



# What is this report?



### **FOREWORD**

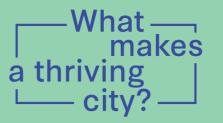
This report highlights and celebrates the many ways in which people believe a thriving city is created, and also looks at how Bruntwood is supporting this by working closely with our customers, colleagues, communities and partners to create cities that work for everyone.

Across the world, there are many different elements that make a city thrive. But this research shows that there are consistent factors that are needed to make sure that they work for everyone - residents and visitors alike. We see it as our purpose to make sure that the work we do continues to create inclusive, thriving cities.

Around the country, and globally, we see specific trends that allow a city to thrive. Whether it's community spirit, the need for connection, creating exciting and sustainable environments, or simply places for fantastic experiences.

Together, with our partners and colleagues across the UK, Bruntwood will continue to be driven by its purpose of creating thriving cities that benefit all.





# **INTRODUCTION**

# Why did we do this?

At Bruntwood, we believe we can only continue to succeed and make a positive impact by being deeply rooted in our cities which goes beyond property and our developments. That's why our purpose as a business is 'Creating Thriving Cities'. For our cities to thrive, we all - individuals, businesses, organisations and communities - need to come together. But we know that we can't 'create thriving cities' alone, so we need to talk about our purpose and encourage others to join us to find out what our communities really need.

Through this research, we aimed to discover what our communities want and need from their cities. The information that we have gathered will help to inform and direct future work, partnerships and our purpose-led activity.





### INTRODUCTION — METHODOLOGY

The beauty of the question 'What makes a thriving city?' is that it doesn't have a right or wrong answer. Every unique perspective gives us a rich understanding of our cities, communities and people, to understand the substance of a thriving city.

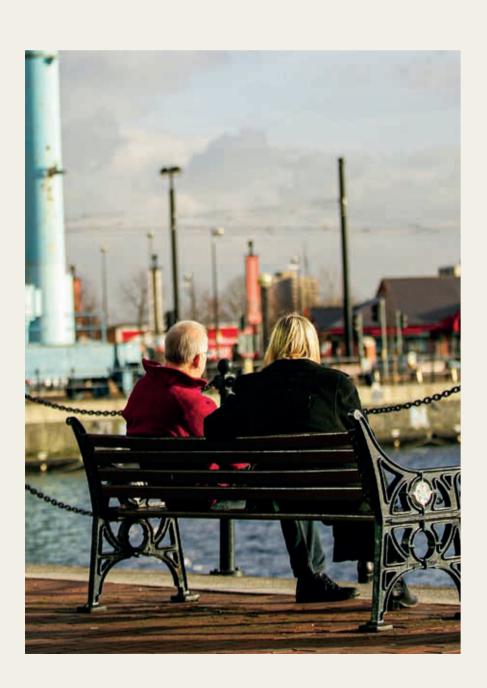
Our research team asked a wide cross-section of society, including academics, historians, health workers, bartenders, architects, economists, entrepreneurs, students, school children, influencers, rough sleepers, artists, activists and politicians, what they believed made a thriving city.

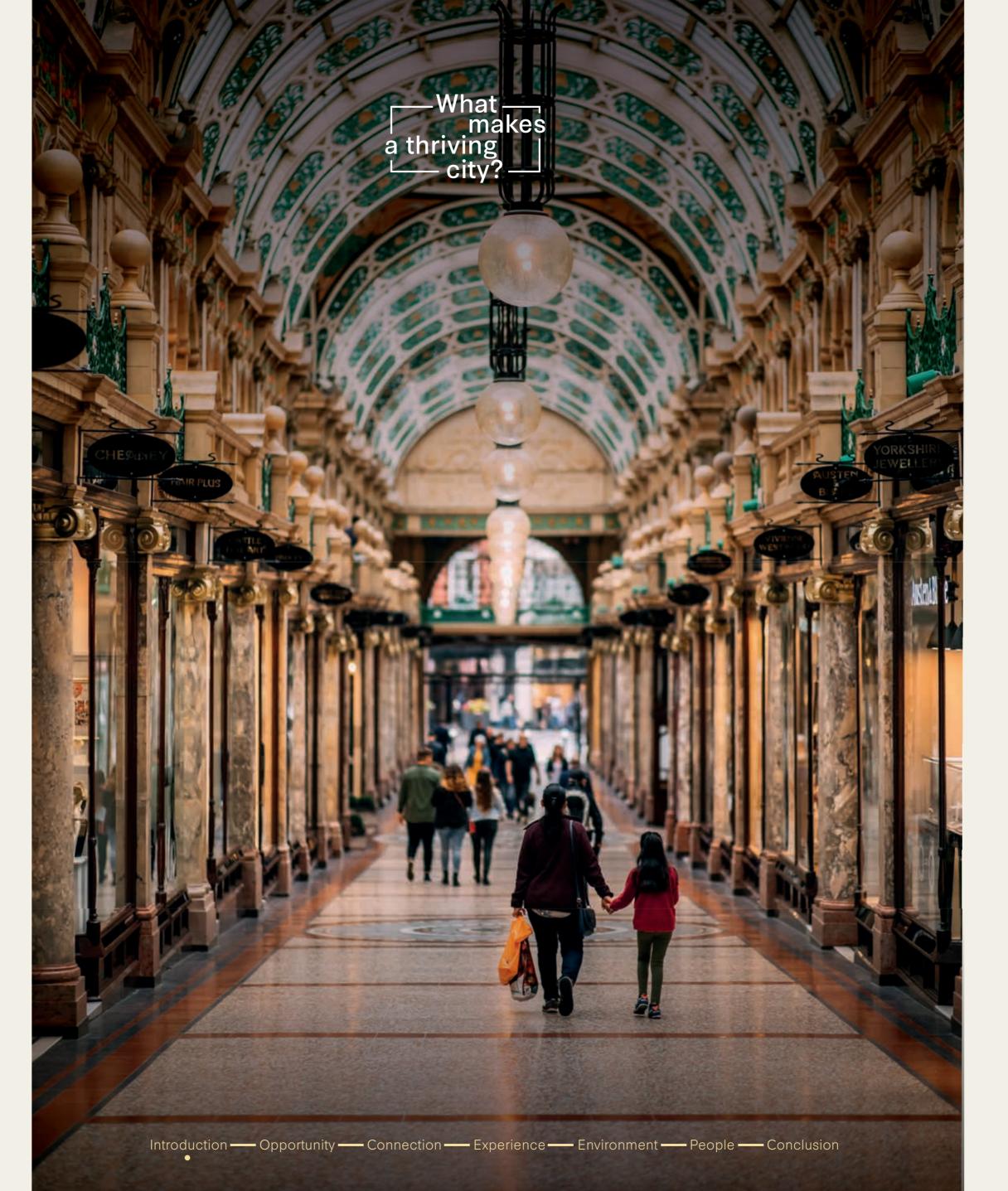
To ensure we had a rich pool of data from which to draw our conclusions on what our communities believe makes a thriving city, we used three research methods: a survey, vox pops and social listening.

# 1.1 Survey

The survey was promoted using a mix of personalised communication, web, social media, face-to-face surveys and targeting to ensure a rich, representative pool of respondents. The survey asked the open question, 'what makes a thriving city?' and received a wide range of answers, both long and short form as there was no word limit. Over 2,500 responses were given in total.

The survey was repeated online only in 2021 to gather responses to the 'What makes a thriving city?' question after the pandemic to analyse how people's opinions may have changed.





# 1.2 Vox pops

The research team visited cities across the UK and carried out vox pops with willing members of the public, asking them the sole question of 'What makes a thriving city?'. The vox pop format allowed people to go into longer, detailed answers and our team was able to ask further questions around the main themes that came out of their responses to get a full sense of their thoughts on the question.

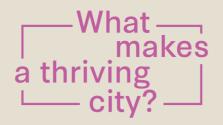
# 1.3 Social listening

The social listening research was carried out by our partner, Social Chain. The data team at Social Chain created a search string looking at posts across Twitter and Reddit over the past 3 years which mentioned any of the regions Bruntwood operates in (Manchester, Birmingham, Liverpool, Leeds). These posts were then cross-referenced with mentions of 3-5 of the following hashtags: #cityliving #citylife #lovethiscity #bestcity.

Every response and social post was read by the research team in order to analyse the themes within each answer to help us understand what people need from a thriving city.

The data was also scanned for keywords and phrases to determine the themes within the responses being given.





# INTRODUCTION — OVERVIEW OF FINDINGS

From the research, we found a number of similar ideas throughout the responses to "what makes a thriving city?". Broadly speaking, these ideas fit into four themes: experiences, opportunity, the environment and making connections.

But ultimately, at the heart of all of these and the key ideas within them, it was clear that people are the true drivers of thriving cities. Through this report, we'll delve into the topics a little deeper and see how they all ladder back to people.

Opportunity	Education Jobs and Business Wellness	Experience	Food Culture Retail
Connection	Diversity Social scene Community	Environment	Green spaces Sustainability Public spaces

What makes a thriving city? Analysis

### INTRODUCTION — 2019 VS 2021 ANALYSIS

We initially began our research back in 2019 - when the world was a very different place to what it is now. While the findings of our original research are still valid, we believed that the pandemic may have changed the way people view cities and their surrounding areas. And so, in the summer of 2021, we set out to repeat the survey again to give us a comparative view.

One thing was clear: the idea that people make a city certainly hasn't changed. If anything, that theme became stronger as respondents recognised the importance of community and being with the people they loved. As many of us become more reliant on the communities around us and become more connected to our neighbours, our families and our friends, this is without a doubt one of the real positive changes to come out of the pandemic.

What we did find however was that jobs and business were mentioned many more times when we repeated the survey in 2021. Given the impact of covid on the economy, with furlough and job losses, it's unsurprising that this is at the forefront of people's minds.

Likewise, green spaces were also cited more often. And as we've all had to come together more outdoors, we are really seeing the value of spaces like these in our cities.

The way that cities are developed and grow will likely change as we move out of the pandemic, but we hope, and will plan, to ensure that these key benefits will continue to be taken into account. We must rebuild cities so that they create fair, enjoyable and inspiring experiences for everyone.







# **OPPORTUNITY**

Cities should be places for opportunity. For decades, people have moved to cities for the new opportunities that they offer. Whether it's jobs, education or ways of living. A truly thriving city provides a wealth of opportunity not only for residents and workers, but its visitors, too. It's what drives people to new places and, more importantly, what makes them stay.

Opportunity allows people and cities to grow. When people are able to take on new challenges, experience new things and learn more about the world around them, everyone benefits.

And opportunities should be created for all. Our cities truly thrive when they fairly reflect all of the communities that live, work and enjoy the place. Only by providing everyone with opportunities can we achieve fair societies. And in doing so, our cities, businesses and people will reap the benefits of new opinions, innovative and creative ideas, energetic talent and a better understanding of our communities.





# **OPPORTUNITY — EDUCATION**

To give people the best chance of succeeding, they need opportunities to learn. The addition of great education establishments, like universities, make cities more attractive. And when people come to a city to study, the hope is that they will stay to build their career and lifestyle.

Education can stimulate growth and innovation within a city, attracting students, skilled workers and talented entrepreneurs, which all helps to build a strong economy. It not only prepares people for employment, but creates employment opportunities as well.

But, of course, education doesn't need to start and end with schooling. While academia of course has its merits, within diverse societies we can also learn through one another. We continue to learn through our jobs and through the people that we connect with; whether it's skills for our career, taking on a new hobby, or discovering new facts and opinions about the world around us.

Learning helps us to broaden our horizons, experience new environments and can have huge benefits to our confidence; all of which allows us to develop into the best version of ourselves and unlock our true potential.

My dream city would be one where everyone is connected. Schools would be connected into industry, teaching skills that are needed within the local economy. They would feel supported and students would be individually looked after, catering for their personal needs."



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A place that provides the playground for people to grow, improve, expand and learn. To taste, to try, to train and to meet those who can support them and those who can challenge them. It's a character in a story, a friend to those who need help, a foundation for dreams. It's a stage to show off to the world, an inspiration to those with ambition. It's a home to inspiration."

The people and culture are key to making a thriving city. They create an environment for business to grow, people to learn and develop, which is all driven by the underlying culture set out by generations before."





# **OPPORTUNITY — JOBS AND BUSINESS**

While many organisations are often attracted to thriving cities as a base for their business, our research also suggests that people in turn believe it's the businesses that make a city. Creating cities where businesses can grow and succeed brings people to the area for job opportunities.

Cities are essential to businesses, not only as a location to call home, but also to buy, sell, research, develop and innovate. Centre for Cities suggests that businesses choosing to locate in city centres reap three main benefits:

- 1. Sharing inputs and infrastructure
- 2. Recruiting from a large pool of workers with relevant skills
- **3.** Providing the ability to exchange ideas and information

All of these factors help businesses to flourish and become the best that they can be. We champion the growth of our customers' businesses through a range of business support programmes such as Bruntwood Works' Spark and Bruntwood SciTech's Innovation Services schemes.

Bruntwood also provides a range of amenities including coffee shops, fitness suites and break out spaces in our buildings, giving our customers the chance to collaborate within their working environments. We believe that by blending work and lifestyle in this way, our communities are more likely to innovate, grow and succeed.

A city with character - varied architecture, good public transport, varied job opportunities, good leisure facilities."

A strong identity and sense of community, with jobs and affordable homes for everyone."



The people and buildings. Cities with people doing anything and everything at all times of the day. The buildings pouring with people making a living. A thriving city is made by everything working in harmony. The businesses need buildings and the buildings need people. They all work together to make a thriving city."

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Good local infrastructure, excellent transport links to all areas of the country. A happy, content and educated workforce and sufficient local employment opportunities for all people."





# **CONNECTION — WELLNESS**

Creating a city where its people feel safe is vital. This means looking after physical safety, making places safe enough to walk around during the day and night, but also looking after the health and wellbeing of the population, too.

As we learn more about creating optimal places for people, we have the opportunity to develop well-rounded, all-inclusive environments. The success of any city can be attributed to the quality of life it offers for all of its residents and wellbeing is central to this.

While wellness is subjective to everyone, there are some fundamentals that all cities must take into account when creating opportunities for people to be healthy. This includes safety, physical health, mental wellbeing and access to healthcare.

A city that places emphasis on wellness through its planning, infrastructure and offering is more likely to have a happier population, which is not only good for its people, but also for the city itself by driving its potential to attract more visitors and residents.

A healthy and inclusive society that supports equality of opportunity and values well being above perpetual economic growth."

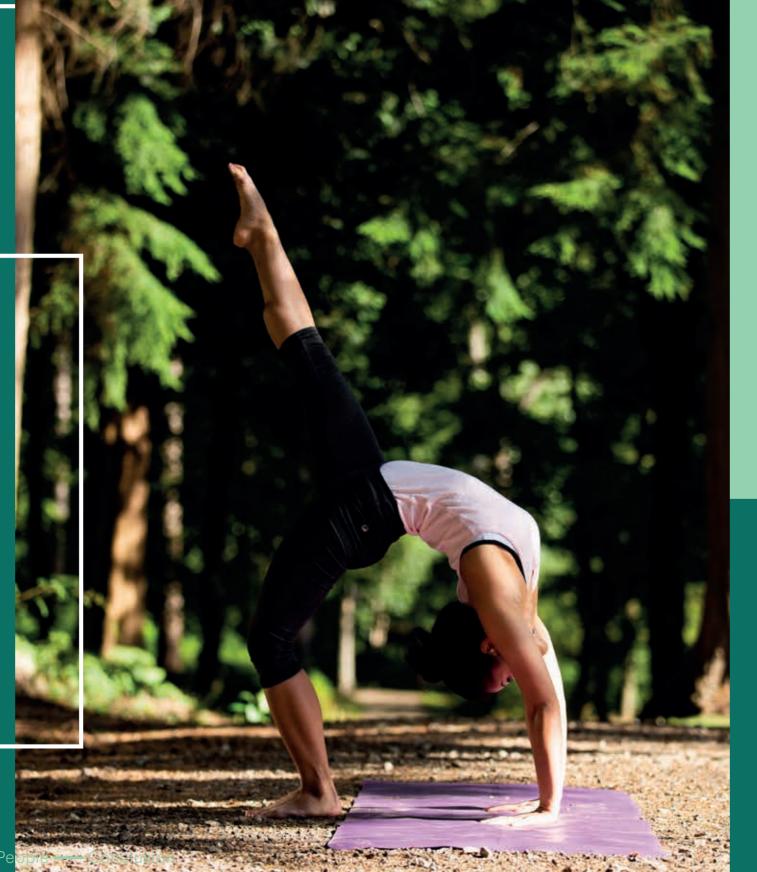
Culture, education, strong local economy, low unemployment, low crime and effective policing, healthy population mix and collaboration between ethnic groups."

New ways of thinking, governance and collaboration, and to foster a community-led action for a green and just future."

The place must be clean and tidy and feel safe."

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There needs to be strong and effective healthcare, sewage and water systems, electrical systems, policing and other services that maintain the safety of its people and meet the requirements of its population sustainably and effectively."







### CONNECTION

Our connection to others is vitally important to both our psychological wellbeing and our physical health. As humans we want to feel a sense of belonging and love; it's in our nature. And in an increasingly isolated world, social connection is more important than ever.

Cities are able to act as a vital point to connect with others. When developed well, the sense of place and belonging that can be created within cities also helps to develop opportunities for people to connect with others in spaces that appeal to them. It could be meeting a potential partner while dancing at a gig, making new friends at a craft class or bonding with someone you may never see again at a sporting event.

The diversity of cities allows for a fantastic mix of ideas, experiences and opportunities, each of which provides us with a new chance to connect with others, people that may become lifelong friends or just a positive memory from a time gone by. Either way, these connections can have a profound impact on who we are.





## **CONNECTION — DIVERSITY**

Whether it's different kinds of people, or a variety of places for socialising, diversity across a city is important to make sure there is something for everyone and that people can feel included.

Cities across the world are becoming increasingly more diverse. Providing that we are accepting of the way in which other people live, this diversity can only be an enriching thing.

The more that we understand one another, the more that we can learn and therefore develop as societies. It is crucial that we look to build places where no matter who you are or what your background, we all have the opportunity to thrive.

We believe in creating environments where people act with respect, curiosity, empathy and fairness, to stretch their ambitions and achieve them, regardless of their background. This is something that is deeply embedded into our workplace culture and our commitment to developing our communities, creating equal working opportunities for people from all different backgrounds and pursuing local partnerships to benefit the community by growing in a socially-responsible way.

A diverse population in a healthy environment with many cultural, entertainment and other activities available to its residents and visitors. And having a strong economy, benefiting those who live there."

A community full of different cultures connecting and communicating make a city thrive, as everyone gets an insight into each other's culture, allowing people to share a greater understanding of one another, whilst also allowing people to become more educated about other people's lifestyles and culture."

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When people of different cultural and religious backgrounds are accepting of each other and live together in harmony. A city where the goal is growth and people in it are working towards achieving that."

For me a thriving city is one that values its citizens. A city where power is distributed across age, gender, race and class. A city where young and old feel like they are a part of something and that their needs are being listened to. A city that is democratic, loved, peaceful and united."





### **CONNECTION — SOCIAL SCENE**

Having interesting places to visit helps to bring vibrancy to a city. Whether it's the bars, restaurants and shops, or cultural attractions like museums, theatres and music venues; an exciting social scene draws people to cities and keeps them coming back.

Having events and places to gather helps us to connect, communicate and develop social networks. It helps to create a sense of place, somewhere that people want to be and where they can enjoy their leisure time. This was evident in the preliminary research but shone through even greater when it was repeated in 2021 as people have missed out on so many of those opportunities to get together and simply enjoy themselves.

This is something that Bruntwood is focusing on both in the ways that we operate as a business for our colleagues and what we can deliver for our customers and communities. We believe it's more important than ever to create spaces and opportunities for people to socialise, connect and thrive together.

A city that has plenty of good independent shops, lots of cultural places to visit, open spaces to relax, unique coffee shops, pubs and restaurants."

Community focused events hosted by cities to get the local people more connected. In particular, events that encourage people to explore places and buildings within the city that they might not usually visit."

A blend of culture and arts, mixed with a thriving restaurant and pub scene."

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A friendly culture, a range of social and entertainment options, ideally a rich history and the ability to enjoy all of this in safety."



The buzz of just being in the heart of the city and the thrill you get when you walk around. Lots of activity and things to do, always somewhere to go and something new to see. A thriving city for me is all in the sights, smells and sounds, if it doesn't make you excited, then it isn't thriving!"







# **CONNECTION — COMMUNITY**

It's community spirit that makes places feel that bit brighter. If somewhere has a welcoming community, it's more likely that a person is going to stay in or return to that place. Communities can provide us with a safe space. Surrounding ourselves with people who listen and empathise, helps to create a sense of belonging and allows us to feel comfortable within the places we live, work and play.

This is why we endeavour to create community programmes within our buildings and amongst our customer groups. We understand the importance of community spirit and belonging for our internal teams and want to play our part in creating this for any business that enters our spaces.

Our communities are where we get our social interaction, which, as we've seen over the past 18 months, is so important to our wellbeing. By becoming more involved in a community, we can become more connected and improve our wellbeing.

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It's a place where people are proud to say they work, live or socialise in. It's about the community coming together for a common cause, having a sense of belonging and identity for what the city stands for."



A thriving city is a city with a welcoming atmosphere and a community of local people who are supportive of each other."

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A thriving city is one which the community works well together to achieve the simple goals, be is driving positive outlook of individuals or encouraging a safe and healthy environment. This is because without the connection between those who are in the city working together, sharing ideas and in general being models for their next generation a city can never truly thrive or prosper."

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Good community spirit, trouble and crime free, full employment, a caring and efficient council, and residents that have pride in their surroundings and neighbourhood."





### **EXPERIENCE**

Cities need to provide different experiences to appeal to the diverse population that live in a city.

And what's great is that every city gives people the chance to experience something new. While there will always be commonalities between cities - both across the UK and globally - they each have their own unique offering. Some may focus more on the arts and leisure activities it has to offer; whereas others may be steeped in rich history.

There is so much to experience within every city and the suburbs that surround them; but for a city to work for everyone then it needs something for everyone...

Just as the offering within cities can vary massively, so too does what people want to experience while they're there. Some may visit a city for the lively bar and restaurant scene that it has, whereas others might be drawn to a neighbourhood for the peace and tranquillity of its libraries and art galleries. The more experiences a city can offer, the more likely it is to see visitors return and residents to stay.





### EXPERIENCE — FOOD

It's official, we all love food. Definitely no surprise that this topic came up time and time again. We had an abundance of responses citing the importance of having top notch places to eat. Some people love the independent restaurants, others are embracing the rise in street food, and some believe you just can't go wrong with a cheeky Nando's.

No matter what type of food or eating establishment you prefer, our research clearly suggests that food is an important part of our cities and bringing people together.

We celebrate huge life events around food.

Whether it's gathering around buffets at birthday parties; getting butterflies at an intimate restaurant on a first date; or meeting new people around a table at a wedding.

We believe that food is intrinsic to creating experiences for people to enjoy, so we invest resources into creating spaces for independent food and beverage retailers to set-up home in our communal spaces and buildings. In 2021 we welcomed Ditto and Trove into some of our city centre buildings who have been serving up wholesome treats to our customers and colleagues.

The smell of the different places to get food and the huge amounts of diversity."

A thriving city is one which has shops, bars, restaurants, coffee shops and cafes available for the community to enjoy."



"Good food, nice people, clean atmosphere."

Food, glorious food. A thriving city will have all the classic restaurants and some new exotic places for those who are adventurous enough."

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There should be a range of places to eat of different prices and qualities, including fancy restaurants, fast food branches and cafes."





## EXPERIENCE — CULTURE

Culture helps us to learn more about the world, sparking conversation and connecting us to the people and places around us.

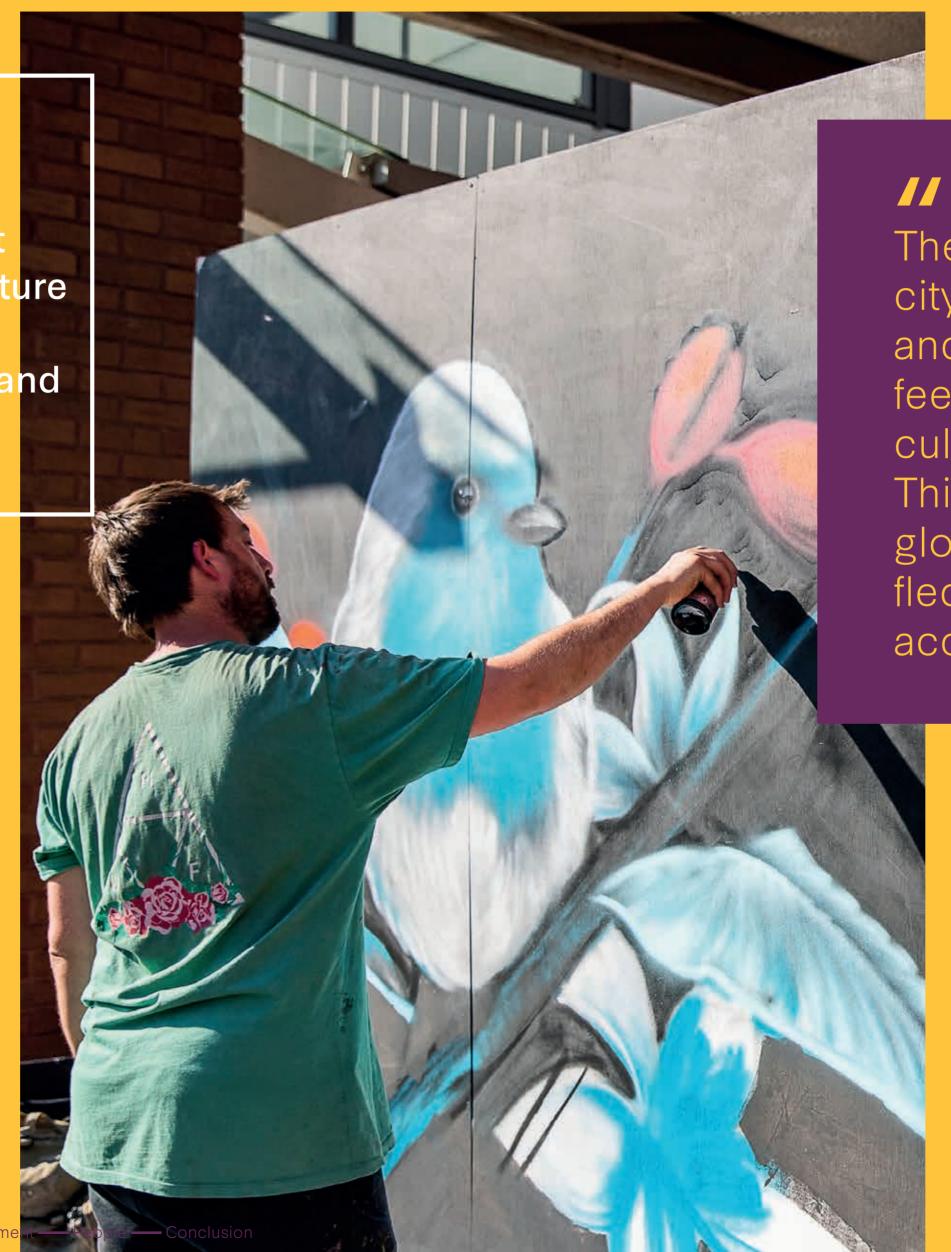
Embedding culture into a city isn't just about art galleries, museums and theatres, though. It's also integral that cities create opportunities for artists to showcase their work and, importantly, that it is made accessible for individuals and communities to take part, absorb and contemplate the work. Only in this way can people find themselves at the heart of the cultural landscape.

The culture of any city should be a reflection of its people and communities, telling the stories of a place and helping to keep traditions alive. In doing so, people will feel a better sense of belonging and connection to their city, tying them to the place in which they call home.

We are incredibly passionate at Bruntwood about supporting and promoting cultural vibrancy and this transcends everything across our network of suppliers, customers and partners in and around our regions.

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A city needs infrastructure, education, healthcare, transport etc to be successful, but it's culture that will make it thrive. Art in its widest sense, that's open to all and interwoven into the city."



The main measure of a thriving city is usually the jobs market and wages, but for one that truly feels thriving, a healthy arts and cultural scene is also a must. This should include not only glossy establishments, but also fledgling artists and very affordable accommodation and studios."





### EXPERIENCE — RETAIL

A city will often attract people through its retail offering, and that's evidently clear in the responses. Despite the uptake in online shopping, especially throughout the pandemic, retail still remains a key element of what people believe makes a city thrive.

The importance of retail in societies can be traced far back in history. From the first ever marketplaces and bazaars, to the department stores and retail parks of today, retailers have played a key part in the creation of communities.

Cities with a large retail offering will often attract visitors whose days are centred around shopping alone.

Our research shows that the variety of retail is important, too. People want quality, and they want it to be affordable. They want to have choice in where they can shop, with independent retailers proving immensely popular, but there is still the need for those well-known brands. Essentially, the more retail a city can offer, the more appealing it becomes.

A busy high street with thriving independent local businesses and ample free parking for people to be encouraged to shop local. Businesses that give back, provide food for homeless if their food stock is at sell by date."

I think that the independent businesses, creative makers make the personality of every city."



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Opportunities for non-chain, independent producers and businesses - and not pressured by large chain organisations."

Good customer service, tak[ing] pride in the community and offer good jobs for good salaries."





### **ENVIRONMENT**

The environment can have a major impact on the wellbeing of the people living, working and visiting the city. We need to create healthy, happy environments for people to succeed within. After all, if the people aren't looked after, this will be reflected in the city landscape around them.

If a city is to remain an appealing and thriving place, the environment must be protected and sustained for generations to come. It is crucial that the environment is healthy, attractive and sustainable. Without any one of these elements, it will become a place that people simply don't want to be. However, ensuring a city has all of these things in abundance will help all other elements within it to thrive.

Of course, as the population of cities grow, this is becoming even more important. The environment must be well-planned and cared for so that those living and working within the cities can still have a good quality of life. Our research shows how important green spaces, sustainability and public spaces are to creating these healthy and happy environments.



# What makes a thriving city? Introduction — Opportunity — Connection — Experience — Environ

### ENVIRONMENT — GREEN SPACES

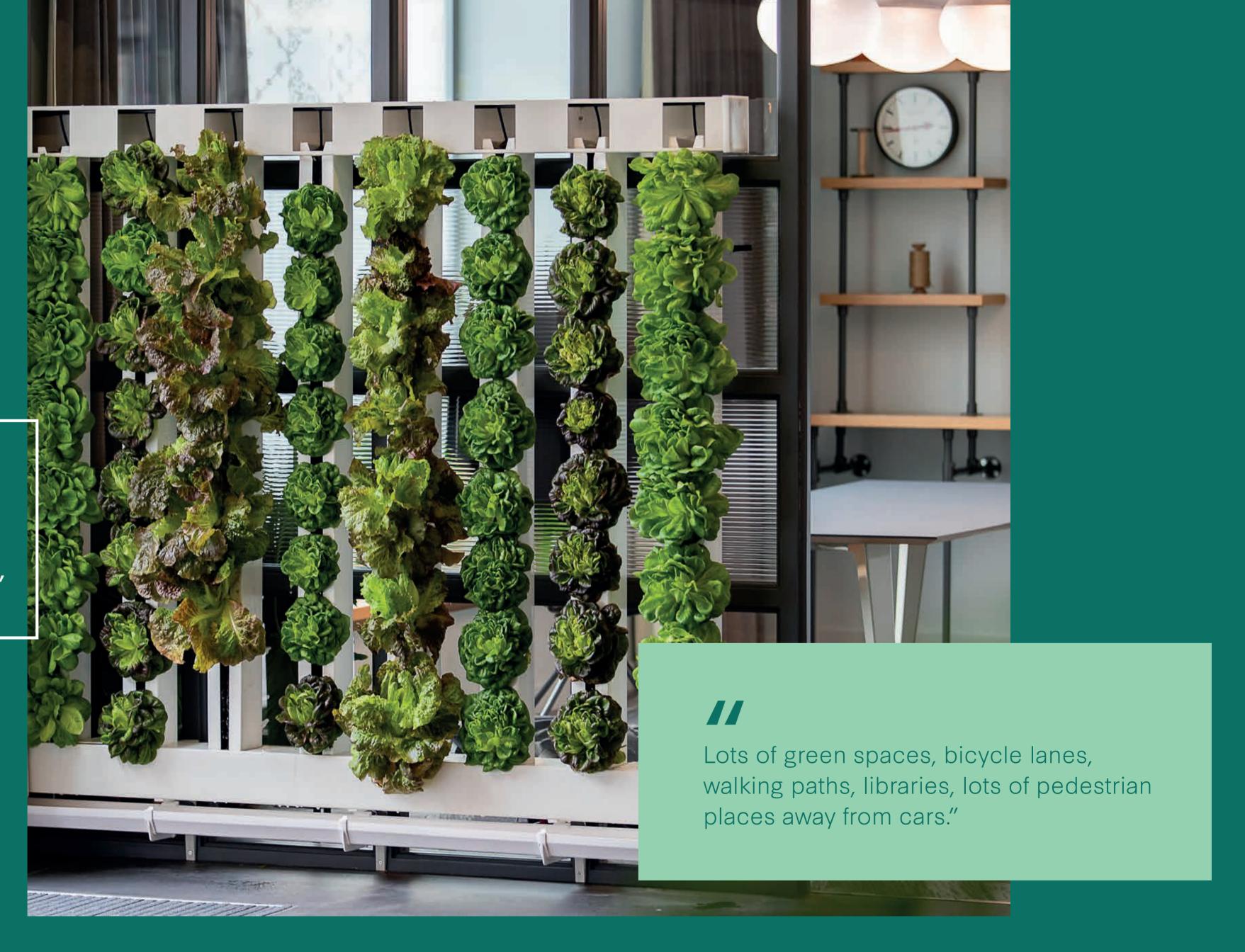
It's probably unsurprising that with all the hustle and bustle of the city, green space is sought after as a tranquil getaway for when you need that downtime. Connecting with nature, even in a city setting, can do wonders for health and wellbeing. And this has become even more imperative over the past 18 months, as we've spent more time outdoors, socialising with our family and friends.

But green spaces aren't just about what they can do for people. We also have a responsibility as humans to protect nature. Green spaces help wildlife to thrive which in turn positively impacts the overall environment of a place. And adding green spaces to our cities helps to mitigate the effects of pollution and climate change. Woodlands can lock in carbon and clean the air; wetlands help to store water to reduce the risk of flooding.

It's imperative that we all do our bit to support what we currently have and help it to flourish. These green spaces will only grow in importance - for people and the planet - as they help our cities to sustain themselves well into the future.

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Plenty of green spaces, parks and pedestrianised areas. Places to meet and enjoy a great atmosphere."







### **ENVIRONMENT — SUSTAINABILITY**

Creating sustainable cities is without a doubt one of the most important factors to consider in their development. If our cities aren't sustainable, they simply won't succeed in the long term.

Of course, our environmental impact is a huge part of that. With the climate crisis deepening, we all need to take steps to reduce our carbon footprint, act more sustainably and protect our planet. In 2018, we became the first property company in the UK to sign up to the UKGBC Net Zero Carbon by 2030 commitment and while our primary focus has been on our emissions and what we can do to reduce these, we're also setting targets regarding our water, waste and energy usage to further embed sustainable operations into our business.

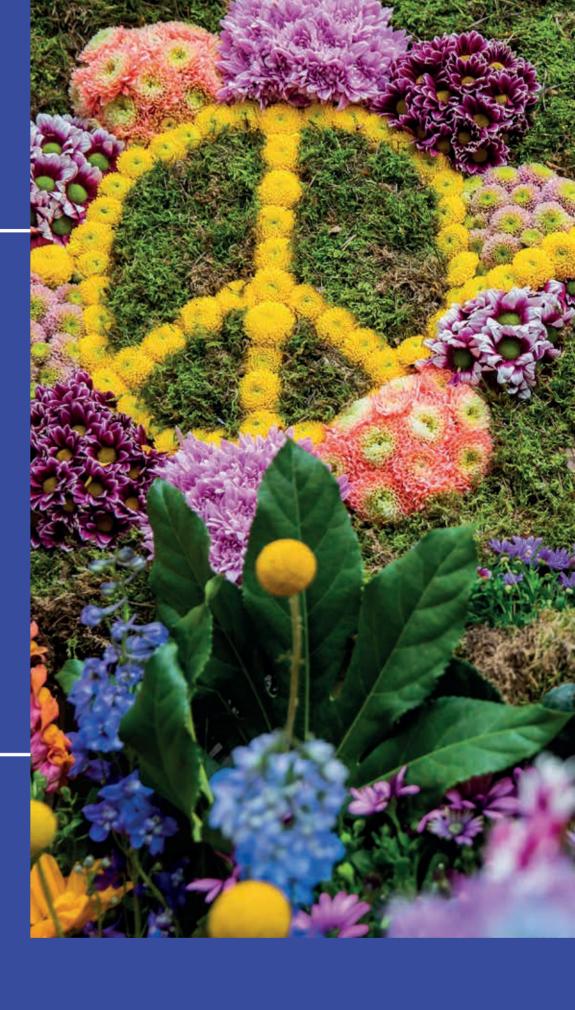
But the sustainability of cities goes beyond that. It's about creating an ecosystem where everything works together - for its people and the wider environment. A sustainable city is an equal city. An enjoyable city. And a thriving city.

A city that makes efforts and finds innovative ways - possibly with technology - to help the world become more environmentally conscious."

A city with generous public squares, tree lined streets and accessible biodiverse roofs."

Sustainability at its heart - our world is dying - our cities are mini versions of our world so we need to look after them and operate sensibly."

A city where people are aware of their environment and surroundings and wish to protect it at all cost, as without the earth around us, there is no city."







### **ENVIRONMENT — PUBLIC SPACE**

Public spaces are crucial in creating inclusive and welcoming environments for people. When we think about the great cities across the world, so many of them are home to amazing public spaces. Those landmark places that are instantly recognisable and accessible to all. They provide somewhere for people to come together, make conversation, play and work.

Public spaces need to be carefully planned. They need to be safe and they need to offer a positive atmosphere where everyone feels welcome. Without this, public spaces are at risk of becoming worn down, unkempt and abandoned.

When public spaces are created well, they offer a space for everyone to come and to feel comfortable, and in doing so, they become truly valuable spaces within our cities. They have the potential to be enjoyed by everyone; places that can reflect the diversity and joy of the people that live and visit there. This in turn attracts more people to the space and further drives that vibrancy that makes them the important destinations they are in any city.

Presence of green public spaces, well working public transport network, bike lanes and pavements that are in good condition. Cultural events happening around the city, initiatives that promote community bonding and sustainable living."

Good transport links, adequate and affordable housing, accessible and inclusive schools, open spaces, entertainment venues, adequate social care, good local government."

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Great things to see, do and enjoy, including green spaces, museums and galleries."

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A city with a good work/life balance, plenty of jobs, entertainment for all age groups, plenty of parks for all to use and a population that cares about their city"







### **PEOPLE**

It was overwhelmingly evident that people were at the heart of what our respondents believed made a thriving city. Hundreds mentioned people as being key to their idea of a thriving city, but delving deeper into all of the themes, we can see that these all link back to people, too.

We make connections with people. It is people that provide experiences for us at gigs, football matches, art shows.

Opportunities need to be created especially for people. And our environments should be developed with people in mind.

And, of course, the responses themselves are immensely human. They are provocative, unique, polarising, and experience-specific.

The photographs of cities during the global lockdowns, with their empty streets and boarded buildings, showed us what any place would be like without people - places without energy or soul. Together, all of our people make cities the vibrant hubs that we know and love. Together, we all make our cities thrive.

The people. If the people are vibrant and interesting, then the city will also be. The people who live in a city influence the shops there, the culture, the food. It all comes down to the people and the atmosphere."

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The people are the most important part of a thriving city. It takes nothing to be friendly, kind, helpful in all ways and all professions. My mum Enid taught me good manners and her favourite saying was its nice to be nice and I certainly believe that in itself makes a city thrive. So thank you for your survey."



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A thriving city is one that not only develops it's infrastructure and buildings at a pace but also includes its inhabitants in the process of growing. Thriving cities should not just be economically prosperous but culturally and socially too. With these three areas achieved, it's people can be happy and contribute to the growing success around them. Ultimately for me, a thriving city is judged by how happy it's people are."





### CONCLUSION

So, we can clearly see that people are the principal driver behind any thriving city.

We might conclude that while people make a thriving city; this is purposeful, not accidental. A city's blueprint is shaped by the people who live, work and visit the area, whether we realise it or not.

It is people that plan our cities. It is people that provide us with the amenities in our cities. And it is people that enjoy all of the elements of our cities.

Restaurants, shops and bars are opened to fulfil demand from customers; offices are built for businesses to provide jobs for people in the city; bands visit city arenas and music venues for their fans; green spaces are provided for people to take some time away from the hustle and bustle of a busy city.

Ultimately, it takes people to create a thriving city. And all for the good of people.



## What makes a thriving city?