for a city centre context.*

## The product name

This part of the positioning statement exercise was to identify the preferred name or label to give to the Liverpool LGB&T offer. The results were as follows:

- 66% of the participants preferred the term "QUARTER" as a way of defining the Stanley Street LGB&T area
- 17% of the participants preferred the term "VILLAGE" as a way of defining the Stanley Street LGB&T area
- 83% of participants chose to use "STANLEY STREET" as part of the product name in some form or other
- 66% chose the term "THE STANLEY STREET QUARTER" although 75% of participants included another option as the group had not reached a clear decision.

The product names that were created are as follows:

*"The Queer Quarter"*  
*"Stanley Street Quarter"*  
*"Temple Street Quarter"*  
*"Stanley Street"*  
*"The Stanley Street Quarter"*

## The category name

This part of the positioning statement development was to identify the category or area in terms of how it is referred to in marketing communications. The category definition is where the decision is made whether to use specific LGB&T references or to employ much broader terms. The results were as follows:

- 33% of participants used the word "GAY" (in conjunction with another word) in the category definition
- 33% or participants used the word "VILLAGE" in the category definition, 50% of which were used in conjunction with the word "GAY"
- 50% of participants preferred the term "URBAN AND / OR CITY QUARTER"

## Unique selling points

This part of the positioning statement development was to identify the aspects of the Liverpool LGB&T offering which could be used as unique selling points (USPs) to attract local, national and international audiences. The attributes selected were varied across each group. However, there were some common themes.

Before selecting the USPs groups were advised that these had to be actual attributes that were broadly true in their experience in terms of the current offering and not what they wanted from the area in the future. The results were as follows:

- 33% of participants chose "INCLUSIVE / INCLUSIVITY"
- 50% of participants chose "VIBRANT / VIBRANCY"
- 33% of participants chose "FRIENDLY"
- 33% of participants chose "QUIRKY"
- 33% of participants chose "CULTURED". Linked to this were 17% who referred to the culture of the area and the use of LGB&T heritage in particular.

## Nearest competitor

This part of the positioning statement development was to identify the nearest competitor against which the groups wanted to pitch the Liverpool LGB&T offering. Two thirds of participants decided that they did not want to directly compare the Liverpool LGB&T offering to any other. They opted for it to be positioned as one that is unique to the city and its community, one that is beyond compare.

This is one of the most powerful outputs of the workshop and clearly defines the Liverpool LGB&T offer in terms of its uniqueness – there quite simply is no other Liverpool. This was perfectly captured by one group as a sign off to their positioning statement in the use of the phrase:

*"... in a uniquely Liverpool way"*



**// The term 'village' is just totally inappropriate ... we are a city! //**

**// No! The term 'village' is an internationally recognised destination, it's not bound to big cities, like New York, it is recognised as a destination for gay people //**

**// But using the term 'village' in Liverpool will be difficult as it's so synonymous with Canal Street, Manchester //**

**// Yes, but we are a small community ... with many familiar faces, and it's a compact part of the city too, so 'village' makes sense. It's friendly! //**

*\* workshop participants*



## Research conclusions

Based on the results presented here, it is recommended that "THE STANLEY STREET QUARTER" is used as the official name for the Liverpool LGB&T offering. The term "QUARTER" provides more flexibility and allowance for inclusion of other streets which form part of the LGB&T offering, such as Cumberland Street and Eberle Street. It also allows Stanley Street to be identified as a gateway to an LGB&T area, reinforcing the "zig-zag" route that leads to other LGB&T offerings (see page 23).

As far as category definition, the majority of workshop participants chose not to make reference to "GAY" or "LGB&T". Instead, "URBAN and/or CITY QUARTER" was preferred route. This categorisation will allow a more varied offering to flourish, including markets, pop-up shops linked to a more diverse creative community, not just focused on the LGB&T community.

The USPs chosen for the positioning statement provide a good starting point in terms of defining key aspects of the LGB&T offering on which to focus. However, additional work is required to develop these claims further and attach tangible examples of "DIVERSITY, CULTURE, VIBRANCY, QUIRKINESS and INCLUSIVITY" that will support these claims. Once done, this will provide content for a creative brief to drive brand development (including brand guidelines) and essential material for all marketing communications.

From a positioning statement perspective one of the strongest messages to come out of the session was as previously quoted " ... in a uniquely Liverpool way".

It this study's recommendation that this is explored further and used as an integral part of the positioning statement and all marketing communications. Based on all of the above, it is recommended that the following positioning statement is used as a starting point for discussion:

**"The Stanley Street Quarter is the one urban quarter that is quirky whilst cultured, diverse whilst inclusive and vibrant in a uniquely Liverpool way"**



## Marketing recommendations

*“The Stanley Street Quarter is the one urban quarter that is quirky whilst cultured, diverse whilst inclusive and vibrant in a uniquely Liverpool way”*

This is the positioning statement that this report suggests is the starting point for further discussion. The next phase is to explore each element of this statement to ensure that the Liverpool LGB&T offering does actually deliver on the positioning statement's promise in its current format.

It is important to ensure that any suggested activities, promotions or events planned as a first stage development of the area are relevant to the positioning statement.

Based on the fact that there is little or no budget currently allocated to the development of the product (i.e. the urban quarter) this report recommends a staged approach which gradually repositions the Liverpool LGB&T offering, both within the city context, and against other LGB&T areas elsewhere in the country. This approach will allow the city to develop the product using the current offering in a creative way and draw on talents that exist within the city and that are relevant to the positioning statement.

### Stage One

The first stage will require some limited funds but will demonstrate a step change in the plans and ambitions for the area, creating news-worthy stories and marketing communications content. Once the positioning statement is agreed, there is a need to define a creative brief for the development of the brand identity (see pages 77 — 85).

**“People are realising that the most exciting thing they can do is not on-line, updating their social network page. It is off-line experiencing the unmitigated magic of the live event”** taken from *“Conviviality Culture”* by LS:N Global

Whilst this is in development, the product offering needs to be enhanced and based on the recommended positioning statement. This report recommends looking at introducing ideas that would not only reanimate the area but cement the new brand “personality” of the Stanley Street Quarter.

One of the biggest opportunities and trends emerging is the “Conviviality Culture”. As people become more interested in small and local events, there is a rise in mini-events based around single neighbourhoods.

Examples of such micro-events can be found in Dalston, London where the “Land of Kings” festival takes over local bars and clubs to create a single neighbourhood festival. In San Francisco, “The Bold Italic” organisation has created a series of “micro-hoods” where a series of cultural events are held in local shops and bars. Also in San Francisco, the “Neighbors Project” has created The Bodega Party in a Box on-line resource, containing the essential tools to host a block party: a shopping bag, cookbook, invitations and flag decorations.

### “The city is the theatre”

**Maurizio Ribotti, founder of Milan-based Zona Tautona, see page 69**

With the growth of localism and beta-mindsets (i.e. a term to describe an ever-changing and fluid attitude to events and ideas) people are now using the city as the place to play and as a platform for drama.

The growth in the conviviality culture and the search for more intimate, community driven events and activities provides a great opportunity for the repositioning and redevelopment of the Liverpool LGB&T offering. The city is bursting with creative talent that can be harnessed and incorporated into the Liverpool LGB&T offering in a very cost effective way. This approach is totally complementary to the current proposed positioning statement.

### Stage Two

This report suggests series of events that can tap into the rising trend of conviviality culture. The study team feel that these initiatives will be relatively inexpensive to implement yet will deliver a real change in the positioning of the Stanley Street Quarter. The study team also acknowledge that many of these ideas are being pursued elsewhere in the city, such as in the Baltic Triangle and the RopeWalks, but feel there is scope for more activities of these types city-wide. As a result, all need to be developed and discussed further to evaluate their logistical and financial appropriateness.

#### 1. Weekend food markets

There is an opportunity to host a farmer's market on Stanley Street. There is currently a farmer's market that takes place one Sunday a month on Hope Street and any Stanley Street market should complement,



Boscombe Vintage Market, Bournemouth.

not compete with, this established event. For example, being held on a Saturday, not a Sunday.

## 2. Weekend vintage markets

Selling a range of textiles, clothing, jewellery, furniture, collectables, arts and crafts, these are a great opportunity for traders and students to sell unique handcrafted goods and an opportunity for talented artists to showcase their work. The inspiration for such a market comes from those in London such as Camden and Spitalfields.

Designer Wayne Hemingway has said the concept of “vintage” is truly cool and has come of age and that the joy of enjoying classic, timeless design, prolonging the life of clothing and being thrifty is spreading far and wide. Areas that already have a small but established mix of small creative businesses trading in antiques, art and vintage clothing can benefit most from such an event. The introduction of a high-class vintage market with a creative edge will help provide opportunities for small businesses, local artists, skilled crafts people and enterprising students. Markets can also show the potential of the street as open space, help increase footfall in the area and can raise the profile of Stanley Street as a creative arts and cultural hub.

## 3. Pop up shops, restaurants and art galleries

A “pop-up” space is a venue that is temporary. For example, it could be a fashion sale one day and host a private cocktail party the next evening. The trend involves “popping-up” then disappearing several weeks later. These stores, while small and temporary, can build up interest in a brand, an area or a street by increased consumer exposure.

Pop-up retail allows a company to create a unique environment that engages their customers, as well as generates a feeling of relevance and inter-activity. Such an approach fits perfectly with the changing nature and shifting identity of the Stanley Street Quarter.



*Glassworks Studios, the online fashion and lifestyle boutique, has extended its two week pop-up store in Covent Garden to two months, following a fantastic response from customers.*



*Colombia Road Flower Market, London.*

## 4. Emerging local artists

Using outside space and vacant indoor space in and around in Stanley Street to exhibit artistic work could also make a significant difference to perceptions. Links to the city's three universities and LIPA (Liverpool Institute of the Performing Arts) will be critical here, especially to departments or faculties that cover art, communications, graphic design, music, product design and fashion. Students are often looking for a venue and Stanley Street could become the place, perhaps linked to the markets and pop-ups concepts (see points 1, 2, 3 and 5).

## 5. Sunday flower market

Based on the Colombia Road Flower Market in London, a Stanley Street Flower Market could also boost the area and change perceptions. The Colombia Road market is in operation every Sunday from 08h00 to

## What is a beta-mindset?

A “beta-mindset” is a term used to describe the nature of the web, constantly evolving with new sites, information and applications being created all the time. Both web developers and users have embraced this fluid nature of the web leading to the development and popularity of sites like Wikipedia and Twitter. A beta-mindset can also be applied to urban strategies and regeneration techniques.

Previously, the content and design of a website remained constant for long periods of time and changed only when the entire site was upgraded or redesigned. With the “beta-mindset” approach, every web page is subject to change and refinement at any time.

The same can be attitude can be applied to a street or an urban quarter. In an era of more limited resources, a series of “micro-interventions” to transform urban space, can deliver significant returns for little outlay. Markets, micro-hoods, parking day (see page 47) all can chip away at the prevailing weaknesses of an area, and develop a new sense of place. Agile, ever-changing and powerful, this attitude could bring real dividends to the Stanley Street Quarter.



**“For the new generation of 20-somethings, the urban environment is completely natural. It’s our instinct to personalise the space and the environment around us”**

*taken from “Conviviality Culture” by LS:N Global*



*Outdoor film screening, Weymouth, as part of the “b-side” festival — note the DJs in period costume for the black and white silent movie (top).*

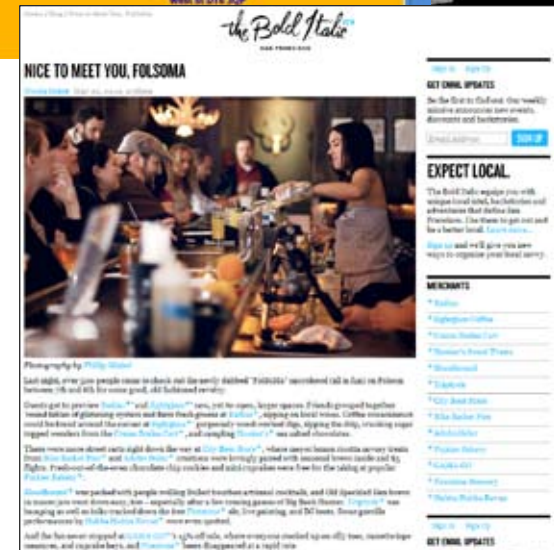
14h00. A wide range of plants, bedding plants, shrubs, bulbs and freshly cut flowers are available. The market also has a number of shops selling bread and cheese, antiques and garden accessories. There are also a number of outlets selling unusual international food. The market is popular not only with plant and flower buyers but

also with photographers and television companies who regularly film there. This type of market could also incorporate “seed-swaps” a horticultural trend for green-fingered types to exchange cuttings and seeds.

## 6. Outside film screenings

With sound intervention from local DJs. Weymouth’s recent “b-side” festival delivered an outside screening of black and white film classic “Nosferatu” which attracted around 120 people. The film was projected against a wall of a local pub with outside space and a DJ provided the sound track for this classic silent movie. The creation of “Stanley Square” could provide the ideal venue for this sort of event.

*Right: the web-presence of the Dalston “Land of Kings” micro-festival, the Bridport “Vinyl Saturday” record fair and the San Francisco micro-hood conviviality event.*



## 7. Second hand book and vinyl record markets

The recent “Designing Out Crime” report noted that there is currently no clarity in the relationship between the entertainment offer found in the Cavern Quarter and the area’s rich history. Why do the most visibly prominent bars and clubs in and around Mathew Street blast out loud chart pop and dance music? Why, given this was the birthplace of Merseybeat, is there no clear promotion of a live music scene instead?

There needs to be a much more overt link between the respective underlying strengths of the area (e.g. the history, the culture, the heritage) and the type of operations witnessed on the surface. With plans for the revitalisation of the adjacent Cavern Quarter, based on this recommendation from “Designing Out Crime”, music and vinyl records markets would support this shift in attitude.

## Stage Three

It is at this stage that the core marketing routes will be identified and marketing messages developed. These would be presented in an annual marketing plan and would include activity for local, national and international markets. Additional resources will need to be identified for the creation of this subsequent report.



## Case Study

### Outdoor Street-Based Design Festival, Italy

Ask any design industry pundit the best place to spot new trends and they'll probably say Milan's Zona Tortona. As an off-piste destination for exhibitions and parties linked to the Salone Internazionale del Mobile, the annual furniture fair, this unpromising industrial area has over the past eight years developed a reputation for raw style and innovation and, as a result, established itself as the world's definitive design district.

Named after via Tortona, a long, narrow street in a once run-down sector of the city bordered by the Naviglio canal, the neighbourhood is full of former warehouses and industrial sites that were last year transformed into 90 fair venues drawing 88,000 visitors – a 16 per cent increase on 2007. Zona Tortona events are estimated to be worth around €180m to local businesses during the Salone, with some restaurants and bars taking half their annual income over the week and some building owners earning up to 40 per cent of a year's rent.

There has been a longer-term effect too. Leading fashion brands such as Giorgio Armani, Diesel, Tod's and Ermenegildo Zegna have moved into the area, along with photography studios and advertising agencies, and property values have risen dramatically. Zona Tortona is not only an event. It is also an urban regeneration success story. Anyone experiencing the bustle and buzz of the area during the Salone might think it's a spontaneous explosion of extempore design.



In fact it is a carefully curated week orchestrated by Milan-based DesignPartners, a union of eight companies specialising in marketing and communication for the design industry. This year it faces the challenge of expanding without losing its grittiness. It must welcome not only radical young companies but also furniture behemoths such as the Poltrona Frau group.

There's no question that the event and the neighbourhood have become case studies, prompting a number of cities to approach DesignPartners for advice in replicating its work. "We don't want to export Zona Tortona but to use its methodology. Events need local character but also an international perspective."

**From FT.com**  
**"Creative Community" by Nicole Swengley**  
**April 2009**



## Media targets

The LGB&T quarter in Liverpool is currently competing with areas perceived as being more vibrant, such as Canal Street in Manchester. With the development of a vision and identity for the LGB&T offer in Liverpool comes the opportunity to reposition this area as one full of energy, animation and progression.

Marketing such a repositioning opens up many routes to the target markets both locally, nationally and internationally. For each of these geographical markets, it is recommended that on- and off-line PR campaigns which focus on the repositioning of the Stanley Street are pursued. The off-line campaign would target press, TV and radio whilst the on-line campaign would focus on social media, bloggers, forums and online publications. A full list of all the proposed media targets would need to be drawn up and approved by an agreed steering group.

For the international market, a campaign focusing on online PR and work with tourism bodies such as the Mersey Partnership is recommended. As with all PR campaigns the success is driven by the creative content of the story and developing engaging hooks and events that would grab media attention, is essential. Hence the need for a range of low-cost, newsworthy and transformative “micro-events”.

These reports should help convince the various agencies and bodies responsible for the marketing of the city that there is an LGB&T offer worth promoting, and comprises more than just friendly if “cheap n’ cheerful” night clubs. Research for this study revealed that, at present, there is a general reluctance from official agencies to actively promote the area, principally because the standard of the offer is not thought to be high enough.

**“ In a competitive environment, we need to play to our strengths ... I would be reluctant to promote the area until we are confident the offer is good enough. Right now, I don’t think it is. We want ‘repeat visits’ and we don’t want people to leave feeling disappointed ”**

## Conventional vs. quirky?

While there is, without doubt, a widespread support for Liverpool Pride, as revealed through the research phase of this project, there was a feeling from some stakeholders that it could be more innovative in form and content. However, this was tempered by an acknowledgement that it still young as an event and that it needs to be given time to grow and mature. Notwithstanding this, Pride should retain its place as a “landmark” once-a-year event, and a range of quirky cultures, as expressed through the positioning statement, could be revealed through a range of supportive and experimental “beta-mindset” micro-events.

## Location and effect

The use of Stanley Street as the host space for events and festivals is vital to its continuing recognition as the home of the LGB&T community in the city. It also reinforces the need for ongoing change to the quality and management of the street (e.g. on-street parking, pavement widths etc). However, the quarter cannot provide all the spaces necessary throughout the year and it should not be expected to do so. For example, the excellent “Homotopia” festival utilises a range of venues across the city such as the FACT Cinema in RopeWalks and the Walker Art Gallery in

**“ I think ‘Pride’ was brilliant ... the city really needs it. But I think it could have been a bit more, er, inventive, a bit more unusual. The marching and the bunting, it was good but bit ‘old hat’ and I feel a more creative approach in future years will take it to the next level ”**

*\* stakeholder interviews*





*"Liverpool Pride" (above) should be maintained as a landmark event based in and around Stanley Street. Meanwhile, "Homotopia" should remain as the landmark city-wide LGB&T arts festival.*

the Cultural Quarter. This sort of multi-venue approach is vital in communicating LGB&T culture to a wider audience. Therefore, the establishment of an "official" LGB&T quarter should not pressurise other events that may be better suited to venues elsewhere in the city to remain within the quarter.

## Cooperation between venues

The research phase revealed little evidence of cooperation between Stanley Street venues at the present time. However, this is not an LGB&T specific issue, as such lack

of cooperation is common to many small-businesses, no matter what the focus. However, it is often more prevalent within the night-time economy. The night-time economy venues in the Stanley Street Quarter can often have a short shelf-life, with the many of them open for a year or two, before closing down, followed by a quick reopening under a new name. Notable exceptions include Masquerade, Garlands and Superstar Boudoir. This "churn" of venues was interpreted by some stakeholders that not all operators have the same commitment to the future of the street. It was felt by many stakeholders, that this lack of commitment contributes to a general lack of cooperation.

However, there are some nascent ideas that could be developed further. An example is the experimental "gay pass" that Garlands night club has recently launched. This is based on free membership, but enables those registered on the scheme to benefit from discounts at outlets across the city e.g. 10% off at the Urban Outfitters store in Liverpool ONE. An initiative like this could provide a template for the LGB&T venues and establishments to develop a "local traders forum" working together to offer specific discounts across the quarter. Benefits could be spread across the week, reducing competition within the quarter but making it more competitive with other city quarters in other cities. Such a venture could also drive foot fall and further widen the demographic offering. It is recommended that the more established venues should take a lead on the formation of such a traders forum, with a view to bringing on board the more recently established venues as the process matures.

Meanwhile, the increasing popularity of mobile phone applications (known as "apps") creates an opportunity for the online marketing and promotion the Stanley Street Quarter. The creation of a specific app for the 20 or so LGB&T venues in the quarter could further push club owners and operators towards greater cooperation and to deliver more cross-promotional offers.

## ACTION POINTS

1. Maintain and enhance the existing LGB&T festivals (e.g. Homotopia and Liverpool Pride). Such landmark events are crucial opportunities to promote the offer and the city. Establish fixed positions for these larger events within the city events calendar.
2. Deliver a range of "micro-festivals" based in and around Stanley Street. These must start to change perceptions and convince official agencies about the quality and diversity of the offer.
3. Establish an effective trade-led cooperation between venues. Such cooperation in the private sector is essential to deliver micro-events.
4. Use off-line and on-line media to report on the micro-events, to tell a story about a different sort of place.
5. Use Stanley Street as frequently as possible for events to reinforce the message about it being the home of the LGB&T community. However, this should be complemented by multi-venue events outside the quarter.
6. Develop a Stanley Street Quarter mobile phone application to promote and market the city's LGB&T offer.





*This project revealed no specific safety concerns about any particular venue on Stanley Street but there was a general disquiet about how the street felt after dark and a recognition that a cleaner street would increase feelings of safety.*

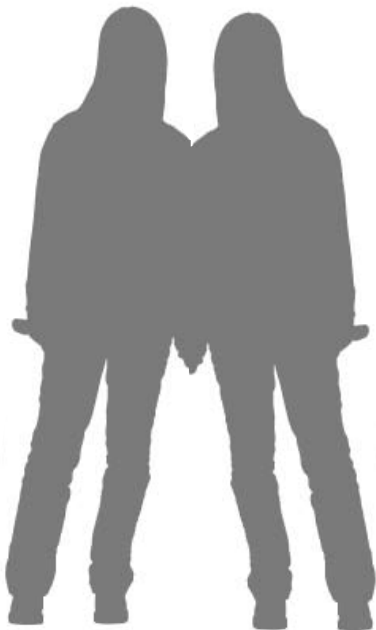


# Safety & Security

**// We should have a cash machine on Stanley Street, that would make people feel safer ... that's when you feel vulnerable, trying to get money out //**

**// I tell you what is really good that they've done on Victoria Street and that's the taxi rank ... it's managed well, there's a police person there and there's a guy who pulls the taxis across and it's more organised now, so that's helped a lot //**

*\* stakeholder interviews*



## Building on success

There is a widely held view that Liverpool city centre is safer than it ever has been. Evidence for this assertion has been compiled over recent years and the Council and its partners are rightly proud of their achievements. The 2009 City Centre Perceptions Survey revealed, that when asked, " ... do you feel safe in the city centre during the daytime?" 97% and 98% of respondents answered "Yes" in 2008 and 2009 respectively.

However, senior officers within the Council acknowledge that against this positive backdrop, there remain some high profile issues to still be addressed. One of these is the feelings of safety after dark, and by association, feelings of safety in and around Stanley Street, one of the city's principal areas of night-time economy. The 2009 City Centre Perceptions Survey also revealed, that when asked, " ... do you feel safe in the city centre during the night time?" only 35% and 37% of respondents answered "Yes" in 2008 and 2009 respectively.

This challenge has been complicated in recent years by isolated yet high-profile incidents, such as the dreadful attack on off-duty police officer James Parkes in October 2009, that have given the city a reputation within the national media for homophobia.

## Making the links

This project sought to address safety and security issues associated with the LGBT&T quarter as part of a wider package of measures rather than through any specific or targeted research. This was principally due to the fact that two previous studies have looked at this specific issue in considerable detail (i.e. "Lesbian, Gay, Bisexual and Trans-Gender Safety in Liverpool", December 2006, and "Designing Out Crime", August 2010) and that good progress is being made against the recommended actions from both these reports.



The Davies Street / Stanley Street junction (top) was cited as a particularly unclean part of the quarter; proliferation of sale boards (middle) detracts from the quality of the area but are these boards still useful in a era of on-line marketing?; each group spent considerable time at the workshop debating their order of preferences (above).

the most important safety measure was a ...  
**cleaner and smarter street**  
 followed by a ...  
**more active street frontage**

rank	% score*	total marks awarded**	safety initiative
1	50%	14	a cleaner and smarter street
2	39%	18	a more active street frontage (e.g. brighter windows and doors)
3	33%	21	better and brighter street lights
4	25%	28	more people out on the street, more often
5	21%	33	more and improved CCTV
6	18%	39	more helpful and more visible door staff
7	17%	41	better behaviour from those on the street itself
8	17%	42	fewer or no cars on the street after dark
9	16%	45	better behaviour from those in nearby areas
10	15%	48	a more frequent and more visible police presence

#### notes

\* expressed as percentage of the total marks available to each initiative.

\*\* the combined ranking totals awarded all workshop groups e.g. the lower the number, the greater the support.

Above: A range of safety initiatives were presented at the workshop event and participants were asked to rank them in order of effectiveness. These are the results.

the **fourth** ranked initiative can be seen as a consequence of the first three

Therefore, what this project has sought to do is link attitudes towards safety initiatives and feelings of safety with other interventions, such as those in the fields of urban design, architecture or events and promotions, to deliver a place that feels and is safer for both the LGB&T community and other groups that visit or use the Stanley Street area.

## Street cleansing

This was identified as a simple yet constructive safety initiative for the area, working on the ideology that “a clean street is a safe street”. The workshop results (see opposite page) clearly revealed this to be the most favoured initiative.

More effective refuse storage was also suggested for the lanes either side of Stanley Street, including Davies Street and Progress Place. This need not take form in the conventional wheelie bins, with some thought towards an aesthetically pleasing design if these were to be on show. This particular intervention could help to discourage perceptions of this space as a “dumping ground”.

The alleyway on Davies Street was referred to within discussions as an untidy space that felt unsafe. However, Crash Studios was seen to provide a sense of activity and residency, an existence which itself helps to detract from crime because of the activity within the building.

## More active and brighter

The second and third ranked initiatives can be seen as mutually supportive. The shortcomings of the existing street scene have been explored (see page 35) and modifications to individual building could help deliver this identified safety initiative. Such changes can allow more light to spill out from the venues onto the street, potentially negating the need for additional street lighting. In other parts of the city, such as Hope Street and the RopeWalks, where there is a genuine “at grade” street frontage, the light from within the venues contributes significantly to the sense of safety in the public realm.

Meanwhile, a cleaner street, with more active frontages and more brightly lit, is likely to attract more people, more often which happens to be the fourth ranked initiative. Therefore, a virtuous circle could be delivered, just based around the first four of the ten initiatives explored.

## CCTV

While CCTV was seen as a middle-ranking initiative (see table, page 74) it is worthy of further discussion here as it has specific relevance to some of the high profile incidents. Unlike an increase in volume and visibility of the police presence, seen as the least favoured of the ten initiatives presented at the workshop (see table opposite), it was felt that a noticeable

and visible CCTV infrastructure reassured people, despite generic concerns about a “Big Brother” culture.

How CCTV in the area is linked into the clubs and pubs to provide high quality evidence of incidents is critical. It is understood that, at the present time, there is no radio link between the CCTV operation and the door staff at the venues. Problems associated with CCTV evidence has been cited as one of the reasons why securing convictions has been difficult in some of the recent high profile incidents. This specific issue needs to be addressed with some urgency.

## Taxi marshals

The marshal-controlled taxi rank on Victoria Street was positively referred to on several occasions, both during the stakeholder interview series and during the workshop event. This particular intervention was well-received by LGB&T users in particular as it substantially moderated the aggressive behaviour that can be found emanating from “the lads” as they emerge from the Cavern Quarter onto Victoria Street looking for a taxi. It is understood that this particular initiative is under threat due to reduced funding in the current economic climate. This report strongly recommends that efforts are made, potentially through sponsorship or industry-led interventions, to retain this function.

## ACTION POINTS

- 1. The Council and its partners should look to increase the frequency and effectiveness of street cleansing, subject to resources available.**
- 2. The private sector must play its part by keeping premises clean and maintaining effective refuse storage regimes.**
- 3. Planning enforcement action (using heritage-led controls) should be used to remove unsightly banners, signs and adverts.**
- 4. The location for a cash point on Stanley Street should be identified together with a means for its installation.**
- 5. A review of CCTV and how it is connected to the venues is vital.**
- 6. The continuation of the taxi-marshal scheme is recommended; alternative funding streams may need to be found to secure this.**





*Cast-iron name plates can still found high up on buildings in this part of the city centre. These have been used to inspire ideas for a brand and identity for the area. However, this needs to be strongly linked to a positioning statement (see page 65).*

# Branding & Identity



*There are already specific brands, identities and logos associated with the LGB&T scene in use across the city. Any new design must not dilute, cut-across or confuse these important existing messages.*

## Representative and distinctive ...

Part of the project brief was to develop a coherent brand and identity for the Stanley Street Quarter. Following early site visits and the intensive block of stakeholder interviews, the study team developed four concepts to be tested at the workshop. These are presented on pages 78 — 79 and referred to as the “first stage ideas”. These were effectively rejected by the workshop participants, with no clear support for any of the concepts. This led to a rethink and the production of the “second stage ideas”, set out on pages 82 — 84.

## ... but who, where and why?

This report recommends that before any brand or identity can be agreed and adopted by the LGB&T community in the city, more research is required. This project has begun to explore themes and ideas but also revealed a lack of any clear purpose or requirement for such an identity — who will use it, where and why? There is a need to write a clear and agreed “creative brief”. Any brief should include the following six performance criteria:

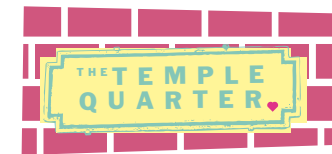
*Any brand or identity ....*

- 1. must accurately and precisely reflect the agreed Stanley Street positioning statement*
- 2. must sit comfortably alongside other city quarter brand identities in the city (e.g. retail, cultural and commercial districts)*
- 3. must not distract from or be confused with other LGB&T specific brands and identities*
- 4. must complement, be linked to or be distinct from, any LGB&T street signs, street furniture or public realm artworks — clarity here is essential*
- 5. must be flexible across a range of media, including print and digital applications*
- 6. must have wide-spread support from within the LGB&T community, from the Council and its partners and other agencies that are likely to use or interact with it.*

## FIRST STAGE IDEAS

A set of four initial concepts were presented to the workshop event. These were designed to get participants to think about the way a brand identity could look, feel and be developed further. They reflect the urban street and city centre context (e.g. the traffic lights idea was an attempt to

pick up on this); the LGB&T focus of the area (i.e. using the rainbow colours); and create a unique identity using site specific themes, such as brickwork and name plates, reflecting the Victorian architecture that is found in and around the street.





The positioning statement exercise had yet to be undertaken at the point when the first stage graphic designer was briefed to come up with four initial concepts. As such, designs needed to remain flexible with regard to typography, with “Stanley” and “Temple” to be interchangeable with each other, or with other titles.

To begin the debate over the initial ideas at the workshop, the study team presented its own critical analysis of the options, as follows:

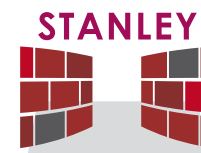
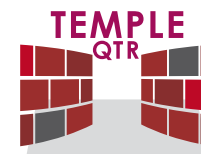


**1) Street Sign :** PROS Heritage, Sense of Place, Bright and Cheerful; CONS Retrogressive, Location Specific and Camp?

**2) Traffic Lights :** PROS Playful, Simple and Iconic; CONS Childish, Patronising and Open to Interpretation?

**3) Spots :** PROS Recognised Symbol, Modern, Bright and Cheerful; CONS Stereotype, Conservative and Cliché?

**4) Bricks :** PROS Sense of Place, Generic and Simple; CONS Location Specific, Non-Specific and Boring?



## Workshop responses

The response to the first stage ideas were, at best, lukewarm. The study team were therefore keen to uncover to why this was and what stakeholders felt was lacking from these initial concepts.

A common response was that none of the concepts were “Scouse” enough, with no real reflection of the Liverpool context. In instances when participants felt none of the four concepts provided a good enough stating point, they were encouraged to draw their own ideas. Sketches included pink Liver birds, yellow brick roads and rainbow arches.



*Lisa Worthington (above) of the study team ensured that discussions at the workshop surrounding the branding and identity were cross-matched with the parallel discussion on the positioning statement.*

**// The ‘circles’ idea looks like it’s been done before ... the ‘bricks’ idea is too boring. It’s not obvious that any of these ideas link straight to Liverpool //**

**// ‘Pride’ has offered a glimpse of where we are, but only on one day of the year ... I very much like the idea of taking the image of the river from the ‘Pride’ logo right through the year so that we start making connections with that one day of the year, so we can live that one day more often. I think that could be a very inspired logo and branding idea //**

*\* workshop participants*



## SECOND STAGE IDEAS

Given the general antipathy to the initial concepts presented, the study team looked again the whole process, with particular regard for the feedback given. Of note was the general support for the current Liverpool Pride logo, and while these designs do not seek to copy this directly, they do have regard for the elements that comprise it, namely the city-skyline, the river and the rainbow.

Each option is shown in monochrome and colour to check for flexibility. The designs are set out here in no particular order. However, the study team are most supportive of **Option G** as this would appear to best accommodate the title determined through positioning statement exercise during the workshop event. However, while these second stage ideas respond well to the general feedback given

at the workshop, the study team do not believe any of them they effectively capture the “quirky” aspect of the positioning statement. More work is required to determine exactly how this quirkiness is or is not expressed in actuality within the Stanley Street Quarter before the branding and identity can be refined further.

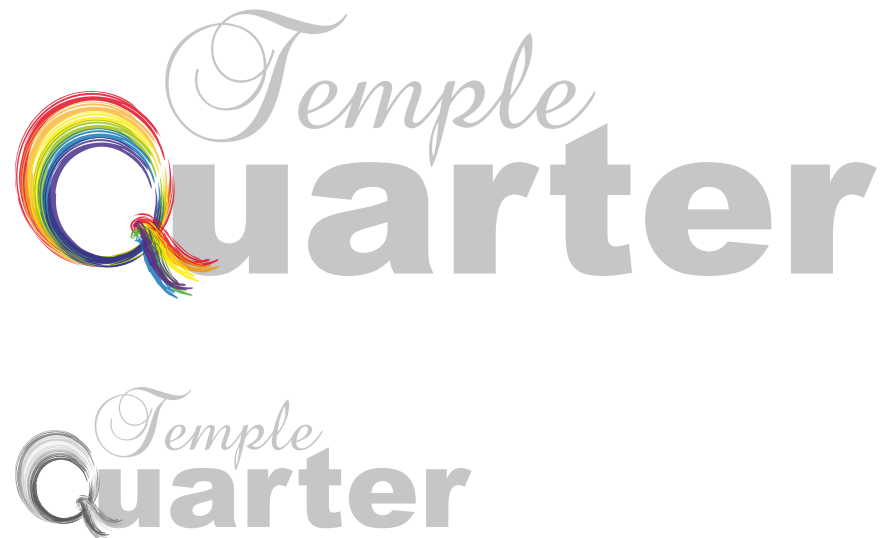
### OPTION A : Banner Flag

Using a fluttering banner flag to describe the ‘S’ of Stanley Street, this design locks into use the “Stanley” branding.



### OPTION B : Rosette

A rosette design, that has an association with award-winning, is used to describe the ‘Q’ of quarter. This therefore locks in this aspect of the title into the branding.





**OPTION C : City Rainbow Variation 01**

A sweeping rainbow over the city skyline, this option could also be presented with "Stanley Street" instead of "Temple Quarter". The flowing script typography hints at heritage but could appear fussy in a digital age.

**OPTION D : City Rainbow Variation 02**

A two-dimensional variation on the previous option, this incorporates a blue sky background to reveal the skyline, but this may not reproduce effectively in various media.



**OPTION E : Scroll Flag**

The flag as river, with rolling waves suggesting the unfurling and expressiveness of the quarter. This option effectively combines the rainbow colours, the flag, the city and the river.

**OPTION F: Solid Flag**

The delicacy of the scroll detail in the previous option may lead to difficult reproduction in some media. Therefore a more "solid" alternative was developed. Although this option does not reflect the river theme, it may prove more robust in a variety of formats.



**OPTION G : Halo Variation 01**

The holistic and inclusive nature of the quarter is reflected in the circular motif. While this does not incorporate skyline or river, it feels distinctive and is flexible in terms of application. This option could also work well without any text, in the form of an icon or badge.

**OPTION H : Halo Variation 02**

This variation is as the previous option, but with reduced text, using abbreviations to minimise the typography required.



## Conclusions and recommendations

The branding and identity strand of the project has started to explore a variety of themes and ideas but there remain too many unknowns to be definite about either the type of logo or how it will be used.

Vital to the next steps in the process is reference to the positioning statement (see pages 63 — 71). The workshop results have revealed a draft statement as follows:

*“The Stanley Street Quarter is the one urban quarter that is quirky whilst cultured, diverse whilst inclusive and vibrant in a uniquely Liverpool way”*

Any logo and branding must reflect this if it is to be meaningful, useful and effective. Therefore, it is recommended that future actions ensure an agreed positioning statement are undertaken first, before any further work can be undertaken on branding and identity.

An important element of the positioning statement is the definition of the quarter. In draft form, this currently reads as the “Stanley Street Quarter”. Feedback from Rachel Wallis, the graphic designer involved in the formulation of the second stage ideas, was that logo design will be much more straightforward once the typographical element is fixed. The design process is much more challenging when flexibility is required around the text. This underlines further the requirement for an agreed positioning statement to be fixed prior to any further graphic design work.

The Main Retail Area Strategy (see page 24) is shaped around six priority interventions. One of these is:

*“... to develop a coherent and consistent approach to city centre management, maintenance, branding and promotion”*

It is therefore important that any future Stanley Street Quarter brand identity is embedded within a family of images and identities across the city. This is an important if the LGB&T community, and the area it calls home, is to be integrated in the city as a whole, as is the aim.

Once an effective and widely-supported brand identity is in place, and is in regular use by the City Council and its partners, the scope for its reproduction on items for sale (e.g. t-shirts, bags, badges, mugs etc) should be explored. Sale of such items through shops in and around Stanley Street would raise revenue and become a key part of the marketing and promotion of the Stanley Street Quarter.

## ACTION POINTS

1. Treat the concepts in this report as a starting point for ideas. Do not treat them as definitive or fixed.
2. An agreed positioning statement is needed before any additional branding and identity work is undertaken. The positioning statement must be a key part of any creative brief.
3. Develop a creative brief to be given to a graphic designer. Views and opinions to inform this brief should be drawn from a variety of stakeholders.
4. The creative brief must incorporate the six performance criteria set out in this report (see page 77).
5. Once further design work is commissioned, avoid “design by committee”. Instead, establish a focused yet representative group to steer the work at this stage.
6. A final selection of no more than 3 or 4 designs, each of which fulfil the terms of the creative brief, could be put to public vote through a media partner, such as SEEN magazine.
7. The adoption and application of the branding must be monitored and evaluated to gauge effectiveness.





*Unlike Stanley Street, an area that can boast many Listed Buildings all within a Conservation Area, the Hurst Street area of Birmingham comprises many low-rise industrial sheds and surface car parks yet the area is starting to flourish and grow.*

# Learning From Other Places

## Time and space

The study team has looked at other towns and cities for relevant lessons that could prove useful to the development of the Stanley Street Quarter. During the stakeholder interviews, participants were asked about other places they felt had relevance to the Liverpool context. These were examined in more detail by the study team and included Newcastle, Manchester, Brighton, Birmingham, Bristol, Leeds and Nottingham. International examples included Toronto, Barcelona, Dublin and Paris. This section presents the key messages from the most relevant examples.

The Manchester village is mature and well-established, a product of different social and cultural times and the strong “push” factors that led to its consolidation in the 1980s and 1990s do not necessarily exist today. The city’s focus on active urban regeneration has also been more sustained than Liverpool’s and over a longer period of time.

However, Birmingham appears to be at a similar point to Liverpool in terms of urban renewal and the level of official recognition that city’s LGB&T community is now receiving from the Council and other city-wide agencies, such as

tourism partnerships. It also has an interesting governance structure, with a “community trust” speaking with one voice on behalf of the LGB&T community within the city. Therefore, Birmingham is felt to be most useful case study for Liverpool by the study team and this report recommends that a visit to this city is undertaken by an appropriate delegation from Liverpool to learn more about how its recent successes can be replicated in Stanley Street.

## International appeal

Liverpool already actively promotes itself as a visitor destination and is fully aware of its competitor cities on both a European and world stage. Therefore, any LGB&T promotion of Liverpool should be tied in with existing strategies aimed at the market occupied by its European competitor cities.

In this way, existing resources, such as existing commitments to market and promote Liverpool to an international audience, can be adjusted to make specific reference to the Stanley Street Quarter. It is felt this will be more effective than actively looking for new international target markets for the LGB&T offer.

**// always be a first rate version of yourself, rather than a second rate version of somebody else //**

**— Judy Garland, actress**

## Leeds

*"I must admit to having some good times in Queens Court. It is not somewhere I frequent often but I can see the appeal. It's stylish and friendly and worth a visit."*  
[online review]

The main lesson for Stanley Street from Leeds is the coordination and cooperation of the various LGB&T venues in the city. Three clubs come together to accommodate joint promotion nights, such as the trans-night known as "Leeds First Friday".



These three clubs are a further distance apart than many within Stanley Street yet still make a successful collaboration work.

All three bars have an LGB&T focus and divide up the evening between them, hosting the event at different times (e.g. Blayds Bar, 20h00 - 21h30; Fibre, 21h30 - midnight; and The Loft, midnight - close). In this

way, a niche sector of the LGB&T scene is accommodated across the city. This niche may not be large enough to require a residency in one venue, but this approach gives it a visibility across several parts of the city and venues are able to appeal to the wider community outside these specific time slots.



*Top and above: Of interest to the Stanley Street scene is the way intimate courtyard space that Queens Court and Fibre Club front onto are used effectively. This outdoor space has huge appeal to night-time clubbers, but also supports a relaxed afternoon trade. It is this particular aspect that is lacking from the Stanley Street area but continued traffic-reduction measures and the creation of a new public space could help deliver the type of life and activity that can be found in Leeds.*

## Birmingham

The Hurst Street area, located south of Birmingham city centre hosts the LGB&T scene in the city. This consists of around 15 venues so is comparable in scale to Liverpool's LGB&T offer. This area is in the process of reinventing itself from an declining industrial quarter into something more vibrant and mixed, with leisure and entertainment at the heart. Unlike Stanley Street, that can boast grand Listed Buildings within a Conservation Area, the Hurst Street area comprises many low-rise industrial sheds, surface car parks although there are some handsome brick buildings within this mix.

### Public realm kick-start

Like Liverpool, there has been substantial city centre investment in Birmingham in recent years. However, this investment drops-off sharply south of Smallbrook Queensway. However, in May 2009, Birmingham



*Cafe bars such as "Paul Routin" (left) have benefitted from wider pavements.*

*Research has found that three new bars (two refurbishments and one brand new venue) have opened as a direct result of these improvements.*



City Council approved plans for a £530,000 public realm improvement. The proposals include extending the avenue of street trees to the full length of Hurst Street and parts of Kent Street, widening pavements to create space for café bars to provide outdoor seating and the installation of brighter street lighting.

### Make an impact

The way in which these funds were spent was seen as critical in getting the step change in quality necessary for the area to flourish. It was decided that to invest it in very high quality materials in a concentrated area rather than deliver an average improvement over a wider area. While this left many venues and establishment disappointed that they would not benefit directly from the investment, there was a widespread support within the business community for this strategy as a first phase of a longer plan.

### Speak with one voice

Securing the funds was only possible by taking the lobbying away from the LGB&T business community and placing it into the hands of a third sector organisation. In this instance, the Birmingham LGB&T Community Trust

successfully secured the funds. It was considered that there was not enough coordination within the business community to present a clear and compelling case for investment.

The switch from a Labour to a Conservative / Lib Dem coalition-controlled city council was the trigger for the Hurst Street area being considered for investment. Prior to this, there had been little or no support at a political level for investment in the area. It was the strength of the economic and business case presented to the new administration that convinced politicians of the need to release funds. Research by the "Out Now" consultancy, that had produced a series of reports demonstrating the spending power within the LGB&T sector, was a compelling part of this business case.

### Spread the word

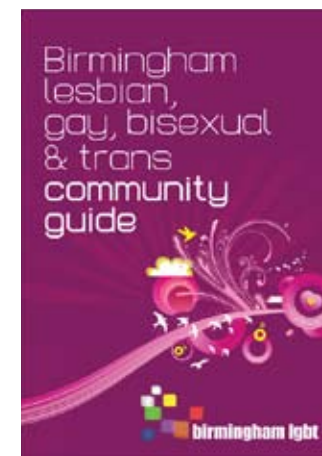
Two specific press campaigns were undertaken, targeting the LGB&T market. These campaigns linked the city's other offers (e.g. cultural, retail and accommodation) to certain LGB&T events, the "Shout" festival (Birmingham's equivalent to Liverpool's Homotopia) and Birmingham Pride. The campaigns alerted would-be visitors to these

two successful events to the city's wider offer. The campaign comprised adverts in national media, including The Guardian and The Independent newspapers, and the gay press too. The use of "Midland Zone" an LGB&T focused magazine was essential in getting the message out that the scene around Hurst Street had begun to change and was worth visiting. This magazine took a lead on targeting messages on a regional basis through its extensive links with private sector advertisers.

Parallels can be drawn here with Liverpool. The city has high quality retail, accommodation and cultural offers, arguably greater than those in Birmingham, two LGB&T festivals (Pride and Homotopia) plus "SEEN" magazine. It is therefore recommended that coordinated PR campaigns of the type used in Birmingham should be pursued.

The success of the consolidation of the Hurst Street area has seen a gravitation of LGB&T businesses towards the area. Previously, there were several LGB&T businesses, such as beauty salons outside the area, but these have started to relocate to the area. New expressions of interest from LGB&T inward investors are now almost exclusively aimed at Hurst Street.

*The Birmingham LGB&T Trust has produced a 32-page guide to the scene in the city, bringing together the range of attractions, including bars and clubs but also hotels and shops.*



*The Hurst Street area has none of the grandeur of Liverpool's architecture but the easy to access grid of streets and buildings that covert easily to bar and club use have allowed this area to flourish.*



**// Please don't try and emulate Canal Street.... we need to do our own thing! //**

**// What I think makes Canal Street so successful is the daytime scene ... a very relaxed pace, places to sit out, lots of food-led venues. When you're sitting, not standing, it's a different atmosphere //**

*\* stakeholder interview*

## Manchester

Canal Street was referenced as a benchmark development by many during the research phase of the project. While the area has a long association with gay men since the late 1960s, it was the opening of "Bar Manto" in 1991 that was regarded as a catalyst for the development of many of the current style of bars and clubs in the area. The development of the village also benefitted from the momentum of city-wide regeneration in Manchester over the last 20 years.

Bar Manto, at no. 46. Canal Street, was designed in by Benedict-Smith Architects and unlike the other gay bars at that time, had large glass windows, allowing the casual passer-by to view what was going on inside. Previously, many establishments catering for the gay community were often keen to conceal activities from the general public, but the architectural design of Manto was seen as a queer visual statement "we're here, we're queer – get used to it".

Manto was seen as being bright, light and airy; an early forerunner of the daytime café bar. It was all about style and statement. The bar's reputation quickly spread and its after-hours Breakfast Club, full of post-Paradise Factory revellers, was one of the defining club nights of Manchester in the 1990s.

The community of LGB&T businesses in and around Canal Street were unified during the 1980s and 1990s by issues affecting the gay community, such as sexual health and civil liberties campaigns:

*" ... hundreds of campaigners came together to oppose Section 28. People were feeling besieged. We had no homeland, no part of the city. We needed somewhere and had to be more than just a club. We willed the village into existence" [ Ian Wilmott; Labour councillor, Manchester ]*

These socially and culturally-specific catalysts behind the formation of the Manchester village are, thankfully, no longer as significant as they once were.

Therefore the Stanley Street scene must look for other binding factors to bring businesses and events together into a defined quarter. The recent Birmingham experience (see pages 88 — 89) is that the economic case for consolidation is now a more persuasive and effective angle to take.



*Canal Street's positive atmosphere is a result of a traffic-calmed streets encouraging pavement cafes. High quality materials and clutter-free streets also help. Many venues also use upper floors and balconies.*

## Brighton

*"Kemptown has been the main shopping area in this part of Brighton since the late 18th Century, which is reflected in the many independent businesses still thriving along this bustling thoroughfare. From long-established names to recent gems you'll find an amazing array of fabulous foods, independent wine shops, second hand stores and chic design shops. You'll also find a number of quirky antique shops lining the streets. It is also home to the city's thriving 'gay quarter' so expect to find some more gay and lesbian orientated shops dotted in between the coffee houses, deli bars and specialist shops". [ from Visit Brighton website ]*

The qualities and atmosphere of the Brighton scene described here capture very well those qualities that Stanley Street stakeholders wish to see in Liverpool. Brighton has long had a reputation as a very "gay-friendly" city, with the scene focused around Kemptown. This is known for its bohemian atmosphere, delivered through a mix of eclectic shops. If the Stanley Street area is to develop into an urban quarter that is "quirky whilst cultured, diverse whilst inclusive and vibrant", as defined by the draft positioning statement (see page 65) then it is vital that a broader mix of uses similar to those found in Kemptown is nurtured in and around Stanley Street.



Top: Brighton has several adult shops aimed at the LGB&T market, a retail use Liverpool currently lacks. This was identified through stakeholder interviews as a "must have" for a mature LGB&T scene. Above: Graffiti artwork adds to the appeal and urban grittiness of the area.

While Manchester has a larger city centre than Liverpool, and a much greater urban hinterland, Brighton is smaller and cannot therefore rely exclusively on LGB&T uses. The lesson here for Liverpool is that the Brighton scene has a much broader appeal than just clubs and night-life. This mix attracts a much wider community, beyond the LGB&T crowd, including families, shoppers and general tourists. This makes the area more appealing to investors and visitors of all persuasions.

By not overtly branding the area "gay" but instead using the Kemptown title supported by the words, " ... is also the home to ... " neatly broadens its identity and appeal. This approach is recommended for Liverpool too. While New Road in Brighton is considered to be outside the LGB&T area, it too has lessons for Stanley Street (see page 47 and pages 60 — 61).

## ACTION POINTS

1. Develop links with other UK cities to share knowledge and ideas through exchange visits. Birmingham is recommended as a key contact as the parallels with Stanley Street are the strongest of all case studies examined.
2. Identify a media partner to coordinate drive forward the promotion of the scene on a local and regional level. For Stanley Street, "SEEN" magazine is considered to be a suitable title.
3. Link national promotion of the LGB&T scene to other aspects of the city's offer, such as retail and culture. LGB&T visitors will be attracted by a wider range of things to do, but a high quality LGB&T scene will always be a starting point for their visit.
4. The leverage effect of public realm investment as a catalyst for private sector LGB&T investment has been demonstrated in Birmingham.
5. Speaking with one coordinated voice, through a non-business body, such as a Community Trust, is most effective as it overcomes any conflicts between business owners. Such a vehicle should be explored as a means of taking forward the Stanley Street Quarter.





*Stanley Street has a long history and, as this report demonstrates, a bright future. A series of coordinated actions are proposed as a means of securing that bright future. Everybody in the city needs to work together to deliver this.*

# Table of Actions

## Consultation on the draft report

A four week period of public consultation was held on the draft version of this report, from 15th April until 13th May 2011. This brought forward a series of further ideas, suggestions and comments and many of these have been reflected in this final report.

## Lead and Partners

At the request of the project steering group, the “Lead” and “Partner” columns in the following table of actions has been deliberately left blank at this stage. The “Stanley Street Quarter Steering Group”, formed to implement the actions contained in this report (see action LFOP6 in the following table) will be tasked to assign specific groups, organisations and individuals to each of the actions identified. The first meeting of the Stanley Street Quarter Steering Group is scheduled for June 2011.

## Time scales

This report places the actions against the following four time scale categories. These are all relative to the May 2011 completion date of the final report.

- **Quick Wins**    **within 3 — 6 months**
- **Short**    **within 12 months**
- **Medium**    **within 24 months**
- **Long Term**    **between 2 — 5+ years**



code	ref.	ACTION	LEAD	PARTNERS	PRIORITY
<b>City Context</b>					
CC	1	Existing allocations of funds for marketing, branding and promotion of the city should be reviewed to see how the potential of the Stanley Street Quarter can be incorporated more effectively. The central location and easy access from the heart of the Stanley Street Quarter to other key city attractions should be used to maximum effect in future marketing and promotion.			SHORT
CC	2	Work with existing hotel operators in the area and with new operations to secure a clearly branded "gay hotel". The growing importance of the quarter for hotel accommodation will be a strength now and into the future. See also action VALU7.			MEDIUM
CC	3	Assess Cumberland Street for its suitability for future public realm enhancements as part of the implementation of the MRA strategy. The quarter has potential for increased retail uses should the aims of the Main Retail Area (MRA) Strategy be achieved.			LONG
CC	4	Recognise the popularity of the Met Quarter and Cavern Quarter retail offers within sections of the LGB&T community in revised or future retail strategies for the city centre.			SHORT
CC	5	Continue efforts to moderate the behaviour of revellers within Cavern Quarter, together with efforts to rediscover its musical heritage. This will assist the continued development of Stanley Street area as a quality LGB&T destination. Link here to ongoing delivery of specific actions recommended by the "Designing Out Crime" report, August 2010.			MEDIUM/ LONG
CC	6	The Stanley Street Quarter should be given formal recognition and be considered for inclusion in future phases of the "clusters development" work. This will be subject to the successful implementation of other necessary actions.			LONG

code	ref.	ACTION	LEAD	PARTNERS	PRIORITY
<b>Visibility, Access &amp; Land Use</b>					
VALU	1	Identify landowners, free-holders or lease-holders that would support a modification of their premises to deliver a more visible ground floor.			MEDIUM
VALU	2	Identify sources of grant funding, or similar, targeted at increasing inclusivity and access, to assist in the delivery of a “pilot scheme” to transform the ground floor of a particular premises along Stanley Street to create a more visible and accessible ground floor.			MEDIUM
VALU	3	Use planning regulations to deliver a cleaner and tidier street through the enforcement of planning controls, including Conservation Area controls and Listed Building controls. See also action SS3.			QUICK WIN
VALU	4	Pursue continued engagement with daytime businesses on Stanley Street (e.g. solicitors) and with younger members of the LGB&T community (e.g. 16 — 24 year olds). These are key stakeholders that this report recognises have not been fully engaged in the project thus far. Support from these stakeholders for the recommendations here will add greater legitimacy for action to be taken.			SHORT
VALU	5	Forge closer ties with the city’s academic institutions to determine new and future trends in creative uses and activities.			SHORT/ MEDIUM
VALU	6	Engage fully with the imminent Cumulative Impact Policy (CIP) consultation process to shape it as closely as possible to the wishes expressed by the stakeholder groups.			QUICK WIN
VALU	7	Continue to promote hotel development in the area, with the aim of a clearly-defined “gay” hotel. Work with existing hotel operators in the area and with new operations to secure this. See also action CC2.			MEDIUM

code	ref.	ACTION	LEAD	PARTNERS	PRIORITY
<b>New Civic Space</b>					
NCS	1	Undertake research on the recognised economic impacts accrued through the creation of a new civic space (i.e. "Stanley Square") through the identification of case studies. Research should identify costs, benefits and delivery mechanisms to build a business case to inform and support the creation of a new civic space.			SHORT
NCS	2	Commission architecture, design, property, valuation and legal advice for further feasibility and viability testing on the creation of a new civic square on Stanley Street.			MEDIUM
NCS	3	Obtain detailed land ownership information, plus leasehold and freehold agreements for all of Stanley Street to understand further the implications of demolition and street redesign.			MEDIUM
NCS	4	Begin land-owner negotiations over the future of Nos. 19 — 23, incorporating a successful relocation settlement for the current occupiers (Paul Rooney Solicitors). This action is required to enable the progression of work towards the delivery of a new civic space.			MEDIUM/ LONG
<b>Street Design</b>					
SD	1	Undertake a community street audit with the aim of removing unnecessary clutter to deliver a cleaner and tidier street.			QUICK WIN
SD	2	Revisit the Traffic Regulation Order (TRO) associated with the Stanley Street rising bollards with a view to them being used more often and for longer periods of time.			QUICK WIN
SD	3	Undertake a more detailed review of all occupiers access requirements and of parking revenue obtained by the street. Secure technical and political support for a gradual reduction in on-street parking.			SHORT

code	ref.	ACTION	LEAD	PARTNERS	PRIORITY
SD	4	Stricter application of heritage-led controls on the street (e.g. advertisement regulations and upkeep of premises) are required to deliver a cleaner and tidier street. In return, the Council should consider a more relaxed and supportive response to any pavement cafe application it receives.			QUICK WIN
SD	5	Adopt a more integrated approach to heritage, planning, licensing and pavement cafe applications.			QUICK WIN
SD	6	Obtain detailed land ownership details, leasehold and freehold agreements for all of Stanley Street to understand further the implications of demolition and street redesign.			SHORT/ MEDIUM
SD	7	Ensure Stanley Street is included in future revisions of strategy documents, such as the Local Transport Plan, that are required to secure the funds necessary to deliver new public realm works. The Council and its partners should also identify other funding and/or bid opportunities to help deliver new public realm works.			MEDIUM/ ONGOING
SD	8	Constant cross-reference between the sort of uses and activities that are sought after (e.g. cafe-culture, pavement cafes, events, festival spaces etc) with the type of street being created (e.g. amount of on-street car spaces, controlled-access for vehicles etc) to ensure both are mutually supportive.			ONGOING
SD	9	Investigate how LGB&T specific artworks or design details (e.g. welcome archway, rainbow street signs etc) could be secured in the short-term, but with regard to a long-term vision.			SHORT/ MEDIUM
SD	10	Sign-up for "Parking Day" — scheduled for 17th September 2011 — to demonstrate the creative use of space currently used for on-street car parking. This could be one of the first headline grabbing "micro-events" to generate interest and test out ideas.			SHORT



code	ref.	ACTION	LEAD	PARTNERS	PRIORITY
<b>Positioning Statement</b>					
PS	1	Make final the draft positioning statement as formulated by this project — <i>“The Stanley Street Quarter is the one urban quarter that is quirky whilst cultured, diverse whilst inclusive and vibrant in a uniquely Liverpool way”</i> — as working with a fixed statement is crucial for future stages of work.			SHORT
PS	2	Maintain, support and enhance the existing LGB&T specific festivals (e.g. Homotopia and Liverpool Pride). Such landmark events are crucial opportunities to promote the offer and the city. Establish fixed positions for these larger events within the city events calendar.			ONGOING
PS	3	Deliver a range of “micro-festivals” based in and around Stanley Street. These must start to change perceptions and convince official agencies about the quality and diversity of the offer to support the positioning statement.			SHORT/ MEDIUM
PS	4	Establish an effective trade-led cooperation between venues. Such cooperation in the private sector is essential to deliver micro-events. This has links to action LFOP5.			SHORT/ MEDIUM
PS	5	Use off- and on-line media to report on these micro-events, to begin to tell a story about a different sort of place. See also action LFOP2.			SHORT/ MEDIUM
PS	6	Use the urban space of Stanley Street as often and as frequently as possible to reinforce the message about it being the home of the LGB&T community. However, this should be complemented by multi-venue events outside the quarter.			ONGOING
PS	7	Develop a Stanley Street Quarter mobile phone application to promote and market the city’s LGB&T offer			SHORT/ MEDIUM

code	ref.	ACTION	LEAD	PARTNERS	PRIORITY
<b>Safety &amp; Security</b>					
SS	1	Increase the frequency and effectiveness of street cleansing, subject to resources available.			QUICK WIN
SS	2	Keep premises clean and tidy and maintaining effective refuse storage regimes, to help deliver a street that feels safer.			QUICK WIN
SS	3	Use planning enforcement action (using heritage-led controls) to remove unsightly banners, signs and adverts. See also action VALU3.			QUICK WIN
SS	4	Identify a location for a cash point on Stanley Street, together with a means for its installation.			MEDIUM
SS	5	Continue the taxi-marshall scheme on Victoria Street; alternative funding sources may need to be found to secure this.			ONGOING
<b>Branding &amp; Identity</b>					
ID	1	Use the logo ideas within this report as a basis for future discussion on the branding and identity of the area. The concepts in this report are a starting point for ideas and are not to be treated as definitive or fixed.			ONGOING
ID	2	Fix the positioning statement; this report presents a draft statement but this needs to be reviewed and agreed as final before further work can be undertaken. An agreed positioning statement is needed before any additional branding and identity work is undertaken. The positioning statement must be a key part of any creative brief — see action PS1.			SHORT
ID	3	Develop a creative brief to be given to a graphic designer. Views and opinions to inform this brief should be drawn from a variety of stakeholders. The creative brief must incorporate the six performance criteria set out in this report (see page 77) and respond to a final positioning statement — see action ID2 and PS1			SHORT

code	ref.	ACTION	LEAD	PARTNERS	PRIORITY
ID	4	Future design work to be steered by a focused yet representative group to avoid “design by committee” and thereby ensure the clarity and quality of the work. It is envisaged that a final selection of no more than three or four designs, each of which fulfil the terms of the creative brief, could be put to public vote through a media partner, such as “SEEN” magazine.			MEDIUM
ID	5	Monitor and evaluate the adoption and application of the branding to gauge effectiveness.			LONG
ID	6	Develop a range of merchandise for sale that incorporates the brand identity (e.g. t-shirts, bags, mugs etc) subject market testing and the widespread use of, and support for, the final design.			LONG
Learning From Other Places					
LFOP	1	Develop links with other UK cities to share knowledge and ideas through exchange visits. Birmingham is recommended as a key contact as the parallels with Stanley Street are the strongest of all case studies examined by this study.			SHORT/ ONGOING
LFOP	2	Identify a media partner to coordinate drive forward the promotion of the scene on a local and regional level. For Stanley Street, “SEEN” magazine is considered to be a suitable title. See also action PS5.			SHORT
LFOP	3	Link national promotion of the LGB&T scene to other aspects of the city's offer, such as retail and culture. LGB&T visitors will be attracted by a wider range of things to do, but a high quality LGB&T scene is likely to be a starting point for their visit.			QUICK WIN
LFOP	4	Reference the “leverage effect” that public realm has on private sector investment in LGB&T areas in order to support the business case in funding bids for capital works. This has been demonstrated in Hurst Street, Birmingham and should be referred to in all future funding applications.			MEDIUM/ LONG

code	ref.	ACTION	LEAD	PARTNERS	PRIORITY
LFOP	5	Explore the creation of a Community Trust, or similar, as a means of taking forward the Stanley Street Quarter. This has links to action PS4. Speaking with one coordinated voice, through a non-business body, such as a Community Trust, is considered to be the most effective approach as it can overcome any conflicts between business owners.			SHORT/ ONGOING
LFOP	6	Establish an interim governance structure — with the working title of the “Stanley Street Quarter Steering Group” — to take forward the strategic direction of the Stanley Street Quarter, until such time as a Community Trust, or similar, is in place. See action LFOP5.			SHORT/ ONGOING
[ ends ]					





*This enthusiastic participation of many varied and diverse people and organisations from across Liverpool, all with an interest in the future of Stanley Street, was vital to the completion of this study and the final report.*

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*apologies to anybody who has been missed from this list*





